

STRATEGIC PLAN

2020 – 2024



Executive Summary

Little Athletics Queensland (LAQ) is a progressive, not-for-profit organisation that provides high quality athletics experiences for children and young people throughout Queensland.

The sport has strong membership levels in an environment of growing competition from other codes and recreational activities.

A clear focus of the next 5 years will be to continue to provide quality products through traditional, Centre-driven delivery models but also enhance our capability to meet the current and future needs of the community with innovative and flexible new programs.

The 2020-2024 Strategic Plan builds on a solid track record and strengthens Little Athletics Queensland's ability to lead the way in encouraging healthy lifestyles for children and their families.

Background

Little Athletics Queensland has 103 Centres throughout Queensland and provides services to approximately 13,000 athletes and an estimated 5,000 volunteers.

The organisation provides a Little Athletics schools program (LAPS) that engages with approximately 20,000 students each year.

Little Athletics is a community activity that encourages involvement of the whole family. Children can participate in a range of athletics events including:

- Weekly competitions at their local Centre
- Training sessions at their local Centre
- Inter-Centre and Regional competitions
- LAQ competitions and carnivals
- Coaching clinics and camps
- School Programs (Little Athletics Program for Schools (LAPS))

Family members can volunteer as coaches, officials, administrators or committee members.

Little Athletics in Queensland was born in the mid 1970's at Redcliffe and is affiliated with the national body, Little Athletics Australia.

STRATEGIC OVERVIEW

Our Vision

"Little Athletics – recognised as the pathway to fitter, healthier and more active Queensland children"

Our Purpose

"To increase the physical and social literacy of all Queensland children"

Guiding Principles

- We will promote our Centres as spaces and places to support physical activity for the whole community
- We will deliver innovative and flexible competition, coaching and physical activity models
- We will leverage positive outcomes from strategic collaborations and partnerships
- We will focus on opportunities to grow and capitalise on our strong brand as a foundation sport
- We will provide the right products to the right people at the right time
- We will focus on doing several things very well rather than many things not so well!

Drivers

1. Leadership and Innovation
2. Physical Activity Places and Spaces
3. Growth and Development
4. Collaboration and Partnerships
5. Brand Recognition

STRATEGIC PRIORITIES

Leadership and Innovation

- Provide tailored, targeted programs and initiate alternative delivery models
- Provide safe and healthy environments
- Deliver quality programs and services to increase physical activity across the State and provide more creative carnivals and events

Physical Activity Places and Spaces

- Develop our Centres as leading 'Queensland Activity Precincts'
- Apply social infrastructure best-practice planning and design principles in developing and modifying our Centres to maximise participation
- Provide professional Centre support

Growth and Development

- Increase the number of Centres servicing the State
- Grow and diversify revenue streams and develop a 'Growth Strategy'
- Build the capacity of our people including the Board, staff, coaches, officials and volunteers

Collaboration and Partnerships

- Establish a close alliance with the Queensland Governments Activate Queensland Strategy
- Develop a series of formal partnerships with selected State Sporting Organisations through the development of clear development pathways
- Partner with Queensland Health to proactively reduce children's levels of overweight and obesity

Brand Recognition

- Promote Little Athletic Centres as ideal 'Places and Spaces' that support physical activity for everyone
- Aggressively increase our promotional presence across Queensland and invest strategically in targeted social marketing activities

PERFORMANCE INDICATORS

<p>Leadership and Innovation</p>
<p>Performance Indicators</p> <ol style="list-style-type: none"> 1. New delivery models developed 2. FAST program expanded to include new variations 3. Competitions reviewed every 2 years 4. Coaching clinics participation increased by 50 athletes each year 5. Athlete Awards revitalised 6. Best Centre Award introduced 7. Innovation Award introduced 8. U13-U17 teams based competition developed 9. Policies updated every 3 years 10. Board evaluation conducted bi-annually 11. Staff reviews conducted annually
<p>Strategies</p>
<p>Provide tailored, targeted programs and initiate alternative delivery models</p> <ul style="list-style-type: none"> • Develop alternative delivery and membership models such as clubs (next tier down from Centres), school based Centres and memberships, the FAST program and other non-traditional methods • Develop a teams based competition for U13-U17 athletes
<p>Provide safe and healthy environments</p> <ul style="list-style-type: none"> • Ensure standard rules are adhered to at all levels of competition • Conduct thorough inductions for new LAQ Board and staff • Conduct bi-annual evaluations for the LAQ Board and annual reviews for staff • Periodically update policies and procedures
<p>Deliver quality programs and services to increase physical activity across the State and provide more creative carnivals and events</p> <ul style="list-style-type: none"> • Regularly review competitions to ensure maximum participation and enjoyment of athletes • Conduct additional coaching clinics at a regional and Centre level • Increase the number of athlete development programs and tours • Update athlete recognition programs and awards to ensure they achieve desired outcomes • Increase number of multi-class events at LAQ competitions • Develop "Best Centre Award" for presentation annually at Conference • Introduce Centre "Innovation Award" • Periodically review effectiveness and composition of sub-committees • Conduct joint competitions with Queensland Athletics (QA)

