



Athletics Canterbury Strategic Plan 2020-2023

Vision: To become the centre of excellence for athletics supporting everyone to reach their potential
Mission Statement: To lead and inspire participation, development and excellence in our sport
Values: Integrity, Inclusiveness, Commitment, Respect

<p>Initiative Area 1</p>	<p>Initiative Area 2</p>	<p>Initiative Area 3</p>
<p>Effective Leadership</p> <p>Lead the implementation of strategies and processes to provide quality, sustainable athletics in Canterbury.</p> <p>Achieved by:</p> <ol style="list-style-type: none"> 1. Engaging with the athletic community and setting the strategic direction 2. Implementing governance, management and operational models that meet the needs of the Athletics Canterbury community 3. Implementing robust and sustainable financial management of Athletics Canterbury to allow the delivery of the annual work plans 4. Building strong partnerships with our clubs, Nga Puna Wai and other stakeholders to build a unified and sustainable sport 5. Recognising achievers in our sport through appropriate forums and awards 	<p>Sport Delivery</p> <p>To provide high quality experiences and pathways for the athletics community in Canterbury.</p> <p>Achieved by:</p> <ol style="list-style-type: none"> 1. Delivering quality programmes, competitions and events that cater for our sporting community. This includes events that encourage recreational participants alongside our members. 2. Working with all sectors of the sport, including Athletics NZ, to ensure our philosophies and programmes align 3. Developing and implementing strategies to retain athletes, coaches & officials 4. Implementing a Coach Development programme that produces more quality coaches 5. Implementing an Officials Development programme that produces and retains officials 	<p>Growing our Sport</p> <p>To grow the number of people participating/achieving in athletics and athletic based events in Canterbury.</p> <p>Achieved by:</p> <ol style="list-style-type: none"> 1. Marketing Athletics Canterbury as a dynamic Organisation, fulfilling the needs of our sporting community 2. Strengthening and expanding the sport delivery via a strong club and school networks 3. Increasing participation numbers with events and programmes that attract new athletes to the sport 4. Developing & supporting the pathway to podium programme 5. Ensuring a positive experience is had by our participants, officials, coaches and supporters when involved in our activities.

Initiative Area 1: Effective Leadership Work plan 2021/22

Lead the implementation of strategies and processes to provide quality, sustainable athletics in Canterbury.

Goals:	Outcomes	Responsibility	Est Delivery
Engaging with the athletic community and setting the strategy direction	<ul style="list-style-type: none"> ➤ Within the 2020-23 Strategic plan, the task for 2021/22 is to publish the annual workplan and communicate this to the Operational teams and clubs. ➤ Board members are subject to election at the AGM on a rotational basis – The elected term is for 2 years, with a maximum of 3 terms. ➤ Our athletics community are canvassed for their input on a regular (at least annual basis) re the direction of the sport 	<p>Board Secretary</p> <p>Board</p> <p>GM</p>	Ongoing
Implementing governance, management and operational models that meet the needs of the Athletics Canterbury community	<ul style="list-style-type: none"> ➤ Protocols are implemented for sustaining an effective Board, productive Working Groups and Operational Committees, including Canterbury Childrens Athletics and Canterbury Masters <ul style="list-style-type: none"> a) The Board has mandated that no Board member can lead a working group, and this will be implemented by July 2021. b) Working group reports are to be submitted to the GM monthly so they can be consolidated into the monthly GM report to the Board. ➤ The GM ensures the agreed working group objectives are implemented with oversight from the Board 	<p>Board</p> <p>GM</p> <p>GM</p>	Reviewed annually
Implementing robust and sustainable financial management of Athletics Canterbury to allow the delivery of the annual work plans	<ul style="list-style-type: none"> ➤ Annual budgets are prepared & tracked monthly to ensure performance against budget is maintained ➤ Strategies for maintaining financial viability in the medium term are developed & implemented ➤ Income via grants, ANZ contributions & sponsorship are gained to ensure the agreed goals of the year and employee costs are met. ➤ A full review of marketing expenditure against return is completed for the 3-year period Jan 2019 – Dec 2021 	<p>Treasurer</p> <p>Treasurer; Finance / GM</p> <p>GM and Finance team</p> <p>Marketing WG/ Treasurer</p>	<p>Annually</p> <p>Annually</p> <p>Annually</p> <p>December 21</p>
Building strong partnerships with our clubs, Nga Puna Wai, and other stakeholders to build a unified and sustainable sport	<ul style="list-style-type: none"> ➤ Communications with Athletics NZ is open & transparent, and the spirit of the Cooperation agreement is followed. <ul style="list-style-type: none"> a) Interactions with ANZ are communicated to the Board either monthly or, more frequently if Board input is warranted. ➤ Board and Working Group minutes are provided to all clubs and operational committees monthly. 	<p>Board,</p> <p>GM / Board members</p> <p>Board secretary</p>	Ongoing

