

HEADING	RECOMMENDATION	%	9-Jun-15	%	20-Oct-15
1 Strategic Forums	<p>REC 1: AA must hold two forums (a strategic forum and a coaching forum) within the next six months as the centrepieces of a stakeholder engagement plan.</p> <p>These forums must build momentum and support for AA through a clear plan of engagement. They will also need to lead to ongoing high levels of engagement beyond the six months and to an associated solid foundation of trust. This engagement plan must include direct strategies with MAs, ATFCA, SIS/SAS, ASC, LAA, Masters, Pro League and Park Run, to drive greater exposure with sponsors, broader government, fans of athletics, and mass running promoters. This will begin to address the current lack of engagement between AA and its stakeholders</p>	15	<p>9 Jun: AA has begun work with Member Associations (MAs) and other key stakeholders to develop a 10-year vision for Athletics in Australia. A series of themes for discussion are being developed, with coaching being one. These themes will be the basis of a 'conversation' with the wider athletics community.</p> <p>Feedback on what success should look like for the sport in 10 years will be gathered, mainly through a series of workshops, either specifically arranged or held in conjunction with other meetings, and through social media and an on-line portal. Recognising that this the beginning of an on-going engagement, this initial process will continue until September 2015.</p> <p>Armed with this feedback and other inputs, AA, its MAs and other stakeholders will develop a vision for Athletics in Australia and a Rolling Strategic Plan (RSP) that will then be tested with stakeholders and the broader athletics community. The draft RSP will be available by December 2015 and finalised by March 2016.</p>	55	<p>20 Oct: Extensive consultation since March 2015. Draft Vision for the Sport of Athletics in Australia shared with Member Associations and Little Athletics at workshops, Joint Management Group and MA Presidents Meeting in mid September.</p> <p>Consultation meetings to test Vision and identify strategic priorities being locked in during October and November in each state and territory. Consultation to be completed by AA AGM on 27th November.</p> <p>Consultation meetings will involve a wide range of stakeholders including coaches, officials, administrators, clubs committee members, sponsors, funding partners and athletes.</p> <p>Specific consultation meetings to be held with LAA and Australian Masters in October.</p>

<p>2 Vision and Strategic Plan</p>	<p>REC 2: AA must analyse, review and refine its vision and key overarching strategies for both the immediate term between now and the Rio 2016 Olympic Games (Rio), and also post-Rio. This will require input from all key stakeholders, at the strategic forum as well as through input received before and after this forum. The vision and strategy should reflect Athletics as a 'foundation' physical activity as well as a forefront brand of Australian sport.</p> <p>This vision must accelerate progress towards a ONE SPORT future.</p> <p>AA management and each of its departments, in close consultation with relevant key stakeholders, must then produce costed and budgeted business and operational plans for the next three years.</p> <p>The Strategic Plan and costed and budgeted Operational Plans must then be reviewed and refined post Rio.</p>	<p>14</p>	<p>9 Jun: AA will continue to develop its high performance program in the lead up the 2015 World Championships and Rio 2016. The short-term focus will be on optimising the support for the teams of athletes selected to represent Australia at these two major competitions.</p> <p>AA will develop and communicate a longer-term high performance vision and strategy as part of the process being put in place under Recommendation 1.</p> <p>AA broadly agrees with the positioning of Athletics being a 'foundation' physical activity. AA supports the ONE SPORT concept, recognising that this does not necessarily mean one organisation. AA will work closely with the various stakeholders in achieving this.</p> <p>A Budgeted Operations Plan (BOP) for 2015/16 will be available by the end of June 2015. This BOP will cover recommendations from both the Glasgow Review and the IRAA. The RSP, developed as part of response to Recommendation 1, will be the basis for the BOP from 2016/17 onwards.</p>	<p>40</p>	<p>20 Oct: Draft Vision developed for consultation. Process for development of the strategic plan and on-going planning system under consideration with ASC support.</p> <p>Plans in place to further engage staff and MAs in the strategic planning process prior to AA AGM in late November and new Board during a workshop in early December.</p> <p>Availability of draft RSP by February 2016.</p>
