



STRATEGIC AND OPERATIONAL PLANS

2017 - 2020

“GROWING OUR OWN TIMBER”

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PRESIDENT'S MESSAGE



Our organisation has been through much change and development within the period of the last strategic plan (2012 – 2016). As we continue to promote the highest standards of professionalism, in an increasingly challenging sporting environment, it is important to review our accomplishments while charting the development of the organization and the sport in the coming four years.

This Strategic Plan seeks to complement and extend the work conducted by the National Association of Athletics Administrations of Trinidad and Tobago (NAAATT) during the last plan period. As the representative body for athletic disciplines in Trinidad and Tobago, the association will seek to effectively coordinate the work of clubs, schools, universities and other stakeholders. While NAAATT has the jurisdiction relative to the participation of Trinidad and Tobago athletes at national, regional and international competitions; it will seek to do so in a transparent, professional and unbiased manner.

We will continue to effectively manage the sport and supporting activities, including: Coaching; Competition / High Performance; Community and School Sport; Finance and Administration and; Marketing and Commercial activities.

We will also continue in collaboration with partner member clubs to work to attract and retain members. One of the major challenges in growing the sport is the capability of clubs to:

- Welcome and service new members
- Design and deliver new programs
- Attract volunteers in sufficient numbers
- Access the necessary infrastructure, and
- Provide necessary supporting resources such as coaches, officials and access to facilities.

During the period 2012 – 2016, athletics has seen an increase of athletes achieving qualifying standards and becoming finalists by 25%. We developed a four-year development plan for the sport and were recognized as the leading sport

organization by the First Citizens Sport Foundation Awards for three out of five years. In the area of marketing, we have restructured product opportunities in a number of areas, including team uniforms, awards, product association merchandising and a newly redesigned web platform.

Some of our challenges included the establishment of an integrated pathway as well as effectively responding the dynamic requirements for athlete welfare. We are committed to addressing these areas within the next plan period.

It is good management practice to develop a strategic plan; charting our way forward. This strategy is not cast in stone. It recognises that the environment, both internally and externally, is dynamic and as such we are committed to continuously reviewing our performance as NAAATT moves towards achieving our collective vision and goals.

I look forward to working with the Board and Management and with all our stakeholders in the implementation of this plan as we seek to excel in every aspect of our activities; from mass participation to elite athlete performance.

President NAAATT

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INTRODUCTION AND BACKGROUND

NAAATT is the governing body for the sport of athletics in Trinidad and Tobago. Its membership includes; Clubs, Associate members, and Member Associations. As of 2016, the membership base stood at 2945 athletes, 58 clubs, 115 registered coaches / administrators and 120 officials, and 100 volunteers who support the sport discipline.

The NAAATT supports and / or provides general oversight of:

- Competitions through clubs and associations for athletes
- National competitions (Juvenile/ Junior to Senior)
- Schools competitions
- Recreational running

During the period of the plan, the Association will also enter into joint ventures and initiatives with targeted interests with the goal of increasing participation in athletics.

The ultimate aim is to develop an improved alignment between the partner organisations and specific products of the NAAATT pathway. By improving the athletics pathways will in turn create significant marketing and promotional sport mix.

The NAAATT is committed to widen and deepen its networks, both within the sport and throughout the broader community. At the same time the plan recognises that it is necessary to improve communication and information delivery. Through a whole system sport philosophy, this plan therefore seeks to embrace the values and principles inherent in sport.

During the period 2012-2016 the NAAATT faced a number of challenges in establishing a number of Pathways. The plan proposes that these efforts continue during the 2017-2020 by identifying high performance pathways as a critical success factor. The proposed Pathway initiative includes the further execution of its high-performance plan. The associated actions are housed within the operating plan for this period. The plan equally applies to the short-term, mid-term and long-term planning for the 2020 and 2024 Olympics.

In essence, the planning approach is based on 'whole systems thinking'. It encompasses a clear shared vision, operating purpose for all stakeholders, a streamlined high-performance model, and a series of strategic declared results to which the association and its partners are committed. With strong leadership from NAAATT, an inclusive and integrated system for athletes, coaches, officials, volunteers and administrators is anticipated to emerge.

Commercially, NAAATT will create business development opportunities in order to provide tangible financial benefits and growth for the sport and its members. This will be supported by effective marketing plans and communication strategies.

The Strategic Plan (2017 -2020) has been developed in response to the current and emerging environment. It is underpinned by detailed operational plans that will provide for accountability and operational direction to ensure the successful achievement of its vision.

METHODOLOGY

In the previous section, the methodology was described as being based on 'whole systems' thinking. In keeping with this, the strategic planning methodology that is used requires the NAAATT to focus on those areas in the current state that have potential for further growth and development.

In addition, it requires a collective approach in uncovering the deeper aspiration of the members. The Executive Management sought to engage clubs, athletes and officials in the design of the overall framework (NAAATT Strategic Athletics Framework (2017 -2020) within which the plan has been developed.

Data Collection

The first step in the data collection process was to establish the research factors and variables that could impact the NAAATT's future. Once identified, these data sources and processes served to inform future shared vision and operating parameters, as well as, the resulting gaps or strategies. In this regard, the Association's Strategic Plan 2012– 2016, its previous Operating Plan (ending 2016) and its NAAATT Development Plan (2012-2016) proved useful.



The strategic intention and tone of the NAAATT's systemic structure were derived from a series of dialogic interviews and executive management visioning workshop sessions. The opinions obtained were further validated by conversations and survey responses from athletes, club managers and other stakeholders. This data enabled the development of a NAAATT Strategic Athletics Framework that acts as a context within which the plans requirements were determined.

