Operational Action Plan
2012 - 2013
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STRENGTHENING ADMINISTRATION & GOVERNANCE – ACTION PLAN – KPA 1

FOCUS AREAS: Corporate Governance; Management Practices; Improvement Programs; Quality Programs; Communications

OBJECTIVES:
- To improve administration practices and streamline systems and communication avenues
- To more clearly define roles and responsibilities at all levels of management
- To ensure “best practice” procedures are determined and networked
- To ensure a governance structure that best caters for the needs of all levels of the LANSW
- To provide efficient and effective administration procedures and practices for Little Athletics throughout New South Wales

PERFORMANCE INDICATORS:
- All centres have a current centre constitution
- No reported breaches of privacy laws
- Random audits demonstrate that correct record management procedures are being followed by staff members
- Evaluation of the LANSW Strategic Plan indicates that the LANSW is succeeding in achieving its objectives or aims
- The number of centre committees that meet a minimum level of performance as set by the LANSW
- No formal accusations or disputes concerning legal or ethical obligations are brought to the attention of the CEO
- No formal accusations or disputes concerning conflict of interest are brought to the attention of the CEO
- All LANSW policies can be easily accessed by staff, directors and members
- Evaluations or feedback indicate that LANSW policies are achieving their intended objectives
- Evaluations or feedback indicate the achievement of the LANSW’s annual goals
- Formal agreement exists on the priority of each of the LANSW’s key performance indicators
- An improvement in the meeting of time frames as indicated when plans are reviewed
- All staff members indicate that they are familiar with and able to effectively implement the LANSW complaints procedure
- There are no casual vacancies for LANSW board positions
- Individuals with appropriate experience and qualifications are available to apply for LANSW board positions when vacancies arise
- The complaints register indicates that complaints about services are followed up according to the recognised procedure
- No contract disputes occur as a result of oversights or a lack of procedure
- No contract disputes occur as a result of failing to comply with a contract
## Operational Action Plan
### Strengthening Administration & Governance (2012 – 2013)

<table>
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<tr>
<th>ACTIONS</th>
<th>RESPONSIBLE</th>
<th>START DATE</th>
<th>COMPLETION DATE</th>
<th>BUDGET FORECAST</th>
<th>PERFORMANCE OUTCOME</th>
<th>PRIORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1. Develop a guide/checklist/fact sheet for centres to use when inducting new committee members</td>
<td>Centre Liaison Officer</td>
<td>Commenced</td>
<td>Feb 2013</td>
<td>$200</td>
<td>New committee members well prepared for the role that they are undertaking</td>
<td>Low</td>
</tr>
<tr>
<td>1.2. Produce a series of “survival kits” for key centre committee positions and functions</td>
<td>Chief Executive Officer</td>
<td>Commenced</td>
<td>May 2012</td>
<td>$500</td>
<td>Committee members well prepared for the role that they are undertaking</td>
<td>Low</td>
</tr>
<tr>
<td>1.3 Review the full roll-out of the centre self-audit and quality assurance program</td>
<td>Business Assurance Director</td>
<td>Jun 2012</td>
<td>Oct 2012</td>
<td>Nil</td>
<td>Improved compliance and awareness of compliance requirements</td>
<td>Medium</td>
</tr>
</tbody>
</table>
# Operational Action Plan

**Maximising Business Development Opportunities**

(2012 - 2013)

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## MAXIMISING BUSINESS DEVELOPMENT OPPORTUNITIES – ACTION PLAN – KPA 2

### FOCUS AREAS:
- Marketing; Public Relations; Sponsorship; Athletes with a Disability; School Support; New Centres

### OBJECTIVES:
- To identify marketing opportunities and develop and implement strategies to capitalise on these opportunities
- To ensure effective communication networks exist between the LANSW and relevant government departments
- To assist schools with the development and promotion of athletics based activities
- To keep members informed of LANSW events, activities and initiatives
- To increase publicity by gaining and maintaining contacts with journalists and various forms of media
- To assess why children join Little Athletics and develop strategies to attract more members
- To ensure the structure of centres/zones is in accordance with current demographics
- To implement strategies that will retain members within Little Athletics
- To implement strategies that will attract more athletes to the sport
- To review and distribute ‘best practice’ of centres in relation to membership and retention rates
- To identify and decrease unnecessary barriers to participation in Little Athletics
- To provide an effective mechanism for communicating information about LANSW’s services to people with a disability
- To ensure confident and competent service delivery for athletes with a disability throughout all levels of the LANSW

