

Sunnybank Little Athletics Centre

Strategic and Operational Plan

2014 - 2019



Table of Contents

EXECUTIVE SUMMARY	3
FUTURE STRATEGIC GOALS	4
STRATEGIC GOALS WITH CORRESPONDING TARGETS AND TIMEFRAMES	6
ACTIONS TO ACHIEVE OUR STRATEGIC GOALS AND TARGETS	13
VOLUNTEER ROLES REQUIRED TO IMPLEMENT THIS PLAN	13
VOLUNTEER OPERATIONAL ACTIONS	14
1. CONTINUE TO GROW THE CENTRE'S MEMBERSHIP TO OVER 300 PARTICIPANTS.....	14
2. IMPROVE THE RETENTION RATE OF OLDER JUNIOR ATHLETES.....	20
3. ATTRACT AND MANAGE AN EFFECTIVE TEAM OF VOLUNTEERS	25
4. ENHANCE THE CENTRE'S FACILITIES AND EQUIPMENT	34
5. ENHANCE PROMOTION OF THE CENTRE	37
6. MAINTAIN THE CENTRE'S INCOME STREAMS.....	47
7. IMPLEMENT A RANGE OF CENTRE PROCEDURES AND POLICIES TO GUIDE VOLUNTEERS, MEMBERS AND SUPPORTERS	
54	
IMPLEMENTATION OF THIS PLAN.....	60
ACKNOWLEDGEMENTS	60
METHODOLOGY	61
HISTORY OF SUNNYBANK LITTLE ATHLETICS CENTRE	62
WHY SUNNYBANK LITTLE ATHLETICS CENTRE IS IMPORTANT	62
CURRENTLY AT SUNNYBANK LITTLE ATHLETICS CENTRE.....	63
FUTURE ASPIRATIONS.....	65
YOU NOW HAVE THE SPORTING ADVANTAGE	67

This plan will assist to develop the Sunnybank Little Athletics Centre into the most welcoming and supportive centre in Queensland that attracts a large number of families and athletes of all abilities and levels.

Executive Summary

The Sunnybank Little Athletics Centre was established with 207 athletes in 1981 as a breakaway club from Mt Gravatt Little Athletics. Since this time, the centre has achieved wonderful success, producing many state and national athletes and Olympians. Membership peaked at over 350 athletes in the mid 1980's, largely due to the exposure of athletics created by the hosting of the Commonwealth Games in Brisbane. The centre has a strong reputation for being welcoming of new families and very supportive of all athletes. After a decline in membership over a number of years, the centre has now recovered due to the efforts of a very passionate group of volunteers. With a wonderful culture of fun and encouragement, the Sunnybank Little Athletics Centre has a very positive and exciting future.

The Sunnybank Little Athletics Centre strategic and operational plan has been developed through consultation with a broad range of internal and external stakeholders of the centre. A large cross section of ideas and thoughts were provided for their future direction. This plan has summarised the feedback received, resulting in a concise list of goals that will guide the centre over the future years. All the goals include specific targets for the centre to achieve and a corresponding operational plan that incorporates actions on how to implement and achieve the strategic goals.

The Sunnybank Little Athletics Centre's goals include:

- 1. Continue to grow the centre's membership to over 300 participants**
- 2. Improve the retention rate of older junior athletes**
- 3. Attract and manage an effective team of volunteers**
- 4. Enhance the centre's facilities and equipment**
- 5. Enhance promotion of the centre**
- 6. Maintain the centre's income streams**
- 7. Implement a range of centre procedures and policies to guide volunteers, members and supporters**

These goals and their respective targets will be challenging for the centre to implement, however, through utilising and following the operational component of this plan, they are achievable.

This plan will assist to develop the Sunnybank Little Athletics Centre into the most welcoming and supportive centre in Queensland that attracts a large number of families and athletes of all abilities and levels.

Future Strategic Goals

The following are the Sunnybank Little Athletics Centre strategic goals that will guide the direction of the centre in future years. These seven broad goals are challenging, however, will assist to continue to develop the Sunnybank Little Athletics Centre into the most welcoming and supportive centre in Queensland that attracts a large number of families and athletes of all abilities and levels.

1. Continue to grow the centre's membership to over 300 participants

Little athletics is a great sport that offers children of all abilities the opportunity to have fun participating and competing in. Through providing opportunities for beginners to get involved, experienced athletes to develop, continued encouragement and support for all athletes and an enjoyable atmosphere, the centre will have the potential to significantly increase membership and participation.

2. Improve the retention rate of older junior athletes

As with many sporting clubs and associations, it is challenging to retain junior athletes as they get older. For the centre to develop and be sustainable in the long term, it will be important to enhance the social, training, competitive and organisational opportunities and experiences that exist for the older junior age groups, to encourage them to continue being involved.

3. Attract and manage an effective team of volunteers

To effectively implement the goals and targets in this plan, it is imperative the centre is able to attract and manage an efficient team of volunteers. This will be achieved through assigning a volunteer coordinator to the management committee, providing training and education programs to up skill volunteers, outlining volunteer roles and developing an incentive and reward program for all centre volunteers.

4. Enhance the centre's facilities and equipment

The centre currently has a quality facility in a great location. To continue to progress, retain families, attract events and garner volunteer support that will assist in providing a sustainable future, there are a number of facility and equipment upgrades and developments that will enhance the functionality, income and viability of the centre.

5. Enhance promotion of the centre

For the centre to improve community exposure and awareness, it will be important to ensure positive partnerships with other local sporting centres, schools, training organisations, government agencies and businesses within the community. Regular and effective promotion will be achieved through the enhancement of the centre's website, social and mainstream media, targeted marketing campaigns and attendance at events.

6. Maintain the centre's income streams

To effectively implement these future development goals, promote little athletics and remain sustainable, the centre needs to continue to source income from a range of areas. This will be achieved through furthering sponsorship, sourcing funding from appropriate grants programs, implementing effective fundraising events and annual budgeting.

7. Implement a range of centre procedures and policies to guide volunteers, members and supporters

To ensure the centre complies with legislation, their duty of care for all members, continues to operate sustainably and efficiently and can effectively manage a productive group of volunteers, it is important that relevant policies and protocols are formulated, communicated and updated.

Strategic Goals with Corresponding Targets and Timeframes

To complement the future strategic goals of the Sunnybank Little Athletics Centre, outlined below are the individual targets that need to be implemented to achieve each respective goal. These targets include an extensive range of projects that will be the responsibility of a range of different individuals within the organisation. Each target has a corresponding timeframe in which it is recommended to be commenced. A number of the targets are ongoing and are vital to be implemented annually, whilst other targets may commence and take a number of years to complete. These timeframes however, will allow the centre to measure their progress throughout the life of this plan.

Strategic Goal	Target	Who's Responsible	Commencement
1. Continue to grow the centre's membership to over 300 participants	Implement annual series' of centre come and try days and coaching clinics	Event Manager	2014
	Provide organised and varied training sessions that focus on skill development and fun	Coach Coordinator	2014
	Promote a welcoming and friendly atmosphere through conducting regular social functions for participants, volunteers and their families	Event Manager	2014
	Continue to promote and lead the encouragement of all athletes	Committee	2014
	Regularly recognise the personal achievements and contributions of all members	PB Officer	2014
	Review the current training and competition formats across all disciplines to ensure the centres' programs are fun, efficient and convenient for families to attend	Committee	2014
	Create closer partnerships with other sporting centres within the community	Centre Manager	2015
	Encourage and organise participation in regional events across all disciplines	Coach Coordinator	2015

Strategic Goal	Target	Who's Responsible	Commencement
2. Improve the retention rate of older junior athletes	Develop a Junior Athletes' Committee	Committee	2014
	Assist the Junior Athletes' Committee to implement a range of fun competition and social events	Committee	2014
	Create an interesting competition program for older juniors that includes a range of different events they can train towards	Junior Athletes' Committee	2014
	Attract high profile and experienced athletes and coaches to conduct coaching clinics	Coach Coordinator	2015
	Create roles for older juniors to assist with the training and development of younger athletes	Coach Coordinator	2014
	Promote the development pathways from beginner athletes through to elite levels	Coach Coordinator	2014
	Conduct annual weekend training camps for older juniors where they travel and train at a different locations	Junior Athletes' Committee	2016
	Create opportunities for older juniors to train with other coaches and athletes at other little athletics centres	Coach Coordinator	2016
	Create a designated meeting and chill out area for older junior athletes	Junior Athletes' Committee	2015

Strategic Goal	Target	Who's Responsible	Commencement
3. Attract and manage an effective team of volunteers	Appoint a volunteer coordinator to the committee	Committee	2014
	Develop a volunteer register database of member skills and interests	Volunteer Coordinator	2014
	Outline a range of centre volunteer position descriptions of what roles incorporate	Volunteer Coordinator	2014
	Recognise and reward the contributions of all centre volunteers	Volunteer Coordinator	2015
	Implement an incentive scheme to encourage people to undertake volunteer roles	Volunteer Coordinator	2014
	Identify and provide opportunities for centre volunteers to attend accreditation, education and training courses	Volunteer Coordinator	2014
	Create partnerships with high schools, universities and training organisations to provide opportunities for students to gain skills and experience as volunteers	Volunteer Coordinator	2015
	Provide an annual induction for all volunteers	Volunteer Coordinator	2014

Strategic Goal	Target	Who's Responsible	Commencement
4. Enhance the centre's facilities and equipment	Construct a new shed for further storage	Facility Manager	2014
	Install power to the existing shed	Facility Manager	2014
	Construct a permanent canteen and administration centre	Facility Manager	2016
	Purchase a ride on mower	Equipment Manager	2015
	Purchase a small vehicle to transport equipment around the facility	Equipment Manager	2016
	Erect lighting to the athletics oval	Facility Manager	2017
	Purchase further athletics equipment to cater to a participation increase across all disciplines	Equipment Manager	2015
	Purchase further administrative and catering equipment to cater in an increase in membership	Equipment Manager	2016
	Purchase finishing line timekeepers' stands	Equipment Manager	2014
	Purchase electronic timing equipment	Equipment Manager	2017

Strategic Goal	Target	Who's Responsible	Commencement
5. Enhance promotion of the centre	Continue to develop and promote a clear annual calendar of events	Event Manager	2014
	Create positive links with local schools, community groups and businesses	Centre Manager	2014
	Ensure clear communication between the committee, volunteers, members, parents and stakeholders through a range of methods	Secretary	2014
	Develop a positive relationship with local journalists and create interesting promotional opportunities for the media to report	Promotions Manager	2014
	Implement promotional campaigns to create exposure and target specific groups	Promotions Manager	2014
	Enhance the centre's website and social media presence	Promotions Manager	2015
	Circulate regular centre newsletters that incorporate interesting and fun content	Promotions Manager	2015
	Create interesting and interactive exhibits at local community events and shopping centres	Promotions Manager	2014
	Update the centre's logo and branding	Promotions Manager	2014

Strategic Goal	Target	Who's Responsible	Commencement
6. Maintain the centre's income streams	Create and follow an annual budget that includes an allocation toward facility and equipment maintenance and upgrades	Treasurer	2014
	Implement an annual range of large and small fundraising events	Event Manager	2014
	Develop sponsorship packages to attract and retain sponsors	Sponsorship Manager	2014
	Identify and apply for appropriate grants	Grants Writer	2014
	Review centre membership fees to ensure an appropriate margin for development	Committee	2015
	Develop a range of centre merchandise for members, sponsors and supporters	Promotions Manager	2016
	Continue to offer a great range of food and beverage options at centre events	Canteen Convenor	2014

Strategic Goal	Target	Who's Responsible	Commencement
7. Implement a range of centre procedures and policies to guide volunteers, members and supporters	Document all current operating procedures for the benefit of subsequent volunteers	Volunteer Coordinator	2015
	Implement volunteer management protocols	Volunteer Coordinator	2014
	Review and update the centre's constitution when required	Committee	2018
	Ensure the centre's child protection policy is being implemented appropriately	Committee	2014
	Ensure all centre, Little Athletics Queensland and Little Athletics Australia policies are being promoted and utilised correctly	Committee	2014
	Develop a risk management plan for the centre	Committee	2015
	Implement regular member feedback surveys and planning reviews	Committee	2015

Actions to Achieve our Strategic Goals and Targets

The strategic goals and targets identified and prioritised by the Sunnybank Little Athletics Centre are both extensive and exciting. For these to be successfully implemented and the centre to entirely achieve this plan in future years, it is imperative that the executive committee and centre volunteers understand what is involved and how to carry out the identified projects.