	<ul style="list-style-type: none"> ➤ The GM actively engages with clubs to gain their feedback and keep them abreast of initiatives. ➤ Potential leaders, influencers and appropriate experts are identified from within the Athletics Canterbury Coaching community. A database with this information is created by the Working group 	<p>GM</p> <p>Coaching Working Group</p>	
Recognising achievers in our sport through appropriate forums and awards	<ul style="list-style-type: none"> ➤ Appropriate recognition of high achievement within the sport is acknowledged as and when appropriate. ➤ Regular updates of member achievements are made through the monthly newsletter and media forums. ➤ Life memberships and merit awards are identified and awarded alongside other sporting achievements at an Awards Dinner 	<p>Board</p> <p>Operational leaders / GM</p> <p>GM / Awards committee</p>	Ongoing

Initiative Area 2: Sport Delivery Workplan 2021/22

To provide high quality experiences and pathways for the athletics community in Canterbury

Goals	Outcomes	Responsibility	Est Delivery
Delivering quality programmes, competitions and events that cater for our whole sporting community	<ul style="list-style-type: none"> ➤ Appropriate programmes for Athletics Canterbury Track & Field (stadia) and Cross Country & Road (non-stadia) are created in consultation with our athletics community. ➤ Create event options within both stadia and non-stadia events for the wider sporting community that increases non-club athlete participation. 	Operational Committees in consultation with GM	Ongoing
Developing and implementing strategies to retain current members.	<ul style="list-style-type: none"> ➤ The Athletics Canterbury website & social media forums are enhanced with focus on recognising performances of our club runners, officials, and coaches. ➤ Our events are actively promoted to clubs & their members with club member entries in the ‘Harbour & Hills series’ events increased by 20% compared to 2020 and entries at all other events above the 2019 year. ➤ Specific event websites and handbooks, as appropriate, are provided to members so they can positively participate in our events. ➤ A more social environment for registered athletes is created by having at least 100 people attending the end of winter season social function at NPW and holding a minimum of 2 more social runs including the Royal Derby. ➤ An active reward programme for participation in our events is implemented. ➤ Data is collated, by the end of June, showing how the numbers competing in both male and female over the last 3 seasons have changed in the transition between U14 to U16 and U18 to U20. <ul style="list-style-type: none"> ❖ All athletes who have competed in last 3 years within these age groups are surveyed to identify their key reasons for leaving / staying in the sport ➤ Based on this information devise and implement a minimum of 2 measurable strategies per age group to mitigate the loss in numbers for the 2021/22 T & F season and use data from this season to determine success. 	Marketing Group / GM / GM GM Athlete Pathway Group	November’21 Ongoing October’21 June’ 21 September’21
Implementing a Coach Development programme that produces quality Coaches	<ul style="list-style-type: none"> ➤ Athletics Canterbury standardised coach development modules are created ➤ A framework for coach development is developed and implemented including introductory modules for new coaches ➤ A Coach Connector is recruited by the end of April 2021 and the work identified for this role completed by August 2021 <ul style="list-style-type: none"> a) An up-to date data base of active coaches is created 	Coaching Working group / GM	March’22 April’21