### PERFORMANCE INDICATORS:
- An increase in registrations of athletes with a disability
- An increase in the level of involvement of athletes with a disability
- An increase in the percentage of centres that indicate they are confident in catering for athletes with disabilities
- Increased levels of media exposure
- Increased athlete retention levels
- An increase in the percentage of centres that indicate that they believe they can competently cater for athletes with disabilities
- The percentage of centres that indicate the support resources provided by LANSW have assisted them to include, and improve their ability to cater for, athletes with a disability
## Operational Action Plan
### Maximising Business Development Opportunities (2012 - 2013)

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>RESPONSIBLE</th>
<th>START DATE</th>
<th>COMPLETION DATE</th>
<th>BUDGET FORECAST</th>
<th>PERFORMANCE OUTCOME</th>
<th>PRIORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1. Review athletics facilities in NSW in conjunction with ANSW and develop a facility plan</td>
<td>Membership Development Director</td>
<td>Commenced</td>
<td>Dec 2012</td>
<td>Nil</td>
<td>Sufficient facilities in existence to cater for all areas</td>
<td>Medium</td>
</tr>
<tr>
<td>2.2. Produce a further Little Athletics-specific disability fact sheet for use by centres</td>
<td>Coaching &amp; Development Officers</td>
<td>May 2012</td>
<td>Dec 2012</td>
<td>$500</td>
<td>Centres better able to cater for athletes with disabilities</td>
<td>Medium</td>
</tr>
<tr>
<td>2.3. Investigate initiatives to better support and assist both new centres and those facing operational difficulties</td>
<td>Membership Development Director</td>
<td>May 2012</td>
<td>Mar 2013</td>
<td>TBD</td>
<td>Expansion of effective and sustainable Little Athletics centres into new areas</td>
<td>Medium</td>
</tr>
<tr>
<td>2.4. Analyse registration data; identify the reasons for increases and decreases in centre membership</td>
<td>Membership Development Director</td>
<td>Commenced</td>
<td>May 2012</td>
<td>Nil</td>
<td>Increased registration &amp; retention through the sharing of knowledge/best practice</td>
<td>High</td>
</tr>
<tr>
<td>2.5. Utilising a working party, develop resources and strategies to assist centres in addressing factors which negatively affect growth and retention</td>
<td>Membership Development Director</td>
<td>Commenced</td>
<td>Mar 2013</td>
<td>TBD</td>
<td>Increased registration &amp; retention through improved centre operations</td>
<td>High</td>
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## Operational Action Plan

**Maximising Business Development Opportunities (2012 - 2013)**

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<tr>
<td>2.6. Produce a guide for new centres</td>
<td>Membership Development Director</td>
<td>Commenced</td>
<td>Feb 2013</td>
<td>$500</td>
<td>Streamlined process for the establishment of new centres</td>
<td>Low</td>
</tr>
<tr>
<td>2.7. Review current sponsorships and development strategies to increase the corporate profile of LANSW</td>
<td>Business Development Director</td>
<td>Apr 2012</td>
<td>Dec 2012</td>
<td>TBD</td>
<td>Expansion of effective and sustainable Little Athletics centres into new areas</td>
<td>Medium</td>
</tr>
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ENHANCING BUSINESS OPERATIONS – ACTION PLAN – KPA 3

FOCUS AREAS: Championships & Competitions; Athlete Development; Coaching; Member Services; Centre Support

OBJECTIVES:
- To implement strategies that will assist centres with the conduct of skill development and competition
- To ensure events and specifications remain appropriate for the various age groups
- To provide centres with information to assist with the conduct of weekly competition
- To ensure competition rules are clear, precise and understood
- To provide quality and accessible coaching for members

PERFORMANCE INDICATORS:
- The ongoing feasibility of all current Little Athletics centres
- No centres folding due to an inability to fill committee positions
- A decrease in the number of internal committee disputes that require LANSW intervention
- LANSW receives no customer complaints about staff or centre attitudes to people with disabilities
- No complaints as a result of rules not being understood
- No complaints as a result of disciplinary problems at a centre level
- No reported incidences of “sport rage” in Little Athletics
- An increase in the number of schools in regional areas accessing the Little Athletics Program for Schools

