

CALOUNDRA LITTLE ATHLETICS



STRATEGIC PLAN 2019 – 2021

Strategic Plan

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Executive Summary

The Caloundra Little Athletics Centre is a progressive not-for-profit organisation, managed completely by volunteers, that provides high quality athletics experiences for children and young people throughout the Sunshine Coast.

The Centre has a strong reputation for being welcoming of new families and very supportive of all athletes. Since its establishment in 1983, the Caloundra Little Athletics Centre has achieved wonderful success, producing state and national representatives.

Through the dedication and hard work of passionate volunteers, the Centre has maintained consistent membership numbers, in excess of 200 athletes, over the past five years in an environment of growing competition from other sporting codes and recreational activities. The challenge remains to continue to engage more local children and their families in this healthy and affordable sporting activity, while providing and maintaining a safe environment.

The Caloundra Little Athletics Centre is developing athlete pathways and seamless membership from junior to senior programs by having formed an affiliation with the local senior club, University of Sunshine Coast Athletics Club <http://uscathleticsclub.asn.au/>.

Fiscally, the organisation has maintained positive surpluses and continues to foster productive relationships with sponsors, government and other stakeholders.

The Centre has a strong alignment with its governing bodies; Little Athletics Queensland <https://laq.org.au/> and Little Athletics Australia <https://littleathletics.com.au/>. The overarching values of family, fun and fitness are consistent throughout and the vision to increase the number of athletes participating in Little Athletics is a high priority across all three levels of organisations.

The 2019-2021 Strategic Plan builds on this solid track record and with its wonderful culture of fun and engagement, the Caloundra Little Athletics Centre, has a very positive and exciting future.

Background

The Caloundra Little Athletics Centre was established in 1983, when several local families saw the need for children's athletics in the Caloundra area. The Centre now provides services to over 250 athletes and an estimated 400 volunteers.

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

- Weekly competitions at our local Centre
- Training sessions at our local Centre
- Annual Caloundra Open Day carnival
- Little Athletics Qld regional and state competitions and carnivals
- Coaching clinics and camps
- School Programs (Little Athletics Program for Schools (LAPS) and the Active After Schools Communities (AASC))

Other family or community members can volunteer as coaches, officials, administrators or committee members.



Strategic Plan

Our Vision

That all Sunshine Coast children have the opportunity to actively participate in quality Track and Field activities.

Our Mission

Caloundra Little Athletics aims to develop children of all abilities, by promoting positive attitudes and a healthy lifestyle through family and community involvement in athletics activities.

Our Goals

<p>1.</p> <p>Athlete Participation, Programs and Services</p> <p>Increase athlete participation through the provision of quality programs and services for athletes of all abilities, including specialised coaching and training and opportunities for competition</p>	<p>2.</p> <p>Centre Development</p> <p>Increase the capacity of the Centre to deliver high quality activities in a safe and supportive environment</p>	<p>3.</p> <p>Marketing and Communication</p> <p>Improve the marketability of Caloundra Little Athletics and communication with all stakeholders</p>	<p>4.</p> <p>Governance and Internal Capability</p> <p>Ensure best practice governance and enhance internal organisational capability</p>
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Our Values

<p>Family, Fun and Fitness</p>	<p>Be Your Best</p>	<p>Fostering Positive Partnerships</p>
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Stakeholders

The Caloundra Little Athletics Centre strategic plan has been developed in consultation with a broad range of internal and external stakeholders of the Centre. This plan has summarised the feedback received, resulting in a concise list of goals that will guide the Centre over the future years.

1.

Athlete Participation, Programs and Services

Increase athlete participation through the provision of quality programs and services for athletes of all abilities, including specialised coaching and training and opportunities for competition

Key Performance Indicators

1. Increase membership by 15% over the duration of the strategic plan
2. Increase participation in competitions by 15% over the duration of the strategic plan
3. Implement the 8 Week FAST Program across the Tiny Tots to Under 8s
4. Develop an athlete scholarship program for senior athletes

Objectives	Strategies
Provide relevant athlete services and programs	<ul style="list-style-type: none">• Conduct an evaluation process to measure the satisfaction of athletes and parents• Review programs and adapt as necessary for all abilities• Increase access to athlete development programs and services• Provide equipment and safe facilities for athlete use• Provide specialised coaching and training sessions for all athletes• Develop athlete scholarships for senior athletes (U14-17)• Use technology for athlete development• Develop a policy for funding and sponsorship for athlete development and club representation in regional, state and national competitions
Develop annual recruitment strategy for athletes	<ul style="list-style-type: none">• Increase promotion and involvement in school athletics carnivals• Approach LAQ to have the LAPS program included in local schools• Broaden advertising in the local community for recruitment prior to season eg. signs, flyers throughout schools, Facebook, website
Increase participation in competitions	<ul style="list-style-type: none">• Conduct annual review of participation in competitions to ensure maximum participation and enjoyment of athletes in future years• Co-promote QA cross country competitions, race walking competitions, USCAC mini meets and carnival, LAQ competitions and LAQ centre carnivals, pentathlons• Foster involvement of multi class athletes in competitions

2.

