



PLAY AUSTRALIA
STRATEGIC PLAN 2014 -2019



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Play Australia acknowledges the support of Quest Consulting in the development of this Strategic Plan
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1 INTRODUCTION

Play Australia is nearly 100 years old but also three years young. Having been a Victorian organisation for most of its life, the Board has now resolved to transform Play Australia into a national organisation with a strong voice promoting the importance of play for all, but especially for children.

The decision to grow and transform the organisation has many implications – for resourcing, for governance, for staffing, for communications and, ultimately, for the organisation’s role in society.

Given this major shift in direction, Play Australia requires a strategic plan to provide a clear pathway to the achievement of this bold, new vision. This document sets out what Play Australia needs to do over the next five years and beyond to grow the organisation and position itself as the ‘go-to’ organisation for all matters about children’s play.

Prior to the development of this Plan, Play Australia had envisaged establishing state branches and attempting to grow the organisation from that base. This Strategy, however, reverses the order of change processes and focuses on growth prior to the development of state branches. The organisation must be strong and effective with high membership in other states if it is to be recognised as the leader in the promotion and development of children’s play.

This Strategic Plan is not presented in the standard format utilised by many not-for-profit organisations. Instead, it provides a narrative that explains where Play Australia has come from, where it is now and where it wants to get to. It then sets out the Key Strategic Areas in which change is required. Play Australia has a choice about its pace of change – this plan sets challenging targets which will require a constant focus on growing membership and revenue and, consequently, withdrawing from those activities which are ‘nice to do’ but do not aid progress towards the ultimate goal.



2 HISTORY OF THE ORGANISATION

Play Australia was established in Victoria in 1914. Then known as Playgrounds and Recreation Association of Victoria (PRAV), it was established to provide outdoor play opportunities for children living in inner Melbourne's disadvantaged communities. It provided built playgrounds with trained play workers.

The history of the organisation from 1914 up to the 1980s is not well documented and hence the role of the organisation during this time is not really known or fully appreciated but it must have contributed significantly to the recreation sector or it would not have survived. In the 1980's, the organisation focused on play equipment and much attention was given to safety standards for play equipment and to playground inspections.

In 1993, following a push by the (then) Board members, the International Play Association triennial world conference was held in Melbourne. This gave the organisation new life and, from the mid 1990s, PRAV started to focus on training, professional advice and development of support networks for people and organisations involved with children's outdoor play. It engaged strongly with government and collaborated with other organisations in the promotion of play.

Today, Play Australia is a highly valued member organisation that punches well above its weight. It also acts as the national secretariat in Australia for the International Play Association.

In 2010, PRAV changed its name to Play Australia and commenced planning for the transformation to a truly national organisation.



3 ABOUT PLAY AUSTRALIA TODAY

This section of the Strategic Plan provides information about Play Australia today – its membership, its revenue base, its governance arrangements and its activities. It is important to understand where the organisation is today as that provides the baseline or starting point for the planned transformation.

3.1 THE MEMBERSHIP

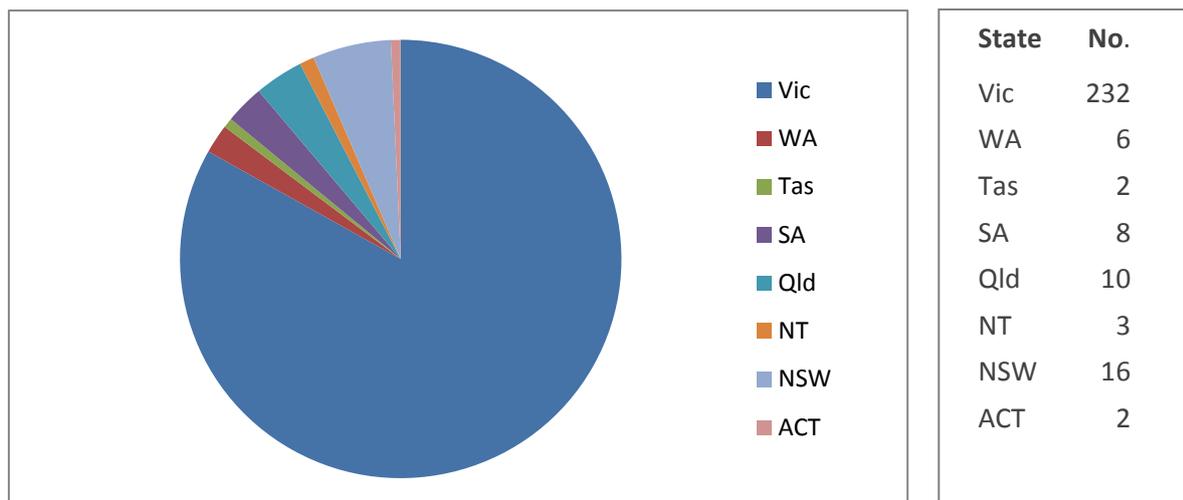
Membership of Play Australia is open to organisations with an interest in play and to individuals not currently employed in organisations eligible for membership (e.g. retirees, students). Members come from the following sectors: local governments, schools, early childhood services and commercial entities such as manufacturers and distributors of play equipment. Each member organisation nominates a person as its representative and that person has voting rights at general meetings.