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<p>3 Board Performance Review</p>	<p>REC 3: AA must undertake a detailed and independent Board performance review, supported by the ASC, within the next three months to identify skill gaps and required structural and procedural improvements.</p> <p>Within six months this performance review will be used as the basis for Board rejuvenation, with a minimum of two of the existing nine Board Members to be replaced by new Board members who can provide a new level of independence, crucial Board experience and needed skills.</p> <p>The Board review must include an assessment of the Chair as AA needs a Chair who is able to drive positive cultural change, commercial growth, lead the organisation towards the ONE SPORT objective and gain business and media support for athletics.</p>	<p>10</p>	<p>9 Jun: A Board Performance Review (BPR) was already under discussion before the commissioning of the IRAA. It was agreed that this should be delayed pending the recommendations from the IRAA.</p> <p>The ASC has committed to support the BPR. The Tender process for the BPR is now underway, with the consultant to be decided jointly by the ASC and AA. The independent consultant will attend the AA Board Meeting in early June 2015. The Review will be complete by early September 2015.</p> <p>Noting particularly that a number of directors are reaching their 'normal' maximum term in October 2015, the AA recognises the benefits of the BPR generally but particularly in identifying skills gaps and therefore the experience that will be sought in any new directors.</p> <p>AA entirely rejects the final paragraph of this recommendation. All directors will be involved in the BPR. It is not appropriate to predetermine the outcome of the review within the recommendation itself.</p>	<p>85</p>	<p>20 Oct: Independent Board Performance Review commissioned in June with financial support from ASC. Draft report considered by Board on 20th September. Final version circulated to directors in early October. Board considering summary version for circulation to stakeholders on 20th October.</p> <p>Individual reports, based on 360 degree review and other feedback, provided to directors with offer of individual debriefs.</p> <p>Suggested changes to Board Governance Policies to be considered for adoption on 20th October. Plan for implementation of other recommendations considered by new Board during workshop in early December.</p> <p>Board Review used to inform skills required amongst new directors to be recommended for nomination in November 2016.</p>
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4 Reporting Systems	<p>REC 4: AA must establish appropriate reporting mechanisms for its interim and longer term strategic and operational plans.</p> <p>This must include greater accountability on senior management, specifically the CEO, reporting to the Board directly on performance of the strategic and operational plans as opposed to through committee structures.</p> <p>Reporting of performance against key planning documents must be included in detail in the AA Annual Report, and in summary through a regular reporting mechanism with the MAs and key stakeholders.</p> <p>Given the critical need to streamline AA governance arrangements, an immediate audit of all AA committees must be undertaken by the interim CEO. Only those AA committees serving a genuine strategic purpose are to be retained, following a review of their purpose, terms of reference and composition. This review should include a focus on each committee's governance arrangements to ensure they are consistent with ASC standards.</p>	16	<p>9 Jun: AA fully supports this recommendation. Both the BOP (from June 2015) and the RSP (from June 2016) referred to above will include performance measures and reporting mechanisms for the CEO and senior managers. The Annual Report for 2015/16 will be written against the BOP and the 2016/17 Report against the new RSP.</p> <p>Reporting mechanisms to MAs and other key stakeholders are being incorporated. The BOP will be available in July 2015 and the first quarterly report in October 2015.