

Athletics Tasmania

Strategic Plan 2018-21

Our Mission

To create opportunities for all Tasmanians to enjoy athletics and running

Our Vision

To grow athletics and running for all Tasmanians

Our Values

Encouraging

- We develop and nurture athletes, coaches, officials and volunteers
- We provide support and work cooperatively, in unity, with open and effective communication

Respect

- We value the contribution of all members
- We are tolerant and respectful
- We are considerate of others and their opinions

Inclusive and Innovative

- We create opportunities for everyone to be part of the athletics family
- We challenge ourselves to try new things
- We challenge ourselves to find new ways to achieve positive outcomes

Integrity and Leadership

- We are proactive in doing the right thing
- We are honest and fair
- We are morally and ethically upstanding
- We inspire others to achieve greater outcomes

Our Strategic Pillars



Competition and
Events



People and
Workforce



Participation



Promotion and
Brand Awareness



Facilities



Governance and
Administration

Competition and Events

Strategic Objective: To deliver innovative, exciting and entertaining competitions and events that fulfil athlete expectations and needs

Deliver innovative athletics programs across Tasmania

Host national events to improve the profile of the sport and provide high-level competition for athletes

Strategies:

1. Review other States' track & field programs for 2017/18 and identify new events for inclusion in Tasmanian interclub programs that are appealing to non-traditional track & field athletes.
2. Conduct post-review meeting with track & field directors for Athletics Tasmania and Branches to share results of review and make recommendations for 2018/19 season.
3. Increase in track & field registrations of 5% per annum
4. Implement Track run in Hobart, Launceston and North West.

Strategies:

1. Attract a minimum of eight participants to each Track run event
2. Implement ATLAS series in Hobart over three nights.

Strategies:

1. Create model framework for ATLAS to be implemented in the North and North West in following seasons (post 2018).
2. Athletics Tasmania Board and CEO to lobby Athletics Australia to be included in national calendar of events.
3. Athletics Tasmania inclusion on national calendar of events via ATLAS series.

People and Workforce

Strategic Objective: To build a skilled and diverse workforce

Implement Coach Education and Development Programs

Recruit and develop athletics officials

Strategies:

1. Athletics Tasmania to appoint Coach Mentor leader (possible support from Athletics Australia)
2. Develop a Coach Mentoring toolkit for new coach mentors.
3. Deliver the Coach Mentoring program to a minimum of five mentor coaches state-wide
4. Deliver two specialist coach clinics each calendar year
5. Identify and invite specialist coaches who can deliver from each of the athletics disciplines including run, jump, throw and walk

Strategies:

1. Attract a minimum of three Tasmanian based coaches to each specialist session

Strategies:

1. Liaise with Athletics Australia Officials Coordinator to develop an Officials Pathway Program for Tasmania that is aligned to national program
2. Implement the Officials Pathway Program in Tasmania in conjunction with branch technical directors
3. Deliver Officials' information sessions once annually state-wide to inform of pathways available and how to be involved

Participation

Strategic Objective: To grow the sport of athletics through school and club participation programs

Review Membership model and fees

Strategies:

1. Review membership fees and model to simplify fees and registration types and generate sustainable financial returns
2. Assess viability of implementing a casual user membership

Junior Participation

Strategies:

1. Develop Position Descriptions for school and club development roles
2. Develop a School and Club Participation Framework

Promote athletics and target primary age group students through delivery of the Sporting Schools Program

Strategies:

1. Promote the Sporting Schools program through Athletics Tasmania social media and direct communication with coaches
2. Liaise with Athletics Australia to determine which schools are registered Sporting Schools Program schools for athletics

Participation

Strategic Objective: To grow the sport of athletics through school and club participation programs

Build effective and sustainable partnerships and pathways

Strategies:

1. Create partnerships with other sports to promote foundation skills e.g. running.
2. Invite Little Athletics to all member and stakeholder forums.