Plan Design

In the Systems Thinking Methodology, 'designing' is a leadership accountability, as well as, a capability. It is this designing element that formed the basis of the planning approach. Naomi Stanford states that organisation design can be defined as, 'the outcome of shaping and aligning all the components of an enterprise towards the achievement of an agreed mission' (Stanford, N., 2004). Additionally, she suggests that it is better to design with the future in mind than to design from the limitations of the present conditions. The principles of design also espoused by Stephen Haines's - Systems Thinking Approach to Strategic Planning are in consort with those of Naomi Stanford. De Edge's Strategic Planning process; both formed essential components of the work.

The approach includes the following steps:

- A – Output: Creating the Ideal Future or Shared Vision. This is the magnet that is pulling one toward the desired outcomes.
- B - Feedback Loop: Measurement of Success. Creating quantifiable outcomes / measures of success (Success Factors and Declared Results)
- C – Input into Action: Analysing today and converting Strategies into Operations. Developing strategies that close the gap between today's status and your desired future vision with the specific action and priorities to support them.

The sections which follow are in keeping with the three components of the systems thinking approach to strategic planning.

OUR IDEAL FUTURE: ARRIVING AT A SHARED VISION FOR NAAATT

The NAAATT's Ideal Future includes a Vision Statement, a Mission Statement, the aspirations inherent in the ideal future, and core strategies.



NAAATT's Vision Statement

A self-sustaining organization creating a pathway of Track and Field excellence

NAAATT Mission/Purpose

NAAATT's mission is to increase the levels of participation at all levels of the sport in Trinidad and Tobago

Shared Vision 2017-2020

The Strategic Declared Results presented below are in essence the supporting strategies and Shared Vision of NAAATT for the period 2017 – 2020.

1. More kids and juniors in athletics, running and recreation – as measured by:
 - 30% increase of kids (7-12) doing at least 3 hours of organized and/or informal recreation in clubs each week
 - 75% of club members doing 3+ hours of organized physical activity each week –
 - 70% of junior members (12-19) doing 3+ hours of informal sport / unstructured play each week.

2. More persons involved in the sport of athletics and recreational running – as measured by:
 - An increase of in adult participation by 15%
 - An increase in volunteering by 10%
 - An increase in attendance at national championships to 10,000 spectators
 - Juvenile championships – 50% increase
 - Junior championships – 50% increase
 - Combined championships – 50% increase
 - Open championships – 10,000 spectators

3. More Trinidad and Tobago winners on the world stage – as measured by:

Senior Elite

- 2 gold medals in Tokyo 2020
- 6+ medals in Tokyo 2020 Olympics
- 4 gold medals at Commonwealth and 6 gold medals at each Regional game (CAC / NACAC / PANAM)
- 6+ medals at World Championships

Junior Elite

- 30+ medals at CARIFTA Games
- 10+ medals at PANAM Juniors
- 2+ medals at World Juniors

4. Progress in all areas of a world-leading pathway sport system

- Introduce a monitoring system to track the development of the three pathway system attributes by 2018

Core Strategies

- Enhanced Leadership
- Demonstrated Governance
- Foster Communication
- Create a Change Management Platform

Measurement of Success: Critical Success Factors

We will plan and design the NAAATT's success through 5 areas of focus

- Participation
- High Performance Pathway System
- Competition
- Commerce & Marketing
- Athlete Welfare

CURRENT STATE (STAKEHOLDER) ANALYSIS



In an exercise of this nature it is important to take into consideration the environment and complexity of the system that the designers are attempting to impact. The NAAATT's leadership recognises that one of its critical responsibilities is the provision of services and the satisfaction of the needs of its key stakeholders. Further, to gain a whole system assessment of the organization current and future, an assessment of its operations was conducted. This sections presents both sets of findings

Stakeholders' View

In keeping with the above surveys were conducted that invited stakeholders to present their vision for the organization, as well as, their specific needs. In addition, the aspirations of the Board and Executive Management, Athletes and Club Managers informed the analysis. The views of the varying stakeholder interest are presented below.

Board and Executive Management

In the opinion of the Executive Management and the Board, the fundamental challenges that face the organization in the period 2017-2020 reside in the organization possessing the change management capability that will allow it to navigate the changing nature of athletics. Of equal import was the need to create opportunities for increased funding in an environment of economic decline. Improved communication and an enhanced relationship between athletes and the association is critical for the future development of the organization.

Athletes

The responses of athletes point to four (4) top challenges that can help to inform the Association's effort.

1. Financial support.
2. Communication between the athletes and the NAAA's through attention to their needs.
3. Transparency in selection and the development process
4. Marketing of athletes

Athletes expressed the view that there was a need to rebrand the NAAAT and attract more youth, through increased social engagement. In addition, that brand management efforts needed to be more focused. There is the view that athletes are not marketed on an individual basis to build their brand, which in turn would help the sport and organization grow. It is believed that mentorship or structured connection with elite and developing athletes will enhance the relationship between the athletes and the association. Other areas of concern include; youth athlete development system and exposure; the need for more elite/invitational races at 'home' and post athletic opportunities.

OPERATIONAL OVERVIEW

The operations overview presents the findings of the data collection activities, as well as, the review of the last strategic plan (2012- 2016). It focuses on:

Membership
Volunteerism
Revenue/ Finance
Performance and Competition



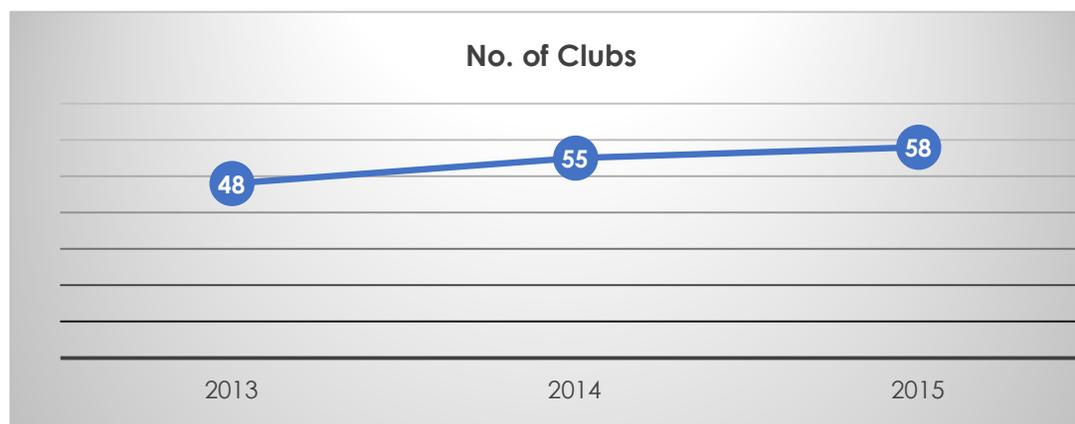
Membership

The data shows that club membership in the NAAAT has increased by twenty percent (20%) over the period 2013-2015. The graph show that the club base of the Association has been growing consistently.

At the general membership levels the association has witnessed a significant growth in the numbers of athletes who are members of the Association. Over the same period the number of athletes grew from two thousand (2000) in 2013 to two thousand three hundred and sixty-five (2365) in 2014 and two thousand nine hundred and forty-five (2945) in 2015. This represents a forty-seven percent (47%) increase over a three-year period or an eighteen percent (18%) increase in 2014 and a twenty-five percent (25%) increase in 2015. This translates into an annual rate of growth of approximately fifteen percent (15%)

In the area of coaching, the number of coaches increased over the period 2012 – 2016. The breakdown is as follows; 2013 ninety-six (96), 2014 one hundred and six (106) and in 2015 one hundred and sixteen (116).

In this regard, this plan emphasizes the importance of leadership development within the executive ranks of all clubs. Further, that this needs to take place on a continuous basis. As such, it makes provision for the establishment of the 'NAAATT Club Management Leadership' programs. It is anticipated that over the period of the plan, club management training will be significantly increased.



It is to be noted that this increase in clubs and athletes was not mirrored in terms of administrators, volunteers and officials which remained constant over the period. In addition, it has stayed at the same level for the period of the last plan. The relevant data shows that there was not growth in the support areas where administrators stood at twenty (20), the volunteers sixty (60) and officials sixty (60). From a planning perspective, this trend suggests that the administrative needs and technical services support for athletes is constrained.

Volunteerism

The data from the club survey provides an additional insight into the urgency of the current need for growth in volunteerism as it relates to track and field. Eighty-three percent (83%) of respondent clubs indicated that they did not have enough volunteers, 100% were of the view that their volunteers were not adequately empowered through training and support, sixty percent (60%) were not happy with the quality, skill and performance of their existing volunteers. Of note is the fact that fifty percent (50%) of responding clubs held that volunteers received adequate recognition of their contribution while 50% believe that their volunteers are happy.

Ninety-five percent (95%) of all clubs identified the following areas as 'future areas of focus':

- Growth in the number of volunteers
- Training and development
- Attraction and retention of volunteers
- Recognition and reward of volunteers

Revenue/Finance

Generating revenue and financing the current and future activities of the association and its member clubs remain a key issue. The main source of revenue for the NAAATT is currently sponsorship followed by Government funding and other event based funding.

Maximizing fund raising opportunities

The survey and consultation feedback revealed that there is need to further maximize opportunities for generating income. In response to the question, "Is your club financially sustainable now and into the future?", eighty-three percent (83%) of all clubs surveyed indicated that their club was not. With reference to their generation of sufficient levels of revenue to achieve operational and strategic goals; ninety-two percent (92%) stated that they were unable to do so. Approximately eighty-five (85%) also indicated that clubs are unable to maximize fundraising opportunities from areas such as sponsorship, competition day attendance, food and drink sales, club merchandising, raffles, club membership, fundraising events and / or grants.

It is to be noted that 100% of clubs engage in some or all of the fundraising activities listed above. Despite this, it is an area that all respondents to the survey believe that 'future focus' should be placed. Such as:

- Financial sustainability
- Fund raising
- Generating Revenue vs Strategic Goals
- Promotion and fundraising through sponsorship and grants and
- Funding competition day activities

Performance and Competition

In the area of Competition, fifty-four percent (54%) of clubs surveyed were of the opinion that their club's performance in competition is consistently of an acceptable standard while forty six percent (46%) found that there was insufficient amount of competition for athletes in their clubs. Eighty-three 83% of clubs surveyed also felt that their athletes were happy.

With reference to coaches and in response to the question "does your club regularly produce coaches and competitors who enter higher competition level pathways in your sport?" only forty-one percent (41%) responded yes with fifty-eight percent (58%) responding no. Further, when asked whether in their opinion they retained relationships with its coaches and competitors who are participating at a higher level of the sport approximately eighty-two percent (82%) responded yes. This suggest that seventy-five percent (75%) of clubs indicated that they possessed an effective coaching structure and that training structures were held at an acceptable standard.

However, 54% of clubs surveyed were of the view that the background of experiences of their coaches did not reflect sufficient levels of experiences, knowledge, accreditation and qualifications required to maximize the development of their members and competitors. The experience factor of coaches for young athletes was even lower.

In terms of facilities, only thirty-three percent (33%) of clubs believed that adequate coaching resources focused on the development of young athletes. With reference to access to satisfactory facilities for the clubs' level of competition and

their participation growth needs, twenty-five percent (25%) of clubs felt that this was adequate. This must be viewed within the context that eighty-five percent (85%) of clubs were retaining of new recruits for more than one year.