</p> <p>The shortcomings of the current committee structure (not the committee members and their activities) have already been recognised. The BPR being undertaken at Recommendation 3 will incorporate a review of the committee structure and the terms of reference of the various committees. The Board is also considering a set of principles relating to committees.</p> <p>It is noted that the current ASC Mandatory Sports Governance Principles stipulate that an NSO has an Audit and Risk Committee and Nominations</p>	25	<p>20 Oct: KPIs for CEO and Senior Managers in place, but with further refinement of Senior Manager KPIs required.</p> <p>Reporting systems being considered as part of work on new strategic plan. Plan will contain agreed measures for all bodies involved in delivering 'one sport'.</p> <p>2016/17 Operations Plan to be developed from Strategic Plan in second 1/4 of 2016. Ops Plan to contain detailed reporting system.</p> <p>Board Committee Policy considered and adopted in principle by Board in late May. Committee review undertaken as part of the Independent Board Review. Recommendations to be taken forward from Review.</p> <p>Audit and Risk and Nominations Committee continuing to operate in line with organisational requirements.</p>
5 Risk Management Plan	<p>REC 5: AA must develop and implement a risk management plan, with a review following each Major Championship.</p> <p>The risk management plan must be communicated to all key stakeholders, and the AA Board, on the advice of its Risk and Audit Committee, must communicate clearly any instances where the plan has been modified along with justification for doing so.</p>	30	<p>9 Jun: The ASC is currently providing support to AA in this area. A risk management plan has been developed and is being considered by the AA Audit and Risk Committee prior to a recommendation to the Board.</p> <p>AA is looking at ways to fully integrate risk management into its planning processes, rather than it being considered a standalone activity.</p>	75	<p>20 Oct: Risk Management Plan adopted by Board on 20th September. Risk Schedule now being populated. Risk management being integrated into new planning systems as developed. Process of communication being considered as part of roll out.</p>

6 Management Restructuring	REC 6: Following the development and adoption of the new Strategic Plan, the Board of AA must empower the CEO to restructure the business so it can directly address its most important strategic challenges, implement the appropriate structures and employ staff with the skills to address the strategic needs of the sport. Simultaneously, the Board must create the operational environment for the CEO and staff to achieve the strategies set out in the plan by providing appropriate leadership through the CEO.	40	<p>9 Jun: A review of the structure of the business following the adoption of the new RSP is appropriate. However, it is clear that there are some business functions, such as commercial, that need to be addressed notwithstanding the detail of the new RSP. Indeed, the new RSP should be developed at least partly through a 'commercial lense'.</p> <p>Accordingly the CEO is making recommendations to the Board on the restructuring the business in two phases, one immediately and the other once the RSP is adopted and the strategic priorities are clear.</p> <p>In February the Board agreed a set of governance policies to help ensure that the appropriate environment exists for the CEO and Senior Management Team to deliver the strategies once agreed.</p>	90	<p>20 Oct: Recommendations for restructuring accepted by Board in June 2015. GM, People and Culture and GM, Commercial and Growth recruited. Some further staff changes and restructuring has occurred as a result of the initial changes.</p> <p>Governance policies reviewed as part of Independent Board Review under recommendation 3. Changes to be considered by Board at meeting in October 2015.</p>
