

Strategic Plan 2011 - 2015

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Foundation for all sports

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1 INTRODUCTION

1.1 Purpose

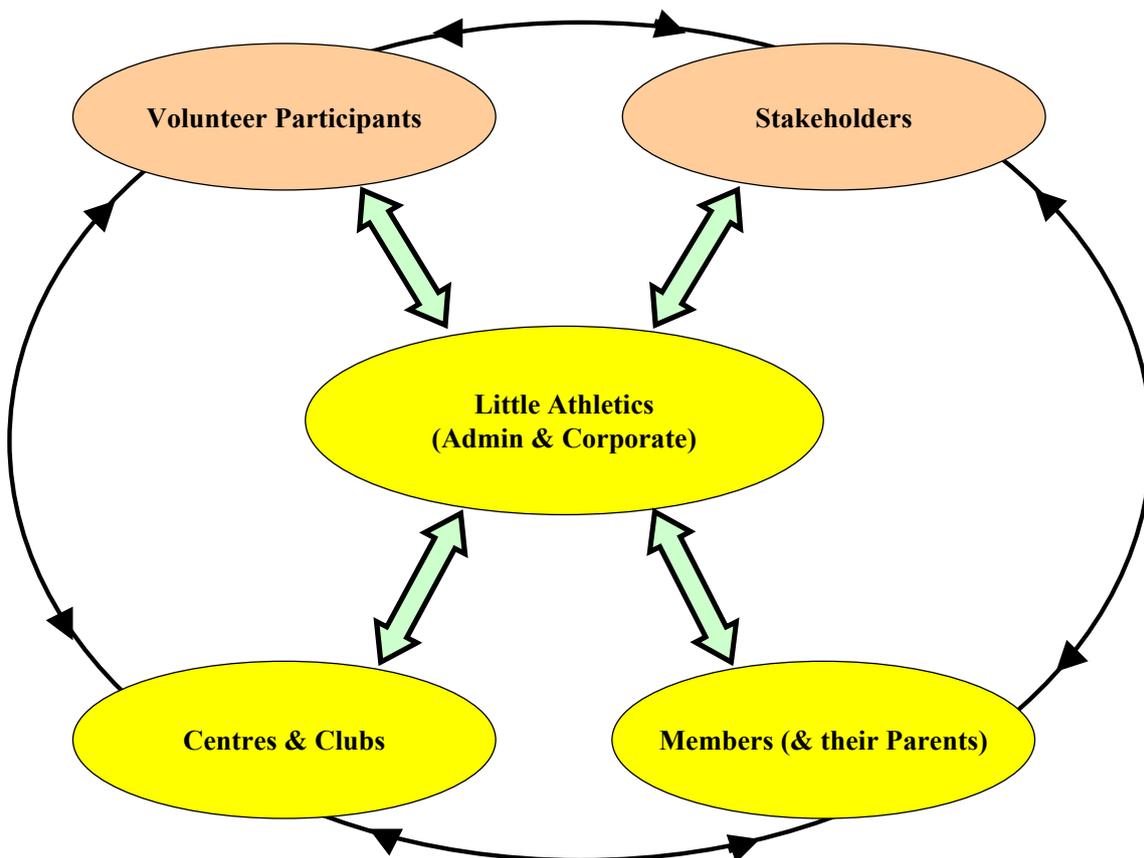
This Strategic Plan establishes the vision, mission and strategic objectives of the Tasmanian Little Athletics Association (TLAA) for the next five years. It also establishes its goals for the next three years and sets down, in broad terms, how these established goals will be achieved.

Once endorsed by the Tasmanian Little Athletics Association, the Strategic Plan will be reviewed annually by the TLAA Board and if amended, submitted to the Annual Conference for endorsement and the adoption of new or revised strategic objectives, complete with supporting programs, so that it remains a living document that is regularly improved.

1.2 The Little Athletics Community

The Little Athletics community, as depicted in Figure 1-1 consists of a network of individuals and organisations that are involved with the TLAA

Figure 1-1: The Little Athletics Networks



Members and their parents provide the participants and the volunteers respectively, while Centres and Clubs are the foundation stones upon which the TLAA relies for support and implementation of its plans and policies.

The volunteer participants provide the administrators of our sport, undertake the planning and provide the officials to conduct the sport, and coaches provide the overall development of our participants.