Future Focus required

- Consistent performance in competition
- Increased competition for athletes at the club level
- Athlete welfare
- Competition level athletes acting as mentors
- Improved experience, knowledge and qualified coaches
- Expand and improve the coaching structure
- An active pathway for young athletes
- Incentive program to attract volunteers and participants
- Transition programs from Junior to Senior
- Post-athletic preparatory / transition programs

NAAATT'S STRATEGIC ATHLETICS FRAMEWORK 2017 -2020

This Strategic framework has been arrived at on the basis of a review of the Strategic Plan (2012-2016) by the Executive Board of the NAAATT. Further, consultation with athletes and club leaders also contributed to the design of this framework. On the basis of this it was determined that the organization should retain its existing Vision Statement and Mission Statement for the new planning period (2017–2020).

This section presents the Core Strategies and Success Factors to address the gaps between the organization's ideal future and the current state. Reference is made to the ideal future and the current state assessment in the preceding sections.

Core Strategies

The Core Strategies within this plan represents high-level, governing aspirations held by key stakeholders of the NAAATT. It forms the basis from which the Critical Success Factors, Operating Plans and Declared Results, for the period emerged. They are:

- Enhanced Leadership
- Demonstrated Governance
- Foster Communication
- Create an Organization Development and Change Management Platform

Enhanced Leadership

Within the Systems Thinking context a component of leadership is the 'designer' role which requires members of the NAAATT leadership to provide opportunities for others to participate in creating the future aspirations for the organization. Within this context, it has been identified that critical to the organization's future success and the attainment of its participation aspirations is the development of strong club leadership capability. This is necessary in order to enhance the performance and participation levels through transformational leadership. This requires an orientation and culture of 'service before self' which also extends to athletes, officials, community members and volunteers.

Demonstrated Governance

In October 2016, the NAAATT introduced its new constitution. This was a major achievement for a sporting organization within the Caribbean. The key areas that are included in this new governance framework include the establishment of an Executive Board and new committees such as; Finance, Marketing and Promotion and Athletes. The Association has also adopted a business structure to facilitate its further growth and development.

It is also noteworthy that approximately two-thirds of its membership voted for the newly elected Executive which demonstrates a willingness of members to participate in the effective governance of the association. The organization will seek to build on this by further empowering members and club leaders to increase managerial reporting as part of their responsibility for increased accountability at all levels.

Create an Organization Development and Change Management Platform

This strategy holds leadership at all levels accountable for the transformation of the organization and the efficient and effective use of its resources. A key element of this process involves transitioning from 'silo thinking', currently resident among key stakeholders, to one of ownership of results and outcomes.

As part of this core strategy, the Association is committed to creating a culture of sporting excellence through deepening and strengthening the 'pathways'. This requires an integrated effort of all the system elements that includes effective administrative capability; a role to which the NAAATT is committed.

Strategic Communication

The Association recognises that the success and attainment of its Shared Vision will be directly related to the quality, range and frequency of communication channels within the Athletic community. In keeping with this, the NAAATT will adopt a **Strategic Communication Strategy** designed to communicate the key concepts of this Strategic Plan and a reporting process, of the long term strategic goals of the organization. The strategy will also include the furtherance of a process by which activities and programs are reported and evaluated at all levels. This will enhance the association's intention to become more data driven.

Measurement of Success: Critical Success Factors or Operating Strategies

The section above outlined the core strategies of the NAAATT Strategic Plan 2017 – 2020. The Strategic Planning approach identified in the methodology, requires the identification of measureable outcomes of success as the second stage in the planning process. Within the planning design these are referred to as Critical Success Factors. Five (5) success factors have emerged.

They are:

- Participation
- High Performance Pathway System
- Competition
- Commerce & Marketing
- Athletes' Welfare

The strategic objective associated with each of these supporting or operating strategies are also listed. A statement of Intent and the success measurers or declared results are also presented.

Critical Success Factor: *PARTICIPATION*

Strategic Objective: Increase participation in athletics through expanding the concept of Membership within NAAATT.

Statement of Intent: In the last five years, a large number of people from a cross section of communities have become involved in athletics. This trend is attributable to the work of many people, many of whom are club administrators and volunteers. Women's participation has increased with the largest number of women qualifying at the National and Olympic levels.

We will continue to expand the numbers of people and ways in which Trinidadian and Tobagonians can participate in the discipline of athletics and running. We will seek to increase the number of ways people can enjoy athletics and be part of the sport as volunteers, as road runners, schools' champions and sponsors.

Our objective is to foster a network of volunteers, commercial interests, sponsors and public sector organisations, who can drive the sustained growth in participation. We will do this by providing an array of opportunities for a wide range of individuals to participate. In addition, it is our strategic intention to create a number of new partnerships designed to build opportunities for increased access and contribution.

Declared Results

- Increase in numbers of accredited and skilled coaches by hosting two upgraded coaching programs by 2nd Quarter 2019
- Quality competition in the seniors' pathway by 2nd Quarter 2018
- Increase in member and individual registrations across all ages and participating groups by 15%
- Establish and increase Dual Membership numbers (e.g. NAAATT & Secondary Schools Athletic Association) and improved transition from schools to clubs by 4th Quarter 2017
- Increase in national recreational running through the creation of 'Running TT' by 2nd Quarter 2018

Critical Success Factor: HIGH PERFORMANCE PATHWAY SYSTEM

Strategic Objective: Expand the current elements of the Athletics Pathway

Strategic Intent:

The Pathway description below represents the full pathway to be implemented by the NAAATT². It is designed to highlight the Performance Talent Pathway element.

Pathway programs: Podium

National Champions

Performance Foundation

² This pathway is tailored from Athletics Australia Pathway Model

Podium Pathway

This pathway program is designed to support athletes with realistic medal capabilities at Olympic Games and World Championships, with a maximum of four years away from the podium.

National Champions Pathway

This program is designed to support the second level of the pathway immediately below Podium. It supports athletes that are generally four to six years out from medaling internationally

Performance Foundation

A foundation Pathway where highly talented athletes are identified, nurtured and prepared for national and international competition. Athletes at Performance Foundation level have the potential to graduate to Podium Potential within 1-4 years.