Play Australia has welcomed membership and made it easy for organisations to join but has not actively pursued growth in membership.

Play Australia maintains a large data base of the names of interested individuals within member organisations – a practice which enables information to be distributed widely and speedily without relying on re-distribution by the nominated member representative.

Members are largely Victorian organisations but, importantly, there are members from all states. The chart below shows the geographical distribution of members as at February 2014.

Chart 1: Showing the composition of membership by state



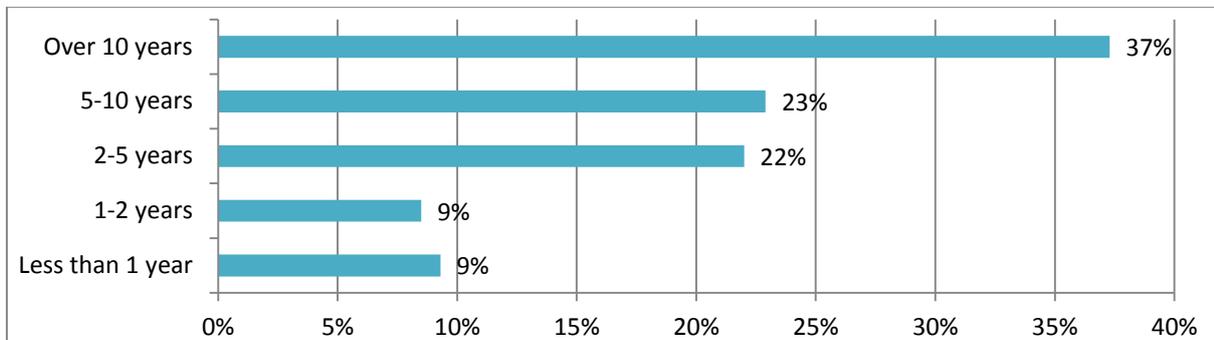
As can be seen, more than 80% of members are Victorian based.

A survey of members was conducted in late 2013 providing members with the opportunity to contribute to the development of this Strategic Plan. There was a very good response rate of 49% of

those sent the survey (119 people). The two charts below provide useful information about survey respondents' engagement with Play Australia.

Although there are no known benchmarks for membership retention rates in similar organisations, the retention rate in Play Australia appears, at face value, to be high. This is shown in the chart below.

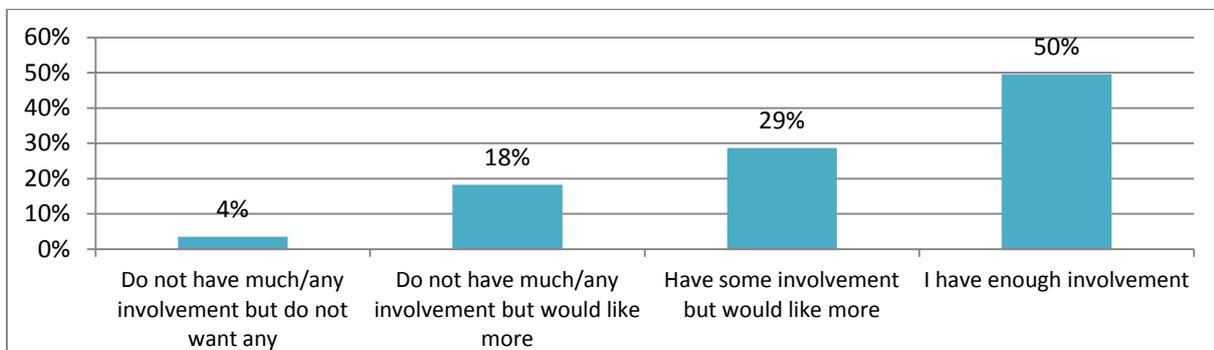
Chart 2: Showing membership duration for current members



As can be seen, 60% of organisations have been members for five years or longer and 82% have been members for two years or longer. This suggests that, once they have joined, organisations tend to remain members.