7 HR Tools and Policies	REC 7: The CEO must lead the adoption of appropriately sophisticated human resource management tools and policies to enable the business to effectively manage its staff and provide the expected levels of staff accountabilities to the organisation.	20	<p>9 Jun: The RSP and BOP are being developed to incorporate an organisation wide performance management system. From July 2015, performance indicators for staff will be set based on the outcomes of the agreed plans, commencing with the 2015/16 BOP.</p>	40	<p>20 Oct: Limited performance indicators in place with emphasis on development of new strategic plan and associated processes. Immediate priorities clear to all staff.</p> <p>CEO KPIs developed and agreed for 2015/16 despite absence of functional strategic plan. CEO KPIs reviewed quarterly.</p> <p>Policy group established, document register developed, policies being established/reviewed for consideration and approval.</p>

8 Performance Management	REC 8: The Strategic Plan and aligned, costed and budgeted Operational Plan, adopted from Recommendation 2 must provide direct accountability to individuals' activities in the organisation. As a result of this planning, staff (in particular senior management) must then be performance managed in line with these plans to ensure the sport achieves its desired goals.	10	9 Jun: See comments under Recommendation 7 above.	40	20 Oct: See 7 above
9 Brand Refresh	REC 9: Athletics must develop a vibrant, relevant and valued brand for the sport built on a strong understanding of what the sport offers and what the customers, fans, participants, members and stakeholders want from the sport as a brand. The resulting brand architecture must inform all of athletics' marketing, communications and property management enabling the sport to attract investment from government and the corporate sector.	6	9 Jun: The Athletics brand position and architecture will be reviewed once the 10-year vision for the sport is agreed and the RSP finalised. The process undertaken to develop the vision and RSP will inform the brand review.	40	<p>20 Oct: Consultation on brand values taking place during discussion on vision at strategic forums under 1 and 2 above.</p> <p>Athletics is set apart from other sports because it is:</p> <ul style="list-style-type: none"> Fundamental Simple Healthy Lifestyle Global <p>Athletics has millions of people attracted to participate because it is:</p> <ul style="list-style-type: none"> Engaging Relevant Appealing Contemporary Accessible Inclusive <p>Athletics has a significant public audience because it is:</p> <ul style="list-style-type: none"> Entertaining Compelling Authentic Excellent Extraordinary Inspiring <p>Athletics as a sport is:</p> <ul style="list-style-type: none"> Unified

10 Commercial Development	REC 10 : AA, MAs and key stakeholders must begin to build a suite of commercially driven properties that provide a high level of value to the corporate sector. These properties must be informed by detailed consumer research and provide innovative solutions leading to more diverse revenue sources for the sport.	20	9 Jun: An individual with a strong commercial acumen will be recruited to the AA Senior Management Team at the earliest opportunity to assist in the development of new products and drive new sources of revenue. This individual will contribute to the development of the RSP that will highlight appropriate properties. A number of specific initiatives are already under consideration and some research has been undertaken to better understand consumer demands.	33	20 Oct: GM, Commercial and Growth, will strong commercial acumen recruited in June following management restructuring at recommendation 6. above. Commercial propositions for existing and new products under development. Go to market strategy involves repositioning of athletics include brand refresh. GM,C&G closely involved in development of strategic plan, recognising need for this function to remain focused on operational imperatives at the same time.
11 Financial Strategies	REC 11: AA must develop financial strategies that create growth in the sport through targeted investment. These strategies must also achieve growth in participation, commercialisation and improved results at the HP level of the sport. These financial strategies must be included in the costed and budgeted Operational Plans.	10	9 Jun: AA must develop financial strategies that create growth in the sport through targeted investment. These strategies must also achieve growth in participation, commercialisation and improved results at the HP level of the sport. These financial strategies must be included in the costed and budgeted Operational Plans.	10	20 Oct: Significant work underway in development of commercial properties, under direction of GM, Commercial & Growth. Financial strategies to be articulated out of RSP process.

