



Strategic & Operational Plan

2015 – 2019



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1) Signatories

The board of Athletics North Queensland adopted the following strategic and operational plan in its entirety on the 15th day of February, 2015.

Name	Position	Signature
Yvonne Mullins	President	
James Grech	Director of Administration	
Maria Dahl	Director of Finance	
Barry Mullins	Director of Competition – Track & Field	
David Nahrung	Director of Competition – Out of Stadia	
Lee-Anne Hinschen	Director of Competition – Technical	
Catherine Welsh	Director of Officials	
Matthew Bailey	Director of Development	
John Vaughan	Vice President – Far North	
Chris Hobson	Vice President – Northern	
Neil Rogers	Vice President – Western	



2) Introduction

The Athletics North Queensland Strategic/Operational Plan (2015 – 2019) outlines the future direction for Athletics North Queensland (ANQ), which is the body responsible for administering all aspects the sport of Athletics in Northern Queensland. It provides statements that describe what the organisation is working towards in four key areas: **People, Programs, Processes** and **Finances**. For each of these, a number of issues, strategies and measures of performance have been developed. Responsibility for key strategies has been attributed to relevant Board and Staff Members.

The Strategic/Operational Plan sets out Athletics North Queensland's directions concisely and clearly for members and stakeholders.

ANQ Athletics have undertaken a significant governance and strategic review in consultation with our members and key stakeholders, and these statements represent the outcomes of those discussions and planning sessions. They will be reviewed as external circumstances change.

This document represents the completed and endorsed plan. It is the intention of the ANQ Board to publicise the plan to members, put the plan into action and include discussion of the Plan as an agenda item at each Board meeting in order to review its progress regularly and to modify the Plan if necessary. It is also the intention of the ANQ Board to hold sessions dedicated to discuss, review or modify the plan as necessary.

ANQ values and thanks its long term partners, Sport and Recreation Queensland, Athletics Australia and Queensland Athletics, for their support over many years which has enabled ANQ to deliver services which have helped our clubs in particular to grow and develop to ensure they in turn are best able to assist their members and stakeholders. The relationship with these three important organisations will continue to be paramount in coming years

The Board and staff of ANQ Athletics alone cannot deliver this plan. The strengthening of relationships with our members, Athletics Australia, Queensland Athletics, the Queensland Academy of Sport, School Sport, the Queensland Government and the corporate/media sector is key to its success. On behalf of the Board we look forward to making this plan a reality.

Yvonne Mullins

President

Athletics North Queensland – 2015

3) Stakeholder Analysis

Athletics North Queensland recently undertook a stakeholder analysis.

This analysis enabled the ANQ to identify the key stakeholders and list their interest in, expectations of and potential to contribute to ANQ as a whole.

Stakeholders were identified internally within ANQ and externally.

3.1 The major stakeholders identified during the analysis are:

Members

Queensland Government

Athletics Australia

Queensland Athletics

School Sport Queensland

Sponsors

Community

Queensland Masters

ANQ Board and Staff

A more detailed analysis of the stakeholders can be found in Attachment B1



4) Who Are We?

Athletics North Queensland (ANQ) is the organisation responsible for administering all aspects of the sport of Athletics throughout Northern Queensland.

4.1 What We Do

ANQ works closely with our 40 clubs and hundreds of schools and local authorities mainly north of the Tropic of Capricorn to nurture talent and to ensure that athletics remains a major core sport in our area of influence. We currently service 65% of the geographical area of Queensland.

4.2 Governance

ANQ Athletics is responsible for implementing the rules of Athletics Australia and the IAAF ranging from competition, anti-doping, health, safety and welfare, to training and education of coaches, officials and administrators

4.3 Funding

As a business, ANQ is responsible for securing business partners and sponsorship to fund and help develop the sport.

4.4 Development

ANQ is committed to improving and developing the sport from grassroots right through to elite level and we are proud to run a competition structure that meets the needs of athletes at all levels and abilities.

