

SAMA STRATEGIC PLAN –June 2018

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1. INTRODUCTION

Founded in 1971, South Australian Masters Athletics Inc. (SAMA) was the first Veterans athletic club in Australia. Run entirely by volunteers, it caters for men and women 30 years of age and over, and provides people of varying abilities with the opportunity to participate in all forms of athletics. This may be for serious competition, to get fit or simply for pleasure and a healthy life style. All competition is conducted in an atmosphere of friendly rivalry with many events using a handicap system that encourages athletes of all ages and abilities to test and improve their own performance over time. It gives opportunity for mature people to become competitive enough to challenge and beat athletes of a similar age the world over and sometimes compete in the company of world champions and world record holders.

In summer, an evening track and field programme is held at the SA Athletics Stadium, Mile End and in winter, running and race walking events are staged on Saturday afternoons around the Adelaide area. Distances vary from 1 km to the half marathon distance. On Sunday mornings in winter a throws training programme is conducted.

In championship events, members compete in 5-year age groups. Members are also eligible, and encouraged, to compete in the Australian Masters Athletics Championships as well as international events such as the Oceania and the World Masters Athletics Championships, also in 5 year age groups.

SAMA is a member of the Australian Masters Athletics Inc. (AMA) and Athletics SA (ASA) and through them Athletics Australia (AA) – the peak body representing athletics in Australia. Through AMA, SAMA is a member of the Oceania Association of Masters Athletics (OAMA) and the international body, World Masters Athletics (WMA).

In recent years the membership of SAMA has grown considerably. To accommodate this and future growth, and meet the expectations of members, SAMA recognises the need to continually review its competition programs and adopt an increasingly professional management approach in the conduct of its affairs.

2. ROLE OF SOUTH AUSTRALIAN MASTERS ATHLETICS INC.

SAMA is the main organising body for mature-age athletics in South Australia.

In general the roles of SAMA are as follows:

1. To organise, encourage, promote and regulate athletics for mature-age South Australians.
2. To conduct annual championships for the members of SAMA (the Club).
3. To link with, and represent the interests of members to, other athletics organisations including AMA, ASA, South Australian Road Runners Club (SARRC), Walkers Club and Masters Games.
4. To liaise with Governments, and other sporting, health or other related organisations in the interest of the Club and its members.
5. To encourage members to compete at National, Oceania and World masters athletics championships and other athletics meetings.
6. To act in the interests of athletics in the context of sport generally.
7. To act in the interests of masters athletics in the context of masters sport generally.

The management and control of SAMA is exercised by the committee appointed at an Annual General Meeting. The committee consists of the President, Vice President, Secretary, Treasurer, Registrar and up to six other members. Where possible all aspects of competition are represented by members of the committee.

Key performance areas of Presidency, Secretariat Treasury and Registration are always handled by committee, but others including the following may be handled by committee members or other outside appointed officers:

- Competition – split into running, walking and field
- Awards
- Statistics
- Uniforms
- Newsletter
- Webmaster
- Social

3. SCOPE OF THE PLAN

This Strategic Plan is designed to give SAMA direction in the short to medium term (2018-2023).

This, the third Strategic Plan for SAMA (the first beginning in 2005), continues to focus on improving the effectiveness of SAMA as a basis for future development and growth of Masters Athletics. It aims to bridge the gap between where South Australian Masters Athletics is now, and the vision of where the organisation needs to be in the future.

4. PROGRESS TO DATE

Since the creation of the first Strategic Plan the operating environment for SAMA has inevitably changed. This has resulted in three categories applicable to the Objectives and Strategies originally established. Some objectives are ongoing parts of the routine management of SAMA and some are ongoing because limited progress has been made. The other two categories - detailed here are those objectives that have been completed and those that have been removed because they are no longer relevant.

