

STRATEGIC PLAN 2019 – 2021

Revision 1.4, 14 January 2020



Little Athletics Australia Inc.



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A healthy and active life starts here! “LITTLE ATHLETICS AUSTRALIA”

Mission

LAA is the peak governing and administrative body for Little Athletics in Australia, responsible for driving the strategic direction of the sport, working with our State & Territory members, Athletics Australia & Sports Australia, to deliver on nationally led initiatives and programs.

Vision

Our **vision** is to be the sport of choice for all children by promoting Little Athletics as a foundation sport that promotes a healthy lifestyle with a clearly defined pathway for lifelong involvement in athletics.

Our Shared Values

Innovation

- Flexible
- Adaptive
- Creative

Sustainability

- Forward thinking
- Viable
- Outcomes focused

Reputation

- Safe & inclusive
- Family orientated
- Fun & friendships

Collaboration

- Relationships
- Communication
- Consultation

Three Year Outcomes

- Promote LAA as the principle and preferred deliverer of athletics to children across Australia.
- Successfully merge with AA to deliver One Athletics.
- Establish a sound governance and management structure based on best practice policies and procedures.
- Develop new and innovative products and flexible delivery models to increase recruitment and retention.
- Build relationships with key stakeholders that add value to LAA and its members.
- Deliver a digital experience that engages, including a National database, grows and informs the entire little athletics community.