4.5 Role

Athletics North Queensland as the governing body organises and promotes athletics by overseeing the development of grass root programs, managing competitions and carnivals, and promoting athletics at all levels. We strive to steer the growth of the sport for the present and the future by providing leadership and direction

Athletics North Queensland supports the following key values: **Respect** for people. **Integrity** in service. **Professionalism** in **Support**. **Enrichment** of all stakeholders.

As an affiliate of the national body, Athletics North Queensland supports the vision that *all citizens, regardless of age, gender, cultural background, religion, skill or disability, have an opportunity to regularly participate in quality athletic events that foster participation in regular physical activity, that are well organised, low cost, commensurate with their ability level, provide them with social interaction opportunities and above all, are safe and enjoyable.*

5) ANQ Milestones

Athletics North Queensland promotes all aspects of the sport of Athletics from its base of operations in Townsville and is a proud and active North Queensland sporting organisation.



5.1 Organisational Time Line

The pivotal moments that have shaped *Athletics North Queensland* into its current form are:

- a. Association Formed 1996
- b. First Oz Squad Camp 1996
- c. Nine (9) Officials selected for the World Junior Championships in Sydney 1996
- d. Road Running Clubs join the ANQ family 1997
- e. First Club Workshop 1997
- f. Athletics Australia lobbied for direct membership 1997-unsuccessful
- g. Athletics Australia again lobbied for direct membership 1998 – unsuccessful
- h. Agreement signed with Queensland Athletics 1998
- i. Twelve (12) Officials selected for the 2000 Sydney Olympic Games
- j. Five (5) Officials selected for the 2000 Sydney Paralympic Games
- k. Eleven (11) Officials selected for the Brisbane Goodwill Games 2001
- l. Eight (8) Officials selected for the World Athletics (Grand Prix) final Melbourne 2001
- m. First Development Officer employed 2002
- n. Awards Recognising Achievement Introduced 2006
- o. First Life Membership awarded in 2006
- p. Eight (8) Officials selected for the 2006 Melbourne Commonwealth Games
- q. Major Events Host 1996, 2004, 2008, 2010, 2012, 2013
- r. Office Location Moved to Sports House Townsville 2010
- s. Second Development position (Sport & Rec) established 2012
- t. First time “Sign-On” materials provided to clubs 2012
- u. “Kids Athletics” program Australian launch 2013
- v. Membership exceeds 3000 for the first time in 2013/14 season

6) Changes in the Community

6.1 PESTLE Analysis

Athletics North Queensland operates in a changing world. The challenge is to design a future with knowledge of the factors that can help or hinder progress. These factors include the trends or issues within the general community that have an impact on Athletics North Queensland

As part of the planning process *Athletics North Queensland* undertook a **Political, Economic, Social, Technological, Legal and Environmental (PESTLE)** analysis of their position within the community and sporting sectors.

Political	Economic
<p>State and Federal Governments are committed to continued financial support of sport through the ASC.</p> <ul style="list-style-type: none"> - Change of Government 	<ul style="list-style-type: none"> - Austerity means annual budget for sport unlikely to increase - Increase in interest rates and high level unemployment depress consumption of non-essential goods and services. - People will spend much less on sport and recreation - Demographic changes
Social	Technological
<ul style="list-style-type: none"> - Technology and the rise of the Internet - Both young and older members now likely to be on social media - Increasing age of population and obesity - Lifestyle trends 	<ul style="list-style-type: none"> - If business does not adapt quickly to change it will lose market share to its competitors. As a result delivery of services can also change. - Direct to athlete communications
Legal	Environmental
<ul style="list-style-type: none"> - Duty of care around some athletic activities for vulnerable participants - Workplace Health and Safety Laws - Discrimination Laws - Copyright Laws - Increased Litigation 	<ul style="list-style-type: none"> - Use of the web and social media to provide information electronically will reduce the need for printing and packaging - Waste Management - Laws regarding pollution and recycling - Use of green or eco-friendly products and practices - Climate change

6.2 SWOT Analysis

As part of the planning process those involved completed a SWOT analysis of Athletics North Queensland.

This identifies the strengths, weaknesses, opportunities and threats associated with the *ANQ*'s key areas of activity. Through analysis of the SWOT ANQ can assess where it is currently at in relation to each area. The SWOT ultimately assists in helping ANQ determine a preferred future.