To assist this process, the remainder of this plan incorporates an extensive list of actions that will guide the centre with the operational component of their goals and targets. Each identified target includes:

- What the target involves
- Who is responsible for achieving the target
- When the target is to be commenced
- A detailed process of how to implement the project

One of the major factors to achieving the goals and targets will be to ensure the volunteers responsible for implementing specific projects understand the requirements of their role, have the knowledge, skills and attitude to carry out their role, can receive training to improve their capacity within the role and are enthusiastic to perform their role to the best of their ability.

Another major factor will be to ensure that the finalised strategic and operational plan is effectively promoted to all Sunnybank Little Athletics Centre stakeholders so that these people are aware of where the centre is heading and what the centre wants to achieve in the coming years. As the plan will be a large document, there will be a one page summary brochure that the centre can easily distribute. This simple process will contribute considerably to this plan providing a significant benefit for the future of the Sunnybank Little Athletics Centre.

Volunteer Roles Required to Implement this Plan

As there are a number of goals outlined in this plan that each include a range of challenging projects, it will be imperative that specific projects are delegated to volunteers throughout the committee and centre. These roles include:

- | | |
|------------------------------|-------------------------------|
| ■ Centre Manager | ■ Assistant Centre Manager |
| ■ Secretary | ■ Treasurer |
| ■ Volunteer Coordinator | ■ Facility Manager |
| ■ Equipment Manager | ■ Event Manager |
| ■ Sponsorship Manager | ■ Grants Writer |
| ■ Promotions Manager | ■ Canteen Convenor |
| ■ Coach Coordinator | ■ PB Officer |
| ■ Junior Athletes' Committee | ■ Other existing centre roles |

The members within these roles are responsible for forming and managing sub-committees if they deem it necessary to effectively carry out their duties. The delegation of these roles and their responsibilities are outlined further in the remainder of this document.

Volunteer Operational Actions

1. Continue to grow the centre's membership to over 300 participants

Little athletics is a great sport that offers children of all abilities the opportunity to have fun participating and competing in. Through providing opportunities for beginners to get involved, experienced athletes to develop, continued encouragement and support for all athletes and an enjoyable atmosphere, the centre will have the potential to significantly increase membership and participation.

Implement annual series' of centre come and try days and coaching clinics

- Implementing come and try days allow potential new participants to see what the centre and little athletics are all about
- Funding is available to conduct such events
- Plan the event with enough time to organise and advertise it
- Check the date of the event to ensure it doesn't clash with other significant events
- Make plans of how the event can run if it rains
- Contact centre sponsors and stakeholders to determine if they can assist
- Organise to include at the event:
 - A well-known sporting or local personality, to attract people to attend
 - Coaches to run introductory skills sessions
 - Volunteer officials to assist
 - Catering to suit the time of the day (BBQ lunch, fruit and muffin morning tea etc)
 - Committee members to provide information about the centre
 - Flyers to include what the centre provides, fees, when and where you participate, equipment requirements, centre history, future plans, contact details and why the centre exists
 - Newspaper and radio media to attend
 - Promotion of your sponsors
 - A raffle
 - Giveaways for participants (ie balls, hats, socks, water bottles etc)
 - An attendance sheet for people to record their name, contact details, which aspect of the centre they're interested in, their previous experience in little athletics etc.
- Organise extensive advertising of the event
- Setup the event early on the day, well in advance of the starting time
- Incorporate as many people from the centre as possible for the event to ensure everyone who attends enjoys themselves and wants to be involved
- At the end of the event, thank all those that have contributed and do a summary report of how it ran, to use for future events

Provide organised and varied training sessions that focus on skill development and fun

- Training and coaching sessions must be well organised, beneficial and enjoyable for them to be effective
- Appoint suitably qualified and experienced coaches for the varying athletics disciplines
- Provide the necessary equipment for coaches to carry out their role effectively
- Encourage coaches to pre plan their sessions and communicate these with members
- Training sessions can be planned for the entire year to suit expected conditions and scheduling of specific events
- Coaches need to be organised for the start of training sessions
- Start all training sessions on time
- Work to a pre organised and timed plan throughout the training session
- Approach other coaches, volunteers and experienced members to assist with specific training sessions
- Monitor coaches to ensure all sessions are organised and well implemented
- Provide education and training support to coaches to continue to improve the level and quality of training sessions
- Training sessions don't always need to only be based around the specific athletics discipline people are interested in, with fitness and cross training sessions other options

Promote a welcoming and friendly atmosphere through conducting regular social functions for participants, volunteers and their families

- People join clubs to have fun and enjoy a sport
- All members and their families need to feel included within the centre through integration
- Opportunities to integrate people can include:
 - Planned social events
 - Providing nibbles and/or drinks to families whilst their children are participating
 - Taking new members and their families on an introduction tour of the facility and the different athletics events
 - Providing an introductory booklet with interesting information to new members and their families
 - Offering new members or families the opportunity to try various athletics events themselves
 - Encouraging involvement from the whole family
 - Assigning a volunteer with the role of welcoming and including new members and families
 - Assisting other members within the centre where possible
 - Go out of your way to 'make someone's day'
- Social events could include:
 - Season launch and presentation evening
 - Fancy dress or themed functions
 - Fancy dress or themed days
 - Catered dinners with music and entertainment
 - Talent and variety shows

- Movies projected onto a big screen
- Major athletics events projected onto a big screen
- Sponsor events
- Trivia nights
- Involvement with community events such as shave for a cure or relay for life

Continue to promote and lead the encouragement of all athletes

- One of the great strengths of the centre is the encouragement given to all athletes
- For this to continue, it will be important to:
 - Ensure all committee members, coaches and volunteers lead by example, by cheering, encouraging, congratulating and recognising all athletes in the centre
 - Providing parents and families with a flyer that outlines the benefits to their children by encouraging them to do their best
 - Encourage athletes to support and cheer for each other
 - Monitor and discuss at management committee meetings how the centre is progressing with their encouragement of athletes, to ensure the high standards do not drop
 - Maintain a welcoming and supportive culture
 - If a parent or spectator is being negative, suggest ways they could encourage the athletes instead
- Following are some points the centre may be able to use in promoting support and encouragement:
 - As a Parent, you can:
 - Get the whole family involved at events and training
 - Be proud and encouraging
 - Balance your enthusiasm
 - Know the centre's code of conduct
 - Watch high level athletics together
 - Talk and listen to your children about their experiences
 - Leave the coaching to the coach
 - Leave the officiating to the officials
 - Show appreciation to the organisers and volunteers
 - Make sure your kids are having fun
 - As a Coach or Administrator, you can:
 - Lead by example
 - Make training and events fun
 - Teach a range of different skills
 - Be encouraging and proud of your athletes
 - Cheer and recognise good efforts, no matter who it is
 - Let the officials officiate
 - Focus on the positives from an event
 - Thank officials, the opposition and volunteers
 - Get to know your athletes' parents
 - As an Official, you can:
 - Be respectful and patient
 - Communicate clearly to help the athletes understand
 - Be positive and encouraging

- Let the coaches and parents know if you're still learning
- Explain your expectations to coaches, athletes and parents before the game or event
- Officiate to the skill level of the participants
- Let the coaches coach
- Get to know the coaches and parents
- As an Athlete, you can:
 - Have fun no matter what happens
 - Be prepared for your event
 - Encourage your team mates
 - Cheer and recognise your team mates' good efforts
 - Be positive, particularly after a mishap
 - Accept and respect the officials' and coaches' decisions
 - Shake hands, thank and congratulate your opposition
 - Thank the officials, coaches and spectators
 - Talk to your parents about the event

Regularly recognise the personal achievements and contributions of all members

- Determine what achievements the centre would like to recognise athletes for, for example:
 - Those that have progressed their personal skills
 - Representative honours
 - Members that have also volunteered
 - Members that demonstrate the centre's ethos and pride
 - A number of members throughout the centre from the same family
 - Teams that have excelled in an event
- Ensure recognition is measurable, so the centre can determine and justify who is recognised
- Determine what the recognition should include. For example:
 - Their name on an honour board
 - A sponsor or centre water bottle, hat, key ring, shirt etc
 - Tickets to a sporting event
 - An announcement during an event
 - A notice emailed throughout the centre's network
 - An article in the centre's newsletter
 - A personal congratulations from the committee
 - A certificate of achievement
 - A nomination for a Council sport award
 - An article in the newspaper
- Recognition can be as elaborate or simple as the centre would like, however, it's important to be consistent and also to take into account the personality of who you are recognising, as some people are embarrassed by public recognition, while others love it

Review the current training and competition formats across all disciplines to ensure the centres' programs are fun, efficient and convenient for families to attend

- Review how successfully the current training and competition formats are for:

- Attracting new athletes
 - Retaining current athletes
 - Encouraging juniors to continue as they get older
 - Catering to a range of levels
 - Providing convenient times for people to participate
 - Creating social opportunities
 - Not overworking volunteers
 - Creating fundraising opportunities
- It is important that the centre remain open to trying different formats
 - Some people are interested in developing and competing, whereas others are more interested in enjoying the social aspects of being involved
 - Integrating different types of training sessions or events at different times of the day or week, can encourage further participation
 - Remain aware of changing national and international trends in athletics and across other sports
 - Adapt to changing trends – the attitude of ‘this is how it’s always been done’ isn’t conducive to long term sustainability
 - Many people don’t want to or aren’t able to commit to regular training sessions and events, so options that are more flexible may assist with attracting new members
 - Accept and consider proposals from members or potential members on the inclusion of new formats
 - Explore the opportunities of running a range of training sessions or events that target specific members and age groups and at different times of the day and week, such as:
 - Early morning, before school/work
 - Mid-morning, for parents and children below school age
 - Late afternoon, straight after school, or after work
 - Night time, when lighting is available
 - Weekends
 - Although it’s important to run events that include all or a large majority of the centre at the same time, splitting up events may reduce the pressure on volunteers and allow the centre to better focus on specific target groups

Create closer partnerships with other sporting clubs within the community

- Contact other local sporting clubs and little athletics centres throughout Queensland (and possibly Australia) to create contacts and communication channels
- Determine how the centre can benefit from other centres/clubs and how the centre can provide benefits to other centres/clubs, such as:
 - Cross promotion
 - Visiting training/coaching
 - Participation in events
 - Resource sharing
 - Development ideas
- Develop a proposal to present to other centres/clubs based on how you can work together, including:

- Differences in facilities – pros and cons of each
- The ages and levels of athletes in the centre/club
- Experience level of coaches
- Potential dates and times for training/coaching/competition events
- Potential modified competitions
- Event formats
- Marketing links
- Strengths the centre can offer
- Weaknesses the centre is trying to improve
- Conducting events and working closer with other centres/clubs is an opportunity meet and network with other athletes and administrators and have some fun together
- It will also create opportunities to progress the development of the centre through creating valuable contacts with other organisations

Encourage and organise participation in regional events across all disciplines

- Research what events are available for members of the centre to participate in, for example:
 - Summer Regional Relays
 - Regional Championships
 - Centre Carnivals
 - State Championships
 - National Championships
- Sell the benefits of participating in specific events to members
- Create incentives for members to encourage them to want to participate in specific events, for example:
 - Fun and social aspects
 - Experiences
 - Skill development
 - Higher level competition
 - Team morale
 - Financial assistance for travel and accommodation
 - Training goals
 - Examples of who else is involved
 - Past centre achievements
 - Glory!
- Clearly map out the annual plan of opportunities and circulate these to all members of the centre

2. Improve the retention rate of older junior athletes

As with many sporting clubs and associations, it is challenging to retain junior athletes as they get older. For the centre to develop and be sustainable in the long term, it will be important to enhance the social, training, competitive and organisational opportunities and experiences that exist for the older junior age groups, to encourage them to continue being involved.