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<tr>
<th>ACTIONS</th>
<th>RESPONSIBLE</th>
<th>START DATE</th>
<th>COMPLETION DATE</th>
<th>BUDGET FORECAST</th>
<th>PERFORMANCE OUTCOME</th>
<th>PRIORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Evaluate the new zone/region structure and championship progression</td>
<td>President</td>
<td>Feb 2013</td>
<td>Mar 2013</td>
<td>Nil</td>
<td>Equity of membership distribution amongst zones and regions</td>
</tr>
</tbody>
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## Operational Action Plan
### Enhancing Business Operations (2012 - 2013)

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<tbody>
<tr>
<td>3.2.</td>
<td>Centre Liaison Officer</td>
<td>Commenced</td>
<td>May 2012</td>
<td>$500</td>
<td>Better communication of information at a centre level</td>
<td>Low</td>
</tr>
<tr>
<td>3.3.</td>
<td>Championships/Competition Director</td>
<td>Commenced</td>
<td>Mar 2013</td>
<td>Nil</td>
<td>Streamlined carnivals that meet the expectations of members</td>
<td>Medium</td>
</tr>
<tr>
<td>3.4.</td>
<td>Business Development Director</td>
<td>May 2012</td>
<td>Jul 2012</td>
<td>$200</td>
<td>Better communication of information at a centre level</td>
<td>Low</td>
</tr>
<tr>
<td>3.5.</td>
<td>Resources Director</td>
<td>Commenced</td>
<td>Aug 2012</td>
<td>Nil</td>
<td>Advanced centre systems with suitable support</td>
<td>Medium</td>
</tr>
<tr>
<td>3.6.</td>
<td>Resources Director</td>
<td>May 2012</td>
<td>Sep 2012</td>
<td>$200</td>
<td>Increased accessibility of results information</td>
<td>High</td>
</tr>
<tr>
<td>3.7.</td>
<td>Resources Director</td>
<td>May 2012</td>
<td>Mar 2013</td>
<td>TBD</td>
<td>Streamlined results processing and more efficient championship operation</td>
<td>Medium</td>
</tr>
</tbody>
</table>
## Operational Action Plan

### Enhancing Business Operations (2012 - 2013)

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<th>PERFORMANCE OUTCOME</th>
<th>PRIORITY</th>
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</thead>
<tbody>
<tr>
<td>3.8.</td>
<td>Resources Director</td>
<td>May 2012</td>
<td>Oct 2012</td>
<td>TBD</td>
<td>Increased accessibility of results information</td>
<td>Medium</td>
</tr>
</tbody>
</table>
STRENGTHENING FINANCIAL MANAGEMENT – ACTION PLAN – KPA 4

FOCUS AREAS: Forecast Cash Flow; Operational Budgets; Balance Sheet; Profit & Loss; Asset Management; Stability & Ongoing Viability; Financial Growth

OBJECTIVES:
- To guarantee that financial management systems are adequate
- To establish sufficient funds to implement additional programs and increase existing programs
- To provide ‘best practice’ guidelines for financial operation at all levels of the LANSW
- To implement procedures and measures to adequately protect the assets of the LANSW
- To ensure the ongoing financial viability of the LANSW

PERFORMANCE INDICATORS:
- The elimination of the need for LANSW intervention in centre financial matters
- Association end-of-year financial results closely reflect budget forecasts

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<tr>
<th>ACTIONS</th>
<th>RESPONSIBLE</th>
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<th>COMPLETION DATE</th>
<th>BUDGET FORECAST</th>
<th>PERFORMANCE OUTCOME</th>
<th>PRIORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1.</td>
<td>Continue streamlining office processes and procedures relating to accounts and finance</td>
<td>Resources Director</td>
<td>Commenced</td>
<td>Mar 2013</td>
<td>Nil</td>
<td>Streamlined and modernised account processing procedures</td>
</tr>
<tr>
<td>4.2.</td>
<td>Develop a financial reporting process for zones &amp; regions</td>
<td>Resources Director</td>
<td>Apr 2012</td>
<td>May 2012</td>
<td>Nil</td>
<td>Greater accountability and consistency of reporting at all levels</td>
</tr>
</tbody>
</table>
EFFECTIVELY MANAGING HUMAN RESOURCES – ACTION PLAN – KPA 5