Each of these facets of the Little Athletics network is an essential component that needs to be considered when formulating the strategic plan, and is critical in determining the success or failure of the TLAA achieving its long-term objectives and goals. Individuals within each of the above can have a powerful influence on TLAA outcomes, and as such, are called stakeholders. Stakeholders are discussed in detail in Section 2.10.

1.3 Stakeholders

The following major stakeholders have been identified as having a vested interest in the functions and activities of the TLAA are:

Table 2-1: TLAA Stakeholders

Stakeholder	Aims and Concerns
TLAA Organisation	TLAA Board members.
Individual Members	<p>Younger members To have fun, be with their family and enjoy premium time with their mum and dad.</p> <p>Older Members To enjoy the social interaction, achieve their goals and for the high achievers, to use the opportunity to achieve their goals.</p>
Parents	Opportunities for their children to grow into adults well prepared to deal with the challenges of life.
Volunteers/Participants	The need to feel wanted, appreciated and to feel that they are making a worthwhile contribution to the athletics community.
Sports Community	ALA, Other State Associations, local Centres
Coaches	Opportunities to coach young children and 'grow' through expanding their knowledge and experience with them as the young children extend their athletic career.
Community	Where and when we conduct our activities and provide our membership.
Media	Good news stories, successful athletes, any newsworthy story.
Sports Industry	Sponsors, Sporting equipment and uniform suppliers, retailers, equipment maintainers, facilities operators, facilities maintainers, media
Medical	Sports medical practitioners (doctors, physiotherapists, professional massage providers, sports medicine advisers

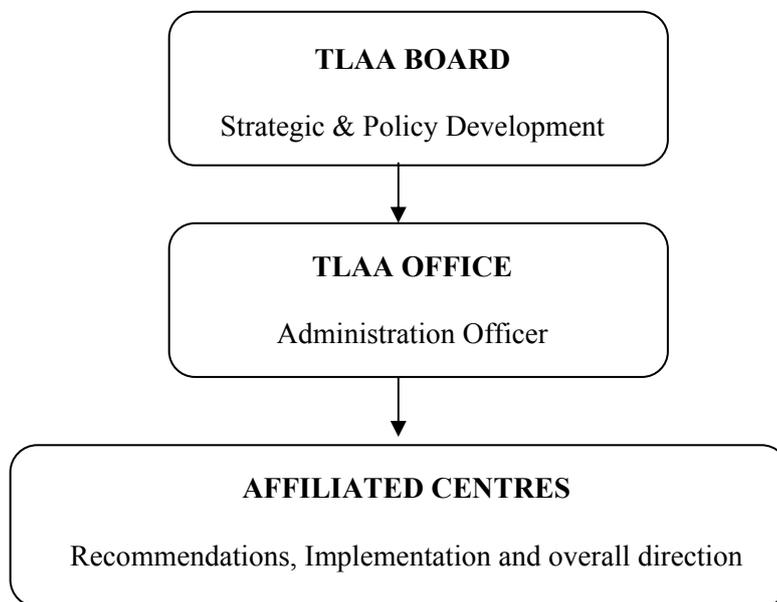
It is important to understand which individuals or organisations can influence the success of the TLAA or who are, in turn, influenced by the TLAA. These are called stakeholders, and they may include internal and external individuals and organisations that have a perceived or actual interest in the TLAA. Stakeholders may be allies in the success of an organisation, or, where their objectives diverge from those of the organisation, they may be sources of risk, so we need to identify them and analyse their needs or concerns.

Understanding the needs and concerns of a stakeholder enables us to work towards addressing them, and influences the way and regularity in which we communicate with them.

1.4 Governance Structure of TLAA Management

The structure of the TLAA consists of a Board of Management, the structure of which is shown in Figure 1.2 below.

Figure 1-2: Structure of the TLAA



Structure of TLAA Board

The Executive, comprising:

- President
- Finance Director
- Competition Director

TLAA Officers, comprising

- Education Director
- Development Director
- Technical Requirements Director

It is the responsibility of the Board of Management to manage the day-to-day affairs of the TLAA including the implementation of agreed strategies and policies in the State environment. The roles, responsibilities and authority of the Board of Management are set out in the TLAA Constitution.