Strategic Priorities

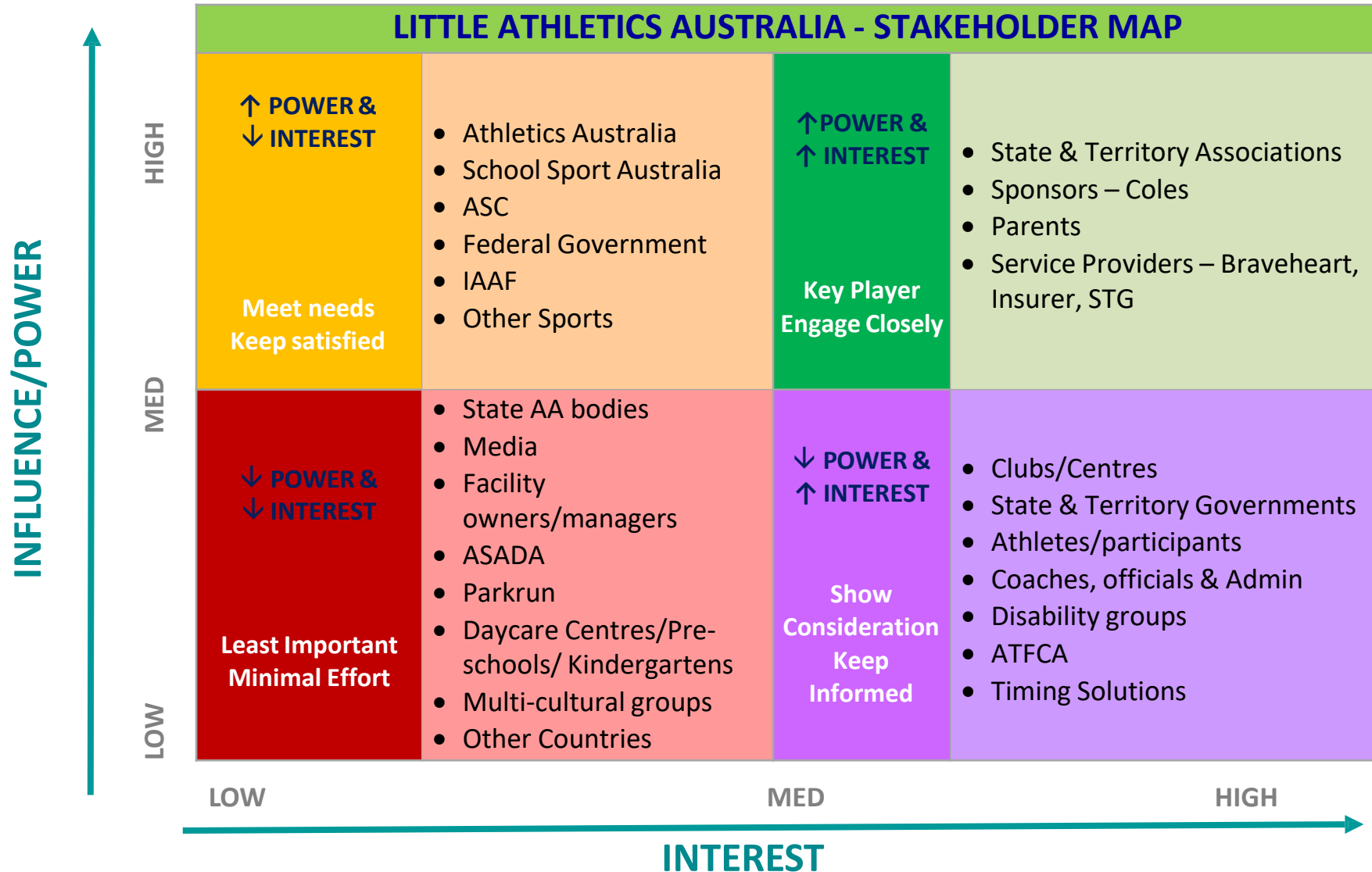
LAA / AA Merger

Governance & Management

Participation & Products

Digital & Communications

Relationships



ENVIRONMENTAL ANALYSIS	STRENGTHS	WEAKNESSES
<p>INTERNAL</p> <p>1. Organisation</p> <p>2. Products/Services</p> <p>3. Customers</p> <p>4. Competitors</p> <p>5. Market</p>	<ul style="list-style-type: none"> • Strong brand reputation with commercial appeal. • Great core product. • Community based & family orientated. • Recreational &/or competitive based sport. • Foundational & generational sport – gateway to a sport for life through defined pathways. • Inclusive/sport for everyone/non-gender specific. • Easily adaptable, simple, easy, can be done anywhere. • Affordable sport that promotes family, fun, fitness, social development & friendships. • Non contact sport. • Flexible attendance/other centres. • Safe sport. • One location/one time. • Strong group of volunteers. • Social development. • Friends. 	<ul style="list-style-type: none"> • Declining athlete registrations. • Lack of innovation & new product development. • Resistance to change. • Heavily reliance on volunteers. • Not adapting to generational change - Gap between expectation and delivery. • Focus on competition as opposed to skill development / coaching. • Lack of control of coaching & officials structures. • Inconsistent & inflexible approach to product delivery. • Failure to promote social opportunities to kids & parents. • Cost for our sport – undervalued. • Lack of consistency. • Inflexible service delivery. • Time/waiting around. • Internal focus. • Limited strategic alliances/focus. • Internal politics.

ENVIRONMENTAL ANALYSIS	OPPORTUNITIES	THREATS
<p>EXTERNAL (PESTLE)</p> <ol style="list-style-type: none"> 1. Political/Gov't 2. Economic 3. Societal & Ethical 4. Technological 5. Legal 6. Environmental 	<ul style="list-style-type: none"> • Clearly defined competition & development pathways. • Product Innovation & event standardisation. • Improved access to non centre competitions. • Building relationships & increasing inclusiveness. • Being agile and flexible in delivery. • Enhancing the value added to communities. • Clear consistent messages about our strengths. • Improved technology usage including a national database. • Coordinated coaching programs and development. • Connecting with schools e.g. primary carnivals. • Mergers & resource sharing across S&T's. • Commercial opportunities. 	<ul style="list-style-type: none"> • Attraction of other sports, social & recreational opportunities & digital devices. • High churn rate. • Not the NSO for athletics. • Time poor - volunteer time/demands. • Lack of new officials and volunteers. • Limited resources. • Child safety issues. • Increase in lower socio-economic families. • Changing environmental conditions.