Ref: Attachment C.



7) Our Organisation

7.1 Mission

“To support, unify and develop all aspects of Athletics”.

7.2 Vision

“ To establish Athletics as a leading sport in regional Queensland”

7.3 Values

We will achieve our Mission and Vision through the implementation and maintenance of our following Values.

- **Respect** – (Treat all people with consideration)
- **Integrity** – (Honesty)
- **Support** – (Strengthen, encourage, give help or corroboration)
- **Enrichment** – (Make richer, increase quality of experience)

Interpretation of values in based on Australian pocket Oxford Dictionary:



8) ANQ Goals

ANQ goals to achieve by 2019:

Goal 1

Increase membership to 4000

Goal 2

Increase revenue by 25% to \$404,500.00

Goal 3

Increase number of qualified coaches to 409 and officials to 256 by 2019.

Goal 4

Increase participation in ANQ organised events by 20%.

- **ANQ Championship from 549 to 660**
- **Student & All Comers Games from 326 to 390**

Goal 5

Increase the number of athletes attending National Championships from 112 to 140 (20% increase)*.

Goal 6

80% of clubs achieving Premium Club Status

Goal 7

Establish and maintain Athletic Australia and IAAF Governance standards.

* 2014 National attendees totaled 112 –

Australian Nationals – 15; Junior Nationals – 44; Oceania Championships – 28; National Marathon – 5;
International Competition – 1; All Schools (Primary) – 5; All Schools (Secondary) – 14.

9) Objectives

In line with the goals outlined in this plan ANQ has developed specific objectives to be achieved throughout the 2015 – 2019 life of the plan.

The objectives for each of the key Goals are:

Goal 1- Increase membership to 4000

Objectives -

- 1.1 Increase connections with school sports.
- 1.2 Create a strong pathway to transition students from school to club membership.
- 1.3 Offer alternative activities based around fun, fitness and social inclusion.
- 1.4 Strengthen club capacity for both traditional athletics and innovative activities.

Goal 2 – Increase revenue by 25% to \$404,500.00

Objectives -

- 2.1 Raise revenue through marketing and sponsorship.
- 2.2 Develop corporate relay day / fun run.

Goal 3 – Increase number of qualified coaches to 409 and officials to 256 by 2019

Objectives –

- 3.1 Encourage all members and volunteers to undertake an education course in either coaching or officiating.
- 3.2 Encourage clubs to have an Officials Officer to look after and recruit new officials.
- 3.3 Encourage clubs to support coaches by paying for coaches' registration fees.
- 3.4 Establish awards for coaches.
- 3.5 Increase number of coaches with Level 2 Advanced, or higher to 48 and Officials with Level B, or higher to 60.
- 3.6 Communicate and maintain rewarding pathways for coaches and officials

Goal 4 – Increase participation in ANQ organized events by 20%

Objectives –

- 4.1 Reduce barriers to competition
- 4.2 Create list of accommodation availabilities
- 4.3 Achieve a six (6) month lead-time in marketing of Carnivals and Championships.
- 4.4 Develop effective competition structure for all Members.

Goal 5 – Increase by 20% the number of athletes participating in National Championships

Objectives –

- 5.1 Identify grants to help fund athletes travel
- 5.2 Encourage all qualifiers to participate in National Championships
- 5.3 Endorse a development program for identified talented athletes, including formation of squads.

Goal 6 – 80% of clubs achieving Premium Club Status

Objectives –

- 6.1 Undertake competency survey of each club to determine Premium Club Status.
- 6.2 Improve communications effectiveness with all stakeholders.
- 6.3 Develop and implement Club succession plans for key officials and coaches.
- 6.4 Implement a new Board member orientation package

Goal 7 – Establish and maintain Athletics Australia and IAAF Governance standards.