Physical Activity Spaces and Places

Performance Indicators

1. Ensure insurance cover and risk management procedures are adequate for non-traditional athletics activities
2. Little Athletics specific inclusion policy adopted
3. Parent Helper Training Sessions conducted at 10 Centres annually
4. Membership statistical information reporting template developed
5. All Regional meetings or competitions attended by either a Director or senior staff member each year
6. Registration and competition packages reviewed at each contract renewal (typically every 3 years)
7. Identify suitable platforms for online meetings and education programs and assist Centres to use them

Strategies

Develop our Centres as leading 'Queensland Activity Precincts'

- Encourage Centres to provide non-traditional athletics activities to attract new forms of membership
- Encourage inclusive practices at all levels of the sport
- Conduct parent training at Centres with experienced program delivery volunteers at the beginning of the season to ensure consistent, high-standard product delivery

Apply social infrastructure best-practice planning and design principles in developing and modifying our Centres to maximise participation

- Review programs at all levels to ensure appropriateness and optimum duration of activity for targeted participants
- Collate and use statistical information collected through registration database and member surveys to tailor products to suit existing and new members

Provide professional Centre support

- Directors or senior staff to attend regional meetings and competitions to provide support and engage with members
- Provide responsive administration support to Centres and Regional Committees
- Re-introduce administration and introductory Committee roles workshops at Conference
- Ensure access to best practice online registration and competition packages
- Support struggling Centres by providing access to experienced Centre Committee members to mentor and troubleshoot issues at Centres
- Increase use of technology for meetings, professional development and Centre support
- Reduce administration workload for Centres by decreasing the amount of paperwork and unnecessary reporting