Strategic Priority	Objectives
1. Merger with AA	1.1 Implement the One Management & Board Structures as part of One Athletics. 1.2 To remedy the disconnect between the junior and senior arms of our sport; to create a pathway and drive a life-long involvement in athletics for our participants and members. 1.3 Simplify the member pathway by removing the confusion of overlapping products
2. Participation & New Products	2.1 Develop new products to increase recruitment & retention. 2.2 Implement innovative and flexible delivery models. 2.3 Implement a consistent National volunteer training & education framework. 2.4 To meet the changing demands of participants. 2.5 Clarify the Athletics Pathway. 2.6 Consider the coaching implications and requirements.
3. Digital & Communications	3.1 Develop a digital strategy. 3.2 Implement effective communication with S&Ts, members and key stakeholders. 3.3 Implement a national member portal that: <ul style="list-style-type: none"> - Provides national visibility and access of registration data. - Drives national communication strategies. - Improves marketing opportunities. - Reduces administrative workload on MAs. - Provides a platform to build results platform, fan stats etc. - Realises possible commercial benefits.
4. Governance & Management	4.1 Adopt and implement a new governance structure. 4.2 Implement an effective member & stakeholder engagement framework. 4.3 Improve financial viability and sustainability. 4.4 Establish clear National policies & procedures. 4.5 Implement an effective management structure & practices.
5. Relationships	5.1 Promote LAA as the principle & preferred deliverer of athletics to children across Australia. 5.2 Build relationships with key stakeholders that add value to LAA and its members.

Objectives		Method of Delivery	What does success look like?
1.	Merger with AA		
Effect a merger between AA and LAA in accordance with the OneAthletics proposal to deliver on the vision of a unified sport, to transform athletics into one of the biggest participation sports in the country and ensure a clear and logical pathway for athletes, coaches and officials throughout their life in sport.			
1.1	Implement the One Management & Board Structures as part of One Athletics.	Not Started <ul style="list-style-type: none"> To be defined by the LAA Working Group 	Due End of 2021 <ul style="list-style-type: none"> To be defined by the LAA Working Group
1.2	To remedy the disconnect between the junior and senior arms of our sport; to create a pathway and drive a life-long involvement in athletics for our participants and members.	Not Started <ul style="list-style-type: none"> To be defined by the LAA Working Group 	Due End of 2021 <ul style="list-style-type: none"> To be defined by the LAA Working Group
1.3	Simplify the member pathway by removing the confusion of overlapping products.	Not Started <ul style="list-style-type: none"> To be defined by the LAA Working Group 	Due End of 2021 <ul style="list-style-type: none"> To be defined by the LAA Working Group

	Objectives	Method of Delivery	What does success look like?
2.	PARTICIPATION & NEW PRODUCTS Develop and implement new and innovative products with flexible delivery options to increase recruitment and retention.		
2.1	Develop new products to increase recruitment & retention.	<p>In Progress</p> <ul style="list-style-type: none"> Review current product offerings and member/participant needs. Collect & review existing product data – internal & external. Conduct research to identify new target markets & product opportunities, eg. encourage family involvement. Share success stories across State & Territory Associations. Increase retention through diverse product offerings. Develop strategies to increase the recruitment & retention of coaches & officials. <p>Not Started – Due end of 2020</p> <ul style="list-style-type: none"> Use research to inform development of new and innovative products to target grass roots, eg. “Nitro” team-based activities, indoor, school programs. Identify funding programs (National & S&Ts) to pilot new products. 	<p>In Progress – Due end 2019</p> <ul style="list-style-type: none"> Current products, product data & member needs reviewed by end 2019. Market research conducted by end 2019. Success stories shared by S&Ts – ongoing. <p>Not Started – Due end 2020</p> <ul style="list-style-type: none"> Research informs the development of new & innovative products by end 2020. <p>Not Started – Due end 2021</p> <ul style="list-style-type: none"> Funding secured to pilot new products by end 2021. ↑ in athlete retention by 5% by end 2021.
2.2	Implement innovative and flexible delivery models.	<p>Not Started – Due end of 2020</p> <ul style="list-style-type: none"> Confirm a definition & criteria for a ‘One Club’ model for cradle to grave delivery. Conduct an audit of the Club delivery models across Australia. Conduct annual Member Satisfaction survey to ensure delivery models remain flexible and accommodate member needs. 	<p>Not Started – Due end 2020</p> <ul style="list-style-type: none"> One Club model criteria defined by end 2020. Audit of Club delivery models completed by end of 2020. Annual Member Satisfaction survey informs evolution of delivery models.
2.3	Implement a consistent National volunteer training & education framework.	<p>Not Started – Due end of 2020</p> <ul style="list-style-type: none"> Ensure consistency through the development of a national coaching plan which incorporates specialty coaching across the country. <p>Not Started – Due end of 2021</p> <ul style="list-style-type: none"> Review & develop a consistent National volunteer training & education framework including resources, courses and accreditation levels. 	<p>Not Started – Due end 2020</p> <ul style="list-style-type: none"> National Coaching Plan with speciality coaching developed by end 2020. <p>Not Started – Due end 2021</p> <ul style="list-style-type: none"> Consistent National training & education framework implemented by end 2021.