Objectives –

- 7.1 Ensure all clubs and operational staff have an up to date Policy Manual
- 7.2 Maintain up to date Terms of Reference for Board Portfolios, Board Succession Plans, Advisory Panels and Staff.
- 7.3 Develop & implement Board Succession Plan.
- 7.4 Conduct annual performance review of Strategic Plan
- 7.5 Meet all accounting and auditing requirements
- 7.6 Adopt and implement full compliance with relevant laws, codes of conduct, policies and standards of behavior.



GOAL 1 – Increase Membership to 4,000

Objectives <i>What</i>	Actions <i>How</i>	Priority <i>L/M/H</i>	Time Frames <i>When</i>	Resources <i>Human Material Financial</i>	Responsibility <i>Who</i>	Performance Indicators <i>Measurement</i>
1.1 Increase connections with school sports.	Establish & strengthen coaches and officials links to schools. Develop and conduct survey of club interaction with schools	M	Ongoing September	Equipment Coaches /Officials	DO's	Every School regularly contacted by clubs. 50 club programs running in schools.
1.2 Create a strong pathway to transition students from school to club membership.	School programs transitioning to Clubs through Sporting Schools Initiatives Students who become members receive a sport pack.	H H	Ongoing Ongoing	 T'shirt, hat, etc	DO's DO's	Number of Athletes transferring.
1.3 Alternative activities based on fun, fitness & social inclusion.	Ensure athletics is represented at all local Sports Expos Work with members to actively engage the next generation of athletes to join clubs Develop a Recruitment Plan and Budget Develop alternative social athletics competition structure targeting retention. All ages	M M M M	Review Dec 31 Review Dec 31 Review Dec 31 Review Dec 31		Director, Development/DO's Director, Development/DO's Directors Competition/Development/DO's	Expos identified and participated in Number of schools visited Tasks are developed and implemented.



Goal 1 – Increase membership to 4,000

1.4 Strengthen club capacity for both traditional athletics & innovative activities	Develop additional competition opportunities for Masters athletics.	M			Panel	5% increase in Masters membership annually.
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Goal 2 – Increase Revenue by 25% to \$404,500

Objectives <i>What</i>	Actions <i>How</i>	Priority <i>L/M/H</i>	Time Frames <i>When</i>	Resources <i>Human Material Financial</i>	Responsibility <i>Who</i>	Performance Indicators <i>Measurement</i>
2.1 Raise revenue through marketing & sponsorship	Investigate new revenue streams, i.e. Sale of branded merchandise. Develop & implement Marketing Plan to improve Partnership development Develop a set of resources & tools (Sponsorship Package) to expose Athletics in community & identify new sources of revenue.	H M M	Ongoing Ongoing Ongoing	Sponsorship Packages	Directors Finance/Operations Manager Director Admin/Office staff Director Admin/Office staff	Increase by 5% (\$20,000.00) above current annual revenue from innovative activities. Attract, satisfy & retain an additional 15 partners, while ensuring ANQ only engage partners who share our values. Achieve major public profile & name recognition as lead voice for Athletics Clubs & events in NQ. (Result of survey)
2.2 Develop Corporate Relay day/Fun Run	Develop pilot eight (8) week senior relay competition program	M	Commence Oct. 2016		Competition Director, Advisory Panel	Relay competition held



Goal 3 – Increase number of qualified Coaches to 409 & Officials to 256.

Objectives <i>What</i>	Actions <i>How</i>	Priority <i>L/M/H</i>	Time Frames <i>When</i>	Resources <i>Human Material Financial</i>	Responsibility <i>Who</i>	Performance Indicators <i>Measurement</i>
3.1 Encourage all members/volunteers to complete education course in coaching or officiating	Develop & implement resources and links to AA Programs Improve access to coach & official education resources for volunteers at all levels.	M M	Dec 31 Ongoing		Directors Development/Officials/Do's Directors Development/Officials/Do's	Forty (40) resources requested & sold to Officials Maintain up to date educational resources (web; library)
3.2 Encourage clubs to have official Officer to look after & recruit new officials.	Clubs to have an Official Officer to sign on volunteers, including parents.	M	Ongoing		Club/ANQ Admin.	Number of new volunteers Official Officer active in all clubs
3.3 Encourage clubs to actively support coaches	Encourage clubs to pay for their coaches registration fees	M	Ongoing		Club/ANQ Admin.	Number of Clubs paying fees.
3.4 Establish awards for coaches	Identify suitable Coach's Awards and implement.	M	Ongoing		Club/ANQ Admin.	Awards established
3.5 Increase number of high level Coaches & Officials	Develop & implement resources, courses, workshops & Mentors for high level coaches & officials	H	Nov AGM	Lecturers & equipment	Directors, Development/Officials Office Staff	Active number of level 2 Advanced & above Coaches, Mentor programs implemented



Goal 3 – Increase number of qualified Coaches to 409 & Officials to 256.