Completed

Expanded range of athletic activities	Develop other athletic events or activities that might broaden the appeal of the sport, e.g. <ul style="list-style-type: none"> • Pentathlon Now offered as a Championship event • Throws Pentathlon Now offered as a Championship event • Pole vault Training now offered • Hurdles Now offered as a Championship event • Relays Relays now part of the program
Masters athletics as an integral part of the sport	Masters events have been included in the Bay Sheffield Carnival
Next Nationals in Adelaide	Successfully achieved
Proficiency in Photo finish, Wind readings etc	Now arranged with outside help
Effective use of technology in the running of championships	a) Maintain up-to-date Meet Manager - done
Recognition of outstanding performances and service of individuals	Now part of the SAMA annual program
Training groups established	Training groups are established with Peter Sandery (middle and distance) and Anne Lang (sprint and middle) and John Hamann has agreed to help any SAMA athletes with pole vault. Publish articles on coaching and training for mature-age athletes – now a regular feature
A well presented and received newsletter	d) Investigate production of the newsletter for distribution by email (by member choice), including creation of PDF reports - done
A professionally presented and maintained website	a) Create a new or enhanced website and include more information - done
A well documented history of the club	Done
A broad, balanced and diverse membership base	e) Consider reduced fees for country areas - done
A relevant and current Strategic Plan	Complete and maintained
Benchmarking	Approach interstate clubs to see how they function in key areas - done
Efficient and effective committees	d) Produce descriptions for all required roles and functions and allocate to a committee member - done
Financial sponsorship of SAMA	e) Develop a specific sponsorship package for the next Nationals in Adelaide - done
Other championships	The National 20k walk championships have been awarded by AMA for SAMA to run in Adelaide for the triennia 2016-2018 and 2019-2021.

Club History	The Club History is now readily available for download from the web site.
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Removed:

Internal team competition	Consider the establishment of 2 internal teams (based on post code?) to add a further dimension to competition No longer considered relevant.
Other championships	b) Consider whether Adelaide should nominate to host the Oceania Championships. No support
Effective use of technology in the running of championships	b) Organise training in Meet Manager or equivalent software – not required c) Consider its use in SAMA championships – no longer required
Use of marketing opportunities	Consider offering to organise City Bay run/walk clinics - now covered by others
Strong links to government health and sports organisations	Develop a dialogue with government health and sports organisations – no longer considered relevant
Links to other masters sports organisations	Investigate mutually beneficial links with masters sports organisations – no longer considered relevant
Merger with an ASA club	Investigate the pros and cons of such a merger – of no value to SAMA
Financial sponsorship of SAMA	d) Develop a specific sponsorship package for the SAMA club championships – covered by general sponsorship
Other championships	Determine whether there is support to host the National winter throwing, marathon, 20k walk or half marathon championships. The walk yes – no interest for others.
Trophies	Consider possible new trophies to reflect individuals who have significantly contributed to the success of SAMA. Not currently considered necessary
Two Jetties Fun Run	Ensure someone is willing to run this event in the future. Handed over to Adelaide Harriers

5. THE SAMA ENVIRONMENT

An analysis of the current SAMA environment has two objectives:

1. To help identify where SAMA is now, and
2. To assist in developing a strategy that will utilise the Club’s strengths, manage its weaknesses, take advantage of opportunities, and minimize the impact of any threats.

Strengths

- The sound and improved financial position of SAMA
- Well received newsletters and website
- The availability of public liability insurance via Athletics Australia
- Relatively low running costs
- The availability of a quality summer facility in a central location
- Quality equipment
- Provision of varied competition year round
- Committed volunteers
- The encouragement of participation as the essence of success
- Structured competition at state, national, and international levels in five-year age groups
- Varied competition including handicap, scratch and prize events
- The maintenance of club, national and world records
- Social contact for both competitors and officials

Weaknesses

- The increasing age of regular helpers
- The low number of accredited officials
- The limited number of members willing to take on significant tasks
- No one with strong Meet Manager or electronic finish competency
- Dependency on one particular person for computer assisted timing/recording
- Lack of succession planning for key committee and other officials
- Lower numbers of female and younger members
- Limited coaches to cater for diverse needs
- Lack of media coverage/public profile

External opportunities

- Closer relationships with other athletic bodies – ASA, SARRC and the Walkers Club
- The growth of Masters Games
- City Bay Fun Run
- The Web
- Possible access to coaching and officials

Threats

- Competition from other sports
- Competition from other athletic organisations
- As numbers grow our current courses could become difficult
- Disillusionment, burn out/ drop out of key volunteers
- Complacency

6. MISSION STATEMENT

SAMA is committed to the development, promotion and enjoyment of athletics for the over 30s as a healthy competitive community activity.

7. VISION

A professionally run organisation that represents Masters Athletics throughout the State by providing, and supporting participation in, a variety of well organised competitive and recreational opportunities.