It is the responsibility of the TLAA Administration Officer, under directive of the TLAA Board of Management, to manage the day today administration and operational aspects of the Association, including liaison with stakeholders.

1.5 TLAA Board Role

Often TLAA Board members will be asked to take responsibility for ensuring identified actions such as the implementation of endorsed strategies and policies are carried out in a timely manner. These are management responsibilities, and as such fall into normal day-to-day operational activities,

In carrying out these responsibilities, members of the TLAA Board are given delegations to enable them to effectively manage these tasks, and are accountable to the TLAA Board for the quality and timeliness of their completion.

1.6 Affiliated Centres

The following Centres are currently affiliated with TLAA:

Burnie	Glamorgan/Spring Bay	North East
Circular Head	Hobart Districts	Queenborough
Claremont	Huon Valley	South East
Clarence	Kingborough	South Launceston
Deloraine	Launceston	St. Helens
Devonport	Longford Districts	White City
East Derwent		

1.7 Registration History

Table Average number of registered competitors

Year	Registered Athletes
1995/1996	2362
1996/1997	2302
1997/1998	2155
1998/1999	2292
1999/2000	2289
2001/2002	2592
2002/2003	2549
2003/2004	2404
2004/2005	2700
2005/2006	2454
2006/2007	2606
2007/2008	2414
2008/2009	2692
2009/2010	2407
2010/2011	2418

2 STRATEGIC CONTEXT

2.1 Vision

Our vision is **“to be the activity of choice within the Tasmanian community for all children between the age of 5 and 14.”**

2.2 Mission

To provide leadership, guidance and strategic direction for the junior athletics sector, in the development of children of all abilities, by promoting attitudes and a healthy lifestyle through family and community in athletic activities.

In deriving our mission, the TLAA has asked three basic questions. The answers to these questions provide the cornerstone for our existence and the building blocks for our mission throughout the life of the TLAA. These are demonstrated in Figure 2-1 below



Notes

1. We exist because there is a perceived need within local communities for an organisation such as ours to deliver modified athletics activities to its members. We can only exist while this perceived need remains relevant.
2. We serve our members (athletes, parents, volunteers) who are our customers.
3. Through our existence we benefit local communities and society as a whole through the development of our members:
 - a) General motor skills;
 - b) Communication skills.
 - c) Interpersonal skills
 - d) Sense of community values
 - e) Knowledge of healthy lifestyles; and
 - f) Tolerance of other people and their custom, religious, language or disability needs.

2.3 Core Values

The core values of the TLAA are:

1. We always behave with honesty and integrity;
2. We work together, respect each other and value our diversity;
3. We strive to deliver outstanding service;
4. We are committed to creating a sustainable future; and
5. Our positive and determined approach ensures success.

2.4 Key Attributes

The key attributes of the Association that we seek to maintain and protect are:

1. Family involvement in activity programs. Parents are encouraged to participate in all activities from Centre to National level.
2. Within a supportive and friendly atmosphere, we encourage children to:
 - Enjoy sporting activities;
 - Develop motor skills; and
 - Enjoy social interaction.
3. The emphasis on developing a healthy attitude to physical fitness at an early age is the key to adopting good habits for life.
4. To contribute to the development of the fundamental skills in running, throwing and jumping by personal improvement and participation while at the same time, emphasising family values and enjoyment.

2.5 Desired Attributes

We need to be caring, friendly, approachable, dedicated, inspirational, progressive/innovative, be seen to provide fun and participation and being seen to be enjoyable. We need to be contemporary, efficient and organised.

3 ORGANISATIONAL ENVIRONMENT ANALYSIS

3.1 The External Environment

Geographically and population wise, the TLAA region is small which creates many advantages such as:

- Ease of travel from one Little Athletics (LAs) Community to another;
- Ease of administration;
- Ability of Development Director, Coaching and Education clinics to service the needs of the LA community;
- Ease of communication.

3.2 Internal Environment

- The TLAA internal environment provides a stable environment within which the TLAA Board is able to focus on strategic issues and the proper running of the Association without the distractions of political infighting.
- The Association is also fortunate to have a TLAA Board that contains a mix of pertinent skills that can be professionally applied to the advancement of LAs within Tasmania.
- The TLAA is grass roots focussed.
- At all levels of the organisation the emphasis is on children having fun and generally enjoying the LA competitive environment, although there are instances of 'pushy' parents creating stress to the local environment.
- Parents are encouraged to become involved in the delivery of the LA product, as either officials, coaches, age managers or administrators.
- Adults involved in the sport in one form or the other, are extremely passionate about the sport and committed to the desired outcomes of the organisation and loyal to its cause.