Establish relationships with schools to increase participation in school events

Strategies:

1. Appoint Participation Coordinators in Hobart and Launceston. Coordinators to attend schools to educate sports staff on framework developed to assist and offer schools access to coaching. Focus will be secondary and if possible upper primary.
2. Athletics Tasmanian Participation Coordinators to attend key athletic carnivals – SSATIS, NSATIS, SATIS, Inter-high Cross Country and Track and Field
3. Increased participation year-on-year in school events aimed at 3% year after initial rollout.
4. Minimum of six coaching sessions held with schools prior to major carnivals, priority be given to secondary schools.

Strategies:

1. Deliver coaching sessions linked to school carnivals – schools staff and participation coordinators liaise to confirm dates of carnivals. Schools express interest to AT participation coordinators and schools notified.
2. Deliver *IAAF Kids Athletics* program (non-Sporting Schools Programs) to primary schools and the *Athletics Active Athletics* program to Secondary Schools
3. Target 30 new registrations from primary and secondary school programs
4. Deliver school *Athletics Knockout* competition in Term One 2018

Participation

Strategic Objective: To grow the sport of athletics through school and club participation programs

Develop Inclusive Athletics Participation Programs

Strategies:

1. Develop an Athletics Tasmania Inclusive Participation framework
2. Develop position descriptions for Para Athletics Coordinators
3. Deliver training for two Para Athletics Coordinators
4. Identify para athlete advocate in schools – a minimum of five para athlete school advocates identified
5. Deliver five presentations to schools promoting athletes with disabilities and the athlete classification process
6. Minimum of five para athletes identified to participate in Classification Day from school visit program
7. Minimum of two new par athletes to coaching groups.

Promotion and Brand Awareness

Strategic Objective: To develop long lasting relationships with key stakeholders and strategic partners and increase awareness of athletics in the community

Engage sponsors and community through planned use of media

Strategies:

1. Develop an Athletics Tasmania media engagement framework.
2. Appoint a media liaison officer to produce and disseminate media releases, coordinate TV coverage and print media stories.
3. Circulate the Athletics Tasmania Media Policy to all Member Clubs and Branches and use as an education tool to support Athletics Tasmania's promotion of and the increased usage of Social Media.
4. Develop and implement an Athletics Tasmania Communications Policy
5. Develop an Athletics Tasmania media release schedule
6. Achieve one Athletics Tasmania print media story per month
7. Present a monthly Athletics Tasmania update on ABC radio
8. Develop and implement a promotional strategy for State Championship events (Combined Events, Relays, 3000m, Age Track & Field Champs, Open & Masters Track & Field Champs) including media contacts, news releases, and scheduled social media posts.

Promotion and Brand Awareness

Strategic Objective: To develop long lasting relationships with key stakeholders and strategic partners and increase awareness of athletics in the community

Increase Athletics Tasmania's IT capabilities

Promote Athletics Tasmania through Social Media platforms

Strategies:

1. Increase trained social media team from two to five
2. Source live streaming technical resource for State Championship Events
3. Implement live streaming of State Championship Events
4. Implement live results stream of State Championship Events
5. Promote live stream via Facebook and Athletics Tasmania website

Strategies:

1. Develop, implement and maintain the use of an Athletics Tasmania Social Media Policy
2. Circulate the AT Social Media Policy to all member clubs and branches and use as an education tool to support Athletics Tasmania promotion of increased social media
3. Conduct two social media forums for member clubs and branches
4. Develop five promotional videos (Officials, Para Athletics, Training, Cross Country and coaches).

Strategies:

1. Increase *Twitter* subscriptions from 850 to 1000
2. Increase *Facebook* subscriptions from 3,400 to 4,000
3. Increase *Instagram* subscriptions from 1,300 to 1,600

Facilities

Strategic Objective: To provide safe, accessible and contemporary facilities

Provide suitable and safe athletics facilities

Collaborate with other sports to attract new members and shared resource opportunities

Strategies:

1. Draft a facility maintenance plan for the Athletics Tasmania office building
2. Implement Athletics Tasmania facility maintenance plan for Athletics Tasmania office building on a twelve month schedule
3. Upgrade security access system to increase usability for clubs by issuing key card access.
4. Upgrade access to Athletics Tasmania office to improve security for staff.
5. Conduct a pre-and post-season meeting with Tasmanian city council representatives regarding track use and access.