Members were asked about the amount of involvement with Play Australia that they would like. The distribution of responses to this question is shown in the chart below.

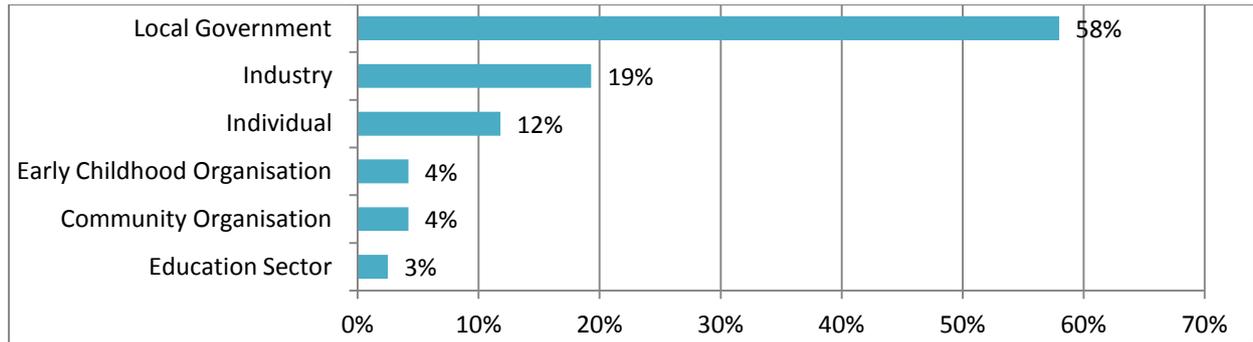
Chart 3: Showing proportion of members wanting more/less involvement



The chart shows that 50% are satisfied with their level of involvement and 46% would like more. This is a very positive endorsement of the value of membership. Taken together with the data on length of membership, it suggests that key representatives of member organisations are strongly engaged with Play Australia and value the opportunities and the support the organisation offers.

Play Australia's members are primarily from the Local Government sector (58%) as shown in the Chart below. This is important to consider when planning future member acquisition activity in other states.

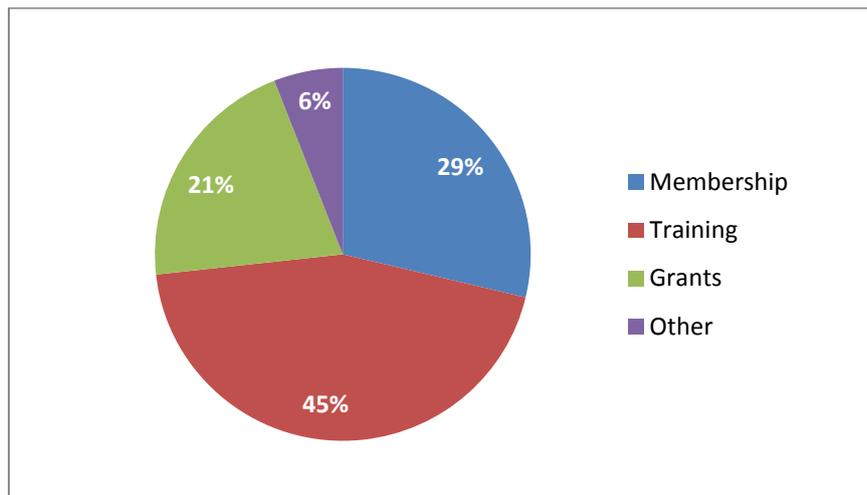
Chart 4: Showing the type of organisations represented by members



3.2 FINANCES

Play Australia operates on a very small budget. Income for the 2012-13 financial year was \$162,397. Expenditure for the same year was \$132,769 leaving a surplus of \$29,626. Members' funds (retained earnings) at year end totalled \$112,123. A breakdown of both income and expenditure is shown in the two charts below.

Chart 5: Showing the main sources of income in FY 2013



As can be seen membership fees and training charges together account for nearly 75% of revenue.

Play Australia has also sought and received a 'declaration' from the Victorian Commission for Gambling and Liquor Regulation that it is 'a community or charitable organisation'. This declaration enables it to conduct raffles, bingo sessions, fundraising events (such as casino or poker nights) and to sell lucky envelopes subject to the Gambling Regulation Act 2003 and its regulations.