FOCUS AREAS: Salaried Staff; Volunteer Management; Education Programs

OBJECTIVES:
- To ensure that staff skill levels are maintained
- To conduct courses, seminars and workshops for training of volunteers and maintaining their knowledge
- To recognise the commitment of all volunteers in an attempt to retain their services
- To conduct seminars, courses and workshops for the benefit of centre personnel
- To provide resources to assist centre personnel with the implementation of their duties
- To ensure Little Athletics personnel operate in a positive, productive and harmonious environment
- To ensure that all staff and volunteers have sufficient skills and education to effectively perform their duties

PERFORMANCE INDICATORS:
- LANSW officials are meeting expected standards of performance
- New LANSW directors indicate after a three month checklist review that they have received all of the necessary information to properly perform their role and fulfil all of their responsibilities
- New officials are regularly gaining experience at LANSW carnivals, measured by the number of individuals who have performed such a role during a season
- Surveys demonstrate that all staff understand their responsibilities under the Disability Discrimination Act and feel confident in their ability to serve members with disabilities
- An increase in the number of Little Athletics coaches available to athletes with disabilities, as determined by the ATFCA website member listing
- Sufficient active coaches available to conduct the Little Athletics Program for Schools
### Operational Action Plan
**Effectively Managing Human Resources (2012 - 2013)**

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<th>RESPONSIBLE</th>
<th>START DATE</th>
<th>COMPLETION DATE</th>
<th>BUDGET FORECAST</th>
<th>PERFORMANCE OUTCOME</th>
<th>PRIORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1. Implement an online officials assessment scheme and conduct a post implementation evaluation and review</td>
<td>Officials Director</td>
<td>Commenced</td>
<td>Mar 2013</td>
<td>$7,500</td>
<td>More flexible training and education opportunities for volunteers</td>
<td>Medium</td>
</tr>
<tr>
<td>5.2. Review the delivery of officials education courses</td>
<td>Officials Director</td>
<td>Apr 2012</td>
<td>Aug 2012</td>
<td>Nil</td>
<td>More flexible training and education opportunities for volunteers</td>
<td>Medium</td>
</tr>
<tr>
<td>5.3. Develop a plan to ensure implementation of and compliance with the new Work Health and safety legislation</td>
<td>Chief Executive Officer</td>
<td>Apr 2012</td>
<td>Sep 2012</td>
<td>Nil</td>
<td>Safe operations and compliance with legal requirements</td>
<td>Medium</td>
</tr>
<tr>
<td>5.4. Develop a strategy to increase the number of newly accredited coaches in LANSW, utilising the new coach accreditation framework</td>
<td>Coaching &amp; Development Officers</td>
<td>May 2012</td>
<td>Nov 2012</td>
<td>Nil</td>
<td>Better skilled athletes, with expectations of coaching &amp; skill development able to be met</td>
<td>Medium</td>
</tr>
<tr>
<td>5.5. Obtain statistical data relating to the number and location of qualified coaches across the state</td>
<td>Coaching &amp; Development Administrator</td>
<td>May 2012</td>
<td>Jul 2012</td>
<td>Nil</td>
<td>Data available for the determination of growth strategies</td>
<td>Medium</td>
</tr>
</tbody>
</table>
MINIMISING RISK – ACTION PLAN – KPA 6

FOCUS AREAS: Risk Analysis; Risk Minimisation; Response Procedures

OBJECTIVES:
- To ensure that LANSW affairs are competently and effectively managed
- To ensure that accepted good practice is understood and followed at all levels of Little Athletics
- To ensure that relevant parties fulfil their obligations
- To provide a safe physical environment for all stakeholders
- To minimise the exposure of the LANSW and its centres to potential legal risks
- To ensure that all Little Athletics events are safe and successful
- To ensure that potential risks that may impact on the objectives of the LANSW and its centres are promptly identified and treated

PERFORMANCE INDICATORS:
- A decrease of incidents where centres discover that they are under-insured when a claim is required
- LANSW fulfils all responsibilities for staff workplace health and safety, as indicated by an annual audit
- The LANSW premises complies with all Work Cover requirements
- An overall reduction in recorded injuries at Little Athletics activities
- Results of safety inspections and any actions taken can be easily located
- No legal action taken against LANSW or its centres due to a breach of duty of care
- No legal action taken against LANSW or its centres due to legislative or industry requirements not being fulfilled
- All reviews indicate that LANSW and its centres are complying with legislative and industry standards
- LANSW follows best practice in the use of disclaimers
- A decrease in accidents at Little Athletics events, as indicated by statistics
- Responses to emergencies at Little Athletics events are effective
- A decrease in incidents at Little Athletics events, as determined by statistics
- A decrease in insurance claims
- No legal action taken against LANSW and its centres
## Operational Action Plan
### Minimising Risk
#### (2012 - 2013)