3.3 Financial Environment

The TLAA is financially sound but a loss of its major sponsor would create difficulties. This would be particularly notable if the current Grant from the Department of Sport and Recreation which enables the TLAA to employ an Administration Officer, ceases.

The Association operates its finances under full accrual accounting processes with all assets being depreciated annually; has a registered ABN and provides quarterly Business Activity Statements as required under the GST Legislation.

3.4 Public Image

The public image of the Association within Tasmania is excellent. Our Association is seen to be well organised, professionally run and popular with its members.

Numbers continue to be maintained which reflects the confidence held by the public in Little Athletics as a safe and rewarding environment within which their children can participate.

3.5 Legal Environment

TLAA is a fully incorporated body and as such is required to operate within the requirements of the appropriate Tasmanian legislation.

3.6 Technological Environment

The TLAA is proactive in advancing its use of technology in its administration activities and State meeting recording and timing. The TLAA is dedicated to continue to look at advancements in this area.

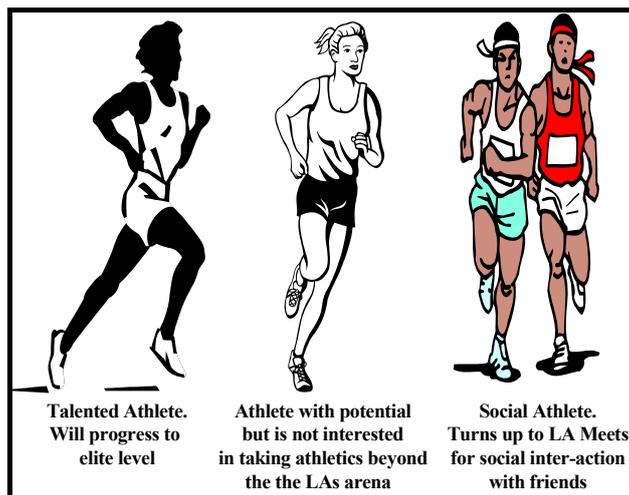
3.7 Market Environment

3.7.1 Market Segmentation

The following is a segmentation of the sporting environment we are involved in. This segmentation also includes those organisations that compete with us for our clientele, either directly or indirectly.

1. We are in a business environment and the business we are in is the provision of sports competition.
2. The market niche is athletics between the ages of 5 and 14.
3. The market segment of sport is athletics where we cater for social athletes, athletes with potential (but need to realise it) and elite athletes.
4. Those children between the ages of 5 and 8 generally play at athletics. They look for fun, enjoyment and gain intrinsic rewards from the gaining of skills and performance improvements.
5. The children in older age brackets gradually take sport more and more seriously and look to more intrinsic rewards such as public recognition and high self-esteem, success and general progression in the sport. Other intrinsic rewards include the satisfaction gained from social inter-action with their peers and treatment with respect from parents and officials in the sport.
6. Demographically, we cater for children from all walks of life, both from the affluent to the poor, irrespective of religion, ethnic background, athletic capability or capacity. Athletes with a disability are not excluded and events are modified accordingly at both State and Centre level of competition.