	Objectives	Method of Delivery	What does success look like?
2.	PARTICIPATION & NEW PRODUCTS Develop and implement new and innovative products with flexible delivery options to increase recruitment and retention.		
2.4	To meet the changing demands of participants	Not Started • To be defined by the LAA Working Group	Due End of 2020/2021 • To be defined by the LAA Working Group
2.5	Clarify the Athletics Pathway	Not Started • To be defined by the LAA Working Group	Due End of 2020/2021 • To be defined by the LAA Working Group
2.6	Consider the coaching implications and requirements.	Not Started • To be defined by the LAA Working Group	Due End of 2020/2021 • To be defined by the LAA Working Group

	Objectives	Method of Delivery	What does success look like?
3.	DIGITAL & COMMUNICATIONS Deliver a digital experience that effectively engages, grows and informs the entire Little Athletics community.		
3.1	Develop a digital strategy.	<p>In Progress – Due 2020</p> <ul style="list-style-type: none"> • Utilise ASC funding to develop and implement a National digital strategy for LAA in conjunction with AA. • Design scope of National digital strategy to include: <ol style="list-style-type: none"> a. National member portal of athlete members (consult with AA to ensure seamless transition). b. Delivery of consistent messaging & experiences. c. Social media. d. Data analytics (what are you measuring? How will you use it?). e. Real time results. f. Centralisation of athlete info for “athletics” incorporating whole career. g. Communication – information sharing. h. Engagement with members and the broader LAA audience. <p>Not Started - Due TBA</p> <ul style="list-style-type: none"> • Educate and support S&Ts & members to adapt to a digital world and become a more viable sport in market place. 	<p>In Progress – Due end of 2020</p> <ul style="list-style-type: none"> • LAA digital strategy developed & implemented (ASC funding) by end 2020. • LAA digital review delivered in accordance with agreed scope by end of 2020. • Member communication & education re digital strategy effectively delivered by end 2020.
3.2	Implement effective communication with S&Ts, members and key stakeholders	<p>In Progress – Due 2020</p> <ul style="list-style-type: none"> • Earn the respect of S&Ts through increased communication and transparency. • Consult with AA to initiate an agreed, unified and communicated approach to athletics in Australia. • Interact and communicate digitally with S&Ts, members and key stakeholders. 	<p>Due End of 2019</p> <ul style="list-style-type: none"> • Discussion initiated with AA for a unified approach to athletics in Australia – ongoing. • Digital methods are regular communication & marketing tools for LAA – ongoing. <p>Completed</p> <ul style="list-style-type: none"> • LAA communication strategy effectively delivered (Member Satisfaction Survey) – ongoing.