Objectives <i>What</i>	Actions <i>How</i>	Priority <i>L/M/H</i>	Time Frames <i>When</i>	Resources <i>Human Material Financial</i>	Responsibility <i>Who</i>	Performance Indicators <i>Measurement</i>
3.6 Communicate & maintain rewarding pathways for Coaches & Officials	Develop & maintain awareness of pathways to National/International events	L			Development Director & Director of Officials	Information distributed and maintained.



Goal 4 – Increase participation in ANQ organized events by 20%

Objectives <i>What</i>	Actions <i>How</i>	Priority <i>L/M/H</i>	Time Frames <i>When</i>	Resources <i>Human Material Financial</i>	Responsibility <i>Who</i>	Performance Indicators <i>Measurement</i>
4.1 Reduce barriers to competition.	Review current competition structure & its administration & improve where necessary Develop & distribute ANQ Operations Manuals to all involved in conducting competitions and events.	M L	Dec 31 bi-annually Annually in January		Competition Directors, Advisory Panel Competition Directors, Advisory Panel	Review undertaken and improvements noted. Manuals distributed by January each year
4.2 Create list of available accommodation	Clubs to establish lists of accommodation available in area	L	Ongoing		ANQ Admin	Lists established and distributed
4.3 Six (6) month lead-time in marketing of Nth Qld Carnivals & Championships	Plan Calender and advertise six (6) months before event.	M	November		ANQ Office; Board; Marketing Officer	Six (6) month notice achieved
4.4 Develop effective competition structure for all members	Conduct one (1) National event in NQ every two (2) years	L	Ongoing		Competition Director	National event conducted every two (2) years.



Goal 5 – Increase number of athletes participating in National Championships by 20%

Objectives <i>What</i>	Actions <i>How</i>	Priority <i>L/M/H</i>	Time Frames <i>When</i>	Resources <i>Human Material Financial</i>	Responsibility <i>Who</i>	Performance Indicators <i>Measurement</i>
5.1 Identify grants to help fund athletes travel	Review & identify grants at Federal & State level that allow for Athlete's travel expenses.	M	Nov AGM		Directors Competition/Advisory Panel	Grants identified
5.2 Encourage all qualifiers to participate in National Championships	Make Athletes aware of funding opportunities. Promote the importance of participation experience.	M M	Ongoing Ongoing		Development Officers Development Officers	100% of qualifiers participating. 100% of qualifiers participating.
5.3 Create development programs for identified talented athletes	Endorse the development programs. Utilise QA and ANQ Squad systems	M M	Annually in January Annually in January		Director Development, Competition, DO's Director Development, Competition, DO's	TTP, AA under 17, AA under 19 Athletes = 15*. 85 Athletes in Development Squad*. 6 active squads

* 2014 numbers were – 10 TTP athletes, 2 AA under 17 athletes and 1 AA under 19 Athlete. 71 athletes in development squad.