Declared Results

- Medals achieved: Olympic medals (3-5) in 5years
- Trinidad and Tobago to be rank in the Top 10 within Latin American and Commonwealth countries in international athletics
- Continued improvement of system measures including daily training environment capacity building, medical injury and well-being measures, planning measures for coaches, coach performance measures, service provision measures
- Improvements in pathway system measures including athlete numbers and progression from the pathway into national teams; coach development and engagement via pathway programs, daily training environment monitoring, competition performance of pre-elite athletes, and capacity building of the system as a whole
- Provide ongoing funding support to our elite athletes and coaches through to Tokyo 2020

Critical Success Factor: COMPETITION

Strategic Objective: *Provide access to competitions that enhance participation and performance opportunities for the development of athletes, coaches and officials at all levels.*

Strategic Intent: Competition is a fundamental element in the development and evaluation of athlete performance. It also allows for the recording of achievements in the sport. Sport competitions provide an opportunity to evaluate objectively the athletic associations, clubs, coaches, athletes and officials. The contest character of competition helps to record and improve athletic skills while marketing and promoting the athletic achievement of the Association's members, clubs and athletes.

The NAAATT views international competitions as a way of building relationships and mutual learning by its athletes, coaches, officials of associations and governing bodies in various countries. We believe that world championships, continental championships and Caribbean events are fundamental components of our Podium Athlete effort. We will use competitive games and events to provide opportunity to athletes to qualify for participation in national and international competitions. The Association will seek to offer to host as many of these international events as part of our competition strategy, thus providing greater opportunity to our athletes and officials to participate internationally.

Declared Results

- A series of National events implemented with support of international partnering Associations
- Host a minimum of two (2) international championship events over the plan life 2017-2020
- More officials recruited and developed nationally through the Coaches and Officials Development Programs
- National competition structures across the country supporting talent identification, development and pathway progression

Critical Success Factor: COMMERCE & MARKETING

Strategic Objective: Provide a stable and viable organisation through effective business practices and sound financial management to increase the commercial value of the sport

Strategic Intention: The NAAA's Commerce and Marketing will focus both on the promotion of sports events and teams. This strategy is geared to generate and promote athletic products through sporting events. The goal is to pursue strategies that promote athletics and associated products through the sport and events.

The NAAA's Commerce and Marketing Committee will pursue an expanded promotion and marketing mix by involving various sectors of the sport industry including broadcasting, advertising, social media, digital platforms, ticket sales, and community relations.³

NAAATT's promotion strategy will be geared to attracting sustained commercial support, brand recognition, increased media coverage and spectator attendance through:

- the development and implementation of a commercial strategy for Athletics in Trinidad and Tobago
- Generating revenue for Athletics from a range of funding streams
- Enhancing the commercial success of Athletics events and products and athlete portfolios
- Providing leadership and guidance for 'AthleticsTT' communication and brand strategies

Declared Results

- Grow funding by the development of participation and excellence in performance by 30%
- Coordinate national marketing, communication, public relations and brand promotion through NAAATT Marketing structure: "AthleticsTT" by 2018

³ (Beech, John; Chadwick, Simon (2006). Beech, John; Chadwick, Simon, eds. *The marketing of Sport*. Prentice Hall and Financial Times. p. 592.) (Mullin, B. J., Hardy, S., & Sutton, W. (2014). *Sport Marketing, 4th Edition*. Human Kinetics)

- Obtain four (4) long term sponsors and commercial partners, and commercialize athletic assets.
- Increase the promotion of athletics and events to the general public

Critical Success Factor/Operating Strategy: ATHLETES' WELFARE

Strategic Objective: To embed a practice of transparent, positive and generative relationships between athletes and young people and clubs and their representative bodies that supports them to perform at their fullest potential.

Strategic Intention: Create an environment within which the sport of Track and Field and running are recognized as a lever in the development of values, principles of competition, fair play, and the protection and welfare of kids and young people. The issue of athlete welfare also extends to all levels of officials, coaches, volunteers, administrators, as well as, the NAAATT as it encompasses the establishment of policies and procedures and minimum standards of practice. This relates to complaints, good sport practice, codes of conduct and the safety and enjoyment of everyone involved in the sport. It is also believed that mentorship or structured connection with elite and developing athletes will enhance the relationship between the athletes and the association. This plan asserts that it is everyone's responsibility to ensure the welfare of all those who participate in athletics.

Declared Results:

- Feedback systems to evaluate welfare needs to be addressed by the NAAATT by 4th quarter in 2017
- Screening and monitoring systems for volunteers, officials and coaches by 1st quarter in 2018
- Policies and procedures, codes of conduct and disciplinary, disputes and compliance systems to address athlete welfare by 2nd quarter in 2018
- 100% Club managers, coaches, officials, and volunteers trained on NAAATT and IAAF athlete welfare policies and procedures by 3rd quarter in 2018

NAAATT OPERATING PLAN 2017 – 2020

Introduction

The nature and scope of the sporting discipline of Track and Field has and is continuing to change at a rapid pace. Most of Trinidad and Tobago's competing athletes are in their second four-year performance cycle. Sport is becoming increasingly competitive and the question that matters in this strategic year of the planning and reflection is; *"Where is the next generation of Track and Field athletes to come from?"*

This four-year operating plan is designed to continue to lay the foundation work while focusing on creating the competition structures, the development of the country's coaching capability and the implementation of a talent management pipeline. Its emphasis is on core elements that would eventually be aligned to the strategic direction of the sport of athletics both nationally and internationally. It is intended that a network of programs designed to address these opportunities will be included in the association's operating plan 2017-2020. The plan also makes provision for new initiatives. These generally fall in the category of foundation programs or projects and are predicated on growth assumptions while the former is in a sustainability mode.