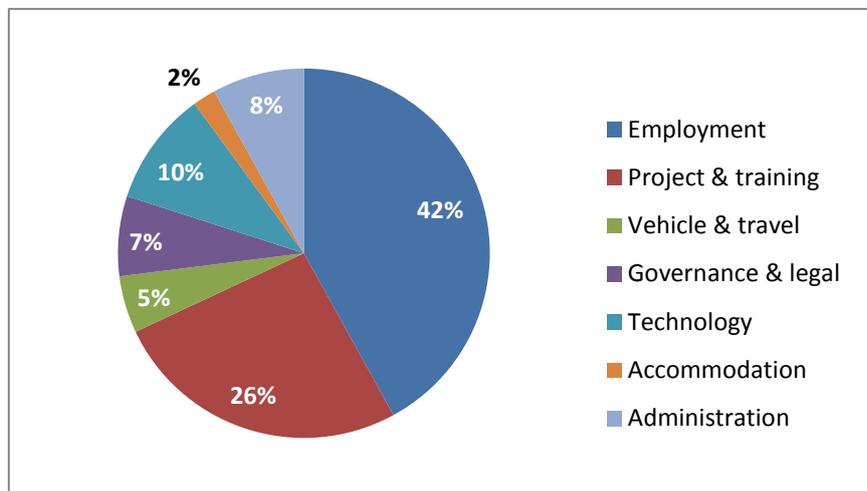
Following the receipt of this declaration, Play Australia has entered into an agreement with a Bingo operator from which it expects to receive approximately \$40,000 net per annum. These funds are not represented in the chart above as the arrangement has only just commenced.

Play Australia also benefits from in-kind support from the Victorian Government. The Department of Education and Early Childhood Development covers insurance costs and, under an arrangement with

Parks Victoria, Play Australia has low cost office accommodation and access to a conference room when needed.

Play Australia also receives grants on a regular basis from Sport and Recreation Victoria.

Chart 6: Showing a breakdown of expenditure in FY 2013



This chart shows that staff costs are the main expense for the organisation followed by project and training costs.

The fact that the organisation has survived for nearly 100 years with this level of resourcing is testament to the commitment of both management and the Board. However, there is a critical need to increase revenue if the organisation is to develop, as it wishes, into a stronger, more effective national organisation.

3.3 GOVERNANCE AND STAFFING

Play Australia is a registered not-for profit membership association incorporated in Victoria under the *Associations Incorporation Reform Act 2012*. It is registered as a Public Benevolent Institution with the Australian Charities and Not-for-profits Commission. It is registered with the Australian Tax Office for GST concession, FBT exemption and income tax exemption. It is also endorsed as a Deductible Gift Recipient (DGR).

Play Australia is governed by a Board (termed a Committee of Management in Victorian legislation) comprising four officers of the association and seven members. The officers are President, Vice-President, Secretary and Treasurer. The full Board is elected each year at the annual general meeting by members. In practice, however, members rarely stand for election of their own accord and the current Board encourages people with particular skill sets to ‘put their hand up’. The current Board comprises members with experience in local government, the playground industry, early childhood education, tertiary education, landscape design and health promotion. Most Board members are based in Victoria. Board members are voluntary.

Play Australia employs an Executive Director who has been with the organisation since 1998. She is the sole employee of the organisation. Necessary services to the organisation such as book-keeping and web site development and support are purchased under contractual arrangements.

3.4 ROLES AND SERVICES

Play Australia has two key roles – services to members and advocacy. Most staff time is directed towards services for members. While Play Australia is well known amongst member organisations and the recreation sector more broadly, it is not well known in the community generally and hence, with limited resources, is not easily able to establish the presence needed for a more active advocacy role.

Examples of the main activities undertaken within each of these two roles are set out in the table below.

Services to Members	Advocacy
<ul style="list-style-type: none"> ▪ Training programs for all sectors of the play community ▪ Information, on-line resources and access to research ▪ Telephone advisory services ▪ Newsletters ▪ Networking opportunities ▪ Consultancy on a fee-for-service basis 	<ul style="list-style-type: none"> ▪ Representation on the Australian Standards Committee CS-005 ▪ Promotion of quality design of play spaces and play opportunities through publications ▪ Promotion (as opportunities arise) of the child’s right to play

The small resources of the organisation have limited the capacity for detailed recording of the level of participation by members in these activities and so it is not currently possible to track performance over time. In the longer term, performance monitoring and reporting will be important.



4 THE VISION FOR A NATIONAL ORGANISATION

The desire to see the development of a national organisation had been part of PRAV's thinking for many years. When the International Play Association (IPA) held its triennial international conference in Australia in 1993, a resolution was passed supporting the establishment of an Australian national organisation. Resourcing was not sufficient to progress this idea but, in 2010, the Board took the first steps to realising this vision.