<p>12 Coaching Development</p>	<p>REC 12: The coaching forum in Recommendation 1 must be used as a catalyst for clearly defining roles and responsibilities in coaching oversight and support, and a clear delineation between the three components of a coaching framework: accreditation, professional development, and HP.</p> <ul style="list-style-type: none"> • Coaching accreditation will remain the responsibility of AA, but AA must work with ATFCA to reach agreement on the consolidation of all existing and proposed accreditation, including content, resources, delivery arms and methods, as well as schedules. There can be no dual accreditation offering by ATFCA beyond 2015. • AA must dedicate sufficient resourcing to appropriately deliver coaching accreditation, or look to outsource it. Any AA outsourcing should consider using ATFCA as a delivery arm, but AA must retain full control of intellectual property and quality assurance. • Coaching professional development, support and creating a coaching profession will be the province of ATFCA. ATFCA will provide a business plan for AA's consideration, outlining how it will deliver services to all AA coaches to assist them in 	<p>15</p> <p>9 Jun: Prior to any discussion defining roles and responsibilities in coaching, the 'who will do what', there must first be agreement on 'what needs to be done'. Coaching will be one of the themes discussed in developing the 10-year vision and responsibilities will then be clarified in the RSP.</p> <p>At least one representative of the ATFCA will be a member of the Working Group that coordinates the 10-year vision for Coaching. AA and the ATFCA will be take into account the detail of this recommendation when developing the RSP for Athletics in Australia.</p> <p>Coaches are critical to the success of Athletics at all levels. At the earliest opportunity, AA will recruit a Manager, People and Culture (or similar title). One of their key responsibilities will be to develop the way in which Athletics identifies, recruits, educates, develops, recognises and rewards our coaches.</p>	<p>20</p> <p>20 Oct: AA is working more closely with the ATFCA, as evidenced by support for and participation in recent ATFCA Coaching Congress.</p> <p>Various coaching groups, including the ATFCA, are to be engaged via RSP development process. Anticipated that strategies for coach development will be a component of RSP and Operational Plans.</p> <p>Despite the success of their Congress, the ATFCA report they are at a critical point, with membership and revenue declining. Given this and rather than waiting until the vision and RSP is complete, as originally intended, a plan is being developed that focuses on the possible future role of the ATFCA in coaching generally and in coach development in particular.</p>
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13 Officials Framework	<p>REC 13: AA must complete the Officials Development Framework once it has a new Strategic Plan in place. This framework must give clear direction to increasing the numbers and experience of officials and provide guidance of how officials fit into the overall growth strategies for the sport.</p> <p>As a support to this framework the AA participation plan must address the following issues:</p> <ul style="list-style-type: none"> • courses • continuing professional development • resource materials • competition schedules • selection criteria for major competitions • uniforming 	20	<p>9 Jun: AA must complete the Officials Development Framework once it has a new Strategic Plan in place. This framework must give clear direction to increasing the numbers and experience of officials and provide guidance of how officials fit into the overall growth strategies for the sport.</p> <p>As a support to this framework the AA participation plan must address the following issues:</p> <ul style="list-style-type: none"> courses continuing professional development resource materials competition schedules selection criteria for major competitions uniforming 	75	<p>20 Oct: The Australian Athletics Officials' Education Scheme (AAOES), a joint initiative of Athletics Australia and Jetstar Little Athletics Australia, providing a seamless and transparent education pathway for Australian Athletics Officials has been finalised and launched.</p> <p>The systems of recognition and reward requires further focus. These issues will be taken forward in the new vision and strategic plan.</p>
14 High Performance Plan	<p>REC 14: The HP Director is to review the current HP Plan and then spend time educating and delivering clear answers for all athletes, coaches, SSSM providers, SIS/SAS, and other relevant stakeholders around their roles and expectations in delivering this plan.</p> <p>Key elements to be addressed will include:</p> <ul style="list-style-type: none"> • Athlete and coach support, specifically explanation around NASS and other forms of support available and the criteria for receiving such support • Investment and resourcing in SSSM and what is required to achieve objectives • Competitions – specifically the program for the domestic and national series, and the international program through each of the Youth, Junior, u23 and open age categories • Measures of accountability. 	10	<p>9 Jun: The review of the current HP Plan is dealt with under Recommendation 2 above. The specific points in this recommendation are noted but the review will be comprehensive and cover all parts of the HP program.</p> <p>A new High Performance Advisory Group, established following recommendation 10 of the Glasgow Review, will be in place by July 2015 and will add significant value to the HP review.</p>	20	<p>20 Oct: The HP Plan for 2017 to 2020 is under development. Initial discussion on the draft plan will be held with the AIS on 17th November prior to a detailed presentation to the Board. The plan will be consistent with the vision that highlights a need for:</p> <ul style="list-style-type: none"> - a focus on development programs for coaches and technical support personnel - a 'no stone unturned' approach to preparing and supporting Australian Teams - increased participation and a comprehensive pathway, increasing the pool of potential athletes - the development a team culture where success at international level is the key driver - a strategy complemented by bids to host IAAF Juniors, Relays and World Champs <p>The Board has approved the Terms of Reference for the new HP Advisory Group.</p>