	Objectives	Method of Delivery	What does success look like?
3.	DIGITAL & COMMUNICATIONS Deliver a digital experience that effectively engages, grows and informs the entire Little Athletics community.		
3.3	Implement a national member portal that: <ul style="list-style-type: none"> - Provides national visibility and access of registration data. - Drive national communication strategies. - Improve marketing opportunities. - Reduce administrative workload on MAs. - Provide a platform to build results platform, fan stats etc. - Realise possible insurance benefits. 	Not Started <ul style="list-style-type: none"> • To be defined by the LAA Working Group 	Not Started <ul style="list-style-type: none"> • To be defined by the LAA Working Group

Objectives	Method of Delivery	What does success look like?
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4. GOVERNANCE & MANAGEMENT

Implement sound governance & management structures based on best practice principles, policies and processes

4.1	Adopt and implement a new governance structure	<p>In Progress – Due 2019</p> <ul style="list-style-type: none"> • New Board provides strategic leadership and direction for Little Athletics in Australia through new strategic plan. • Define the relationship & organisational review of LAA/AA. • Review LAA’s obligations with regard to the World Anti-Doping Agency (WADA) Code. <p>Not Started – Due 2021</p> <ul style="list-style-type: none"> • Review & implement succession planning at National and State & Territory level. • Support a review of governance at State & Territory Association levels. <p>Completed</p> <ul style="list-style-type: none"> • Adopt a legal structure & constitution – Company Limited by Guarantee. • Elect a new, independent, non-representative based Board. • Establish a Nominations Committee & confirm Terms of Reference. • Implement LAA Governance Charter that provides comfort & certainty to members. 	<p>In Progress – Due end 2020</p> <ul style="list-style-type: none"> • Relationship & organisational review of LAA/AA defined by end 2020. • LAA Obligations in relation to the WADA Code confirmed by end 2020. <p>In Progress – Due end 2021</p> <ul style="list-style-type: none"> • Succession plan for LAA & S&Ts reviewed and implemented – annually. • LAA support for governance review of S&Ts by end 2021. <p>Completed</p> <ul style="list-style-type: none"> • LAA Ltd established with new constitution & independent Board adopted by end 2019. • Nominations Committee established & TORs confirmed by end of 2018. • LAA Governance Charter implemented by end 2018. • New LAA strategic plan finalised by end 2018.
4.2	Implement an effective member & stakeholder engagement framework.	<p>In Progress – Due 2019</p> <ul style="list-style-type: none"> • LAA representation & visibility at key stakeholder meetings & forums. • Attendance of S&Ts at LAA meetings and stakeholder forums. <p>Not Started –Due 2020</p> <ul style="list-style-type: none"> • Member consultation to implement an effective member engagement & communications strategy • Board to confirm a stakeholder engagement strategy 	<p>In Progress – Ongoing</p> <ul style="list-style-type: none"> • At least 75% attendance of LAA at stakeholder meetings & forums annually, eg. AA, Sport Australia, SSA, Gov’t, etc. • At least 75% S&T attendance at LAA stakeholder forums annually. <p>Not Started – Due end 2020</p> <ul style="list-style-type: none"> • Member Engagement & Communications strategy confirmed – annually • Stakeholder Engagement strategy

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4.	GOVERNANCE & MANAGEMENT		
	Implement sound governance & management structures based on best practice principles, policies and processes		
4.2	Implement an effective member & stakeholder engagement framework.	<p>In Progress – Due 2019</p> <ul style="list-style-type: none"> LAA representation & visibility at key stakeholder meetings & forums. Attendance of S&Ts at LAA meetings and stakeholder forums. <p>Not Started – Due 2020</p> <ul style="list-style-type: none"> Member consultation to implement an effective member engagement & communications strategy. Board to confirm a stakeholder engagement strategy. 	<p>In Progress – Ongoing</p> <ul style="list-style-type: none"> At least 75% attendance of LAA at stakeholder meetings & forums annually, eg. AA, Sport Australia, SSA, Gov't, etc. At least 75% S&T attendance at LAA stakeholder forums annually. <p>Not Started – Due end 2020</p> <ul style="list-style-type: none"> Member Engagement & Communications strategy confirmed – annually Stakeholder Engagement strategy confirmed – annually.
4.3	Improve financial viability and sustainability.	<p>In Progress – Due 2019</p> <ul style="list-style-type: none"> Prepare practical and transparent financial modelling & reporting. Establish a reserves policy. Ensure financial security of LAA and S&Ts, eg. commercial arrangements. <p>Not Started – Due 2020</p> <ul style="list-style-type: none"> Identify opportunities for more aligned delivery methods, operations & resourcing. 	<p>In Progress – Ongoing</p> <ul style="list-style-type: none"> Sound financial modelling & reporting by LAA – ongoing. Sustainable whole of sport commercial agreements secured – ongoing. <p>In Progress – Due end of 2019</p> <ul style="list-style-type: none"> LAA reserves policy established by end 2019. <p>Not Started – Due end of 2021</p> <ul style="list-style-type: none"> Greater alignment of delivery, operations & resourcing – by end 2021 (Member Satisfaction Survey)