4.1 THE PLAY AUSTRALIA PROJECT

To commence the development of a national organisation, PRAV changed its name to Play Australia. While just a name change, it has been a powerful symbol of what the organisation could become.

Play Australia then sought and obtained funding and professional support from the Victorian Department of Sport and Recreation to initiate a project to lay the foundations for a national organisation. This was the Play Australia Project.

The aims of the Play Australia Project were to identify:

- An effective and achievable structure for the national organisation
- An appropriate governance model
- The steps required to facilitate the transformation

A small committee worked on the Project for two years and produced an important document:

Establishing a national organisation to promote play...The final report looking at structure, governance and change. June 2013.

The report provided a clear vision for a high profile organisation appropriately resourced to support advocacy for play.

The Project recommended the development of one (incorporated) national organisation with (unincorporated) state branches. The national organisation would be governed by a Board with elected representation from all states plus additional skills based appointees. The branches would be overseen by elected, local, unincorporated committees.

The Project report proposed the establishment of a national secretariat but was silent on the employment of any state based staff. As only the national body would be incorporated, however, any state based staff would necessarily need to be employees of the national organisation.

The Project report acknowledged the significant challenge of securing adequate funding to support a national body.

4.2 CHALLENGES IN PROGRESSING THE PLAY AUSTRALIA PROJECT

There are significant challenges in progressing immediately to a national body with state branches. A number of key issues would need to be resolved first. These are briefly discussed below.

First, the Report is silent on incorporation arrangements. Normally, a national not-for-profit organisation would be incorporated as a company limited by guarantee under Commonwealth law. This would need to be established as an entity separate from the existing organisation which is incorporated in Victoria. Presumably, the Victorian organisation would then be wound up. Advice would be needed about transfer of members, transfer of staff and transfer of assets.

Second and prior to the establishment of a new company, the issue of charity status and associated tax benefits would need to be resolved. Play Australia has the great benefit of charitable tax status and any new structural arrangements should seek to ensure their preservation. A completely new entity may not be entitled to charitable status.

Resolving these questions would require legal and accounting advice at an unknown cost.

Third, establishing state branches where there are very few members would require a significant input of the Executive Director's time. The State branches would presumably then require some funding to initiate activities and start to recruit members.

4.3 THE BOARD'S REVISED APPROACH

The challenges discussed above are all resolvable over time with the appropriate resources but the national organisation could be achieved more simply with a new approach.

The Board of Play Australia has come to the view that it is not currently in a position to progress immediately to the establishment of the national secretariat and has developed this Strategic Plan to build a strong foundation for the creation of the national organisation.

This plan retains the long-term vision from the Play Australia Project for a national organisation promoting the importance of active children's play but sets out a different pathway to achievement of that vision – one that sees growth in members and revenue as a precursor to any changes in structure and governance. Under this approach, there is no immediate need to change the rules of the organisation. Instead, Play Australia needs to see itself as a national organisation and stop referring to itself as 'Victorian-based'.



5 THE STRATEGY

This Strategy sees the path to becoming an influential national advocacy organisation as one of growth. Growth in membership will produce greater revenue. Greater revenue will allow more frequent communication and stronger services. The organisation’s reputation will grow, its voice will become more influential and it will attract yet more members. This ‘development cycle’ is shown in the diagram below.

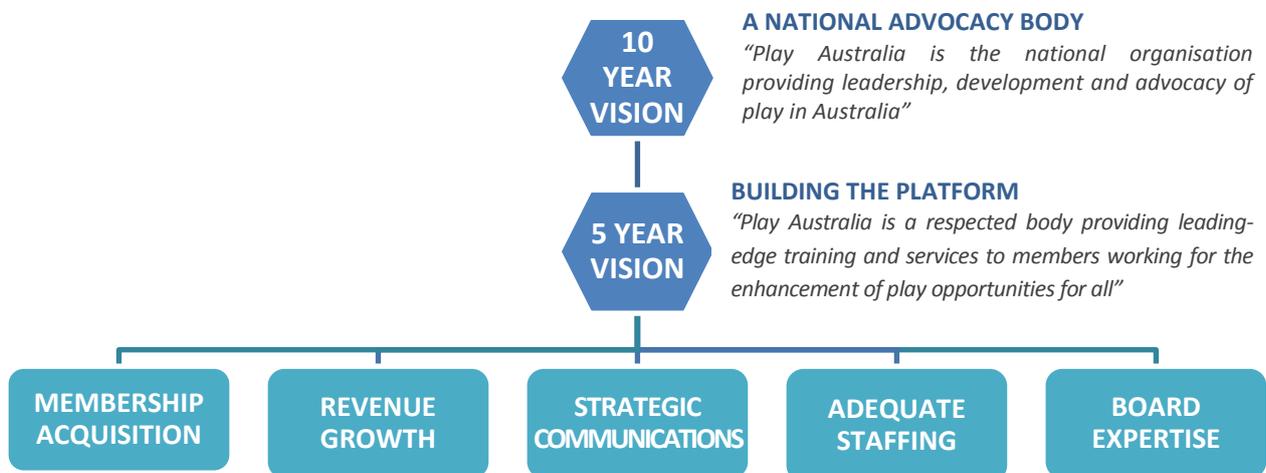
Chart 7: Showing the development cycle for Play Australia