Twenty Seventeen (2017) is the first year of the NAAATT's new strategic planning cycle. As such, some of the programs that are currently in existence are derivatives of the previous strategic efforts. This plan recognises these and where valuable, includes programs that continue to build on the strategic aspirations.

This operating plan covers the period (2017-2020) and is presented in the following sequence:

1. Operational Context: An Organization Profile
2. Operating Strategies and Strategic Objections
3. Operating Strategies Declared Results and Supporting Action
4. Operational Planning Grid
5. Plan Summary
6. Conclusion

Operating Context: An Organization Profile

The operating plan for the NAAATT seeks to link the Declared Results of the NAAATT with the Core Strategies and the Actions that will best facilitate the alignment of these actions. In this regard, the aspirations of the organization as expressed in the Shared Vision can be described as follows:

- An increase in the numbers of kids and juniors participating in athletics
- A larger number of people involved in the sport
- More T&T Athletes attaining world status in the sport and
- The realization of world-class athletic pathways

It is important to establish the current state or profile of the organization in order to determine the actions that must be undertaken to achieve the desired results. The operating strategies designed to mitigate against the gaps between the collective aspirations of the NAAATT housed in the Shared Vision and the Current Reality described in the 'Current State Assessment' section of this strategic planning process. Five operating strategies have been identified. These are Participation, High Performance Pathway System, Competition, Commerce and Marketing. They are presented below along with associated strategic objectives

Operating strategies and Strategic Objectives

The table below outline the operating strategies and the related strategies objectives. The

Participation
<i>Strategic Objective: Increase participation in athletics through expanding the concept of Membership within NAAAT</i>
High Performance Pathway System
<i>Strategic Objective: Expand the current elements of the Athletics Pathway</i>
Competition
<i>Strategic Objective: Provide access to competitions that enhance participation and performance opportunities for the development of athletes, coaches and officials at all levels</i>
Commerce & Marketing
<i>Strategic Objective: Provide a stable and viable organisation through effective business practices and sound financial management to increase the commercial value of the sport</i>
Athlete Welfare
<i>To embed a practice of transparent, positive and generative relationships between athletes and young people and clubs and their representative bodies that supports them to performance at their fullest potential.</i>

Operating Strategies, Declared Results and Supporting Actions

Operating Strategy	Declared Results	Supporting Actions
<i>Participation</i>	<ul style="list-style-type: none"> • Increase in numbers of accredited and skilled coaches by hosting two upgraded coaching programs by 2nd Quarter 2019 • Quality competition in the seniors' pathway by 2nd Quarter 2018 • Increase in member and individual registrations across all ages and participating groups by 15% • Establish and increase Dual Membership numbers (e.g. NAAATT & Secondary Schools Athletic Association) and improved transition from schools to clubs by 4th Quarter 2017 • Increase in national recreational running through the creation of 'Running TT' by 2nd Quarter 2018 	<ul style="list-style-type: none"> • Develop innovative products, programs and services that will enhance interest in the sport and growth in participation • Build further the capability of clubs to accept new members and provide a welcoming environment. • Coordinate competition structure to maximize participation for all ages and performance levels • Increase in participation levels of all athletes through supportive centres and clubs, quality coaching and officiating, and clear transition pathways • Work effectively with Member clubs' programs to recruit more recreational runners, and conduct events around the country • Provide more opportunities for Athletes with disability in the sport • Develop the NAAATT Coaches and Officials Development Programs
<i>High Performance Pathway System</i>	<ul style="list-style-type: none"> • Medals achieved: Olympic medals (3-5) in 5years • Trinidad and Tobago to be rank in the Top 10 within Latin American and Commonwealth countries in international athletics 	<ul style="list-style-type: none"> • Provide clear development pathways for athletes, coaches, officials and administrators • Increased integrated support to be provided to potential podium athletes • Improve accountability, responsibility and integration of national program goals

Operating Strategy	Declared Results	Supporting Actions
	<ul style="list-style-type: none"> • Continued improvement of system measures including daily training environment capacity building, medical injury and well-being measures, planning measures for coaches, coach performance measures, service provision measures • Improvements in pathway system measures including athlete numbers and progression from the pathway into national teams; coach development and engagement via pathway programs, daily training environment monitoring, competition performance of pre-elite athletes, and capacity building of the system as a whole • Provide ongoing funding support to our elite athletes and coaches through to Tokyo 2020 	<ul style="list-style-type: none"> • Increase the number of and level of support provided to coaches for medal outcomes • Ensure that all target coaches have individual development plans • Ensure communication channels between NAAATT clubs are open and transparent • Building capacity of the system as a whole that includes tracking of: athlete numbers and progression from the pathway into national teams; coach development and engagement via pathway programs, daily training environment monitoring, competition performance of pre-elite athletes, training, environment, capacity building, medical injury and well-being measures, planning measures for coaches, coach performance measures and service provision measures.
<i>Competition</i>	<ul style="list-style-type: none"> • A series of National events implemented with support of international partnering Associations • Host a minimum of two (2) international championship events over the plan life 2017-2020 • More officials recruited and developed nationally through the Coaches and Officials Development Programs 	<ul style="list-style-type: none"> • Recruit, develop, retain and recognize coaches and officials to enhance the competition and participation pathways • Ensure national competition programs supporting participation growth, talent development and high performance • Further develop the partnership between NAAATT and International Partner Associations and/or Governing Bodies in