8. ORGANISATIONAL GOALS

In support of its Mission Statement and Vision, SAMA has developed the following goals for the organisation:

- Maximum enjoyment for members by organising well run and varied competitions
- A high and consistent standard of officiating and coaching.
- Widespread participation in local, national and international athletic events
- Effective management capacity and structure to support competition activities
- Long term financial viability
- A positive image of masters' athletics amongst the general public, and sporting and business communities

These goals are collected under the broad categories of The Sport, Communications and Marketing, and Business Performance.

To achieve SAMA's organisational goals - objectives and strategies have been developed for each identified key performance area. From these, detailed plans including key performance indicators can be developed.

9. OBJECTIVES AND STRATEGIES

9.1 THE SPORT

9.1.1 STANDARD COMPETITION

Objective	Strategy
9.1.1.1 Dynamic and entertaining competition	Monitor membership to determine what is required to more efficiently run competition and cater for the majority of members
9.1.1.2	Maintain a strong first aid presence at all competitions
9.1.1.3 Expanded range of athletic activities	Develop other athletic events or activities that might broaden the appeal of the sport, e.g. <ul style="list-style-type: none"> • Pole vault • Steeplechase • Hurdles
9.1.1.4 New winter courses	Investigate options for new winter competition with parking, toilets and open areas suitable for mass starts
9.1.1.5 Professionally run championships	a) Ensure sufficient skilled and qualified officials/volunteers b) Ensure best use of technology c) Ensure all necessary equipment is available
9.1.1.6 Masters athletics as an integral part of the sport	Encourage the inclusion of key masters events at state open athletics carnivals and Grand Prix meets – liaise with ASA

9.1.2 NATIONAL AND INTERNATIONAL CHAMPIONSHIPS

Objective	Strategy
9.1.2.1 High participation levels at National (and International) championships	a) Advertise and promote the National championships in newsletters and at competition b) Appoint a Team Manager to coordinate the SAMA team at National masters competitions c) Promote social elements of National and International championships, not just the elite aspects
9.1.2.2 Uniform wearing at championships	a) Ensure athletes are aware that state uniforms are required at National championships, and Australian uniforms at international competitions
9.1.2.3 Next Nationals in Adelaide	Planning is required to start in 2022

9.1.3 TECHNICAL ASPECTS OF THE SPORT

Objective	Strategy
9.1.3.1 Increased understanding of the technical aspects of the sport	a) Educate members and officials in relation to the technical aspects of the sport and equipment <ul style="list-style-type: none"> • Periodically publish examples of rules in the newsletter • Disseminate technical and other changes to athletes and officials via the newsletter
9.1.3.2 High quality equipment	Maintain a full range of required equipment <ol style="list-style-type: none"> a) Ensure all equipment is in good repair b) Periodically recolour code all necessary equipment and relabel SAMA
9.1.3.3 Competition computer aid	<ol style="list-style-type: none"> a) Continue development of programme b) Provide documentation and training in the use of the programme c) Ensure sufficient numbers of people are capable of running the computer program d) Train a non-competitor in the use of the winter tablet system
9.1.3.4 Technology	Investigate all areas of technology that could improve our ability to deliver the athletics program

9.1.4 AWARDS

Objective	Strategy
9.1.4.1 Awards	Maintain a strong evaluation of members for the annual awards.

9.1.5 RECORDS

Objective	Strategy
9.1.5.1 Recognition of club, Australian and International performances	<ol style="list-style-type: none"> a) Track and record SAMA performances at local, National, OAMA, WMA championships and Masters Games National and World Championships b) Maintain an electronic database of past and current records for both SAMA and other SA masters age athletes c) Issue certificates for all new records d) Ensure records are regularly updated on the web site

9.1.6 TRAINING and COACHING

Objective	Strategy
9.1.6.1 Training groups established	<ol style="list-style-type: none"> a) Nominate a Training/Coaching Coordinator position to foster training/coaching groups b) Encourage or provide incentives for members and others to become qualified coaches c) Establish a list of accredited coaches who are willing to coach SAMA members d) Hold regular coaching and skills development clinics and seminars e) Determine who is willing and arrange times and venues for training/coaching <ul style="list-style-type: none"> • Walks • Throws • Jumps (other than pole vault) f) Ensure any coaching is covered by insurance
9.1.6.2 Coaching accreditation suitable for masters athletes	a) Liaise with Australian Track & Field Coaches Association (ATFCA) for their help in establishing a coaching category for masters and accredited coaches for mature-age athletics

