

Strategy Framework 2022-2025

Capital Athletics



BUILDING A BRIGHTER FUTURE FOR OUR SPORT

Changes in sports consumption and engagement necessitate all sports aiming to thrive and remain relevant in our current challenging environment to examine their business, products and services and make changes to optimise participation and viability. Athletics in the ACT and surrounding region is in a unique position where there are many opportunities to realise economies of scale and opportunities to engage a larger participation base to grow our sport.

Consultation with the athletics community, several years ago, indicated a unified approach would be welcomed. The Boards of the peak athletics bodies in the ACT have been working towards a 'One Sport' model. At an operational level the benefits of such a model have been tested through the delivery of events, a single website and office location.

The governance and strategies employed in such a model has seen robust and passionate discussion, with all involved understanding the importance of getting the underlying structure of the sport in our region right. This document identifies what our unified entity seeks to achieve through our vision, mission, core values and priorities.

Welcome to Capital Athletics!



STRATEGIC FRAMEWORK

ACT Little Athletics, Athletics ACT and the ACT Masters Athletics Club have developed this framework to guide the unified athletics entity serving the ACT and surrounding regions during its foundation period.

This strategy sets a direction in which the sport will strive to ensure it remains viable and current to the young and not so young athletes and wider community.

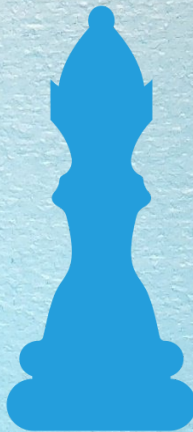
Once established the unified entity's Board will work further to establish specific strategies to deliver and promote the sport through a long-term strategic plan. Strategic documents are dynamic and as such will be refined and changed as the market and product require.



Vision



Mission



Values



Priorities



Success Indicator

Vision

To be the foundation and lifelong sport of choice for people in Canberra and the region.

Mission

Provide the opportunities, facilities and support structures for athletics, for the Canberra Region community.

Values

Capital Athletics has six values that guide our actions:

Community – provide a fun, supportive and friendly environment for people wanting to experience athletics together

Respect – we treat each other and those we serve with dignity and respect

Integrity – do the right thing at the right time for the benefit of members, centres, clubs and athletics

Service Excellence – provide training, support and competition to bring out the best in all participants

Opportunity – access to participation at a level that allows personal growth and development to meet an individual's goals

Inclusion and diversity – we welcome all people.

Community

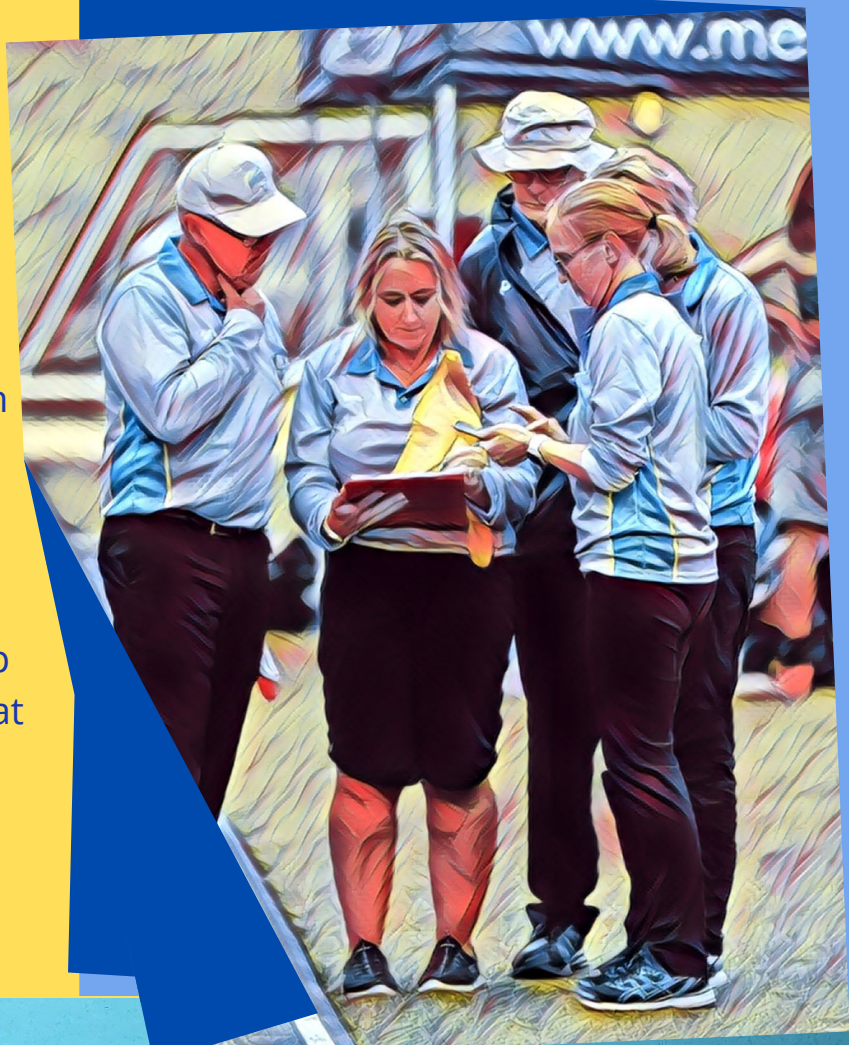
Our people are why we exist. We will work hard to create a desire to belong to the athletics community because:

- We want the Canberra Region community to enjoy participating in athletics
- Athletics participation brings a sense of purpose and satisfaction
- Sport provides the opportunity for long term connections, friendships and increased health and wellbeing
- Sharing of knowledge is necessary for connecting people with each other and sport
- Rewarding success and effort contributes to enjoyment, connection and healthy habits
- Collaboration leads to growth and improvement

Respect

We treat each other and everyone we interact with dignity and respect:

- We value the perspectives and contributions of our community members
- We speak to and of each other with courtesy and respect
- We interact with empathy, consideration and a willingness to help
- We model behaviour that promotes openness, honesty and mutual trust.



Integrity

We strive to do the right thing in an effective and efficient manner.

This includes:

- Being honest
- Adhering to high ethical standards
- Being accountable
- Ensuring transparent decision making
- Being innovative and solution-orientated
- Protecting privacy
- Allowing hard questions to be asked and answered.



Service Excellence

We set ambitious goals and employ a continuous improvement mindset in the strategic and operational aspects of the organisation:

- We strive to deliver the highest quality experience, products and services for all participants
- Our business systems allow strong awareness of capability
- Our policies and protocols are fit for purpose
- Through cooperation we will challenge the problem or opportunity (never the person) and from this, we will learn and grow
- Being innovative and solution-orientated
- We will seek and/or clarify information as appropriate.

Opportunity

We will offer programs, product and events that align with the goals of our community:

- Our community is diverse, and we will seek to provide an opportunity for everyone to participate whether that be recreationally or at a club, state, national or international level
- Everyone should have access to the athletic activity of their choice
- Traditional and non-traditional forms of athletics is required to meet the needs of our community
- Opportunities must be value-based for both the participant and the organisation
- Innovation and adaptation are key to providing diverse pathways and possibilities.



Inclusion and Diversity

We welcome and value all people regardless of gender, ethnicity, ability, sexual orientation, age, religion or political beliefs.

We endorse the concept of social justice and aim to ensure our products, services, policies and protocols provide:

- Equitable access and opportunities
- A culture and experience that welcomes and encourages diversity
- A welcoming introduction and rewarding experience for participants, encouraging renewed membership.
- Our diversity makes us stronger

Strategic Priorities

Capital Athletics has identified that the key strategic priorities of our single entity organisation will initially be:

- Inclusion and diversity
- Schools
- Digital, data and insights
- Pathways
- Product
- Workforce
- Infrastructure

Inclusion and diversity

Inclusion and diversity is at the core of all we do:

- *Workforce*: inclusion and diversity underpin the development and implementation of initiatives that attract and retain the best talent to deliver our sport
- *Consumer*: inclusion and diversity are fundamental in the development and implementation of products and services that meets the various needs of athletics consumers
- *Opportunity*: this is the best opportunity to embrace and implement diversity and inclusion in our sport, which will positively effect the reputation, participation in and prosperity of athletics, influence parents' choice of athletics as a sport for their child, and retention of athletes, coaches, officials and volunteers at all levels.

Schools

Athletic skills form the basis of physical literacy necessary for happy and healthy lives.

- Athletics is a foundation sport, equipping children with skills to play any sport
- Teachers exposed to opportunities related to the sport of athletics will provide better, and fit-for-purpose, programing that meet the needs of their students and deliver positive experiences of athletics to children
- Schools provide opportunities for students to be exposed to athletics and promote the potential transition to a centre or club
- School athletics provides an opportunity to acquire new participants in formal athletics programs
- Higher transition rates from school to centre or club athletics will provide financial benefits to the sport of athletics.



Digital, data and insights

Use data and insights to inform strategic and operational decision-making.

- A whole of sport digital strategy delivering a seamless end-user experience, learning and leveraging from existing work and monitoring Capital Athletics
- Understand our existing and potential customers to plan and implement fit-for-purpose products and services, where health and wellbeing become integral
- Use data-based metrics
- Define the value that athletics delivers to our community and use it to effectively tell the story of athletics to the government and broader community.