Develop a Junior Athletes' Committee

- This is a great opportunity to give the older junior athletes more ownership in the centre
- Keep it quite informal to begin with and develop the format with time
- Create an importance and prestige around being a member of this committee
- Maybe provide special shirts that these members can wear
- The committee can comprise a President, Vice-President, Secretary, Treasurer and 2-4 general members
- Provide responsibilities for this group to achieve outcomes, such as:
 - Running social events
 - Providing ideas to the executive committee
 - Promoting the centre
 - Working with other centres
 - Fundraising
 - Coaching and mentoring younger athletes
 - Assisting with specific aspects of centre events
- Oversee and provide advice where required, for example:
 - Frequency of meetings
 - Conducting and documenting meetings
 - AGM (Annual General Meeting)
 - Electing the committee
 - Organising successful fundraising
 - Planning and implementing social events
 - Effective communication
- Develop reporting requirements that may include:
 - Minutes of meetings
 - Fundraising plans and summaries
 - Ideas for the centre's committee
- Develop a regular stream of information between junior committee and the executive committee, so each know what the other is doing and information can be distributed accordingly
- Recognise and reward the contributions of the members involved with the junior committee

Assist the Junior Athletes' Committee to implement a range of fun competition and social events

- Fun competitions could include:

- Handicap events
- Family fun days with novelty events
- Fancy dress carnivals
- Athletics events where members of the family need to participate together
- Themed competition days
- Competition days that raise funds for charity
- Athletics on the beach
- Centre social events could include:
 - Season launch and presentations
 - Involvement as a centre in a charity event
 - Afternoon/evening party with entertainment
 - Centre balls or discos
 - Talent quests
 - Trivia nights
 - Karaoke
- Organise functions away from athletics, such as
 - BBQs at a park
 - Ten pin bowling
 - Minigolf
 - Dinners at a restaurant
 - Fishing trips
 - Camping
 - Attending elite sporting games, such as the Broncos, Fury, Lions or Heat

Create an interesting competition program for older juniors that includes a range of different events they can train towards

- Variation is one of the keys to sustaining older junior participation
- Implement different types of event formats
- Include both competitive and social events
- Look at various competition points structures that encourage athletes to try a range of events
 - This is a great incentive to encourage athletes to participate in a range of events, rather than just their specialty
 - Research points based competitions that other athletics clubs or different sports have successfully implemented
 - Develop a points hierarchy for what each event and placing is worth
 - Nominate a centre member/or members to allocate and culminate the points each week
 - Develop separate points programs for male and female athletes
 - Provide prizes/incentives for athletes who finish in the top 3 in the points table at the completion of the season
 - Approach possible sponsors to assist with prizes
 - Display the points table on the centre website, in newsletters and on competition evenings
 - The points table could potentially go secret in the last month of the competition, so that the presentation of the final winner is a surprise

- Promote the introduction of the points program extensively through the centre
- Take nominations at the start of the season from those athletes who wish to participate in the points program
- Other program variations can include:
 - Varying locations
 - Different event times
 - Cross training
 - Changes in training format
 - School holiday camps or clinics
- If there isn't variation and the same events are continuously offered, juniors will lose interest
- Create a training and event program that offers different types of events at different stages throughout the season
- Circulate the program before the start of the season, so potential new or returning junior members know what to expect
- Coordinate specific training programs in the lead up to specific events

Attract high profile and experienced athletes and coaches to conduct coaching clinics

- Incorporating high profile sports personalities into centre events is a great way to attract media attention, increase the profile of the centre in the community, attract people to the centre, increase member and volunteer numbers, develop volunteers and members and increase income
- The most effective high profile athletes will be those that are past members of the centre and have gone on to achieving greater successes
- Approach Little Athletics Queensland to determine who the centre may be able to attract
- Use your contacts through sponsors and stakeholders to create opportunities
- Source grants programs that will provide funding to pay for someone to attend
- Coaching clinics that a high profile athletics athlete or personality could focus on include different training methods, specific techniques, physical preparation, psychological preparation, nutrition, recovery and attitude
- In the lead up to any high profile sporting personality visiting, ensure there is widespread publicity through the media and the centre's stakeholders
- It is important to use these opportunities to gain the best possible outcomes for the centre

Create roles for older juniors to assist with the training and development of younger athletes

- Incorporating older junior athletes into roles where they can assist younger participants, introduces them to a new aspect of the centre
- They will enjoy the variation and feeling of helping other athletes
- Older junior athletes can become mentors for younger juniors who participate in the same events, through being paired with a small group at the start of the season

- Take into account the experience of the athlete before making them a mentor, so that they are providing the right lessons and advice
- Provide training for the older junior mentors, so they understand their role and are confident in assisting the younger athletes
- Provide training courses and qualifications
- Older juniors with specific interests or skills can be organised to assist a coach with the training of juniors
- Older juniors should be encouraged to attend the races and events of younger juniors to support and cheer them on

Promote the development pathways from beginner athletes through to elite levels

- Graphically map out the opportunities and development pathways for young children starting out in athletics, though to the highest levels of representing Australia at the Olympic or Commonwealth Games
- Development pathways aren't just for athletes, so include coaching, volunteering and administration opportunities also, as these are all key areas of athletics
- Include this information in promotional material that is distributed through the community and at come and try days for new and returning members
- Promote the pathways and opportunities at all appropriate centre functions
- Promote local members that have progressed through the centre to a high level, as examples of development pathways within athletics
- Promote local members that have progressed through the sport
- Incorporate junior and senior participation together as much as possible. This has the potential to showcase the pathway for juniors into seniors and create an enjoyable atmosphere for everyone to be involved in

Conduct annual weekend training camps for older juniors where they travel and train at a different locations

- Going away as a group on a camp is a great opportunity to build team morale and friendships, have lots of fun and undertake specific training
- Camps in other parts of Queensland and Australia will prepare them for competition conditions away from what they're accustomed to
- Organised in advance, catering and accommodation costs can be kept to a minimum through creating links with other centres who may be able to assist
- Travel costs can be minimised through advanced and group bookings
- Training camps can also include variation away from normal training, that will:
 - Provide interest, fun and motivation
 - Provide different physical stimulus that will assist to increase skills and fitness
- Cross training is a great opportunity to use other fitness sessions or sports, such as:
 - Road or mountain bike riding
 - Road running

- Playing social touch footy, netball, volleyball, softball etc
- Resistance sessions in a gym
- Group fitness in a gym
- Circuit groups
- Rowing or paddling
- Pool swimming
- Trail walks

Create opportunities for older juniors to train with other coaches and athletes at other little athletics centres

- Experiencing how other little athletics centres or athletics clubs train and operate can provide valuable experience for older junior athletes
- There are both many differences and similarities between clubs that older juniors can learn from
- The centre needs to contact other centres or clubs to determine if and how a group of juniors can spend time with them
- Determine what experiences would most benefit your juniors during their time, for example:
 - Training on different surfaces
 - Training in different climates
 - Training methods of different coaches
 - Cross training
 - Education programs
 - Social opportunities
 - Specific event training
 - Higher level training
- Clearly outline what the juniors can be involved with, so they can make the most of the experience
- Offer for older juniors from other centres and clubs to gain the same experience at Sunnybank Little Athletics

Create a designated meeting and chill out area for older junior athletes

- This may simply be a permanent table and chairs or a shade shelter where juniors can socialise, eat, relax, recover between events and get together to enjoy each other's company
- The area can be designated with a sign acknowledging it as the 'junior's area'
- It can link in with the junior committee
- This gives the juniors a greater feeling of ownership with the centre and the facility
- It will help to build morale
- It will provide something apart from training and specific events that will contribute to juniors wanting to continue in the centre as they get older (similar to the area in a primary or high school where only the seniors go)

3. Attract and manage an effective team of volunteers

To effectively implement the goals and targets in this plan, it is imperative the centre is able to attract and manage an efficient team of volunteers. This will be achieved through assigning a volunteer coordinator to the management committee, providing training and education programs to up skill volunteers, outlining volunteer roles and developing an incentive and reward program for all centre volunteers.

Appoint a volunteer coordinator to the committee

- This role is important to ensure all volunteers are being supported, trained and recognised for their vital contributions towards the centre
- It will demonstrate that the centre recognises the importance of volunteers and ensure all volunteers are enjoying what they are doing
- Overall, it will assist with the smooth running of the centre through enhanced communication and delegating a number of responsibilities away from the Centre Manager, Secretary and Treasurer
- Appoint an appropriate member of the centre committee to the role of volunteer coordinator
- Generally a person with good communication and people skills will be an ideal volunteer coordinator
- The volunteer coordinator's role will include:
 - Responsible for ensuring all volunteer positions are filled and being carried out effectively
 - Manage the development of the centre's volunteers
 - Organise blue cards and blue card application forms
 - Identify required training courses for all centre volunteers
 - Assist the committee identify what volunteers are required in what roles
 - Improve communication between the committee and volunteers through a single point of contact
 - Provide, explain and evaluate position descriptions to prospective volunteers
 - Target and recruit new volunteers
 - Assist, support and evaluate current volunteers
 - Develop and manage a volunteer budget (ie accreditation, reimbursement for expenses, recognition and rewards, incentives etc)
 - Develop and manage a directory of volunteer education and training courses
 - Ensure all current volunteers document their role, knowledge and experience

Develop a volunteer register database of member skills and interests

- Gather information from members and the parents of juniors when they register, concerning:
 - Current job
 - Trades
 - Tertiary study
 - Interests/hobbies
 - Skills they may be able to assist the centre with
 - Interest in assisting the centre

- If they were to volunteer with the centre, what would they be most comfortable doing (list a range of options)
- Contact details
- Compile this information in a spreadsheet
- Use this information to personally approach individuals who may be able to assist with an upcoming project, or with a view of volunteering in a specific role within the centre
- Regularly update this spreadsheet register, incorporating comments of when individuals were contacted and the result
- Ensure the access to this register is controlled
- The following questions can be integrated onto the centre's membership form:
 - Do you have a athletics coaching qualification?
 - Do you have other sports qualifications?
 - What is your occupation?
 - Do you have a trade or specific qualification?
 - Do you have experience in volunteering with other sporting centres?
 - What aspect of athletics or centre administration would you be interested in learning more about?
 - Would you be prepared to volunteer to assist with the centre?
 - What would you be comfortable volunteering with? For example, website updates, newsletters, coaching, team managing, finances, facility development/maintenance, canteen sales, grant writing, sponsorship, communication, promotions, event announcing etc

Outline a range of centre volunteer position descriptions of what roles incorporate

- Following are a range of position descriptions for volunteer roles
- It is recommended that general committee members are allocated a role, so that vital centre tasks are being implemented by individuals with specific skills
- The following position descriptions can be used as a base that the centre can build upon as the respective positions evolve
- Position descriptions are important to be utilised when approaching prospective volunteers to indicate what the role entails
- Position descriptions are also essential for the monitoring and assessing of current volunteers within respective positions, to ensure they are contributing effectively and being supported where required
- Centre Manager
 - The principle leader of the centre who has overall responsibility for the centre's administration and management
 - The Centre Manager sets the overall annual committee agenda (consistent with the views of members), helps the committee prioritise its goals and then keeps the committee on track
 - Lead and set an example for the whole centre
 - Manage and facilitate effective committee meetings
 - Manage the annual general meeting
 - Represent the centre at all levels, maintaining a positive relationship with your state and national sporting organisations

- Act as a facilitator for centre activities
 - Ensure the planning and budgeting for the future is carried out in accordance with the wishes of the members and the centre's planning documents
 - Ensure compliance with all your state and national sporting organisation's requirements
- Assistant Centre Manager
- Responsible for providing support to the centre manager to ensure the centre is operating appropriately
 - Act in the centre manager's role when they are unavailable
 - Support and assist the centre manager role where possible
 - Understand the centre's situation and future plans and directions
 - Ensure the centre and the committee are operating in accordance with centre policies and strategic direction
- Secretary
- The key administration officer of the centre who provides the link between members, the centre committee and external stakeholders
 - Organise all inward and outward mail and correspondence
 - Carry out meeting procedures including agendas and minutes
 - Write the annual centre report
 - Maintain all centre records in an ordered fashion
 - Word processing of all internal and external correspondence
 - Organise administration equipment, supplies and keys
- Treasurer
- Responsible for all financial aspects of the centre
 - Ensure that adequate accounts and records exist regarding the centre's financial transactions including accurate and up-to-date records of all income and expenditure
 - Coordinate the preparation of a budget and monitor it carefully
 - Issue receipts and promptly deposit all monies received in the centre's bank account
 - Make all approved payments and invoice groups/members promptly
 - Act as the signatory to the centre's bank accounts, cheque accounts, investments and loan facilities (with at least one other management committee member)
 - Manage the centre's cash flow and be accountable for the centre's petty cash
 - Prepare and present regular financial statements to the committee at meetings
 - Prepare financial accounts for an annual audit, and provide the auditor with information as required
 - Prepare an annual financial report
- Volunteer Coordinator
- Responsible for ensuring all volunteer positions with the centre are filled and being carried out effectively
 - Manage the development of the centre's volunteers
 - Organise blue cards and blue card application forms
 - Identify required training courses for all centre volunteers
 - Assist the committee with coaching staff recruitment and development