Once the organisation has achieved a critical mass, it will have a strong platform for establishing state branches and expanding its advocacy role nation-wide. This Strategy therefore sets out both a five year and a ten year vision. The five year vision (Phase 1) is to achieve sufficient growth in members and revenue to create the platform for the organisation to move to its ultimate vision (Phase 2) of becoming the leading advocacy organisation for children’s play in Australia.

There are five Key Strategic Areas where change is required in order for Play Australia to progress towards its long-term vision. These are shown in the diagram below, together with the 5-Year and 10-Year organisational vision.

Chart 8: Showing the immediate and longer term vision for Play Australia



The five Key Strategic Areas (KSAs) shown in the diagram above form the basis of this Strategy. They represent the areas of activity in which Play Australia needs to focus its efforts over the next 5 years in order to realise its Phase 1 vision. The KSAs are:

- Membership acquisition
- Revenue growth
- Strategic communication
- Adequate staffing
- Board Expertise

This Strategy is not a business plan and hence does not set out all activities in which the organisation is engaged. Business as usual needs to continue but it is important that the Board and Executive Director distinguish core business and strategic activities. Focus on the Strategy will mean not taking on additional activities or expanding current activities unless they are specified in this Plan. The focus needs to be on organisational development in other states, not in Victoria. Victorian activities should be scaled back, where it is realistic to do so, to allow a strong focus on Strategy implementation.

This Plan sets out a number of objectives under each KSA together with the actions needed to achieve these objectives. Targets and timelines are also established where appropriate.

KSA 1: MEMBERSHIP ACQUISITION

A detailed membership acquisition strategy relevant to each state is required but will need to be developed in consultation with members from those states. Initially therefore, activities directed towards achievement of this KSA will need to focus on ‘getting started’ in two other states. The Board will need to choose the most appropriate states for initial work.

Objective 1.1: Identify influential play professionals in two other states and seek their support in developing local networks			
ISSUE	ACTION	TIMING FY	TARGET/MEASURE
PA needs to mobilise members in two other states to support this Strategy as the Executive Director will only be able to spend limited time in each state	1.1.1: Initiate discussions with interested parties in other states with a view to identifying individuals willing to act as local leaders – Play Australia Ambassadors	2014-15	4 Ambassadors in each of 2 states.
	1.1.2: Establish appropriate financial arrangements to cover Ambassador expenses (phone, travel etc)	2014-15	Financial agreements in place
	1.1.3: Support Ambassadors in promoting membership by following-up all leads	2014-19	Ongoing

Objective 1.2: Build a presence interstate through offering a program of events that will attract members			
ISSUE	ACTION	TIMING FY	TARGET/MEASURE
Victorian members value the training and networking that PA offers. These need to be offered in 2 other	1.2.1: In consultation with interstate Ambassadors, plan an achievable program of activities (training, networking events etc.) appropriate to each state	2014-15	Four events in (say) NSW 50 members in (say)NSW Four events in (say) SA 30 members in (say) SA

states to attract members and in the longer term will need to be tailored to the needs in each state	1.2.2: Evaluate activities individually in terms of participant satisfaction, membership acquisition and cost effectiveness	2014-15	Report to Board after each event
	1.2.3: If needed, subsidise early events to optimise participation		

Objective 1.3: Establish a multi-year membership acquisition plan two states building on initial experiences and successes

ISSUE	ACTION	TIMING FY	TARGET/MEASURE
A clear strategy for membership acquisition will need to be developed for each state	1.3.1: In consultation with interstate Ambassadors, review 2014 - 15 activities and evaluate success in acquiring members	2015-16	Review report presented to Board
	1.3.2: Develop a detailed plan to grow membership in both states	2014-15	Two acquisition plans developed
	1.3.3: Implement the member acquisition plan in (say) NSW and SA	2015-17	150 (say) NSW members 90 (say) SA members

KSA 2: REVENUE GROWTH

It is essential for Play Australia to grow its revenue. The three best sources of revenue are membership fees, training/networking events and commercial activities. Funding through government grants does generally not contribute to the financial health of the organisation as the funds need to be spent on grant requirements. There is usually no net financial benefit and management time is diverted to lower priority activities. It is important that Play Australia focuses on every opportunity for increasing revenue including appropriate commercial income and reduces, wherever practical, activities that do not generate a profit. Exceptions prove the rule, however. The Executive Director is of the view that significant funding for research may be available. If this adds to the knowledge base of the organisation, membership of Play Australia becomes even more attractive and hence research dollars should be sought.