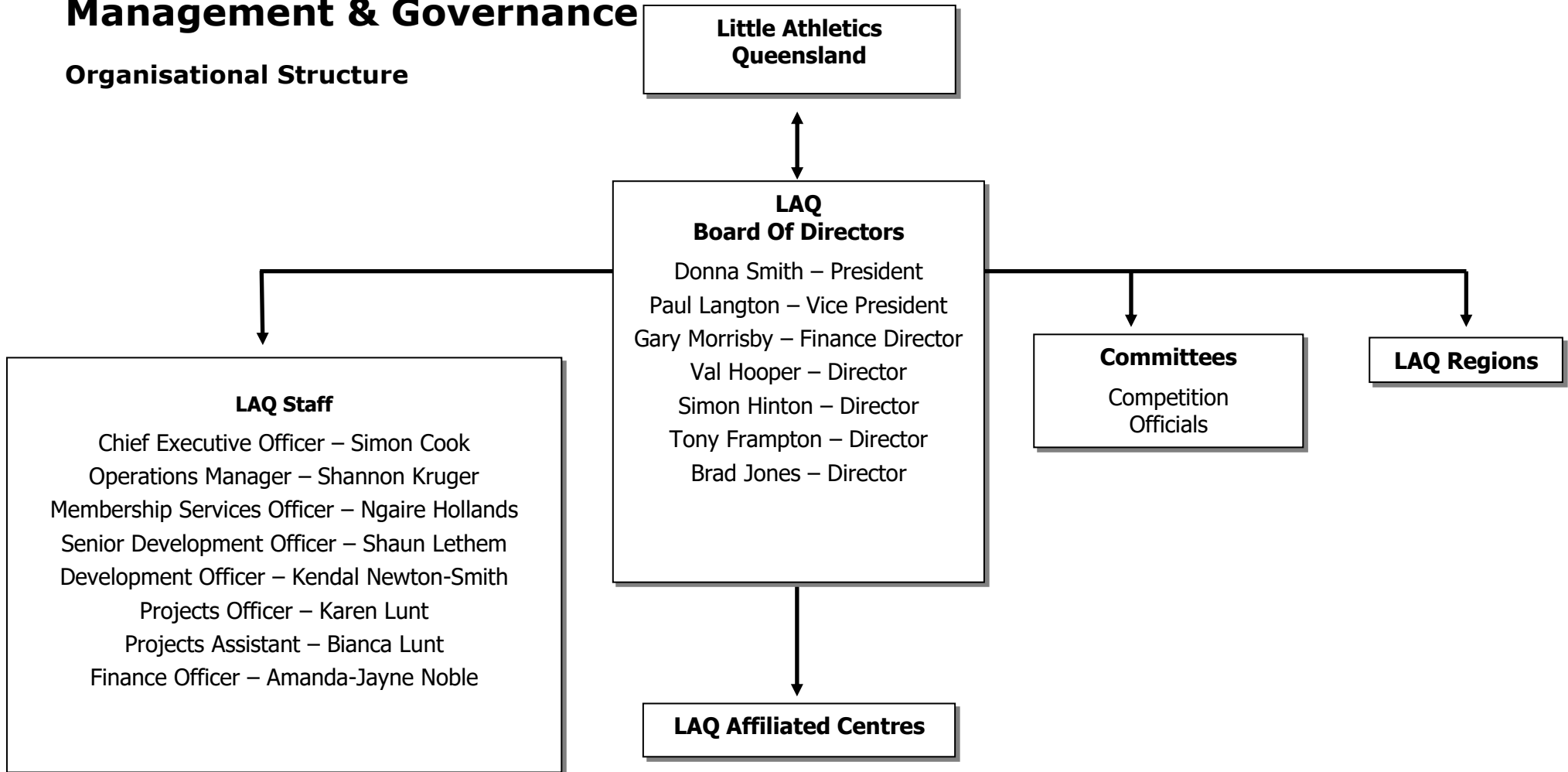
Growth and Development
<p>Performance Indicators</p> <ol style="list-style-type: none"> 1. 2 new Centres established each year 2. 1 new FAST Program conducted each year 3. Athlete registration numbers increased by 2% each year 4. Attendance at Conference workshops increased by 5% each year 5. Number of officials completing accreditation or training courses increased by 10% annually 6. Number of coaches completing accreditation or recognised training courses increased by 10% annually 7. Number of students participating in the schools LAPS program increased by 5% each year 8. Alternative program/delivery model developed
Strategies
<p>Increase the number of Centres servicing the State</p> <ul style="list-style-type: none"> • Identify new growth areas and establish new Centres • Use alternative programs as well as traditional Centre models • Increase access to synthetic tracks for Regional and Centre competitions • Ensure Councils have access to State Athletics Facilities Plan • Deliver recommendations from State Athletics Facilities Plan
<p>Grow and diversify revenue streams and develop a 'Growth Strategy'</p> <ul style="list-style-type: none"> • Increase revenue from sponsorship • Apply for community grants for new equipment and program funding • Increase revenue from government funding
<p>Build the capacity of our people including the Board, staff, coaches, officials and volunteers</p> <ul style="list-style-type: none"> • Use annual Conference as the main forum for providing training and education • Streamline methods for accurately calculating the number of coaches and officials accredited in Little Athletics • Increase number of coaches undertaking accreditation or recognised training programs • Increase number of officials undertaking accreditation or recognised training programs • Increase the use of technology and online teaching methods to provide training and education • Conduct mentoring programs for officials and coaches • Support the transition of athletes towards coaching and officiating

Brand Recognition
<p>Performance Indicators</p> <ol style="list-style-type: none"> 1. Electronic newsletters to athletes and their families distributed monthly 2. Method developed for calculating conversion from LAPS participant to member 3. Attended 5 school-based athletics carnivals annually 4. Increase in website hits by 10% annually 5. Increase Facebook followers by 10% annually 6. Increase Instagram followers by 10% annually
Strategies
<p>Promote Little Athletic Centres as ideal 'Places and Spaces' that support physical activity for everyone</p> <ul style="list-style-type: none"> • Promote Little Athletics as a "Foundation for all sports" • Use membership database to disseminate information to relevant membership groups to promote community athletics programs • Increase the conversion rate of the Little Athletics Program in Schools (LAPS) • Increase promotion and involvement in school athletics carnivals • Periodically review the effectiveness of current communication tools such as social media, email, and online newsletters
<p>Aggressively increase our promotional presence across Queensland and invest strategically in targeted social marketing activities</p> <ul style="list-style-type: none"> • Engage with parents and athletes through membership database, website and social media • Increasingly engage with members and the community through social media • Encourage Centres to disseminate information through social media • Refresh the appearance of the website every 5 years • Periodically review membership database and communications systems • Facilitate sponsors communication to members • Tell more good news stories and human interest stories through all media channels