	<ul style="list-style-type: none"> b) An appropriate set of two-way information communication channel linking coaches to development initiatives is created c) All active Athletics coaches are registered with ANZ as accredited or community or as a Community Volunteer d) All coaches meet the Vulnerable Children’s Act requirements ➤ The engagement of a coach development coordinator is implemented by Dec 2021 ➤ A coach development event/module calendar is completed by March 2022 		<p>August’21</p> <p>December’21</p>
<p>Implementing an Officials Development programme that produces and retains officials</p>	<ul style="list-style-type: none"> ➤ The Athletics Canterbury Officials Database is updated and maintained with all current winter & summer officials identified. ➤ A plan is created for each official wishing to progress in the sport so they can undertake their own official path development ➤ With the intention of gaining 20 new C grade officials (15 for Children & 5 for seniors) to the sport in 2021, there is at least four training courses conducted per annum that enhances and develops officials’ knowledge. ➤ SUCCESSION PLANNING OBJECTIVES, as follows <ul style="list-style-type: none"> ❖ Key Officiating roles and incumbents are identified. ❖ Successors for each of the key roles are identified and plans developed to ensure individual knowledge handovers. ❖ The Athletics NZ Officials coordinator is engaged to implement delivery of any required education sessions. ❖ The depth and knowledge across all grades is enhanced by developing and implementing a mentoring programme 	<p>GM / Officials WG</p>	<p>Ongoing</p> <p>November’21</p> <p>October’21</p> <p>October 21’</p> <p>March’ 22</p> <p>As required</p> <p>December’21</p>

Initiative Area 3: Growing our Sport 2021/22

To grow the number of people participating/achieving in athletics and athletic based events in Canterbury.

Goals	Outcomes	Responsibility	Est Delivery
Athletics Canterbury has a marketing approach that attracts new athletes to the sport and promotes Athletics Canterbury as a dynamic organization, fulfilling the needs of our sporting community	<ul style="list-style-type: none"> ➤ The CAN RUN website & social media approach continues to attract community runners at appropriate Athletic Canterbury events. <ul style="list-style-type: none"> a) Community runner entries in the Harbour & Hills races are up by 20% compared to 2020 b) At least 10 community teams participate in the Hagley Memorial relay and at least 100 adults participate in the Royal Derby @ Ascot ➤ A marketing approach for the Takahe to Akaroa event gains a 10% increase in participants in 2021 compared to the previous National year <ul style="list-style-type: none"> a) The Takahe journey for Wahine is successfully completed with at least 2 school teams competing in either the T2A or A2C relays. ➤ Opportunities such as the officials and coaches' education courses are promoted. 	Marketing Working Group, GM	November'21 April'21 October'21
Strengthening and expanding the sport delivery via a strong club and school networks	<ul style="list-style-type: none"> ➤ Robust Club & School links are developed with school use increased year on year 	GM	March'22
Increasing resources to enhance the volume and quality of coaches	<ul style="list-style-type: none"> ➤ An attraction strategy aimed at inviting, accrediting and recruiting new coaches is implemented over the year ➤ Revenue creating coaching modules are developed and sold to external markets by Dec 2021 thereby creating opportunities for accredited coaches to deliver 	Coaching Working Group	November'21 March '22
Developing & supporting the pathway to podium programme	<ul style="list-style-type: none"> ➤ Athletes that have the potential to be part of the programme are identified ➤ Athletics Canterbury work in conjunction with Athletics NZ to support the growth of our athletes as they go through this programme 	GM, Athlete Pathway WG	
Ensuring a positive experience is had by our participants, officials, coaches, and supporters when involved in our activities.	<ul style="list-style-type: none"> ➤ The Board ensures their work and that of the working groups is visible to all members with particular focus on making best use of the Athletics Canterbury website and social media forums ➤ The Board actively engages with the operational committees to ensure they are working to provide positive experiences for all those involved with their part of the sport 	All	Ongoing