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<thead>
<tr>
<th>ACTIONS</th>
<th>RESPONSIBLE</th>
<th>START DATE</th>
<th>COMPLETION DATE</th>
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</tr>
</thead>
<tbody>
<tr>
<td>6.1. Review standards Australia guidelines for organising events in public places to gauge their relevance for LANSW adoption (partially or fully)</td>
<td>Business Assurance Director</td>
<td>Commenced</td>
<td>Dec 2011</td>
<td>Nil</td>
<td>Awareness of roles and responsibilities under current legislation</td>
<td>Medium</td>
</tr>
</tbody>
</table>
**ACTIONS**

1. Develop a guide/checklist/fact sheet for centres to use when inducting new committee members
   - **Start Date:** Commenced
   - **Completion Date:** Feb 2013

2. Finalise a template for a centre pre-season handbook
   - **Start Date:** Commenced
   - **Completion Date:** May 2012

**BUSINESS DEVELOPMENT DIRECTOR**

3. Review current sponsorships and development strategies to increase the corporate profile of LANSW
   - **Start Date:** Apr 2012
   - **Completion Date:** Dec 2012

4. Develop and circulate a template (suggested content & sitemap) for a centre website
   - **Start Date:** May 2012
   - **Completion Date:** Jul 2012

**BUSINESS ASSURANCE DIRECTOR**

5. Review the full roll-out of the centre self-audit and quality assurance program
   - **Start Date:** Jun 2012
   - **Completion Date:** Oct 2012

6. Review standards Australia guidelines for organising events in public places to gauge their relevance for LANSW adoption (partially or fully)
   - **Start Date:** Commenced
   - **Completion Date:** Dec 2011

**CHAMPIONSHIPS/COMPETITION DIRECTOR**

7. Expand the use of timed programs to all levels of championships
   - **Start Date:** Commenced
   - **Completion Date:** Mar 2013
Operational Action Plan
Responsibility Areas (2012 - 2013)

CHIEF EXECUTIVE OFFICER

ACTIONS

1.2. Produce a series of “survival kits” for key centre committee positions and functions
Commenced May 2012

5.3. Develop a plan to ensure implementation of and compliance with the new Work Health and safety legislation
Apr 2012 Sep 2012

MEMBERSHIP DEVELOPMENT DIRECTOR

ACTIONS

2.1. Review athletics facilities in NSW in conjunction with ANSW and develop a facility plan
Commenced Dec 2012

2.3. Investigate initiatives to better support and assist both new centres and those facing operational difficulties
May 2012 Mar 2013

2.4. Analyse registration data; identify the reasons for increases and decreases in centre membership
Commenced May 2012

2.5. Utilising a working party, develop resources and strategies to assist centres in addressing factors which negatively affect growth and retention
Commenced Mar 2013

2.6. Produce a guide for new centres
Commenced Feb 2013

OFFICIALS DIRECTOR

ACTIONS

5.1. Implement an online officials assessment scheme and conduct a post implementation evaluation and review
Commenced Mar 2013

5.2. Review the delivery of officials education courses
Apr 2012 Aug 2012
ACTIONS

START DATE  COMPLETION DATE

1. Evaluate the new zone/region structure and championship progression  Feb 2013  Mar 2013

2. Produce a further Little Athletics-specific disability fact sheet for use by centres  May 2012  Dec 2012

3. Develop a strategy to increase the number of newly accredited coaches in LANSW, utilising the new coach accreditation framework  May 2012  Nov 2012

4. Obtain statistical data relating to the number and location of qualified coaches across the state  May 2012  Jul 2012

5. Examine Timing Solutions products to determine suitability for state-wide implementation  Commenced  Aug 2012

6. Implement live results for LANSW major championships  May 2012  Sep 2012

7. Implement live on field capture of results data for field events at major championships  May 2012  Mar 2013


9. Continue streamlining office processes and procedures relating to accounts and finance  Commenced  Mar 2013

10. Develop a financial reporting process for zones & regions  Apr 2012  May 2012