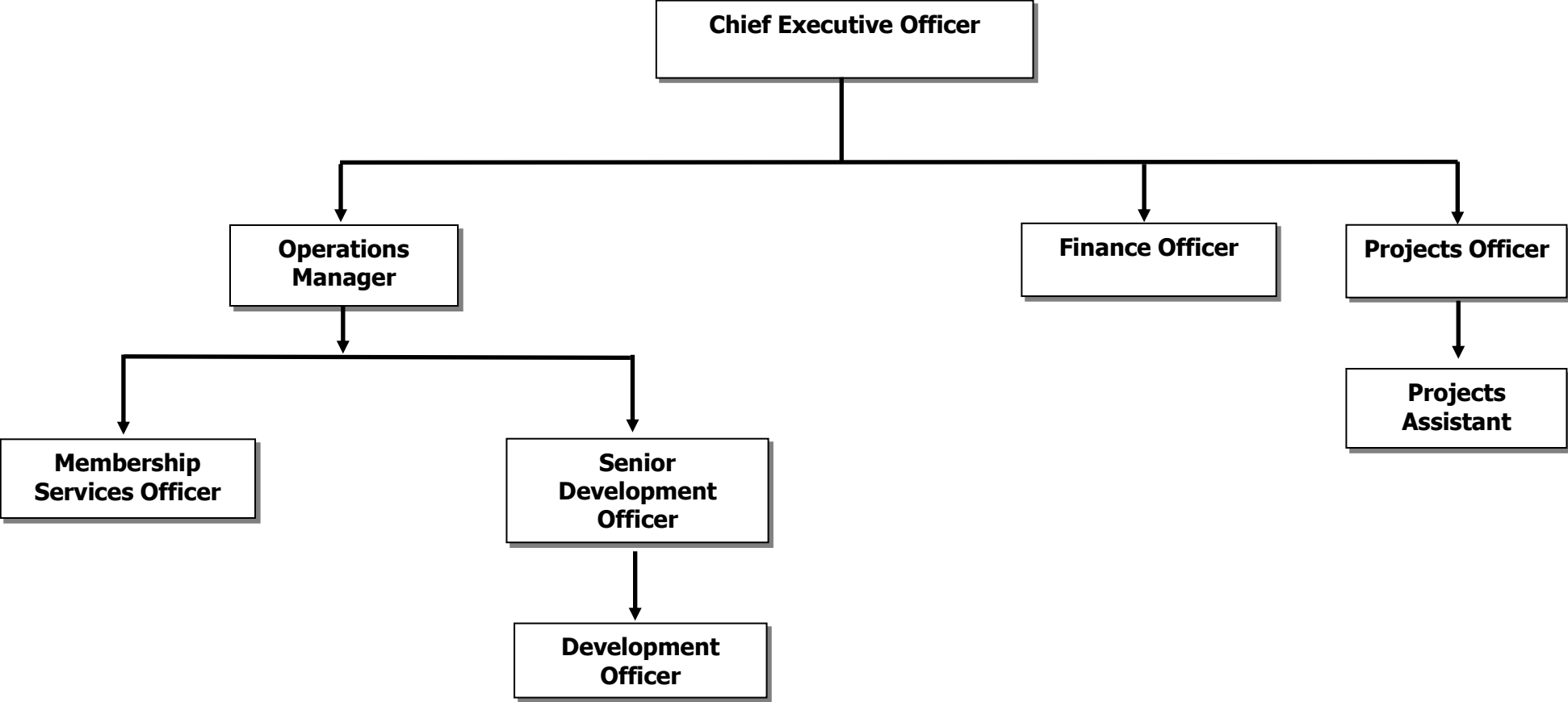
Collaborations and Partnerships
<p>Performance Indicators</p> <ol style="list-style-type: none"> 1. Little Athletics Queensland to be included in next round of included sports in Activate Queensland Strategy 2. Strategic partnership formed with 1 new sport by 2021 3. Funding submission presented to Queensland Health by 2022 4. Sponsorship revenue increased by 5% each year 5. Funding from Government increased by 5% each year
Strategies
<p>Establish a close alliance with the State Governments Activate Queensland Strategy</p> <ul style="list-style-type: none"> • Identify appropriate LAQ strategies and objectives that align with the Activate Queensland Strategy • Lobby Government to have LAQ participate in Activate Queensland programs • Capitalise on any collaboration opportunities under Activate Queensland
<p>Develop a series of formal partnerships with selected State Sporting Organisations through the development of clear development pathways</p> <ul style="list-style-type: none"> • Identify suitable sports that provide a strategic alignment opportunity • Establish links with targeted sports • Investigate methods for cross-promotional activations with targeted sports • Promote benefits of participating in athletics as a foundation for other sports
<p>Partner with Queensland Health to proactively address the alarming obesity epidemic</p> <ul style="list-style-type: none"> • Meet with representatives from Queensland Health to investigate possible sources of funding or joint programs to reduce prevalence of obesity in school aged children • Clearly articulate and promote benefits of children being involved in organised sport and in particularly Little Athletics

Management & Governance

Organisational Structure



Staffing Structure



Little Athletics Queensland wishes to express its appreciation to the following partners:



Robertson
Gardens 



QUEENSLAND
GOVERNMENT

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