9.1.7 OFFICIALS/JUDGES/VOLUNTEERS

Objective	Strategy
9.1.7.1 More qualified and experienced officials	a) Advocate including masters championships as key events on the officials calendar b) Negotiate access for masters athletes/officials to undertake Athletics Australia's officials courses c) Recruit officials and volunteers as part of broader recruitment for members d) Train members to become officials e) Investigate incentives for non-competing members and members' partners/friends, etc to become officials
9.1.7.2 Greater appreciation of officials and volunteers	a) Raise the awareness of the role and importance of officials and volunteers amongst members b) Identification of the skill/qualification level of officials for easy recognition by athletes (e.g. SAMA polo shirts, officials' badges or pins)

9.2 COMMUNICATION AND MARKETING

9.2.1 COMMUNICATIONS

Objective	Strategy
9.2.1.1 A well presented and received newsletter	a) Encourage members to contribute to the newsletter (including letters to the editor) b) Include profiles of prominent members c) Continually monitor style and presentation d) Investigate the pros and cons of producing the newsletter monthly
9.2.1.2 A professionally presented and maintained website	a) Consider use of the website for on-line championship entry b) Produce a manual for maintaining the site and uploading information, including the training of individuals in its use
9.2.1.3 The history of the club	Continue to consider options for print, distribution and/or sale
9.2.1.4 Text communication	Investigate the use of SMS messages to the SAMA membership for important notifications

9.2.2 MARKETING

Objective	Strategy
9.2.2.1 A sound external image of SAMA and masters athletics	Develop a Marketing and Public Relations Plan that: <ul style="list-style-type: none"> • Identifies market audiences – the media, non SAMA athletes such as fun runners, other sports and the wider community • Identifies the opportunities and benefits of the sport – competition, social, health and ability to cater for all physiques and skill levels • Raises awareness that physical activity assists in the management of many chronic conditions such as arthritis, diabetes and osteoporosis • Indicates an opportunity to compete/exercise with children/grandchildren • Investigates whether the provision of a crèche would enhance the membership of potential younger members
9.2.2.2 A greater awareness and profile of SAMA in the media	a) Media liaison officer appointed b) Prepare press releases in relation to major events and championships with photographs where appropriate

<p>9.2.2.3 A broad, balanced and diverse membership base</p>	<p>a) Formulate a Recruitment Plan that:</p> <ul style="list-style-type: none"> • Targets areas of membership imbalance –young and female • Develops a generic new member’s kit • Includes a new coloured professional flyer • Undertakes targeted advertising and promotion at the City Bay, other fun runs, and through masters games promotional material <p>b) Negotiate with ASA for access to mature-age athletes in clubs and work towards automatic SAMA membership once an Open Athlete turns 35 (30)</p> <p>c) Consider reduced memberships for over 30’s members of ASA, SARRC, Glenelg Runners etc.</p> <p>d) Consider reduced fees for early renewal of memberships</p> <p>e) Ensure members who do not appear for a while are contacted.</p>
<p>9.2.2.4 Retention of masters athletes, officials and volunteers</p>	<p>a) Develop a reporting template for following up and reporting on reasons for non-renewal of membership</p> <p>b) Develop actions that address the key reasons for leaving SAMA, or not participating</p>

9.2.3 SOCIAL

Objective	Strategy
<p>9.2.3.1 Dinners</p>	<p>Continue to select varied locations for regular dinners</p>
<p>9.2.3.2 Weekend Away</p>	<p>Maintain varied locations fore this annual event</p>
<p>9.2.3.3 50 Year Anniversary in April 2021</p>	<p>Develop a sub-committee to investigate options</p>
<p>9.2.3.4 Social Interaction</p>	<p>Acknowledge and maintain the importance of social interaction in all SAMA activities.</p>

9.2.4 LINKS

Objective	Strategy
<p>9.2.4.1 Mutually beneficial relationships with other athletic organisations</p>	<p>a) Ensure proactive SAMA representation and participation on relevant AMA and ASA committees</p> <p>b) Investigate links to SARRC etc</p>

9.3 BUSINESS PERFORMANCE

9.3.1 LONG TERM POSITION OF SAMA

Objective	Strategy
<p>9.3.1.1 A State role for SAMA</p>	<p>a) Determine the level of participation of athletes of masters age throughout the state</p> <p>b) Consider SAMA developing into a true State body</p> <ul style="list-style-type: none"> • SAMA as an umbrella body with affiliated clubs and members in Adelaide, Mt Gambier, Port Pirie, Port Augusta, Port Lincoln, the Riverland, Whyalla, Roxby Downs and Murray Bridge
<p>9.3.1.2 A competitive ASA club</p>	<p>Negotiate with ASA to maintain favourable fees for SAMA members in open competition</p>