Operating Strategy	Declared Results	Supporting Actions
	<ul style="list-style-type: none"> National competition structures across the country supporting talent identification, development and pathway progression 	<p>delivering the National Series and Championships</p> <ul style="list-style-type: none"> Establish a nurturing environment for emerging athletes Maximize commercial opportunities and benefits for NAAATT competitions and events Research & develop new and exciting competition products with the aim of attracting greater participation numbers
<p><i>Commercial & Marketing</i></p>	<ul style="list-style-type: none"> Grow funding by the development of participation and excellence in performance by 30% Coordinate national marketing, communication, public relations and brand promotion through NAAATT Marketing structure: "AthleticsTT" by 2018 Obtain four (4) long term sponsors and commercial partners, and commercialize athletic assets. Increase the promotion of athletics and events to the general public 	<ul style="list-style-type: none"> Implement the communication and public relations strategy (including media management) promoting the NAAATT Athletics brand Continue to develop commercial partnerships, sponsorship acquisition and servicing Focus on commercializing assets and properties at all levels of the sport (eg. High Performance, Participation and Competition) Maximise funding and resources to support growth of the sport, including ongoing fundraising and promotion of the NAAATT Athletics Foundation Implement a T&T National Athletics Tour in partnership with the State and international Partner Member Associations and or governing bodies

Operating Strategy	Declared Results	Supporting Actions
		<ul style="list-style-type: none"> • Provide a range of competition products across Trinidad and Tobago that will allow athletes to participate at their desired level
<i>Athletes Welfare</i>	<ul style="list-style-type: none"> • Feedback systems to evaluate welfare needs to be addressed by the NAAATT by 4th quarter in 2017 • Screening and monitoring systems for volunteers, officials and coaches by 1st quarter in 2018 • Policies and procedures, codes of conduct and disciplinary, disputes and compliance systems to address athlete welfare by 2nd quarter in 2018 • 100% Club managers, coaches, officials, and volunteers trained on NAAATT and IAAF athlete welfare policies and procedures by 3rd quarter in 2018 	<ul style="list-style-type: none"> • Establishment of an Athletes' welfare sub-committee of the 'Athlete' committee • Develop a comprehensive welfare policy to include cyber-bulling • Establish communication tools to build greater awareness of welfare related practices and standards for club managers, coaches, officials, administrators, volunteers, parents and athletes. • Develop compliance, dispute and complaints processes to address reported incidents and policy infringements

Planning Grid						
Operating Strategy: PARTICIPATION						
Strategic Objective: Increase participation in athletics through expanding the concept of Membership within NAAATT						
Operating Strategies (what)	Declared Results	Actions (how)	Priority (L/M/H)	Time Frames (when)	Resources	Responsibility (who)
Participation	<ul style="list-style-type: none"> Increase in numbers of accredited and skilled coaches by hosting two upgraded coaching programs by 2nd Quarter 2019 Quality competition in the seniors' pathway by 2nd Quarter 2018 Increase in member and individual registrations across all ages and participating groups by 15% Establish and increase Dual Membership numbers (e.g. NAAATT & Secondary Schools Athletic Association) and improved transition from schools to clubs by 4th Quarter 2017 Increase in national recreational running through the creation of 'Running TT' by 2nd Quarter 2018 	Develop innovative products, programs and services that will enhance interest in the sport and growth in participation	M	2018		Board
		Build further the capability of clubs to accept new members and provide a welcoming environment.	H	2017-2020		Board
		Coordinate competition structure to maximize participation for all ages and performance levels	M	2018		Events/Competition Committee
		Increase in participation levels of all athletes of abilities through supportive centres and clubs, quality coaching and officiating, and clear transition pathways	H	2020		Board
		Work effectively with Member clubs' programs to recruit more recreational runners, and conduct events around the country	M	2018		Events/Competition Committee

Planning Grid						
Operating Strategy: HIGH PERFORMANCE PARTNERSHIP						
Objective: Expand the current elements of the Athletics Pathway						
Strategies (what)	Declared Results	Actions (how)	Priority (L/M/H)	Time Frames (when)	Resources	Responsibility (who)
High Performance Partnership	<ul style="list-style-type: none"> Medals achieved: Olympic medals (3-5) in 5years Trinidad and Tobago to be rank in the Top 10 within Latin American and Commonwealth countries in international athletics Continued improvement of system measures including daily training environment capacity building, medical injury and well-being measures, planning measures for coaches, coach performance measures, service provision measures Improvements in pathway system measures including athlete numbers and progression from the pathway into national teams; coach development and engagement via pathway 	Provide clear development pathways for athletes, coaches, officials and administrators Increased integrated support to be provided to potential podium athletes	H	2018	Athletics Pathway	Board
		Increased integrated support to be provided to potential podium athletes	M	2018		Board
		Improve accountability, responsibility and integration to national program goals and engagement	H	2017-2020	Athletics Pathway	CAO
		Introduce system measures including; daily training environment capacity building, medical injury and well-being measures, planning measures for coaches, coach performance measures, service provision measures	M	2018	Policy	Coaching & Dev. Committee
		Increase the number of and level of support provided to coaches for medal outcomes	H	2020		Board

Planning Grid						
Operating Strategy: HIGH PERFORMANCE PARTNERSHIP						
Objective: Expand the current elements of the Athletics Pathway						
Strategies (what)	Declared Results	Actions (how)	Priority (L/M/H)	Time Frames (when)	Resources	Responsibility (who)
	programs, daily training environment monitoring, competition performance of pre-elite athletes, and capacity building of the system as a whole • Provide ongoing funding support to our elite athletes and coaches through to Tokyo 2020	Ensure that all target coaches have individual development plans for levels 2 and 3	M	2018		Secretariat
		Ensure communication channels between NAAATT clubs are open and transparent	H	2017	Intra net NAAATT Blast	Secretariat
		Building capacity of the system as a whole that includes tracking of: athlete numbers and progression from the pathway into national teams; coach development and engagement via pathway programs, daily training environment monitoring, competition performance of pre-elite athletes, training, environment, capacity building, medical injury and well-being measures, planning measures for coaches, coach performance measures and service provision measures.	H	2019	5 major sponsors	Board

Planning Grid						
Operating Strategy: HIGH PERFORMANCE PARTNERSHIP						
Objective: Expand the current elements of the Athletics Pathway						
Strategies <i>(what)</i>	Declared Results	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>