Goal 6 – 80% of Clubs achieving Premium Club Status

Objectives <i>What</i>	Actions <i>How</i>	Priority <i>L/M/H</i>	Time Frames <i>When</i>	Resources <i>Human Material Financial</i>	Responsibility <i>Who</i>	Performance Indicators <i>Measurement</i>
6.1 Identify the Clubs that display key elements that make up the Premium Club Status	Undertake competency survey of each club to determine current Premium Status	M	Dec 31		Director, Admin.	80% of Clubs (32) Achieve Premium Status
6.2 Improve communication with all Stakeholders	Establish ANQ website as a hub for accessing relevant, high quality & engaging content & information across Athletics <i>Maintain mechanisms for succinct, timely & effective two-way communication with all Stakeholders, including feedback survey</i> Develop and foster productive relationships with Corporate contacts	M M M	Aug. 31/15 <i>Annually May & Oct</i> Review Dec. 31		Web Master & Development Officers <i>Development Officers</i> Development Officers	Growth in news content & traffic. 4,000 Facebook likes, 2,000 Twitter followers <i>Surveys conducted. Corrective actions taken.</i> Number of Corporate contacts retained
6.3 Develop & implement Club Succession Plans	Develop & conduct survey to identify Clubs with a plan. <i>Clubs to develop & implement Succession Plans for Key Officials & Coaches</i>	M M	Sept. 30/15 <i>Nov. AGM</i>		ANQ Admin. <i>Vice presidents/DO's</i>	Survey completed <i>Succession Plans in place. Committee & Coaching positions all filled</i>



Goal 6 – 80% of Clubs achieving Premium Club Status

Objectives <i>What</i>	Actions <i>How</i>	Priority <i>L/M/H</i>	Time Frames <i>When</i>	Resources <i>Human Material Financial</i>	Responsibility <i>Who</i>	Performance Indicators <i>Measurement</i>
6.4 Implement a new Board member orientation package	Assemble & distribute orientation package	L	Nov. AGM		Operations Manager	Package completed and implemented by AGM



Goal 7– Establish & maintain Athletics Australia and IAAF Governance Standards

Objectives <i>What</i>	Actions <i>How</i>	Priority <i>L/M/H</i>	Time Frames <i>When</i>	Resources <i>Human Material Financial</i>	Responsibility <i>Who</i>	Performance Indicators <i>Measurement</i>
7.1 Ensure all Clubs & operational staff have up to date Policy Manual	Complete & receive endorsement, distribute updated Policy Manual	M	June 30/15		Operations Manager	Manual completed, endorsed and distributed
7.2 Maintain up to date Terms of Reference for Board Portfolios, Board Succession Plans, Advisory Panels & Staff	Complete & receive endorsement of updated Terms of Reference for all groups	M	June 30/15		Board, Operations Manager	Updates completed, endorsed by Board and distributed
7.3 Develop and implement Board Succession Plan	Develop Board Succession Plan	M	Oct 30/15		Operations Manager	Plan accepted and endorsed by Board
	Implement Board Succession Plan	M	Dec 31		Operations Manager	Plan Implemented by date
7.4 Conduct annual performance review of Strategic Plan	Conduct review and evaluate performance against Strategic Plan	H	Nov. AGM		Board, Operations Manager	Goals achieved or re-assessed and endorsed by Board
	Conduct review of Strategic Plan Objectives and Actions	H	Monthly		Operations Manager	Objectives/Actions completed on time