- Improve communication between the committee and volunteers through a single point of contact
 - Provide, explain and evaluate position descriptions to prospective volunteers
 - Target and recruit new volunteers
 - Assist, support and evaluate current volunteers
 - Develop and manage a volunteer budget (ie accreditation, reimbursement for expenses, recognition and rewards, incentives etc)
 - Develop and manage a directory of volunteer education and training courses
 - Ensure all current volunteers document their role, knowledge and experience
- **Promotions Manager**
- Responsible for identifying opportunities to promote the centre, advertising, raising the awareness of athletics within the community, and ensuring efficient communication throughout the centre, its stakeholders and the community
 - Create contacts and a positive working relationship with the local media
 - Research and write interesting articles about the centre and members
 - Compile and circulate a regular centre newsletter
 - Networking with stakeholders to identify where the centre can be promoted
 - Networking with stakeholders to improve the identity, image and awareness of the centre
 - Organise promotional events within the community to promote the sport
 - Compile all promotional material for the centre so that they are professionally presented
 - Develop an extensive database and distribution list of stakeholders
 - Distribute relevant information to centre stakeholders
 - Maintain the centre's website and social media
 - Maintain the centre's network contact lists of stakeholders, current members, and past members
 - Develop a range of merchandise that the centre can sell to fundraise
- **Grants Writer**
- Responsible for identifying and applying for suitable grants
 - Identify a range of grants programs the centre is eligible to apply for
 - Liaise with the advisors from the grants programs to obtain information of how to apply
 - Work with a range of volunteers throughout the centres to obtain ideas for projects that are eligible to apply for funding on (ie facilities, equipment, accreditation courses, volunteer recognition, travel, junior representative members, come and try days, events to increase participation etc)
 - Work with a range of volunteers throughout the centre to obtain specific details and quotes for grant applications
 - Develop and submit grant applications
 - Obtain feedback on unsuccessful applications
 - Adhere to all reporting and acquittal requirements of successful applications
- **Sponsorship Manager**
- Responsible for approaching businesses to organise sponsorship, reporting to sponsors and maintaining sponsors

- Develop a sponsorship package that outlines a range of options and is professionally presented
 - Approach businesses to sell the options and source sponsorship for the centre
 - Report to the sponsors on how the centre is promoting them and their services
 - Involve sponsors into the centre through events, games, team photos, newsletters, website etc
- **Facility Manager**
- Responsible for organising and managing the upgrades and development of facilities and infrastructure in conjunction with centre management
 - Create working partnerships with other stakeholders within the community that could benefit from the centre's facility developments
 - Identifying the next priority project to be implemented
 - Obtaining designs and quotes for projects
 - Working with the Grants Writer to obtain funding for projects
 - Managing all aspects of facility and infrastructure projects from the start through to completion
 - Identifying any maintenance that is required, in conjunction with centre grounds staff
 - Ensuring all facilities are of a suitable standard and safe
- **Equipment Manager**
- Responsible for the maintenance and availability of all athletics equipment
 - Work with the grants writer to source funding to purchase equipment the centre needs, as outlined in this plan
 - Keep an inventory of all equipment
 - Ensure all equipment is safely stored and easily accessible
 - Report to the committee if equipment is missing or damaged
- **Coach Coordinator**
- Responsible for organising structured coaching and training sessions for all members and developing junior participation
 - Attract other interested members to assist with coaching specific disciplines or skill levels
 - In conjunction with the volunteer coordinator, identify and organise accreditation and training courses for new and existing coaches to attend
 - Provide members with organised training sessions
 - Ensure there is a range of suitable training equipment
 - Work with the event manager to implement come and try days to promote further participation with the centre
 - Outline development and representative pathways for members
 - Organise and implement junior development camps
 - Communicate any issues centre coaches may be experiencing back to the committee
- **Event Manager**
- Responsible for organising and managing centre events and social functions

- The event manager will need to develop an event subcommittee of individuals responsible for different aspects of events
 - Organise and manage specific events, including planning, implementation and reporting
 - Assist and provide support for the implementation of events being managed by members of the subcommittee
 - Document procedures involved with organising events, for future reference
 - Identify new fundraising event opportunities in conjunction with the promotions manager and event manager
 - Organise and manage all aspects of fundraising activities
 - Provide opportunities for volunteers and members to socialise away from the track
 - Implement a range of different social events that will appeal to and attract members and their families
 - Provide opportunities for all members, volunteers, sponsors and supporters to be involved in centre social functions
- Canteen Convenor
 - Oversee the operation of the centre's food and beverage sales
- PB Officer
 - Maintain a database of personal best records of each athlete
 - Ensure athletes are acknowledged when they improve their personal bests
 - Ensure parents, supporters and fellow athletes are encouraging and congratulating athletes to do their best

Recognise and reward the contributions of all centre volunteers

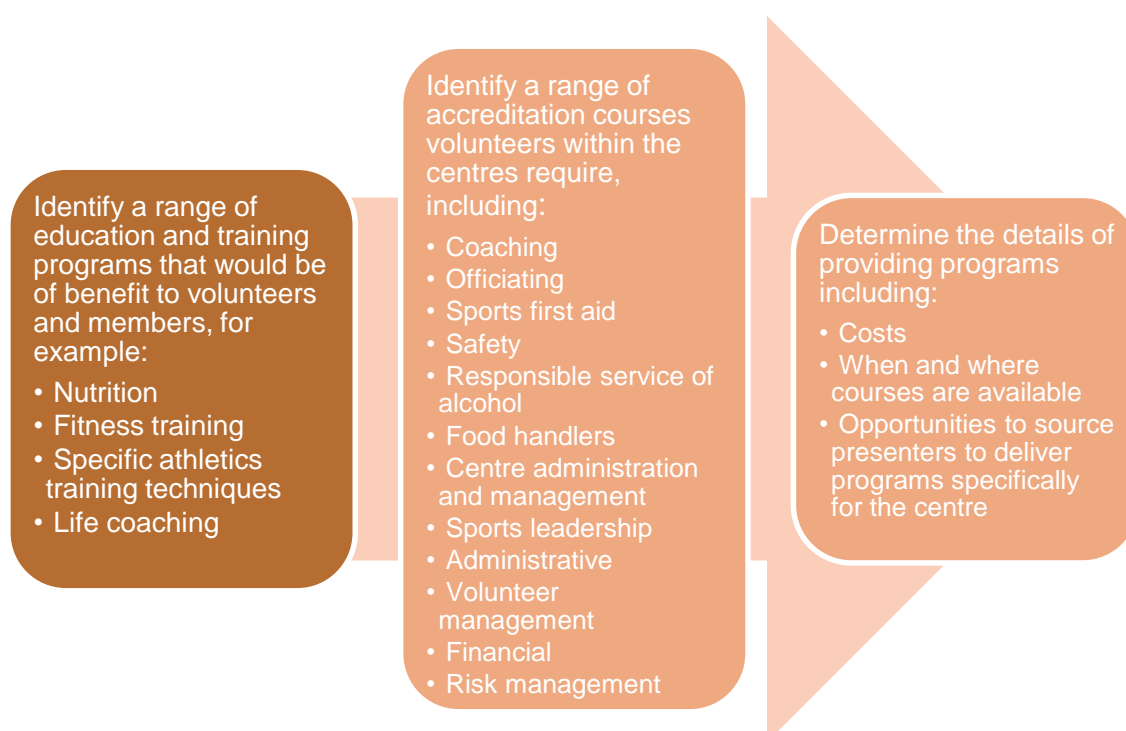
Implement an incentive scheme to encourage people to undertake volunteer roles

- This is an integral component of maintaining happy and fresh volunteers
- Recognition shouldn't be reserved for extra special achievements, but for volunteers who are simply carrying out their role for the centre
- Determine what achievements the centre would like to recognise volunteers for example:
 - Organising an event
 - Having fun whilst coaching or managing
 - Work developing a grant submission
 - Gaining or maintaining a sponsor
 - Carrying out their position description
 - Long service within a committee position
- Ensure recognition is measurable, so the centre can determine and justify who is recognised
- Determine what the recognition should include. For example:
 - A simple and sincere thank you – this goes a long way!
 - A sponsor or centre water bottle, hat, key ring, shirt etc
 - Tickets to a major event
 - An announcement over the PA system
 - A notice emailed throughout the centre's network
 - An article in the centre's newsletter

- A personal congratulations
 - A certificate of achievement
 - A nomination for a Council volunteer award
 - A party or dinner for all volunteers paid for by the centre (there are some grants that allow for a volunteer recognition contribution)
- Recognition can be as elaborate or simple as the centre would like, however, it's important to be consistent and also to take into account the personality of who you are recognising, as some people are embarrassed by public recognition, while others love it

Identify and provide opportunities for centre volunteers to attend accreditation, education and training courses

- Often, if there are enough people within the centre who want to participate in the same course, it can be run specifically for the centre at your convenience
- Identify grants programs you can apply for to fund the accreditation courses and their timeframes
- Develop communication networks with training providers to receive information of upcoming courses and their requirements
- Courses could also be made available to sponsors, parents and other stakeholders
- Advertise courses and opportunities through the centre's networks
- Approach the Department of Sport and Recreation, Council, or other Government agencies concerning opportunities they may be able to provide for free education and training workshops



- Organise opportunities for coaches and volunteers to be trained by experienced coaches to learn new ideas, advancements and changes
 - Centre coaches to attend coaching clinics run by experienced coaches

- Organise experienced coaches to attend centre clinics, competitions and functions
- Coach training and development needs to be a process that continues after they achieve their initial qualification
- Funding through grants programs can be sourced to contract coaches for education and training programs
- Courses can be provided at no cost to coaches or volunteers
- Link with other athletics centres to assist with coach development

Create partnerships with high schools, universities and training organisations to provide opportunities for students to gain skills and experience as volunteers

- Skills that can be learnt through volunteering with the centre can form a basis for career development of high school students
- Liaise with schools to determine how volunteering opportunities with the centre can link with their curriculum
- Students may be able to obtain coaching, officiating or other volunteer accreditations through school and apply these with the centre
- The school may be able to identify particular students that have an interest in the types of roles that they could gain experience with through the centre, for example:
 - Develop and update the website
 - Develop and provide regular messaging on a social media page
 - Compile a regular newsletter
 - Assist in coaching
 - Assist in organising and running events

Examples of particular skills that could potentially complement students' learning include:

- Communication
- Leadership and management
 - Planning
- Marketing and promotion
 - Administration and IT
- Event and risk management
 - Networking
- Teaching and coaching
 - Time management
 - Conflict resolution
 - Business principles

Provide an annual induction for all volunteers

- Determine what is important to be included in the induction, such as:
 - History of the centre's achievements
 - The centre's goals and targets
 - What being involved with the centre means to current members
 - The desired atmosphere, attitude and culture
 - Link to the Positive or it's Pointless program, True Sport Lives Here and Play by the Rules information, resources and guidelines
 - Behaviour and presentation
 - Attitude
 - Development pathways
 - Sponsor requirements
 - Calendar of events
 - Development opportunities for volunteers
- For an induction to be well received, it needs to be professionally presented, enjoyable and motivational. If people perceive they are being lectured or disciplined, then their attitude towards the centre may be effected
- Attract a guest speaker/presenter to add a different aspect to the induction
- Provide a booklet that outlines the expectations – keep it fun and informative
- Positive outcomes from the induction will greatly depend on how it was delivered
- The committee must lead and set an unwavering example of behaviour
- Reiterate the expectations at training sessions, so that volunteers are constantly aware of their responsibilities
- Ensure the expectations are passed on through the centre
- Monitor and respond to issues immediately that may contradict the expectations from the inductions

4. Enhance the centre's facilities and equipment

The centre currently has a quality facility in a great location. To continue to progress, retain families, attract events and garner volunteer support that will assist in providing a sustainable future, there are a number of facility and equipment upgrades and developments that will enhance the functionality, income and viability of the centre.