	Objectives	Method of Delivery	What does success look like?
4.	GOVERNANCE & MANAGEMENT		
	Implement sound governance & management structures based on best practice principles, policies and processes		
4.4	Establish clear National policies & procedures.	In Progress – Ongoing <ul style="list-style-type: none"> • Policy review and create ‘fit for purpose’ policies that can be adapted within S&Ts. • Review current regulations, policies & By-Laws to ensure alignment and relevancy with new governance structure. 	In Progress – Ongoing <ul style="list-style-type: none"> • National policy review & development for whole of sport – ongoing. • LAA regulations, policies & By-Laws reviewed & aligned – ongoing.
4.5	Implement an effective management structure & practices.	In Progress – Due 2019 <ul style="list-style-type: none"> • Review the LAA management/staffing requirements, including the proposed Competition and Standards and Finance roles, in line with the new governance structure. Not Started – Due 2020 <ul style="list-style-type: none"> • Implement a HR & performance management framework to recruit, manage and retain professional Management & Staff. 	In Progress – Ongoing <ul style="list-style-type: none"> • Management/staff review completed by end 2019. Not Started – Due end 2020 <ul style="list-style-type: none"> • New HR & performance management framework implemented by end 2020.

	Objectives	Method of Delivery	What does success look like?
5. Relationships	Build relationships with key stakeholders and promote LAA as the principle and preferred deliverer of athletics to children across Australia.		
5.1	Promote LAA as the principle deliverer of athletics to children across Australia	<p>In Progress – Ongoing</p> <ul style="list-style-type: none"> • Develop and promote LAA’s value proposition to all stakeholders. • Build a connection and reputation with key stakeholders that LAA is the leading deliverer of athletics to children in Australia. <p>Not Started – Due 2020</p> <ul style="list-style-type: none"> • Promote LAA as the valued and accepted expert in delivery of athletics disciplines/activities within schools and actually delivering. • LAA identified as the ‘go to’ entity for athletics activities for children. • Demonstrate LAA capability & capacity to key stakeholders. • Deliver quality, engaging and fun coaching, programs and activities. 	<p>In Progress – Due end of 2019</p> <ul style="list-style-type: none"> • LAAs value proposition developed by end 2019. <p>Not Started – Due end of 2021</p> <ul style="list-style-type: none"> • LAA recognised as the principle & preferred deliverer of athletics to children in Australia. • LAA recognised as the expert deliverer of athletics for children in schools by end 2021.
5.2	Implement effective communication with S&Ts, members and key stakeholders	<p>Progress – Ongoing</p> <ul style="list-style-type: none"> • Earn the respect of S&Ts through increased communication and transparency. • Interact and communicate digitally with S&Ts, members and key stakeholders. <p>Not Started – Due 2019</p> <ul style="list-style-type: none"> • Consult with AA to initiate an agreed, unified and communicated approach to athletics in Australia. 	<p>In Progress – Ongoing</p> <ul style="list-style-type: none"> • Digital methods are regular communication & marketing tools for LAA. • LAA communication strategy effectively delivered (Member Satisfaction Survey) – ongoing. (Linked to item 3.2 In Digital Communications Strategy). <p>In Progress – Due end of 2019</p> <ul style="list-style-type: none"> • Discussion initiated with AA for a unified approach to athletics in Australia – ongoing.