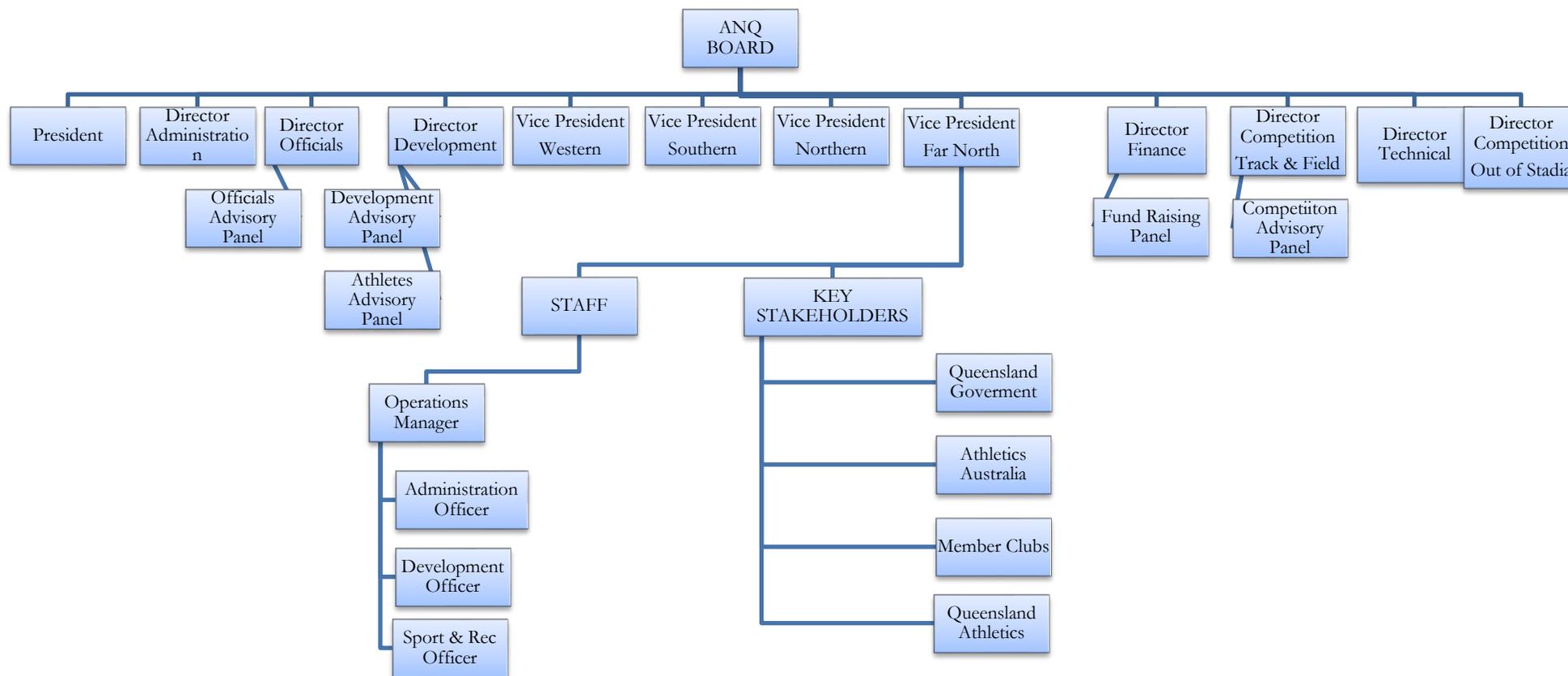


Goal 7 – Establish & maintain Athletics Australia and IAAF Governance Standards

Objectives <i>What</i>	Actions <i>How</i>	Priority <i>L/M/H</i>	Time Frames <i>When</i>	Resources <i>Human Material Financial</i>	Responsibility <i>Who</i>	Performance Indicators <i>Measurement</i>
7.5 Meet all accounting and audit requirements	Conduct a full audit review of all financial accounts	H	Nov. AGM		Operations Manager	Review completed and reported
7.6 Adopt & implement full compliance with relevant laws, codes of conduct, policies & standards of behaviour	Conduct Board member reviews Conduct Staff Performance Assessments	H H	Dec.31 Quarterly		President, Operations Manager Operations Manager	Board reviews completed on time. Quarterly interviews completed on time



Attachment A1 – Organisation Structure





Stakeholder	Interests What is their interest in the organisation?	Expectations What do they expect from their relationship with the organisation?	Potential What contribution could they make to the organisation?
Members	Participation in safe quality physical activities	Insurance, competition, development, resources, fun	Increase verbal promotion Increase volunteer coaching role Grow numbers for reporting/grants
Athletics Australia	National governing body	Participation in national programs	Joint initiatives Improve the marketability of ANQ with all stakeholders Funding
Queensland Athletics	State governing body	Participation in state and national programs	Joint initiatives Growth in membership Funding
Department of Sport and Recreation	Support for the community to have the opportunity to actively participate in quality sporting activities	Follow "Play by the Rules" guidelines Acknowledge funding	More community involvement Grants/funding/education
School Sport	Promote safe, fun kids events for health and wellbeing	Transition from school sport to club membership	Increased involvement in school athletic carnivals Source of new members
Sponsors	Sponsorship is an investment in our organisation	Exposure to our members Sales or product promotion	Increased revenues to improve competition and development
Queensland Masters	Provide safe healthy activities for older members of the community	Physical activity Friendship Companionship Fun	Virtually untapped market Possible source of more coaches, officials and administrators
ANQ Board and Staff	To ensure ANQ continues to grow and prosper in a viable manner	Excellence in all of our activities	To guide ANQ into becoming the leading Athletics organization in the nation across all areas
Community	Physical Activity promoting health and wellbeing	Social, safe, fun, organized cheap events	Become members