<p>15 High Performance Culture</p>	<p>REC 15: In reviewing and refining the HP Plan, the HP Director must articulate how AA will develop a leading edge HP culture. This will require stated positions on the:</p> <ul style="list-style-type: none"> • relationship between an athlete’s personal coach and an Event Coach • potential movement of athletes if required, from their personal coach to a centralised training program • role of training pods/hubs • priorities for the 2015 World Championships and 2016 Rio Olympic Games • management of unexpected emergence of elite talent (e.g. current junior male sprinter and similar cohorts) will be program managed over future Olympic cycles • coordination with SIS/SAS to maximise use of finite resources • selection criteria for coaches, team management and SSSM staff for major events • benchmarking as outlined in the Glasgow Review Report. 	<p>10</p>	<p>9 Jun: If the ONE SPORT model is to become a reality, whilst it can be delivered by separate organisations, it will be much easier to achieve if the various organisations involved are a good cultural 'fit'. Thus it is essential to develop a sport wide culture. The HP culture should be a manifestation of the culture of broader Athletics community. Again the Manager, People and Culture will play a key role in this area.</p> <p>Whilst it is necessary to have stated and documented positions and policies as recommended, and these will be put in place, this will only be a part of developing the required culture.</p>	<p>20</p>	<p>20 Oct: Whilst some changes have been made to the systems and processes that have had a limited impact on HP Culture, much of the planning for 2017 is being done view to the development of a stronger 'team culture' in athletics in mind.</p> <p>As an important start to the change needed, a workshop is being planned for the day following the Australian Athletics Championships (AAC) in Sydney in early April 2016. This will be preceded by the Annual Athlete of the Year Awards to which all athletes at the AAC will be invited to attend, together with family and friends. The full program is under development.</p> <p>The plan for cultural change will be tested with the overall HP Plan being developed for discussion with the Board and AIS.</p>
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<p>16 Little Athletics Relationship</p>	<p>REC 16: The sport of athletics must begin the process of aligning its delivery systems by adopting nationally driven products and programs of quality and consistency. To achieve this AA along with LAA must also bring together both AA and LAA Member Associations along with their clubs and centres as the grassroots delivery agencies of their respective current and new product lines. These products must have clear connection and provide best practice in participant delivery irrespective of any notional ownership.</p> <p>This alignment of the system must also lead to an environment where children and their parents are well informed and encouraged to seek out adequately designed and delivered products which directly address the transition and retention issues currently experienced across the entire athletics landscape.</p> <p>To enable this alignment AA, LAA and their respective MAs must work towards the vision of ONE SPORT to ensure sustainable growth of the sport, as these stakeholders are accountable for the entire athletic pathway.</p>	<p>17</p> <p>9 Jun: This process is already underway, both formally, through the Joint Athletics Management Committee, on which both AA and LAA are represented at national and state level, and informally at all levels.</p> <p>There have already been discussions around existing and new products. AA, LAA and other stakeholders will all be involved in the development of the 10-year vision for Athletics in Australia. It is anticipated that this vision will provide the broad framework, clarity around existing offerings and the types of new products that will be required over time.</p> <p>The 10-vision will aim to deliver on the ONE SPORT matra. It is recognised that ONE SPORT does not necessarily mean one organisation delivering all aspects. Alignment will be key in this process, not merger or takeover!</p>	<p>30</p> <p>20 Oct: Many of the matters impacting AA and LAA are being addressed in the consultation process underway relating to recommendations 1. and 2.</p> <p>LAA has been engaged through their state executive officers, Board and the AA/LAA Joint Management Group. Many of the consultation meetings throughout October and November will involve joint meeting of the MA and LAA state boards. The development of a new MoU is underway.</p> <p>Key issues are around the age range of the Little Athletics offering and the development of a clear pathway; removal of the current duplication of events; and age cut off dates.</p>
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