Objective 2.1: Increase revenue significantly through growing membership and providing training in 2 other states

ISSUE	ACTION	TIMING FY	TARGET/MEASURE
PA needs to set targets for member growth and for revenue growth. Targets provide clarity for management about expectations	2.1.1: Relevant actions are shown under KSA 1 – Membership Acquisition	2014-15	Raise \$20,000 in (say) NSW. Raise \$15,000 in (say) SA
		2015-16	Re-set targets in light of success in first year

Objective 2.2: Re-orient the annual budget to focus expenditure on membership acquisition interstate

ISSUE	ACTION	TIMING FY	TARGET/MEASURE
Acquiring interstate members will require an investment of funds. This should be	2.2.1: Review all Victorian activities with a view to determining their criticality in the short term. Reduce or eliminate non-critical activities	2014-15	Report to the Board

planned at the outset & monitored regularly	2.2.2: Identify a set budget amount to fund activities in other states	2014-15	Budget item identified
	2.2.3: Communicate to the membership the need to subsidise interstate activities in the short-term	2014-15	Include information in newsletter

Objective 2.3: Establish a financial information system that enables the Board to monitor where revenue is raised and the true cost of activities

ISSUE	ACTION	TIMING FY	TARGET
The existing budget and financial reports provide little or no management information for planning and monitoring of performance	2.3.1: Review existing financial software and ensure full use of its capabilities or purchase new software if needed	2014-15	New chart of accounts
	2.3.2: Establish a simple methodology that allocates the Executive Director's time by geography and activity	2014-15	Allocation methodology in place

Objective 2.4: Identify and pursue opportunities for profitable revenue

ISSUE	ACTION	TIMING FY	TARGET
PA has largely relied on members to fund the organisation. PA has an ambivalent attitude to support from commercial enterprise and needs to become more entrepreneurial	2.4.1: Develop and implement a policy in relation to commercial sponsorship	2014-15	Policy adopted
	2.4.2: Develop and implement a policy for commercial activities e.g. advertising	2014-15	Policy adopted
	2.4.3: Establish a rigorous methodology to evaluate grant funding opportunities with a view to participating only where the project will not compromise the focus on membership acquisition	2014-15	Methodology adopted
	2.4.4: Pursue funding for research projects where the research will lead to membership growth	2014-15	Funding opportunities clarified

KSA 3: STRATEGIC COMMUNICATIONS

Play Australia has an attractive, informative website and a range of marketing materials promoting the organisation. For such a small organisation, it performs well in this area. These have all been developed under the aegis of the Executive Director with a very small budget. To grow the organisation, strong, tailored communication will be essential. Rather than take an ad hoc approach, a strategy will need to be developed that is focused on membership acquisition in each of the two selected growth states. As the profile of people in the Play sector is likely to include many younger people in the early stages of their careers, social media will be an important element in the strategy.

Objective 3.1: Ensure communications are focused on the goals of this Strategy

ISSUE	ACTION	TIMING FY	TARGET
PA needs to align its communications with the goals of this Strategy.	3.1.1: Develop a simple, effective communications strategy that includes use of the web and social media as well as traditional media forms and channels	2014-15	Strategy adopted by the Board

Communications need to take account of state differences	3.1.2: Prepare appropriate marketing collateral to support membership acquisition in other states	2014-15	Marketing collateral available mid 2014
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Objective 3.2: Ensure that advocacy messaging resonates with the intended audience

ISSUE	ACTION	TIMING FY	TARGET
PA uses a range of messages about play but needs to investigate which work best with different audiences	3.2.1: Develop a one page manifesto or charter that clarifies what PA stands for	2014-15	Manifesto or Charter adopted by the Board
	3.2.2: When funds permit, commission research to assist in tailoring messages for maximum impact	2015-16	Research completed

Objective 3.3: Establish a social media presence attractive to younger professionals

ISSUE	ACTION	TIMING	TARGET
Social media is now part of business as usual for most successful organisations	3.3.1: Investigate social media applications such as Twitter and Instagram and trial their use as communication channels both to members and for advocacy purposes	2014-15	Social media channels selected and trialled

KSA 4: ADEQUATE STAFFING

Play Australia has for some time planned to increase staffing. The intention has been to recruit a part-time Training Co-ordinator and free the Executive Director from this responsibility. Given the goals of this Strategy, that position should now encompass both membership acquisition and training coordination. While training will need to continue in Victoria, all growth in training should be focused on other states. The new position will need to have clear targets for member acquisition and for revenue. The role of the Executive Director will need to be re-scoped to avoid the possibility of duplication, to incorporate supervisory responsibilities and to focus on driving this Strategy.