The following process can be used for all facility development projects prioritised in this plan, including:

- **Construct a new shed for further storage**
 - **Install power to the existing shed**
 - **Construct a permanent canteen and administration centre**
 - **Erect lighting to the athletics oval**
- Decide on the exact specifications of the project
 - Obtain written permission from the land owner to carry out the project
 - Sketch what the finalised project will look like
 - Draw a site plan of the facility including the project
 - Discuss with Council and the Department of Sport and Recreation, to obtain advice and ideas on the project
 - Discuss with your state and national sporting organisation to determine what support they can provide
 - Have designs drawn up professionally by a licensed contractor. Some contractors are qualified to design and construct the project, whilst you will need to obtain independent designs to provide other contractors. Discuss the individual needs of the project and what the contractor can supply when you first make contact.
 - Ensure the following inclusions where applicable, for respective projects:
 - Concept design
 - Detailed designs drawn up by a draftsman, architect or equivalent
 - Designs will include the dimensions of the construction, the various views, the materials required to construct, the requirements of the base and the footings
 - Soil tests
 - Site map / site plan
 - Specifications of any levelling, drainage or underground cabling requirements
 - Details of any topdressing, grass seeding, poisoning or turfing
 - Required materials
 - Project scope and specifications
 - Electrical and lighting plans
 - Obtain 3 written quotes from licensed contractors for the project. If the project is broken down into components (ie supply of materials, electrical works, plumbing etc) obtain 3 written quotes for each component
 - Alternatively, source a quantity surveyor's cost estimate for the entire project
 - Ensure price escalations are included

- Develop a budget for the total cost of the project, including a 10% contingency. Ensure you allow for design fees, engineering fees, building and development application fees and 10% for the GST
- Consider the ongoing maintenance and running costs of the project, to ensure you can sustain the facility after it's constructed (ie water consumption, electricity, vandalism etc)
- Obtain advice from Council if building or development approvals are required
- Lodge and obtain building or development approvals (this can take time) from Council
- Ensure you can enter into a contract with the company or contractor outlining specifications of the components of the project, the finalised project, the total cost, a payment schedule, timeframes of when the project and it's components will be completed and a defects liability period
- Develop a project plan outlining the timeframes of when milestone components of the project should be started and completed, who within the centre is responsible for ensuring each milestone has been suitably met and the contractor or company responsible for delivering each milestone
- Ascertain if someone within the centre will be able to manage the project or if the centre will need to employ a project manager.
- Develop a cash flow spreadsheet outlining when payments will be required to be made to contractors or companies and when income will be received by the centre, to ensure payments can be met on time
- Apply for funding assistance
- Appoint the respective contractor/s or company and agree to a contract
- Closely monitor the progress of the project, to ensure it is being carried out in relation to the project plan and contract
- Quality check and ensure the respective Council certifications are met before finalising payment of the contract
- Depending on the project, hold an official opening to create awareness of your upgraded facility, recognise the stakeholders responsible and to celebrate the completion of a successful project
- Enjoy the facilities!

The following process can be used for all equipment purchasing projects prioritised in this plan, including:

- **Purchase a ride on mower**
- **Purchase a small vehicle to transport equipment around the facility**
- **Purchase further athletics equipment to cater to a participation increase across all disciplines**
- **Purchase further administrative and catering equipment to cater in an increase in membership**
- **Purchase finishing line timekeepers' stands**
- **Purchase electronic timing equipment**
- Develop an inventory list of all facilities and equipment
- The list can include:

Description	Date Constructed or Purchased	Initial Value	Expected Lifecycle	Expected Replacement Date	Inspection Dates	Required Maintenance	Maintenance Dates	Budget

- Regularly inspect the centre's facility and equipment to monitor its condition
- Ensure that all equipment in the centre's possession is accounted for in this list
- Outline what maintenance is required for respective facilities and equipment, if this can be done by the centre, if it needs to be performed by a qualified tradesman and when this needs to take place
- Include the inventory list in the monthly meeting documentation in order to approve the purchase or maintenance of required equipment
- Include notations in the inventory list for any maintenance that has been performed on facilities or equipment
- Identify annually what facilities and equipment needs replacing or upgrading
- Identify any further equipment that is needed
- Obtain quotes for the cost of different types of equipment, to ensure quality at a good price
- Identify funding programs or sponsorship that may contribute to purchasing equipment
 - The Gambling Community Benefit Fund is an ideal grant program for equipment
- Identify funding programs or sponsorships that can contribute towards facility developments, as outlined in this document
- After constructing facilities or purchasing equipment, adhere to warranty requirements
- Ensure all equipment is safely stored at the centre's facility at all times
- Ensure the people using specific equipment are aware of how to do so correctly, so that unnecessary damage is not incurred
- Maintain and repair the facility and equipment where possible and as soon as possible

5. Enhance promotion of the centre

For the centre to improve community exposure and awareness, it will be important to ensure positive partnerships with other local sporting centres, schools, training organisations, government agencies and businesses within the community. Regular and effective promotion will be achieved through the enhancement of the centre's website, social and mainstream media, targeted marketing campaigns and attendance at events.

Continue to develop and promote a clear annual calendar of events

- The centre has always promoted upcoming events very well in the annual yearbook, so it is important that this continues
- During the off season, determine what events the centre will provide throughout the following year
- Identify all events centre members would be interested in, including:
 - Carnivals and competitions
 - Social and fundraising events
 - Come and try days
 - Season launch and presentation evening
 - Accreditation or training courses
 - Family fun days
 - Sponsors events
 - Social fixtures
- Develop a calendar of events that includes details relating to the events including:
 - Dates and times
 - Costs
 - Locations/directions
 - Requirements
 - Preparation
- Format the calendar of events so that it is easy for members to follow and can easily be promoted to prospective members
- Develop different formats of the calendar that incorporate more or less detail, depending how and where the respective copy is going to be used
- Promote the season calendar of events:
 - To all current members, parents and volunteers
 - To potential new members
 - Through stakeholder networks
 - To contacts at media outlets
 - Through schools
 - On the centre's website and social media
 - In advertising and marketing campaigns
 - To other sporting and community centres
 - To centre sponsors

- The calendar of events could potentially be formatted into a calendar or year planner, with team photos and sponsorship

Create positive links with local schools, community groups and businesses

- Creating partnerships with other sporting organisations and community stakeholders has the potential to provide a range of aspects for the centre
- Partnerships with specific stakeholders could include for example:
 - Schools
 - Encouraging students to be healthy through participating in little athletics
 - Promotion of the centre
 - Providing work experience opportunities in volunteer roles
 - Other sporting centres and community events
 - Assisting to develop other events
 - Promotion to their members to participate in little athletics also
 - Use of the centre's facility
 - Governing Body
 - Development of little athletics regionally and nationally
 - Assist with the strategic direction of the centre
 - Support for facility and member development programs
 - Businesses
 - Mutual promotion
 - Sponsorship and support
 - Linking of programs
- To approach a potential partner with an idea, it is important to first develop a proposal
- Proposals to partner with other organisations need to be professionally developed and presented to the appropriate person
- Proposals may include:
 - What the centre is proposing, for example:
 - Cross promotion to members
 - Involvement at centre events
 - Sharing or hiring of facilities
 - Providing volunteer training programs
 - Networking between administrators
 - Combined fundraising
 - Linking events or promotions together
 - The benefits each stakeholder will potentially receive
 - The time, cost and commitment required from each stakeholder
 - How the sport of little athletics will be able to grow and benefit
 - Communication and reporting processes throughout the project
- After the proposal has been presented, adjust specific details where required, to suit the two organisation's needs
- Document the final agreement
- Ensure the project is carried out in line with the agreement and communication between the two organisations is clear and ongoing
- Provide a summary or report on the outcomes of the project, to assist with future support

Ensure clear communication between the committee, volunteers, members, parents and stakeholders through a range of methods

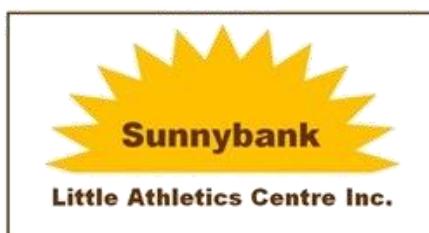
- Communication throughout the centre needs to be implemented in a variety of ways to ensure everyone receives the information they require
- Different people prefer to receive their information in different ways, including:
 - Website
 - Newsletter
 - Word of Mouth
 - Text Message
 - Social Media
 - Email
 - Flyer
 - Phone Call
- Communication networks are important to ensure centre members, volunteers, parents, sponsors and stakeholders are regularly informed and aware of centre operations and events
- Identify who within the Sunnybank and broader community would benefit from email updates about the centre. This may include:
 - All current and former members
 - All current and former centre coaches and volunteers
 - Centre supporters and sponsors
 - State and national sporting organisations
 - Primary and Secondary Schools
 - Other little athletics centres and groups
 - Council sport and recreation department
 - Councillors
 - State and Federal MPs
 - Specific businesses and companies
 - Government departments
 - Media outlets
- Make this list as extensive as possible, to optimise interest in the centre
- Obtain stakeholder contact details from any source available including, registration forms, centre contact information, a register at events where anyone can add their email address or mobile number, through other stakeholders, the website etc
- Ensure all information that is distributed looks professional, is relevant and not too lengthy
- Continue to update the list as details change or new contacts are made
- Email Distribution and Newsletters
 - Determine groups of contacts you regularly distribute information to, for example: committee, centre coaching staff, specific age groups, entire member and volunteer base, external stakeholders, media outlets
 - Produce a regular newsletter to be emailed and handed out
 - Only forward relevant information to specific groups, to increase the likelihood that emails are read and not ignored or deleted
 - Ensure the subject heading of the email is interesting to encourage the recipient to open it

- Incorporate a clear contents page so recipients can quickly browse to see what is included
- Text messaging
 - Employ a similar method to distribute information via text messages, including competition results, upcoming events, reminders etc
 - Research suitable phone plans that may include unlimited text messaging
 - The website Bounce Back SMS www.bbsms.com.au allows you to place messages on a 'bulletin board' that your members can access by texting a specific keyword to a number. The user will incur a 55c charge to access the message, however, the remainder of the service is free
- Noticeboards
 - Noticeboards are only useful if the content is relevant and kept up to date
 - Old notices need to be removed
 - Information included on the noticeboard needs to be clear

Develop a positive relationship with local journalists and create interesting promotional opportunities for the media to report

- The promotions manager would need to create effective contacts and develop a good rapport with the local media
- Meet the local sports journalists from newspaper, television and radio media outlets
- Invite and encourage media outlets to attend centre competitions and events
- Regularly provide stories about the centre that could be used in the media
- Utilise free community announcements and billboards
- Promote the inclusion of interesting types of stories in the media, such as:
 - Profiles of members, coaches and volunteers
 - Junior or school involvement
 - Articles from members or coaches
 - Different generations of one family all involved in the centre
 - History of traditional inter-town or inter-centre rivalries
 - Centre involvement in community events
 - Results or winning streaks
- Approach the local radio stations for support in promoting upcoming competitions, events and results – this could potentially be setup as an in-kind sponsorship arrangement
- The media are unlikely to approach the centre for stories, therefore it is important for the centre's promotional manager to be proactive to encourage media exposure
- The centre can create interesting promotional opportunities for the media to utilise, such as
 - Family fun days
 - A preseason intra centre carnival
 - Other entertainment during or after competitions
 - A sportspersons' dinner and sporting memorabilia auction
 - Season launch and presentation evening
 - Sponsor days

- Inter-centre social events
- Facility developments
- Interesting photo opportunities such as a fancy dress training day for charity
- Write media releases and circulate to all media outlets
- A template media release is outlined below
- Contact media outlets in relation to media releases to encourage journalists to do interviews, take photos or footage
- Have some fun with creating angles for the media to report on – the more original your idea, the more chance it will feature in the media



TEMPLATE MEDIA RELEASE

Date

Headline Here

The headline should be a simple description of the release to capture attention

The first paragraph should set the scene of the media release and should contain the basics: What, Who, Where, Why and How in 25 words or less

The second paragraph should introduce a speaker by name and title and what it is they've got to say

"The third paragraph is a quote which expands on the introduction," Mr Jones said.

"This should be followed by a second quote to conclude the thought."

It is then a good idea to put in some background information in this next paragraph.

Add some more in this one.

"Another quote here can help to break up the release and gives the option of introducing some new information," Mr Jones said.

"One more quote is usually enough to round things off."

The last paragraph should provide a rounding-off of what the release was about.

ENDS...

Insert the details of the person who can be interviewed, where it is to take place and the time here.

For more information contact: The person who is coordinating the interviews. Make sure to put a land line, mobile number and email address.