Attachment B1 – Stakeholder Analysis

Attachment C – SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Dedicated” hands on” Board</p> <p>Financially viable</p> <p>Strong Network of Clubs</p> <p>Strong Volunteer Base</p> <p>Effective Policies and Procedures</p> <p>Innovative People</p> <p>Vibrant Competitions</p> <p>Canteen</p> <p>Athletics is the most widely played sport in schools state-wide.</p> <p>Athletics has many health and fitness benefits.</p> <p>Athletics covers a diverse range of disciplines many of which are the basis of other sports.</p> <p>Athletics is a low cost sport for participants</p>	<p>Limited financial resources for staffing</p> <p>Financial resources</p> <p>Canteen management</p> <p>ANQ is trying to service 62% of Queensland with one DO</p> <p>Athletics continues to lose a large number of competitors in the 14 to 18 years age range.</p> <p>Other sports are becoming increasingly well organised and resourced with their development programs within the school system.</p> <p>Some traditional competitions not appealing to all athletes.</p> <p>Few team events.</p> <p>Many track and field clubs do not offer the full range of events.</p>	<p>Improve relationships and partnerships with key stakeholders</p> <p>Promote the sport to the wider community</p> <p>Develop and adopt member protection policy</p> <p>DO can, with the assistance of clubs, develop links between schools and local clubs with an aim to increase club membership by 10% over 2 years.</p> <p>Additional coaching and development support for teachers would be mutually beneficial.</p> <p>Increased use of IT will allow for essential information to be more easily accessed.</p> <p>Identify young coaches/officials for fast tracking.</p> <p>Attract new coaches particularly from among ex-athletes</p> <p>Participation in “Out of Stadia” activities continues to grow</p>	<p>Reduced leisure time for individuals to participate in sport either as a competitor or volunteer</p> <p>Cost of Technology solutions</p> <p>Other sports gaining members due to being better resourced to recruit and retain school-aged participants.</p> <p>Scouts from many other sports attend our bigger meets targeting our potentially elite athletes making offers, which we cannot match.</p> <p>A general trend in the community away from participating in organised sport.</p> <p>A general preference for team sports rather than individual sports.</p> <p>Changing work patterns.</p> <p>Volunteer Fatigue -Reduced numbers of volunteers to help run athletic events.</p> <p>High cost of sport participation for low wage earners</p>



STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Number of members	Large geographical area to develop	Develop team based adolescent competition	Little Athletics
Clubs	Not enough human resources (DO's, coaches, lecturers)	Marketing recreational running qualifications to personal trainers	Other main stream sports
Coaches		High numbers of young grass root athletes	Other sports with modified programs
One sport across the lifespan	People are too time poor to do courses/travel	High number of naturally talented athletes in North Qld	Inadequate funding
Development Squad	Relying on volunteers to develop athletics	Participation over competition	Low levels of investment in youth development and talent identification
Development Camp	Losing competition venue	Support the transition of athletes towards coaching, officiating and administration roles (develop a "give back" culture)	Inability to attract major events
Regional Australia Team	Not all events offered at club level	Lobby to attract high level competitions to NQ including schools	Insufficient mentee officials in key positions
Experienced Management team	Venues not always available	Promote government and private sector education opportunities	Losing venues
Strong Officials Base	Ageing officials	Develop an ANQ Competition Manual	Cut in Government Grants
All Events Offered	Finance	Maintain and regularly update information technology and communications systems for use at competitions	
Ability to conduct high level events		Marketing	
Major events highly regarded by clients		Sponsorship	
Sustainability - Number of members - Strong clubs - Canteen		Digital Media	