Strategies:

1. Pursue shared facilities with Gymnastics Tasmania at Queens Domain for indoor training
2. Development plan is approved and sponsors are secured

Governance and Administration

Strategic Objective: To implement and promote contemporary governance policies and procedures

Draft, implement and monitor the Athletics Tasmania Strategic Plan

Communicate regularly with Athletics Tasmania members

Strategies:

1. Draft and implement a Strategic Plan on the future direction for Athletics in Tasmania (2018 – 2021) through consultation with association members and support through Communities Sport and Recreation
2. Athletics Tasmania to approve and launch the Strategic Plan. Strategic Plan and to be circulated to members and be placed on the Athletics Tasmania website.
3. Strategic Plan monitoring to be included as an Agenda item at all Athletics Tasmania Board meetings. Report on progress.
4. Review and update action priorities annually and report on the progress in the Athletics Tasmania's Annual Report.

Strategies:

1. Send Board meeting summary to club and branch presidents within three days of every Board meeting
2. Publish Board meeting summaries within three days of board meetings

Governance and Administration

Strategic Objective: To implement and promote contemporary governance policies and procedures

Ensure the sustainability of athletics in Tasmania

Strategies:

1. Review budget half-yearly and present to AT Board with forecast and actuals
2. Identify potential grant resources for specific programs: club development, para-athletes, coach development and women.
3. Use grant-writing volunteer to develop grant application template.
4. Develop Athletics Tasmania grant application plan: application deadlines and submission requirements.
5. Implement fee structure for Tin Shed and Function Room to produce a profit.
6. Submit an application to Communities Sport and Recreation for the State Grants Program annually

Maintain the relationship with Communities Sport and Recreation (CSR) to access a range of Grant initiatives

Strategies:

1. Report on Communities Sport and Recreation State Grants Program funding as required by Communities Sport and Recreation
2. Submit an application to Communities Sport and Recreation Minor and Major Grants Program annually to support equipment and facility upgrades (track surface).
3. Maintain communication with Athletics Australia on local delivery of national priorities such as National Participation Programs and updates to national policies.
4. Summarise and present report to Athletics Tasmania Board members.

Develop club capacity and sustainability

Strategies:

1. Athletics Tasmania member clubs and Branches to complete ASC Club Health Check(<http://www.qlbs.com.au/ASCHealthCheck/Assessment/ASCHealthCheck>)
2. Summarise and present report to Athletics Tasmania Board

Governance and Administration

Strategic Objective: To implement and promote contemporary governance policies and procedures

Implement and promote good governance practices for athletics in Tasmania

Strategies:

1. Conduct club and branch governance audit.
2. Circulate policy updates to all clubs and branches.
3. Communicate email to members and clubs to advise of policies and governance principles available through AT website at commencement of each season.
4. Complete the Communities Sport and Recreation Governance Guidelines for State Sporting Organisations checklist.
5. Undertake a Board skills audit to address gender equity on the board.
6. Work plan for the Board to be developed from the strategic plan actions

Strategies:

1. Review and amend the Athletics Tasmania Constitution in line with contemporary sports governance recommendations.
2. Increase the diversity of board representation, by recruiting females, Athletes with Disabilities (AWDs) and Culturally and Linguistically Diverse (CALD) representatives as new directors.
3. Review the current board portfolio structure in line with current trends and skill mix requirements to attract new directors to the board and assist with succession planning.

Governance and Administration

Strategic Objective: To implement and promote contemporary governance policies and procedures

Promote and maintain high standards of financial management

Athletics Tasmania to have access to an accredited Member Protection Information Officer

Strategies:

1. Continue to produce an audited Athletics Tasmania financial report. Publish the financial report along with the annual report on the Athletics Tasmania website.
2. Minimise Athletics Tasmania's exposure to risk by reviewing financial procedures to adopt best practice financial management, and act on and enforce financial recommendations revealed by the ASC Club Health Check.
3. Athletics Tasmania will facilitate two Financial Workshops (one South – one North) annually to promote financial best practice to club administrators.

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