Implement promotional campaigns to create exposure and target specific groups

- When implementing marketing and advertising campaigns, target specific groups or areas of the community and identify what details this group of people would find appealing, so that you can develop all promotional material from the aspect of 'what's in it for me'. For example:
 - Young children – fun, fun and more fun, development and health benefits targeting parents
 - General community – have fun, opportunity to meet people, get involved in an enjoyable centre atmosphere
 - Corporate sector – volunteer together as a workplace to increase fun and social aspects with colleagues and improve productivity whilst at work
 - Seniors – volunteer with the centre for the social and fun aspects, improve general health, decrease risks of health related diseases, increase quality of life and meet new people
- Identify how you can best reach these specific groups and target advertising and marketing there. For example:
 - Come and try days
 - Information to specific businesses – determine who is the best contact within these organisations
 - Flyer distribution in the local area
 - Through established stakeholder networks
 - School programs
 - Flyers at retirement villages
 - Other sport and community groups
 - Signage and banners around town
 - Regular email, newsletter, website and social media updates
 - Open days or orientation periods
 - Health providers
 - Through other Council or government networks
- Television and radio advertising have the potential of reaching a lot of people, however, it is important to choose which station by the demographics they are likely to reach
- Always try to incorporate something within your marketing campaign to be able to measure the outcomes and success in relation to the expenditure, for example:
 - Vouchers to bring into the centre
 - Website traffic and hits
 - Mentioning an offer
 - Requesting of further information
 - One point of contact for the centre
 - Products or services to give away
- When promoting the centre, it is essential that all advertising looks professional, there aren't any spelling or formatting errors on the material, the logo and what you are offering is clear and there isn't too much information crammed into a small area
- Be alert for opportunities that may arise to market the centre through the community, such as local school events, community events, Government or Council events
- Obtain as much exposure for the centre through the media. A good relationship with the media will ensure positive exposure

- Conducting come and try days, school promotions, business promotions, an information stall or raffle at shopping centres or attending community events are effective ways of raising the awareness of the centre throughout the local community
- Continually forward information to your networks about centre events, achievements, changes and improvements and update appropriate website and social media pages regularly with this information

Enhance the centre's website and social media presence

- Maintaining an up to date website has the potential to enhance the profile and image of the centre through incorporating a range of appealing articles, competition previews and reviews, member profiles, upcoming events and promotion of the centre's sponsors
- Social internet pages similarly create this opportunity to access and appeal to a broader cross section of the community.
- Ensure the website remains up to date and includes information that people would find interesting including:
 - Competition previews and reviews
 - Articles that appeared in the media
 - Footage of competition highlights and interviews
 - Photos
 - History
 - Profiles of coaches, athletes, committee and volunteers
 - Draws and results
 - Upcoming events
 - Strategic and operational plan
 - Media releases
 - Contact information for coaches, managers and committee
 - Sponsors
 - Links to other little athletics websites
 - Recognition of volunteers, members, spectators, sponsors etc

Social Media

- Maintain and monitor a centre social media page such as Facebook
- Information included can be similar to that of the website
- Promote the page to all centre stakeholders
- Constantly monitor the use of this and encourage it as a system of disseminating information, rather than a conversation
- Capture competition action on film and upload this to You Tube, then promote on the website or other social media pages
- Explore other options, such as using a blog to promote game previews and reviews or twitter to connect to a range of different people

Circulate regular centre newsletters that incorporate interesting and fun content

- Produce a regular newsletter for email distribution to include information such as:
 - Competition previews and reviews
 - Upcoming events such as family days
 - Recognition of member achievements
 - Education and training courses available
 - Athlete, coach or volunteer profiles
 - Submissions from members
 - Upcoming representative carnivals
 - Website updates and information
 - Sponsor news or offers
 - General centre news
 - Recipes for healthy after competition recovery treats
 - Reminders
 - Administration requirements
 - Little athletics equipment for sale
- The newsletter can be circulated electronically by email, be posted on the centre's website and hard copies distributed at centre events
- Ensure the subject heading of the newsletter email is interesting to encourage the recipient to open it
- Incorporate a clear contents page of articles in the newsletter (if it's quite lengthy) so recipients can quickly browse to see what is included
- Create an electronic newsletter template that can be professionally sent via websites such as Campaign Monitor www.campaignmonitor.com

Create interesting and interactive exhibits at local community events and shopping centres

- The centre can gain significant exposure by having a stall at local community events and shopping centres within their catchment zone
- As most of these events include many different stall holders, it's important to create an exhibit that stands out and is easily recognisable
- Stall ideas can include:
 - Having a large screen TV or laptop showing footage of centre events
 - Large bright popup banners or flags on display
 - Run modified athletics events, like shot putting a tennis ball, measuring vertical leap or the distance of a standing start jump
 - Use a treadmill to time how fast someone can run over 1km
 - Purchase a centre mascot
 - Play music
 - Lots of volunteers and athletes wearing the centre's shirts and competition gear
 - Display lots of different athletics equipment

- A standard table with brochures on it and a couple of people standing behind it isn't going to attract much attention
- Be different, creative and have fun with it!

Update the centre's logo and branding

- Explore the opportunity of updating the current centre logo into something that is modern, attractive and indicative of little athletics
- You could potentially make it a competition with your members or through your local schools of who can create the best logo, can then be given to a graphic artist to create professionally
- Integrate a set of bright colours that represent the centre
- This will create a modern brand that people see regularly and recognise
- Purchase uniforms in the centre's colours, with the new logo embroidered or heat pressed that all athletes, volunteers, supporters and sponsors wear
- Purchase relocatable signage, such as pop up banners, corflutes, A-frames and large canvass banners that can be set up in different locations
- Use the logo to develop templates for:
 - Letterheads
 - Flyers and posters
 - Merchandise
 - Newsletters
 - Facebook
 - Website
 - Email signatures
- Maintaining a consistent appearance with branding that is used in all aspects of the centre will create a professional and well organised image

6. Maintain the centre's income streams

To effectively implement these future development goals, promote little athletics and remain sustainable, the centre needs to continue to source income from a range of areas. This will be achieved through furthering sponsorship, sourcing funding from appropriate grants programs, implementing effective fundraising events and annual budgeting.

Create and follow an annual budget that includes an allocation toward facility and equipment maintenance and upgrades

- For the centre to feasibly implement future developments that incorporate significant funding allocations, whilst covering the operational costs of the centre, it is crucial that the executive committee outline a seasonal budget
- This will allow the centre to implement the required fundraising to ensure the outlined goals and targets are achievable.
- Outline the general expenses the centre will incur to operate through the season, given the number of participants expected for that year
- Outline the income the centre is guaranteed to receive through sponsorship
- Outline the income the centre will receive through participant registration fees
- Determine what profit is made from specific fundraisers that have been successful in the past and a projected profit for new fundraisers
- Determine what grants programs are available to obtain funding for operational expenses, accreditation courses and participation projects
- Review the member registration fee
- Outline an approximate cost of major projects for the corresponding season
- Determine if the project can be fully funded by a grants program (anything over \$35,000 is likely to need a contribution from the centre)
- Calculate what level of contribution the centre will need to allocate to significant projects
- Plan the number and type of fundraising events needed to achieve this amount
- Determine if there are other funding programs available that you can access to contribute towards the centre's overall contribution
- Formulate cash flow projections to ensure the centre has sufficient funds when required
- For the centre to achieve significant savings through fundraising, it is important that any profits made through fundraising projects are not used for costs that can be covered through grants, so that the fundraising efforts go directly towards developing the centre.

Implement an annual range of large and small fundraising events

- It is important that there are at least two major fundraising events organised for the year that are well planned and implemented successfully, along with a number of smaller, more regular events
- Identify and determine in advance what the two fundraising events for the following year will consist of
- Start planning these events early

- Evaluate past fundraising events to determine how successful they have been and the benefits it is providing the centre, taking into account:
 - Amount of income it is generating
 - Level of participation
 - Who it is attracting to participate
 - Amount of time involved in planning
 - Cost of implementing
 - Sponsorship potential
 - Social centre benefits
 - Workload and pressure on volunteers
- Potential major events may include:
 - A regional or state level little athletics competition
 - Hosting representative or exhibition events
 - Selling food at other community events
 - A sportsperson's dinner/memorabilia auction
 - A family fun day and fete
 - A beach sport competition
 - 24 hours of continuous little athletics where members source sponsorship
- Develop a projected budget for the event outlining the expenditure and expected profit
- Develop a project plan that outlines what tasks need to be completed, who needs to complete each task, when they are required to be completed and applicable costs or resources for each task
- The event manager should organise a committee to lead and manage the project, ensuring the project plan is being completed
- Develop an extensive advertising and marketing plan to promote and encourage involvement in the event
- After implementing the event, document a report outlining how it was implemented and the outcomes
- To complement the two major fundraising events, the centre can conduct social functions that can also provide fundraising such as:
 - Season launch and presentation evening
 - Fancy dress or themed functions
 - Fancy dress or themed days
 - Catered dinners with music and entertainment
 - Talent and variety shows
 - Movies projected onto a big screen
 - Major sporting events projected onto a big screen
 - Sponsor events
 - Trivia nights
 - Involvement as a centre with community events such as shave for a cure or relay for life
- These events can incorporate a cover charge to attend, with a percentage covering the cost of the event and the remainder going towards fundraising
- Events can be advertised to be fundraising for specific projects

Develop sponsorship packages to attract and retain sponsors

- It is imperative that sponsorship proposals are presented professionally and sponsors' needs are satisfied
- When sourcing potential sponsors, identify opportunities within the centre for sponsorship, for example:
 - Centre naming rights sponsor
 - Track sponsor
 - Specific event sponsors
 - PB sponsor
 - Development sponsors
 - Training sponsor
 - Supporters/Parent sponsor
 - Hat sponsor
 - Polo shirt sponsor
 - Carnival or event sponsor
- Identify businesses that would have the most potential to benefit from sponsoring the centre, for example:
 - Food/restaurant outlets
 - Local businesses
 - Outdoor and recreation stores
 - Clothing or electrical retailers
 - People that have a link with the centre
- Develop a professionally presented sponsorship package that includes:
 - Details about the centre including:
 - History
 - Season, competitions and carnivals
 - Participation numbers
 - Member demographics
 - Family involvement
 - Facilities
 - School involvement
 - Promotional and fundraising events
 - Benefits the centre can offer the sponsor including:
 - Exposure to a large number of members and their families
 - Use of sponsors' name in the media
 - Relocatable facility signage at the centre
 - Prominent signage on apparel
 - Logo on centre dress shirts
 - Logo on centre merchandise - shirts/hats/bags/stubby coolers etc
 - Acknowledgement at events
 - Logo on the website, newsletters, advertisements, flyers etc
 - Use of their venue for social functions
 - Opportunity to promote their services at centre events
 - Distribution of information through the centre's email network
 - Special privileges at competitions or events
 - Benefits to the centre including:

- Cash contribution
 - Contra products
 - Contra products to raffle
 - Reduced cost of purchasing products for the canteen, equipment or apparel
- Different sponsorship options for different levels of commitment that provide differing levels of benefits
- Communication and reporting mechanisms of the benefits the sponsor is receiving (vital and often overlooked)
- Approach businesses to present and sell the sponsorship package
- Ensure the package is presented professionally and be flexible with what you are willing to receive, but ensure you get value for the benefits you are providing
- Document an agreement with the sponsor outlining what both will be providing/receiving
- Ensure the sponsor is receiving the benefits outlined in the agreed proposal and the benefits are being communicated and reported to the sponsor. This will provide the centre with the optimal probability of the sponsor continuing their sponsorship
- Include the sponsor in the centre, for example invite them to centre events such as the season launch, promotional come and try days, centre competitions, annual presentation evening, regattas, social events etc

Identify and apply for appropriate grants

- Grants that may be available to the centre are listed on the following page, along with website addresses to access further information
- They range in:
 - The amount of funding available
 - Centre and project eligibility
 - When the centre can apply
 - Information required for the application
 - Centre financial contributions towards the project
 - The timeframes around when projects can be implemented
- Other programs will become available through different government departments and organisations at various times, so it is important that the centre remains alert for opportunities
- Ensure the centre is receiving correspondence from the Department of Sport and Recreation and Council's Sport and Recreation Officers, as they will regularly forward information about upcoming grants
- Appointing a Grants Writer will greatly assist identifying and submitting quality applications
- Always obtain feedback from the funding body when a grant was not successful

Program Name	Eligible Projects	Website	Approximate \$\$
Get Started Program	Participation initiative to assist with registration fees	www.sportrec.qld.gov.au	\$150 voucher
Get Going Program	Volunteer Support & Participation Initiatives		\$10,000
Get Playing Program	Facility upgrades		\$100,000
Young Athlete Assistance Program	Junior representation		\$200
Australian Sports Foundation Sport Incentive Program	Facility developments	www.asf.org.au	Varying
Volunteer Grants Program	Volunteer recognition, equipment	www.dss.gov.au	\$5,000
Local Sporting Champions Program	Junior representation	www.ausport.gov.au	\$500 - \$3,000
Women's Sport Leadership Grants	Programs, courses		\$10,000
Gambling Community Benefit Fund	Facilities, equipment	www.olgr.qld.gov.au/grants	\$35,000
Brisbane City Council	Various	www.brisbane.qld.gov.au	Varying