9.3.2 ADMINISTRATION

Objective	Strategy
9.3.2.1 Organisational governance of a high order	a) The Constitution and By-Laws are reviewed annually for relevance, appropriateness and legality b) Maintain an efficient membership database
9.3.2.2 Efficient and effective committees	a) Committee performance and activities are reported and internally reviewed b) Develop succession planning for key SAMA committee positions and consider deputy positions c) Actively recruit specific people rather than just willing helpers d) Investigate establishing sub-committees of general members reporting to each committee member e) Maintain current job descriptions

9.3.3 UNIFORMS AND OTHER MERCHANDISE

Objective	Strategy
9.3.3.1 Distinctive modern uniforms and merchandise	a) Periodically review suppliers to ensure a cost effective, best looking uniform b) Ensure that changes to uniforms are evolutionary and consistent with previous styles and colours c) Investigate good quality, fashionable, appropriate products available at reasonable cost <ul style="list-style-type: none"> • Polo/ T-shirts • Shorts • Hats • Badges/Pins, Water bottles etc

9.3.4 FINANCIAL MANAGEMENT

Objective	Strategy
9.3.4.1 Long-term financial viability	a) Monitor self-funding activities – membership fees, merchandising, competition fees, etc. b) Investigate and develop all revenue sources, including State Government funding, fundraisers of various types, sponsorship and grant options
9.3.4.2 Transparent, and accountable financial management	a) Preparation of an annual budget b) Reporting of income/expenditure on a monthly basis
9.3.4.3 On-line membership capability	Investigate the cost and practicality of on-line payment facilities

9.3.5 SPONSORSHIP

Objective	Strategy
9.3.5.1 Financial sponsorship of SAMA	a) Consider companies that could become a SAMA sponsor and maintain a package for sponsors that will indicate what SAMA could potentially provide in return for funding or other support. b) Maintain sponsorship for the Bay Carnival

10. OPERATIONAL PLAN PROPOSAL

The following items of the strategic plan are to a large degree covered by the routine management of SAMA. Individuals responsible should bear the plan contents in mind when carrying out their duties.

- 9.1.1.1 Dynamic and entertaining competition
- 9.1.1.2 A strong first aid presence at all competition.
- 9.1.1.4 New winter courses
- 9.1.1.5 Professionally run Championships
- 9.1.2.1 High participation levels at National (and International) championships
- 9.1.2.2 Uniform wearing at championships
- 9.1.3.1 Increased understanding of the technical aspects of the sport
- 9.1.3.2 High quality equipment
- 9.1.3.3 Competition computer aid
- 9.1.3.4 Technology
- 9.1.5.1 Recognition of club, Australian and International performances
- 9.2.1.1 A well presented and received newsletter
- 9.2.1.2 A professionally presented and maintained website
- 9.2.1.3 The history of the Club
- 9.2.3.1 Dinners
- 9.2.3.2 Weekends away
- 9.3.2.1 Organisational governance of a high order
- 9.3.2.2 Efficient and effective committees
- 9.3.3.1 Distinctive modern uniforms and merchandise
- 9.3.4.2 Transparent and accountable financial management

Proposed Operational Plan (2018/23)

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|-------------------------------------|---|
| 9.1.1.4 New winter courses. | With parking becoming an increasing problem investigating new courses is very important |
| 9.1.2.3 Next Nationals in Adelaide. | Planning required to start in 2022 |
| 9.1.3.3 Competition Computer Aid. | Train sufficient numbers of people to run the system and ensure the User documentation is up to date.
Train a non-competitor in the use of the winter tablet system |
| 9.2.1.4 Text Communication. | Investigate the use of texting to the SAMA membership for important notifications. |
| 9.2.2.3 Membership. | Negotiate with ASA to work towards automatic SAMA membership once an Open Athlete turns 35 (30) |
| 9.2.3.3 50 Year Anniversary | Investigate options for the April 2021 event |
| 9.3.3.1 A State Role for SAMA | SAMA as an umbrella body with affiliated clubs and members in Adelaide, Mt Gambier, Port Pirie, Port Augusta, Port Lincoln, the Riverland, Whyalla, Roxby Downs and Murray Bridge |
| 9.3.2.2 Succession Planning | Develop succession planning for key SAMA committee positions and consider deputy positions |

Appendix 1 – Organisational Chart