Objective 4.1: Increase staffing to support implementation of this Strategy

ISSUE	ACTION	TIMING	TARGET
Staffing levels are not sufficient to implement this Strategy. It is important that new staff have clearly defined roles	4.1.1: Employ a part-time membership and training officer to focus on establishing training in other states	2014	Advertised May 2014
	4.1.2: Review the position description for the Executive Director to ensure it reflects changed responsibilities	2014	December 2014

KSA 5: EXPERTISE ON THE BOARD

The Board of Play Australia is comprised of individuals who are passionate about the importance of outdoor play for children and who work in directly related fields. There is a genuine commitment to the role of the organisation and a strong belief in its new future. This new Strategy, however, requires new

skills on the Board. In particular, the Board needs expertise in membership acquisition and retention and expertise in marketing and communications. The Board would benefit from greater diversity and hence this expertise should be sought from people outside the play sector and with different experience and different perspectives.

Objective 5.1: Ensure the Board has the skills needed to guide growth in membership and revenue			
ISSUE	ACTION	TIMING FY	TARGET
The Board needs to add new skills to support the implementation of this Strategy. People from different sectors will bring new perspectives to Board discussions	5.1.1: Seek candidates with high level skills in membership development and in communications by advertising the director positions through known governance organisations	2014-15	Advertisements through Institute of Company Directors and Our Community for next elections
	5.1.2: Advise members of the need for external expertise and promote to members the election of preferred candidates	2014-15	One director with skills in membership acquisition. One with marketing and communications skills

Objective 5.2: Ensure the Board is well placed to understand and plan for meeting the needs of members interstate			
ISSUE	ACTION	TIMING FY	TARGET
It is important to elect interstate directors if PA is to be perceived as a national organisation	5.2.1: Undertake a review of Board membership and plan for progressive change of directors to achieve representation from other states	2014-15	Election of two interstate directors
		2015-16	Three directors from interstate

Objective 5.3: Ensure the Board is strongly focused on driving this Strategy			
ISSUE	ACTION	TIMING FY	TARGET
The Board needs to take a strong role in driving this Strategy. A Strategy sub-committee is needed and the Board agenda needs to focus on performance in executing the Strategy	5.3.1: Establish a Strategy & Membership sub-committee to oversee membership acquisition and support the Executive Director in planning and monitoring interstate activities	2014-15	Establishment of Strategy & Membership sub-committee
		2014-15	Development of new Board agenda
	5.3.2: Revise the Board agenda to prioritise Strategy implementation and monitoring of performance against targets	2014-15	Development of new Executive Director reporting framework

6 THE CHALLENGE OF IMPLEMENTATION

Many organisations have a strategy but lack the wherewithal to implement it. Play Australia, however, is well placed to implement this Strategy. Key strengths that will support implementation are set out below followed by a number of issues that make implementation more challenging. Success will require the Board and management to maintain a constant focus on priorities and to continually monitor activities and their outcomes.

Organisational strengths that will support implementation include:

- A passionate, knowledgeable and competent Board
- An experienced, committed and capable Executive Director
- High levels of member engagement
- A strong and constructive relationship with the Victorian Government
- Strong interest from interstate
- A shared intent to grow the organisation

Play Australia also faces a number of challenges that may act as barriers to implementing the Strategy. These include:

- A low revenue base
- Limited marketing skills on the Board
- Very limited capacity to undertake market research
- Low membership in all states except Victoria
- An Executive Director who, as sole employee, is responsible for total management of the organisation

This is a challenging Strategy, particularly given the limited resources of the organisation. However, the Board and management are well placed to implement the Strategy and grow the organisation to a size where the goals of the Play Australia Project and the establishment of state branches and a national secretariat become viable.

In addition to regular monitoring at Board meetings, an annual review of progress will be important. Strategies should be evaluated annually in light of progress towards targets. Following the annual review, strategies can be modified and new targets established.

The Board of Play Australia adopted this Strategy at its meeting on xx/xx/2014. The first annual review is scheduled for May 2015.