- Download guidelines of the program to determine if the centre and the project are eligible
- Contact the program's advisors to discuss your project and specific areas of the application you can focus on
- Most applications will require you to justify the need of your project
- Excerpts identifying projects within this plan will assist, as the plan incorporates extensive community consultation and prioritises the needs of the centre
- Approach your state and national sporting organisations to determine how they may be able to assist or support
- Obtain letters of support and survey members concerning their thoughts on the proposed project
- Discuss your project with the centre's stakeholders and obtain their feedback and support
- Ensure you are thorough and cover all the requirements of the application in detail. For example, facility development projects will require clear designs and scope of works, evidence of land tenure, permission from the land owner for the project, 3 quotes from licensed contractors for each component of the project, building and development approvals, a budget including contingencies, a cash flow projection and evidence of funds if the centre needs to allocate funding towards the project. Each component you can't show evidence of, decreases your probability of being successful

- Submit the application in the format requested and ensure you have attached all the relevant supporting documents
- If successful, ensure the project is carried out in line with what the funding body approved and record all expenses related to the project if the need arises to supply evidence of how the funding was used
- Keep in close communication with the funding body to advise how the project is progressing and adhere to their acknowledgement requirements

Review centre membership fees to ensure an appropriate margin for development

- All clubs want to keep their membership fees as low as possible, however, it is important for to determine if the membership fees need to be increased to allow the centre to progress and develop
- Carry out this process in conjunction with annual budgeting, taking into account major facility developments in the near future
- Taking into account the number of members in the centre, the cost to maintain the centre and the centre's income, determine how much it costs for each individual to be a member
- Determine how much money from each membership is going towards the centre and how much is going towards affiliation fees and insurance
- Ensure the centre is receiving a reasonable percentage of funds from each membership that can contribute to the operation and development of the centre for the benefit of the members
- Determine if registration fee payment options need to be devised that may include:
 - An initial lump sum payment, then a weekly charge
 - An initial lump sum payment that covers the entire season
 - Regular direct debits from affiliated centre bank accounts
 - A regular payment system throughout the season
 - Are there added extras members can receive with their registration (eg sponsor discount cards, centre merchandise, canteen voucher etc)
- Be transparent by fully justifying and communicating any membership fee increases through documenting a clear list of the measurable benefits members will be receiving
- Don't lay cost increase blame on issues such as the global financial crisis, inflation or tax

Develop a range of centre merchandise for members, sponsors and supporters

- Identify a range of merchandise the centre can produce for promotion. This could include:
 - Polo shirt (men's and women's)
 - Dress shirt (men's and women's)
 - Hoodie
 - Wide brim hats or caps
 - Training shirt/singlet
 - Other clothing
 - Water bottles
 - Tubes of sunscreen

- Travel mugs
 - Key rings
 - Drink can coolers
 - Coasters
 - Stationery
 - Temporary tattoos
- Obtain quotes for the purchasing of this equipment
 - Source sponsorship to include on merchandise, particularly clothing
 - Purchase equipment within the centre's means. It is unlikely there will be grants programs that this is eligible through, unless it can be used as a volunteer recognition component
 - Promote the purchasing of the centre's merchandise at training and competitions, to sponsors, on the website, at community events, through the centre's communication network etc

Continue to offer a great range of food and beverage options at centre events

- Currently the centre provides a fantastic range of yummy foods at events
- Continuing this quality and possibly expanding the quantity as membership numbers increase will ensure a steady form of income
- Options the centre could consider including:
 - Good coffee (from a proper coffee machine)
 - Fresh cakes and pastries
 - Healthy rolls, wraps and sandwiches
 - Fruit salads in a bowl or on a skewer
 - Pies, sausage rolls and pasties
 - Lasagne, quiche and salads
 - Milkshakes
 - Fruit smoothies
 - Pancakes
- The centre would need to determine the financial and human resources required to provide specific options and the potential profit

7. Implement a range of centre procedures and policies to guide volunteers, members and supporters

To ensure the centre complies with legislation, their duty of care for all members, continues to operate sustainably and efficiently and can effectively manage a productive group of volunteers, it is important that relevant policies and protocols are formulated, communicated and updated.

Document all current operating procedures for the benefit of subsequent volunteers

- Identify and develop a list of everything that is organised to operate the centre, for example:
 - Registering members
 - Organising coaches and officials
 - Training sessions
 - Competition operations
 - Canteen and BBQs
 - Advertising
 - Promoting media exposure
 - Fundraising events
 - Sourcing sponsors
 - Applying for grants
 - Purchasing equipment
 - Requirements of your state and national sporting organisation
 - Newsletters
- Identify who currently organises each aspect
- Approach the respective volunteer to ask them to document the process of what is involved in organising their task
- Culminate all responses into the one document that is easy to navigate
- Ensure this document is saved and stored in a location that will not be lost as volunteers within the centre change
- Promote this document throughout the centre to assist volunteers with their roles
- Constantly update this document as procedures are improved or altered

Implement volunteer management protocols

- There are a number of written policies and procedures that should be documented to assist volunteers, such as:
 - Centre volunteer structure, responsibilities and authority, for example:
 - Who is responsible for what and who/how are particular decisions made
 - Orientation and induction for new volunteers, for example:
 - What is their role, who do they ask for assistance and how can they best contribute towards the centre
 - Support structures for volunteers, for example:

- What training is available, who can show them what to do and how do they go about asking for some help
- Training appropriate for volunteer responsibilities, for example:
 - What courses are available for specific volunteer roles, what other aspects of the centre might a volunteer like to learn about and what's required for specific accreditations
- Reporting and accountabilities, for example:
 - What are the responsibilities of particular volunteer roles and what needs to be provided to the committee so that all the centre's operations are transparent
- Discrimination, complaints and disciplinary procedures, for example:
 - Conflict resolution between volunteers or members, damage of equipment or facilities or general complaints
- Reimbursement of out of pocket expenses, for example:
 - Travel, phone, postage, food, drinks etc
- The majority of policies that the centre needs are provided by your state and national sporting organisation. Other useful resources and templates can be found at:
 - Volunteering Australia www.volunteeringaustralia.org
 - Volunteering Queensland www.volunteeringqueensland.org.au
 - Queensland Department of Sport and Recreation www.sportrec.qld.gov.au
 - Australian Sports Commission www.ausport.gov.au

Review and update the centre's constitution when required

- Liaise with Little Athletics Queensland and Australia to determine if they have developed a template constitution the centre can adopt
- A special resolution at a general meeting must be passed to accept constitution changes
- Conduct a review workshop to identify:
 - What's still relevant
 - What's out of date
 - What has changed
 - How do any internal or external changes need to be reflected
- Have a member of the centre draft the changes
- Liaise with the Officer of Fair Trading about the changes
- Hold a general meeting to pass the special resolution
- Submit the changes to the Office of Fair Trading and pay the fee

Ensure the centre's child protection policy is being implemented appropriately

The following advice concerning the responsibility of the centre towards child safety has been supplied by the Australian Sports Commission. If the centre is unsure of any aspect of child protection at any stage, it is advisable to seek professional, legal advice.

- Sport organisations and centres have a legal and a moral responsibility (duty of care) to create an environment where children can have fun and be safe from any form of abuse while participating in sport.
- Abuse can occur in a variety of circumstances, however, research reveals that abuse is more likely to take place in organisations that have the following characteristics:

- Limited resources
 - Poor coordination and consistency
 - Gaps between policy and practice
 - Inadequate policy and guidelines
 - Lack of specialised skills
 - Limited staff support
 - Unwillingness to listen to the child/complainant
 - Lack of information
- In addition, the Royal Commission into the NSW Police Service – Paedophile Inquiry in 1997 found that many organisations' procedures were inadequate. When allegations were made against a staff member, each organisation generally had:
 - A disbelieving and disparaging attitude towards complainants, particularly those in vulnerable positions
 - A disinclination to accept that any of its officers would engage in wrongful conduct
 - A concern as to the possible scandal which would arise as a result of investigation
 - A belief that it was better to 'fix' the problem from within
 - On occasions, a readiness to penalise an officer or employee who reported possible misconduct by another worker
 - In order for sporting organisations to provide a safe environment for children and minimise the risk of child abuse, parents, coaches and sporting organisations need to implement measures that address the above points
 - Little Athletics Queensland and Australia should be able to provide appropriate resources and training to assist the centre with child safety. Other useful resources can be found at:
 - Commission for Children and Young People and Child Guardian www.ccypcg.qld.gov.au
 - Play by the Rules, making sport inclusive, safe and fair www.playbytherules.net.au
 - Australian Child Protection Legislation <http://www.aifs.gov.au/nch/pubs/sheets/rs14/rs14.html>
 - Queensland Department of Sport and Recreation www.sportrec.qld.gov.au
 - Australian Sports Commission www.ausport.gov.au

Ensure all centre, Little Athletics Queensland and Little Athletics Australia policies are being promoted and utilised correctly

- Little Athletics Queensland and Australia provide policies for the majority of centre requirements, including the code of conduct
- It is important that the centre use these policies
- Circulate policies to centre parents, volunteers, members and stakeholders to ensure they are aware they exist
- Include information about these policies in inductions
- When required, immediately act on centre issues as outlined in the respective policy
- If policies are not used and communicated, they will not be of any benefit to the centre
- The centre needs to ensure they are operating by the law and adhering to the required policies
- Although it is easy for policies to be forgotten or at times ignored when volunteers are busy trying to run an centre, it is imperative for the sustainability of the centre that they are used and carefully followed

- Ensure close communication with Little Athletics Queensland and Australia to remain aware of resources available that may benefit the centre
- Identify resources, programs and initiatives that may be useful for these groups to develop and implement for the centre

Develop a risk management plan for the centre

- There are many potential risks involved with operating a sport and recreation association
- To minimise the occurrence and effects of these potential risks, it is important to identify, evaluate, treat and monitor all aspects of the centre's operations.
- Outline a list of as many potential risks as possible
- Organise the list of risks into categories such as facilities, volunteers, participation, income, weather, outside influences, insurance etc
- To determine respective risk levels, each identified potential risk was evaluated for its likelihood of occurring and the seriousness if it were to occur
- Table 1 outlines the criteria to determine if the likelihood of a potential risk occurring is likely, possible or unlikely
- Table 2 outlines the criteria to determine if the seriousness of a risk occurring would be minor, moderate or major
- The overall level of each potential risk can be determined using Table 3, through which a combination of the evaluated likelihood and seriousness is taken into consideration

Table 1: Determining the Likelihood or a Potential Risk Occurring

Descriptor	Probability	Frequency
Likely	The event will probably occur at least once	Once in 6 months
Possible	The event might occur at some time	Once in 5 years
Unlikely	The event is not expected to occur	Once in 30 years

Table 2: Determining the Seriousness of a Potential Risk Occurring

Descriptor	More Detail	Injuries	Financial Impact	Operational Impact
Minor	<ul style="list-style-type: none"> Low Impact Low profile Limited impact on programs/services 	First Aid	Nil	Little impact <1 hour
Moderate	<ul style="list-style-type: none"> Public embarrassment Media item Impact on programs/services 	Medical Treatment	<\$1,000	1day – 1week
Major	<ul style="list-style-type: none"> Loss of programs/services Significant public embarrassment 3rd party action Significant media impact 	Extensive Medical Treatment	>\$1,000	1 week -1 month

Table 3: Determining the Overall Level of Risk

Seriousness				
Likelihood				
		Minor	Moderate	Major
	Likely	Medium	High	Extreme
	Possible	Low	High	Extreme
	Unlikely	Low	Medium	High

- To further establish the effect potential risks would have on the centre, a range of specific consequences need to be identified
- These consequences will range in severity, proportional to their overall level of risk
- Actions need to be established for each risk that will assist the centre in minimising the potential of the risk occurring or minimising the effect the risk creates if it were to occur
- Importantly, there will be individuals responsible for the implementation of these actions and the timeframes around when they need to be implemented
- As risks are an unavoidable and an ongoing element of a sport and recreation association, it is vital to regularly monitor risks, their likelihood, consequences and related actions

Risk Management Action Plan

Category	Risk	Consequences	Likelihood	Seriousness	Risk Level	Actions to Minimise the Risk	Actions to Respond to the Risk Occurring	Who's Responsible	Timeframe	Monitored
		1.				•	•			
		1.				•	•			
		1.				•	•			
		1.				•	•			

Implement regular member feedback surveys and planning reviews

- Annual reviews of the centre's goals and targets are important to determine:
 - What has been achieved
 - What hasn't been achieved as yet
 - What needs to be altered to continue to develop the centre
 - Where have particular situations changed
 - What new challenges have arisen
 - Where do timeframes need to be adjusted
 - Are there any new targets that need to be included
 - Is the centre operating as well as it could be
- It is great to be able to include all centre members, volunteers and stakeholders into the future direction of the centre, as we have done in the formulation of this plan, therefore it is advisable to annually:
 - Survey members – make it quick and easy
 - www.surveymonkey.com this is a great online survey resource that's free!
 - Conduct planning review workshops – include some food and ensure its pre planned to run to a set agenda
 - Talk to centre volunteers, members and supporters to obtain their views and ideas for how the centre is progressing
- The more people within the centre you can incorporate into this process, the more people will feel ownership and pride in the centre which will potentially lead to more volunteer participation in the future

Implementation of this Plan

For the Sunnybank Little Athletics Centre to experience the full benefits of this strategic and operational plan, it is imperative that the following occurs:

Task	Timeframe
This strategic and operational plan is adopted by the Sunnybank Little Athletics Centre at a meeting	September 2014
All targets and actions are implemented	2014 – 2019
The centre's goals and the plan is promoted to members, prospective members, sponsors and stakeholders	September 2014
All members of the executive committee and volunteers involved with the centre have a copy of the plan and are aware of the aspects that relate to their role	September 2014
The plan is reviewed at the start and finish of each year	February & October
The plan is updated to reflect what has been achieved and where targets may change	October Annually
Recognise and celebrate when specific targets have been achieved	Ongoing
Have fun and enjoy the ride of putting into action your centre's goals	Always

Acknowledgements

Thankyou to the Brisbane City Council who provided \$6,000 for the Sunnybank Little Athletics Centre to develop a strategic and operational plan and assist the centre with their future aspirations.