3.7.2 Catering for all capability levels



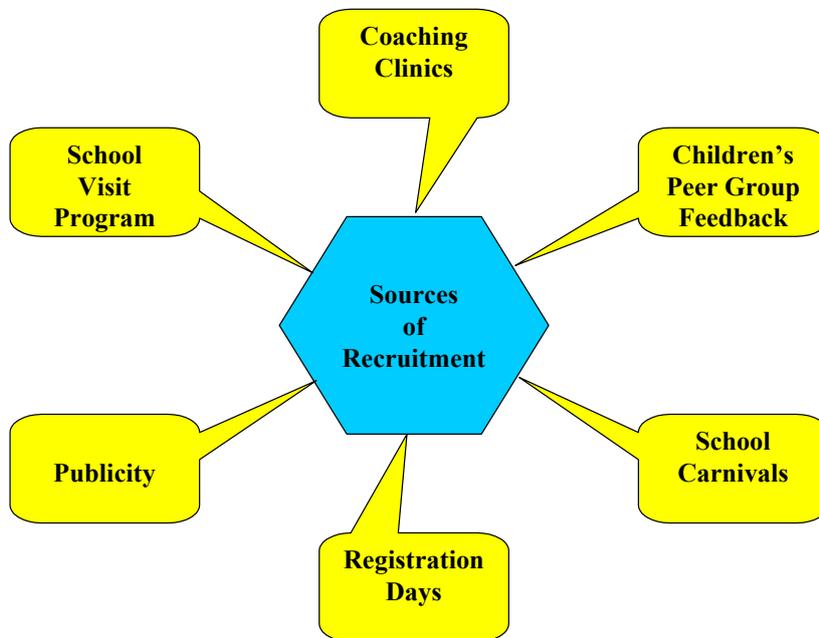
Most children turn up to compete to the best of their ability at Centre competition and to improve and possibly to compete against other athletes at State Competition and Championships. But they aren't interested in taking athletics beyond the Little Athletics arena. At present, we appear to cater for this group very well. However, if we are to be successful and protect ourselves from attack from competitors, we need to cater for all levels.

3.7.3 Current Market Situation

1. Organisationally we are well geared to respond and manage the environment we currently find ourselves in.
2. Our reputation within local Tasmanian primary schools is strong and we have very strong support from within Tasmanian communities.
3. Initiatives in recent years to forge a closer working relationship with Athletics Tasmania has been reasonably successful, and the Association will continue to maintain this relationship for the betterment of athletics in Tasmania.
4. We are slowly gaining the respect of our major competitor, although our major competitor is still seen to be aggressively recruiting from our clientele base. The two bodies will continue to liaise to ensure that all needs of the athletic community are met.

The figure below indicates the current sources of recruitment for TLA.

Sources of recruitment



4 OVERALL ORGANISATIONAL PERFORMANCE

4.1 General

We need to be able to cater for all capabilities of our athletes. This includes those children who:

- Are very talented, and are at the elite level of progression in athletics development;
- Have potential to develop to either an elite level, very good level or will excel in another sport should they chose that path; and
- Only participate in Little Athletics for either enjoyment or social interaction reasons.
- Have a disability.

4.2 Critical Success Factors

The following Critical Success Factors have been identified as a basis for determining whether the TLAA Board has been successful or not in achieving their objectives and goals set down in this Plan.

4.2 : Critical Success Factors

Criterion	Includes
Membership	Growth or decrease in membership, retention levels, strategic direction, public awareness and interest, market share
Skill progression	Progression achievement/recognition, intrinsic and extrinsic rewards.
Safety	Safety for participants, coaches, officials, spectators, volunteers
Financial viability	Direct costs, increase or loss of income/revenue, budget certainty, sponsorship (private and Government), financial reserves
Compliance	Compliance with the law, regulations, standards of behaviour, policies, duty of care, rules
Image and Reputation	Public image and reputation with stakeholders, regulators, sponsors and media

4.3 Performance analysis against criteria for success

4.3.1 Membership

Our major competitors are Cricket, AFL, Soccer and Netball. Others include swimming, basketball and Hockey.

While our membership fluctuates slightly, overall it remains fairly static. However, given the increase in the population of Australia, our membership should be increasing on a pro-rata basis.

4.3.2 Skill Progression

We should be able to accommodate the needs of all our members. This includes:

- Parents and children who participate in Little Athletics for either enjoyment or social interaction reasons;
- Children who are very talented, and are at the elite level of progression in athletics development;
- Children who have the potential to develop to either an elite level, very good level or will excel in another sport should they chose that path;
- Parents and volunteers who want to enhance their skills and experience as a coach, official or administrator;
- Parents who are time starved in the current "fast lane" environment.

4.3.3 Safety

Feedback from the insurance industry is that our claims history has improved significantly over the past five years. Most of the significant claims are dated.

The TLAA has compiled a Safety manual and this is renewed annually by the TLAA Board. All Centres have been issued with a copy of this document and it is available via the Association website.

4.3.4 Financial Viability

TLAA is financially secure. Our reserves are in accordance with industry best practice. Sources of income are stable and reliable and at present are more than adequate in meeting our expenditure needs. Sponsorships also remain stable and active measures are being taken to increase TLAA's sources of income other than directly from our membership.