Planning Grid						
Operating Strategy: COMPETITION						
Objective: Provide access to competitions that enhance participation and performance opportunities for the development of athletes, coaches and officials at all levels.						
Operating Strategies (what)	Declared Results	Actions (how)	Priority (L/M/H)	Time Frames (when)	Resources	Responsibility (who)
Competition	<ul style="list-style-type: none"> A series of National events implemented with support of international partnering Associations Host a minimum of two (2) international championship events over the plan life 2017-2020 More officials recruited and developed nationally through the Coaches and Officials Development Programs National competition structures across the country supporting 	Recruit, develop, retain and recognize coaches and officials to enhance the competition and participation pathways	M	2018		Board
		Ensure national competition programs supporting participation growth, talent development and high performance	H	2017-2020		Board

Planning Grid

Operating Strategy: COMPETITION

Objective: Provide access to competitions that enhance participation and performance opportunities for the development of athletes, coaches and officials at all levels.

Operating Strategies (what)	Declared Results	Actions (how)	Priority (L/M/H)	Time Frames (when)	Resources	Responsibility (who)
	talent identification, development and pathway progression	Further develop the partnership between NAAATT and International Partner Associations and/or Governing Bodies in delivering the National Series and Championships	M	2018		Board
		Establish a nurturing environment for emerging athletes including new media	H	2020		Coaching & Dev Committee
		Maximize commercial opportunities and benefits for NAAATT's competitions and national events	M	2019-2020		Finance & Marketing Committee

Planning Grid						
Operating Strategy: COMMERCE AND MARKETING						
Objective: Provide a stable and viable organisation through effective business practices and sound financial management to increase the commercial value of the sport						
Strategies (what)	Declared Results	Actions (how)	Priority (L/M/H)	Time Frames (when)	Resources	Responsibility (who)
Commercial & Marketing	<ul style="list-style-type: none"> Grow funding by the development of participation and excellence in performance by 30% Coordinate national marketing, communication, public relations and brand promotion through NAAATT Marketing structure: "AtheleticsTT" by 2018 Obtain four (4) long term sponsors and commercial partners, and commercialize athletic assets. 	Implement the communication and public relations strategy (including media management) promoting the NAAATT Athletics brand	M	2018	Social Media	CAO
		Continue to develop commercial partnerships, sponsorship acquisition and servicing	H	2017-2020	LTAD Framework & Professional Secretariat	CAO
		Focus on commercializing assets and properties at all levels of the sport (eg. High Performance, Participation and Competition)	M	2018		Finance & Marketing Committee
		Maximize funding and resources to support growth of the sport, including ongoing fundraising and	H	2020		Finance & Marketing Committee

Planning Grid

Operating Strategy: COMMERCE AND MARKETING

Objective: *Provide a stable and viable organisation through effective business practices and sound financial management to increase the commercial value of the sport*

	<ul style="list-style-type: none"> Increase the promotion of athletics and events to the general public 	promotion of the NAAATT Athletics Foundation				
		Implement a T&T National Athletics Tour in partnership with the State and international Partner Member Associations and or governing bodies	M		T.D.C	
		Provide a range of competition products across Trinidad and Tobago that will allow athletes to participate at their desired level	M			Event Competition Committee

Planning Grid						
Strategic Objective: ATHLETE WELFARE						
Objective: To embed a practice of transparent, positive and generative relationships between athletes and young people and clubs and their representative bodies that supports them to performance at their fullest potential						
Strategies (what)	Declared Results	Actions (how)	Priority (L/M/H)	Time Frames (when)	Resources	Responsibility (who)
Athlete Welfare	<ul style="list-style-type: none"> Feedback systems to evaluate welfare needs to be addressed by the NAAATT by 4th quarter in 2017 Screening and monitoring systems for volunteers, officials and coaches by 1st quarter in 2018 Policies and procedures, codes of conduct and disciplinary, disputes and compliance systems to address athlete welfare by 2nd quarter in 2018 100% Club managers, coaches, officials, and volunteers trained on NAAATT and IAAF athlete welfare policies and procedures by 3rd quarter in 2018 	Establishment of an Athletes' welfare sub-committee of the 'Athlete' committee	M	2018		Athlete's Committee
		Develop a comprehensive welfare policy to include cyber-bulling	H	2017-2020		Board
		Establish communication tools to build greater awareness of welfare related practices and standards for club managers, coaches, officials, administrators, volunteers, parents and athletes.	M	2018		Board
		Develop compliance, dispute and complaints processes to address reported incidents and policy infringements	H	2020		Board

Operating Plan Summary

This section presents a brief summary of the NAAATT 2017 -2020 Operating Plan. It has focused on bringing together a series of interlocking strategies designed to produce the breakthrough results that represent the Shared Vision of the organization. These operating strategies and declared results are paralleled by the statement of the actions that are required to bring into fruition of the same. A number of priorities are mentioned throughout the document.

A listing of these are now presented below. It is important that they be highlighted and recorded since they are the driving mechanisms implicit within the Strategic Plan. These are:

- A. The branding of the organization's assets through AthleticsTT
- B. A marketing product mix managed by the NAAATT Finance, Marketing and Promotion committee in partnership with an external marketing and branding entity.
- C. Enhancing the athletics training and development programs through the strengthening of NAAATT's Pathway system
- D. Building capacity through competition. This is about creating a platform for elite performance by hosting international competitions, as well as, encouraging wider participation
- E. Increased participation in the wider community in through Running T &T
- F. Athlete Welfare is treated as urgent. Building respect for gender, accountability, disability and protection of children and young people.
- G. The establishment of 'Running T&T' – A community partnership initiative

To achieve these the identifies a strategic framework that includes;

- Enhanced Leadership
- Demonstrated Governance
- Foster Communication
- Create an Organization Development and Change Management Platform