Methodology

Sporting Advantage carried out consultation with the identified key stakeholders of the Sunnybank Little Athletics Centre to develop a strategic and operational plan to guide the future direction of the centre. The development process of the plan was completed in four stages as detailed below.

Stage 1 : Clearly established the required outcomes of the strategic and operational plan with the Sunnybank Little Athletics Centre executive

- Met with the Sunnybank Little Athletics Centre management committee
- Documented the management committee's priorities and outcomes for the plan
- Identified all stakeholders that were required to be consulted
- Obtained contact details of all stakeholders from Sunnybank Little Athletics Centre
- Agreed to project timeframes and contracts

Stage 2 : Conducted background research and consulted with stakeholders of the Sunnybank Little Athletics Centre

- Reviewed centre structures
- Invited stakeholders to attend a planning clinic
- Conducted the planning clinic
- Consulted key stakeholders that were unable to attend the planning clinic including:
- Developed a summary of the key issues discussed with all stakeholders

Stage 3 : Prepared recommendations for feedback and comment

- Analysed all data collected
- Developed draft priorities
- Developed draft action plans
- Developed recommendations for inclusion in the draft plan
- Presented the recommendations to the centre
- Obtained feedback from members of the centre concerning inclusions and exclusions for the strategic and operational plan

Stage 4 : Presented the finalised Sunnybank Little Athletics Centre strategic and operational plan

- Finalised the plan
- Developed a one page summary brochure of the plan
- Presented the plan to the Sunnybank Little Athletics Centre management committee
- Provided electronic and hard copies of the plan and summary brochure to the management committee
- Ensured the plan was widely communicated to all the stakeholders

On completion of the plan, Sporting Advantage will follow up with Sunnybank Little Athletics Centre to monitor the implementation of the priority projects, over the course of the following 12 months.

History of Sunnybank Little Athletics Centre

- Established in 1980 and started with 207 children in 1981
- Breakaway centre from Mt Gravatt Little Athletics
- Original grounds were at Thomas Moore, Sunnybank
- Then moved to Robertson State School
- Then moved to Sunnybank State High School
- Started with a storage 'bunker' that was built into the terrace
- Got the old gardener's shed in 2009/10
- Membership peaked in the 300's during the 80's
- Commonwealth Games in Brisbane helped with large growth in 1982/83
- Were renowned in the past as a very successful walks centre
- Averaging about 130 members in the early 2000's
- 2009/10 the centre declined to just 14 members
- The centre started fresh in 2010/11 with 74
- Membership numbers have steadily increased to 173 this season
- Have a very good relationship with the school
- The centre has produced a number of Olympians

Why Sunnybank Little Athletics Centre is Important

The following points were identified at the planning clinic as to why the Sunnybank Little Athletics Centre is important:

- For the kids
- All kids can participate
- It is such a family and community involved sport
- Participants learn and experience both competitiveness and sportsmanship
- It's a great environment with everyone together at all levels
- There is a social aspect where kids can meet others with the same interests
- Have a great canteen
- Teaches kids to have a go and try their best
- There is a lot of encouragement and support for each other
- Development opportunities for athletes wanting to compete at a higher level
- Little Athletics is fun!
- Education for parents about the development of their kids

Currently at Sunnybank Little Athletics Centre

The following is a summary of the current operation of the Sunnybank Little Athletics Centre. For the centre to move forward and plan for the future, it is important to understand the current situation. This list was a result of the planning clinic conducted.

Members

- 176 kids
- Overall about the same number of boys and girls, however, in some age groups it's lopsided

Volunteers

- Centre Manager
- Assistant centre manager
- Secretary
- Treasurer
- Officials Officer
- Registrar
- Program Officer
- Nominations Officer
- Public Relations
- Canteen convenor
- Publications Officer
- Achievements Officer
- Technical Officer
- Uniforms Officer
- Coaches
- Tiny Tots Coordinator
- Starter
- Coordinator for each discipline - event officials
- Timekeepers
- Team managers
- Parent helpers - Age Marshals

Employees

- Nil
- Active After Schools Program

Facilities

- Sunnybank High School

- Awning for canteen
- One storage shed
- Discus cage
- Long jump pits x 2
- Shot put circles
- High jump tartan run up
- 8 lane 400m track
- Bore and in ground irrigation

Equipment

- Marquees
- Tables, chairs
- High jump mats for flop and scissor
- Shot put
- Discus
- Javelins
- Trolleys for all gear
- Wheelie bin for gear
- Bell
- Collapsible hurdles and racks
- Relay batons
- Starters gun
- Storage trolley
- Laptop (with records officer)
- BBQ

Competition

- Training Sunday and Tuesday afternoons
- Competitions on Saturday afternoons
- August to March
- 2 annual regional championships
- 4 LAQ championships
- 6 week rotation of disciplines
- 3 rounds of the rotation over the season
- Catch-up events that are rained out held at the end of the season

- Break for school holidays

Income

- Registrations
- Major sponsor for trophies
- Bunnings BBQs
- Canteen
- Recipe books (Margaret's baking)
- Photos
- Contra - supporter centre with Rebel Sport - 5% of all sales from members
- Grants
- Active After School

Expenditure

- QLA registrations and insurance
- Uniforms
- Stock/supplies
- Active After School facilitators
- Hire of school facility
- Conference fees
- Maintenance of facility
- Equipment

Communication

- Yearbook
- Newsletters
- Noticeboard
- Emails
- Facebook
- Website
- Event announcements

Image/Profile

- Old shirts were boring and dull
- New uniforms are more attractive
- Small centre in comparison to others
- Very personable with participants
- Not all just about competition
- More intimate
- Focus on service and looking after the kids
- Good reputation for sprints
- Previously had a good reputation for walks events
- Welcoming and supportive
- Everyone cheers the kids on
- High participation at LAQ events

Promotion

- School newsletters
- Library displays
- Active After Schools
- Sign on days at Maccas, Rebel Sport
- Sign on flyers around the community
- Yearbook in waiting rooms
- LAQ sign on notice in Quest Newspapers
- Word of mouth
- Bring a friend day
- Be Brave and Shave
- Colour for a Cure

Policies

- LAQ policies
- Sunsafe
- Participants must have a parent or guardian on site
- Toilet buddy system
- Constitution
- Parent helper levy

Future Aspirations

This is an extensive list identified at the planning clinic for the Sunnybank Little Athletics Centre. It includes a range of thoughts and ideas provided by the stakeholders of the Sunnybank Little Athletics Centre.

- New shed
- Permanent canteen
- Office/canteen/ storage
- Power in shed
- Machinery to move around equipment
- Need storage for equipment
- Ride on mower
- Buggy to move around equipment
- Continue to apply for grants
- Lighting of the field
- More equipment
- Need an extra set of equipment for all disciplines
- Need more officials
- Portable discus circle
- Keep younger age groups progressing into older age groups
- Flop high jump equipment so two events at the same time
- 300 total participants - progressively increase
- Keep all events on one day
- Keep attendance at weekly events high
- Age champion attendance policy
- Review the 50% attendance policy
- More advertising
- Increase public image
- Shopping centre visits
- Wear centre shirt at shopping centres
- Offer free trials
- Committee or volunteer shirt different to participant shirt
- Kids referrals
- School fetes
- Approach other sporting centres
- Advertise through other sporting centres
- Offer a prize for contact details
- Increase database
- Incentives to sign on early
- Free membership giveaways
- Encourage athletes of all abilities
- Announce weekly PBs at events
- PBs monthly awards
- Encourage relay participation
- Promote involvement in regional competitions
- Most improved awards
- Regularly acknowledge participants' individual achievements
- Verbal encouragement for all kids
- Ensure encouragement for all kids continue
- Keep encouraging parents to support kids
- Promote volunteering as a way of helping kids to achieve their goals
- PB stickers or ribbons
- Provide PB information to kids so they can compare
- PBs on recording sheets
- Reduce the time requirements of volunteers
- Create volunteer positions external to the committee
- Outline expectations for volunteers
- Break down different roles for volunteers of what's required
- Ask people to help with roles
- More helpers to set up
- Orientation day for volunteers - Week 1A

- Showed everyone how to run all the events
- Chiefs and age managers are needed
- Train officials and coaches
- Encourage parents to attend training
- Look at using the soccer club's lights for night training
- Continue fundraising BBQs
- Continue grants
- Keep our fees low
- Encourage articles in the media
- Send stories and photos to the media
- Send weekly results to the media
- Shirt sponsor
- Approach radio stations
- Merchandise
- Electronic timing equipment
- 2 x finishing line timekeeper's stand
- Tertiary student volunteers
- Griffith and QUT Uni
- Education, sports management courses
- CAPs program
- Older juniors help the younger kids
- Link with the bowls club
- Social events outside athletics
- Include membership with the bowls club in the centre's registration
- I've seen with netball that the way in which the centre gets the bulk of their athletes is by establishing a tiny tots learning program about how to play netball at schools. This is also very cost effective and kids get a fun bag with lots of stuff like a t-shirt, netball...etc. I think that the idea is good and they seem to get a steady stream of athletes for their teams. You could do something similar and "tap into" the surrounding local schools like Our Lady of Lourdes, Sunnybank Primary State School, Sunnybank Hills, Runcorn, Stretton and Macgregor to name a few

You Now Have the Sporting Advantage

Sporting Advantage is a sports consultancy business based in Townsville that provides professional planning, consultation, advice and an ongoing service to assist sport and recreation centres and centres with their future developmental aspirations.

Sporting Advantage consists solely of the managing director and North Queensland local, Luke Wilson. Luke's experience within the sport, recreation, health and fitness industry is surpassed only by his passion and enthusiasm for sport and recreation itself. This combination ensures Sporting Advantage's clients receive unwavering personal attention from a sports minded industry professional, dedicated to the future development of quality community sport and recreation opportunities.

In the years preceding the commencement of Sporting Advantage, Luke obtained a Bachelor of Sport and Exercise Science from James Cook University. He promptly began a successful career within the health and fitness industry in South East Queensland, firstly as an exercise physiologist and personal trainer, then as the manager of multiple health and fitness centres. Since returning to North Queensland in 2003, Luke has managed sport and recreation programs and assisted in the development of not for profit centres and societies at James Cook University. He then expanded his role within the sport and recreation industry through the position of Senior Advisor and Acting Regional Manager with the Department of Sport and Recreation.

It was within this role that Luke identified the need for a quality sports consultancy business that understands the unique and constantly evolving challenges of regional sport and recreation in Queensland.

It has been a pleasure developing this plan for the Sunnybank Little Athletics Centre. Sporting Advantage sincerely hopes the centre benefits through implementing the targets identified within this plan and you achieve your goals for future success. Remember to enjoy the ride along the way!

Luke