Pathway

A clearly defined pathway for athletes, coaches, officials and volunteers that participants can come in and out of to suit their lifecycle.

- Accessible entry and exit points to strengthen centres and clubs
- From recreation to high performance, it is important that participants are provided with clarity, consistency and flexibility regarding participation options
- A clearly defined pathway will assist to retain members over a longer time period

Clearly defining competition and participation pathways will assist in aligning pathways for coaches, officials and volunteers so they can also decide on how they see themselves involved in the sport.



Product

Manage a product portfolio that prioritises products that deliver on our vision:

- Flexible participation options that meet the needs of consumers who choose to engage in our sport in different ways, ensuring options are viable
- Sport and physical activity consumption patterns have and continue to change. We need to provide relevant, innovative and viable products to meet the needs of current, potential, and future customers to grow and be sustainable in a competitive marketplace
- Flexibility in product options has the potential to deliver a significant increase in commercial revenue to our organisation and strengthen our centres and clubs
- Develop a clear relationship between product/service and pathway of participants at all levels, with consideration of delivery channels/new streams
- Develop a mechanism to enable addressing any concerns regarding athletic products/services to assist in recruitment and retention of members, volunteers and officials.

Workforce/delivery model

Exploring different models of delivering athletics across our region:

- Recruit and support paid staff that deliver professional services in line with organisational strategy, policies and protocols
- Develop and retain volunteer workforce, providing appropriate recognition of value
- Workforce/delivery provides model to current and potential participants, and influences participation
- Education of coaches, officials, administrators and parents enables participation and builds confidence in workforce by continually building competence.



Infrastructure

Understand the need, location and conditions required for athletics infrastructure across our region:

- Facilities need to be fit-for-purpose, safe, accessible and inclusive
- Provide support to clubs and centres to advocate, plan for and invest in sustainable infrastructure
- Lobby appropriate government bodies to ensure athletics infrastructure is a high priority
- Ensure facilities are designed and delivered to remain socially, environmentally and economically sustainable/resilient
- Ensure infrastructure is optimised to achieve positive outcomes for the community
- Achieve consistency and quality through the use of national guidelines/standards and innovation of athletic infrastructure.



Defining Success

We will know we are succeeding when:

Inclusion and Diversity

Inclusion and diversity are part of everything we do at all levels:

- Everyone feels safe, welcome and included in athletics
- Everyone can be involved in a meaningful way with a range of options for participation
- Capital Athletics has the education, resources and capability to be inclusive
- Every centre and club behaves in an inclusive manner.

Coaches

- Our coaches are the best they can be at whatever level they are coaching.
- Great coaches are found at every level -
- Every coach understands the holistic - athlete-centered approach
- Every coach is educated, supported, acknowledged and encouraged to remain with the sport long-term
- Every coach understands their role and impact on athlete's lives
- Coaches provide positive experiences that mean athletes enjoy being active
- Coaches have appropriate level training in an environment of their choice

Officials

- Our officials are the best they can be at whatever level they are officiating
- Officials know and provide our customer base, with appropriate support
- The work of officials is appealing and attractive to a range of people
- Increased number of officials and recruitment of officials across a broad age range
- Our officials are well educated, professional and committed to the sport
- Our officials feel valued and are acknowledged.

Athletes

- Every athlete can get their start in athletics
- Participation in athletics improves health and wellbeing of people of all ages
- Athletics connect athlete with community and creates lasting friendships
- Athletics provides skills, experience, habit and knowledge to be active for the rest of their lives
- Athletes build the skills to be able to participate in other sports, and they can participate in athletics AND other sports
- Athletes get excited about athletics and competition
- Athletics is delivered in an engaging way, which attracts and retains children in our sport
- Every child knows how to move and can track their improvement in foundation skills

Infrastructure

- Our community members can participate in athletics anywhere - tracks, fields, stadiums, halls, schools
- Athletics is at the centre of every community, including schools
- Athletics centres and clubs are fit for purpose
- We have facilities that inspire participation in athletics across our region
- We understand the need, location and conditions needed for athletics infrastructure in our region
- Athletics infrastructure meets the needs of the growth of athletics in our region
- Every athletics venue is accessible to all
- Athletics can be delivered in every environment, including schools.

Club Development

- Every club and centre can access education, resources and support
- Club and centre officials are supported to deliver quality experiences for the athletics community
- Every club and centre volunteer has the skills needed to deliver quality experiences
- All clubs and centres comply with relevant legislation and manage their risks
- Athletes of all abilities enjoy integrated participation and competition opportunities in relevant disciplines.