4.3.5 Compliance

The TLAA complies fully with State laws and legislation. Communication is effective and the awareness of BOM is good at State and Centre levels. Due to changing Centre committee members, work may need to be done at Centre level to ensure compliance of policies and by-laws is effective.

4.3.6 Image and Reputation

The organisation as a whole has a strong relationship with most and the Little Athletics brand and reputation remains well known throughout Tasmania local communities and business circles.

5 ENABLING AND DISABLING FACTORS

This section identifies those factors that should enhance or present obstacles in the success of our organisation achieving our objectives and goals.

5.1 Enabling Factors for success

5.1.1 Strengths

- Franchise ownership by grass roots membership (people have loyalty to, and vigorously support something they own and have a say in how its run);
- Our reputation within local primary schools is ever improving due to the Little Athletics Program for Schools and we have strong support from within local communities.
- We add value through:
 - Improved fitness and coordination
 - Healthier children who learn a healthy lifestyle which should benefit Australia's National Health Scheme in the longer term
 - Instilling a more positive character into children's personalities;
- Whole of family involvement;
- Strong public image and reputation;
- Skilled and experienced Board Of Management;
- The TLAA Board has a clear sense of purpose and direction;
- Strong backing of the Little Athletics community Australia-wide;
- Well qualified Development Director with good image, reputation and rapport with members;
- TLAA is in a sound financial position;
- By comparison with a large number of other sports, Little Athletics is an affordable sport;

What differentiates us from other sports, including the senior body are the following attributes:

1. We provide a safe environment for our participants with active health and safety and risk management policies.
2. Little Athletics is an athletics community that provides health and fitness options and skills development for kids via modified track and field. We have diversity geographically – Little Athletics is anywhere and everywhere.
3. We also have diversity in the activities we cater for – any child can register and we can offer a range of events that cater for athletes with different interests, abilities and body types, plus we offer competition at Centre, regional and State levels, as well as the opportunity to compete at national level (for U13 and Under 15 athletes).
4. Little Athletics Australia is all about:
 - Family Participation
 - Self-Development and Improvement; and
 - Fun.
5. Parents and volunteers are a key element of Little Athletics and in doing so invites family participation

6. We are all inclusive, encouraging, accessible, safe and trusted, well respected, genuine, diverse, fair, everywhere.
7. We satisfy the needs of children to develop physically and socially by providing soundly based and consistent athletic activities focused on personal improvement.
8. We have an active involvement in schools so that athletics is supported as a foundation for developing physical and social skills in children.
9. We sustain a local community focus by having effective structures, information systems and the skills at all levels.
10. We have independent financial security without Federal Government support and we have developed adequate reserves and continue to attract commercial sponsorship funding.
11. We provide a responsive and cost efficient service to our members by maintaining central administrative and athletic development support functions to our affiliated Centres.
12. We provide opportunities for all our children by developing and applying equity and social justice principles across all facets of our organization.

5.1.2 Opportunities

- Continue the Little Athletics Program for Schools to increase membership base by creating an awareness for more school children.
- Continue to grow the grass roots nature of the sport.
- Continue to document all TLAA procedures.

5.2 Disabling Factors

5.2.1 Weaknesses

- The facilities at some of our Centres need to be improved;
- We need to ensure we continue to improve the technology we use; and
- A lack of qualified officials. We need to continue to gain qualified officials at both Centre and State level.

5.2.2 Threats

- Growing attraction to 'fast food' sports due to 'time starvation' of parents.
- Non recognition / assistance from Centres;
- Venues;
- Apathy on our part.

6 OBJECTIVE AND GOALS

6.1 Strategic Objectives

TCAA strategic objectives over the next five years are as follows:

1. Continue the growth in participation levels of both children and parents in Little Athletics.
2. Maintain a safe environment for participants, coaches, officials, spectators and volunteers.
3. Improve and sustain the financial viability of TCAA.
4. Improve the compliance with the laws and regulations of Tasmania and appropriate standards of behaviour (i.e. improve the corporate governance of the Association).
5. Increase membership of the TCAA
 - Compile membership data and establish membership retention targets for respective age groups.
 - Continue the skills based development program in Primary Schools, subject to ALA Funding
 - Provide advice, access to training and support materials to teachers to enable them to promote Little Athletics in the school curriculum.
6. Provide opportunities for all athletes to participate at levels of competitions which reflect their personal aspiration and development.
 - Provide high quality, soundly based and consistent programs by offering core standard events at Association and Centre level.
 - Review and develop on an annual basis, a timetable of Association Competition.
 - Maintain technical and safety resources for Centres which provide standards and specifications of facilities and equipment for their use and handling.
 - Continue the development an up to date Computer Program for recording/results at Association events.
7. Maintain, improve and promote the Achievement Award Scheme based on Personal Improvement through Centres and Clubs.
8. Provide recommended Education and Accreditation Programmes for Athletes, Volunteer Coaches, Officials and Administrators.
 - Provide opportunities for accredited officials courses for Centres and Club.
 - Provide coaching clinics for athletes.
 - Provide introductory coaches/officials courses for new and re-established Centres, including Site Orientation Courses.
 - Promote the Athletics Skills Assessment Program (ASAP) to all Centres.
9. Continue to protect the excellent public image and reputation of TCAA with stakeholders, regulators, sponsors and media.
10. Have a high profile in the community at all levels, particularly with schools, State Government and other agencies.
 - Maintain relationship with Tasmanian Schools with regard to assistance with school sports carnivals, in line with the school visit program.
 - Review policy for recognising volunteers.
 - Develop and maintain co-operative working relationships with Federal, State and Local Government.
 - Develop and maintain relationships with Athletics Tasmania and other Sporting Organisations.
11. Ensure that the TCAA maintain its financial security and autonomy so that it can achieve its strategic goals.

- Ensure that sufficient redeemable reserves are available to meet budgeted cash flow requirements.
- Ensure membership fees are competitive with other Sporting Bodies.
- Secure sponsorship with other external funding arrangements that contribute at 10% of Annual Budgeted Expenditure.

6.2 Goals for –2010 - 2013

6.2.1 Maintain a Safe Environment

1. Educate TLAA Centre and management in the identification, analysis and treatment/controlling of risks.
2. Promote the TLAA Risk Management Policy and Safety Manual to ensure that Centres are implementing risk reduction control measures to improve the safe environment enjoyed by our members.
3. Retain financial stability.
3. Improve and Sustain Financial Viability Increase the number of sponsorships and link them to activities against which their sponsorship can be identified so that the benefits of sponsoring TLAA is more visible.
4. Identify other avenues through which sponsorship TLAA relationships can be improved.
5. Maintain TLAA financial reserves to a minimum of 40% of annual turnover.

6.2.2 Increase Participation Levels

1. Increase the participation levels of parents and volunteers in the conducting of Little Athletics competitions.
2. Increase our membership from almost 2,600 members to 2,800 members by the end the 2012/2013.
3. Pending funding from Australian Little Athletics, expand the school visits program i.e. increase the number of schools participating in the program and/or increase the number of children participating from existing schools.
4. Increase the participation of children in athletics within their school activities
5. Achieve a higher flow-on affect of the school visit activities to Little Athletics Centres.
6. Improve our retention rates of registered athletes from one year to the next.
7. Conduct at least three Centre education clinics per annum aimed at recruiting a target number of Centre parents to become LA officials.
8. Conduct regional Little Athletics clinics in each region in September each year.
8. Re-vitalise existing Clubs within Centres and reintroduce Clubs within Centres. In addition, identify those Centres which would benefit from the introduction of Clubs.

Strengths of Clubs

- Retention of members
- Ease of Communication
 - Avenue for complaints by Club members;
 - Members will feel more comfortable going to their Club committee member with an issue rather than a Centre committee member who they may not be familiar with;
 - Clubs offer assistance for issues to be heard.

- Recruitment through the local community.
 - Team feeling within Clubs – members have a sense of belonging.
 - Clubs have the capacity to offer specialised training.
 - Clubs are more community/school based and in turn offer familiarity.
 - Enhance relationships with community/schools.
 - Opportunity for Clubs to utilise school equipment and visa versa;
 - Recognition of athletes through school newsletters.
 - Greater opportunity to share duties.
 - Club award nights / recognition of athletes.
 - Offers a gradual stepping stone for officials, both site and administration.
 - Members are more confident in performing duties at a Centre level when they have gained the expertise at Club level.
9. Through a study of the demographics in all regions of Tasmania, identify areas where Centres will be viable within the State.
- Midlands
 - West Coast
 - Attain total coverage of the State

6.2.3 Improve the Corporate Governance

1. Continue to promote good governance within the Association, duty of care and rules as laid down in the TLAA Constitution and By-laws.
2. Continue the education and development of our athletes and officials through a number of Centre education clinics, and the continuation of under 12 and under 13 coaching camps.
3. Improve our communication channels.
4. Improve our database collection and analysis ability.