Centre Development

Increase the capacity of the Centre to deliver high quality activities in a safe and supportive environment

Key Performance Indicators

1. Increase accredited officials within the club
2. Build a bigger base of coaches for all track and field events
3. Increase volunteer participation across all aspects of the Club
4. Improve the Centre's facilities to meet Regional Competition standards and Workplace Health and Safety standards

Objectives	Strategies
Improve facilities	<ul style="list-style-type: none">• Upgrade lighting to the field to provide a safe environment for competition• Upgrade electrical switchboard and circuits to Clubhouse• Upgrade the Long Jump pit area to meet LAQ standards and safety regulations• Improve kitchen/canteen area to incorporate a permanent food preparation area, serving bench and seating area for families• Investigate and implement new starting equipment due to cap gun regulation changes• Relocate discus nets to an area that allows them to be a permanent fixture• Relocate the high jump area to allow for a safe all-weather tartan runup• Improvements identified and endorsed in Sunshine Coast Council's Reserve 1000 Master Plan https://www.sunshinecoast.qld.gov.au/Council/Planning-and-Projects/Council-Plans/Reserve-1000-Master-Plan - redesign of existing AFL field to accommodate a full sized athletics track
Provide access to training and educational opportunities	<ul style="list-style-type: none">• Fund and promote accreditation programs for officials and coaches• Assign an Officials Officer and conduct a mentoring program for officials and coaches• Increase the use of technology to provide training and educational programs for coaches and volunteers• Promote volunteer involvement and conduct volunteer inductions annually

3.

Marketing and Communication

Improve the marketability of Caloundra Little Athletics and communication with all stakeholders.

Key Performance Indicators

1. Increase social media presence to increase registrations and awareness
2. Secure ongoing sponsorship through levelled sponsorship packages
3. Email newsletters to athletes and their families, distributed fortnightly
4. Email relevant information to schools and other stakeholders
5. Increase Facebook and Instagram followers

Objectives	Strategies
Actively communicate with athletes and their families	<ul style="list-style-type: none">• Centre Manager to address athletes and parents at the beginning of Friday night competitions• Ongoing improvement of the effectiveness of current communication tools such as email, online newsletter and mail-outs• Use online registration database to disseminate information to relevant membership groups
Increase the use of technology and social media	<ul style="list-style-type: none">• Regularly refresh the appearance of the website• Increase use of audio visual technology for electronic meetings and professional development programs• Increase the number of followers on the CLAC Facebook page and Instagram page
Increase the frequency and quality of external communication	<ul style="list-style-type: none">• Regularly communicate with sponsors and facilitate their communication to CLAC• Take photos of award winners and promote on social media• Provide certificates of appreciation to sponsors
Effectively use the media	<ul style="list-style-type: none">• Regularly communicate with sponsors and facilitate their communication to CLAC• Take photos of award winners and promote on social media• Provide certificates of appreciation to sponsors
Increase attractiveness to potential sponsors	<ul style="list-style-type: none">• Seek and increase CLAC sponsors through leveled sponsorship packages

4.

Governance and Internal Capability

Ensure best practice governance and enhance internal organisational capability

Key Performance Indicators

1. Develop and implement LAQ Social Media, Integrity in Sport and Inclusion Policies
2. Review Strategic Plan KPI's annually
3. Develop and update policies annually
4. Annual financial report in line with budget

Objectives	Strategies
Enable effective governance and operations	<ul style="list-style-type: none">• Conduct induction process for volunteers• Meet government and LAQ reporting requirements• Protect IP and trade marks in conjunction with LAQ• Comply with all relevant legislation• Develop and foster succession planning• Use more delegation for sub committees for tasks
Ensure financial viability and management	<ul style="list-style-type: none">• Ensure ongoing grants and funding• Maintain appropriate level of sponsorship• Seek new sponsorship opportunities• Increase membership numbers across the community• Monthly Treasurer's Report• Accounts audited annually
Maintain internal systems, equipment and facilities	<ul style="list-style-type: none">• Maintain and regularly update information technology and communications systems• Use online registrations and database

Our References

Little Athletics Qld

<https://laq.org.au/>

Little Athletics Australia

<https://littleathletics.com.au/>

University of Sunshine Coast Athletics Club

<http://uscathleticsclub.asn.au/>

Sunshine Coast Council Reserve 1000 Master Plan

<https://www.sunshinecoast.qld.gov.au/Council/Planning-and-Projects/Council-Plans/Reserve-1000-Master-Plan>

Land Tenure Agreement

Part 518CP857226	Caloundra Little Athletics	1 year permit	38,500m ²	11 September 2017 Tenure renewal underway Use from 1 Sept to 28 Feb each year
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Shared User Agreement

<https://bit.ly/380wnHd>

Activate! Queensland 2019-29

Strategic Plan

<https://bit.ly/2rRs1Bi>