6.2.4 Protection of Public Image and Reputation

1. Cooperate with Athletics Tasmania in the development of annual calendars, respect each organisation's pre-selected major event scheduled dates, and where possible negotiate conflicting dates.
2. Raise media awareness of our activities.

7 STRATEGIES

7.1 Maintain a Safe Environment

1. Maintain the TLAA Risk Management Policy and TLAA Safety Manual.

7.2 Increase Participation Levels

1. Encourage Centres to provide incentives and rewards to volunteer parents (e.g. free raffles for officials)
2. Encourage the implementation of ASAP activities at Tasmanian Little Athletics Centres.
3. Improve the effectiveness of our public relations and the marketing of our sport (e.g. a regular timeslot on local radio stations).
4. Maintain the school visit program activities through the engagement of additional skilled coaches that can effectively deliver a developed and endorsed program.

7.3 Improve and Sustain Financial Viability

1. Improve the financial position of the Association through expanding our levels of sponsorship or number of sponsors;
2. Ensure that our registration fees are commensurate with our administrative and insurance costs;
3. Ensure our sponsorships allow us to continue our effective programs.
4. To consider the financial strategic for a part time administration assistant if the current level of funding ceases.

7.4 Improve the Corporate Governance

1. Review extent of policies and draft new policies where gaps exist. Review and update existing policies where necessary.
2. Define roles and responsibilities at all levels Association activity.
3. Review Centre Model Constitution.
4. Identify new Legislation being introduced that may impact upon the Association and implement processes and procedures to ensure compliance.
5. Educate the TLAA Board on their roles and responsibilities
6. Remove conflicts of interests where possible.

7.5 Protection of Public Image and Reputation

1. Maintain a school visits program.
2. Encourage Centres to hold a registration/orientation day prior to the commencement of the Season.
3. Allocate sufficient resources to enable an effective marketing and public relations program to be conducted each year.
4. Increase the awareness of athletics and its benefits with local communities, through effective marketing and public relations programs.

7.6 Communication Strategies

1. The passing of information to Centres on current issues and events happening at both national and local levels, at Association meetings;
2. The commencement of a segment on a local radio station;
3. Input of results and performances into local community newspapers.

7.7 Marketing Strategies

The TLAA shall use the following factors to attract sponsors to our sport:

- The large number of registrations in Little Athletics compared to other sports in Tasmania to attract sponsors;
- The age group within Little Athletics participants is known to attract the largest focus of family expenditure;
- The registration numbers reflect only the young athlete directly competing in the sport – there are other younger family members often participating as well as parents, relatives, friends and volunteers as officials, coaches, administrators and spectators, and this can reasonably be expected to be 2.5 times the registration figures;

The TLAA shall use the following factors to attract membership to our sport:

- The sport is a non-contact sport which promotes a safe and healthy environment within which the young children of the local community can participate;
- The sport involves all members of the family and is focussed towards children having fun while at the same time developing their athletic skills, self esteem, character and personality.
- We do cater for disabled athletes by providing modified events catered to their disability.

8 MONITOR AND REVIEW

8.1 Monitoring Progress

The TLAA Board will be responsible for monitoring progress against the objectives and goals of this strategic plan.

At six monthly intervals, the TLAA Board will review and evaluate progress against the Strategic Plan.

In monitoring progress, the TLAA Board will refer to Criteria for Success to determine whether progress is being made against the goal under review.

8.2 Amendments

The TLAA Board will have the authority, within its constitutional powers, to amend and adjust the Plan as it sees fit during the year to respond to opportunities and developments in the internal and external environment consistent with achieving the TLAA Mission.

8.3 Reports

A report will be submitted by the President to the Annual General Meeting on the progress, achievements and any changes during the previous twelve months to the Strategic Plan.