



## Athletics Canterbury 2022 – 2028 Strategic Plan

**Our Vision:** To become the centre of excellence for athletics supporting everyone to reach their potential

**Our Mission:** To lead and inspire participation, development and excellence in our sport

### Strategic Outcome One:

#### Governance & Leadership

We are a financially sustainable organisation that fosters a positive and inclusive culture where transparent leadership and succession planning are viewed as organisational strengths.

**Goals:**

1. There is a club structure in place that promotes the awareness and growth of athletics in Canterbury
2. There is diverse leadership across all areas of Athletics Canterbury.
3. A strategic governance turnover process ensures a balance between knowledge retention and provision of new ideas
4. We advance our sport governance knowledge through the utilisation of available support and literature

### Strategic Outcome Two:

#### Attract and Retain

The community wants to be part of our sport; they view it as a pursuit that provides competitive fun fitness opportunities, and healthy socialisation for all.

**Goals:**

1. We understand our value proposition to the community, allowing us to promote and leverage off this.
2. We provide opportunities and support to participants to allow them to be the best they can be
3. The activities and events we offer are attractive to our diverse community
4. There is an increase in coaching and official numbers through visible pathways

### Strategic Outcome Three:

#### Innovation

We are a leader in sport delivery innovation; we consistently explore new ideas and are open to diversifying our sport to meet the needs of the community.

**Goals:**

1. A culture of openness to experimentation and learning exists
2. We have processes in place that allow new ideas and initiatives to be promoted
3. We adopt and adapt new concepts through knowledge sharing processes
4. We utilise available research and insights to advance our sport

### Strategic Outcome Four:

#### Partnerships and Collaboration

The development and management of stakeholder relationships contributes to membership growth and our financial sustainability.

##### **Goals:**

1. We retain and secure new partners by promoting our value proposition and the offering of mutual benefits
2. We enable new partnerships and programmes to promote participation growth through collaborating with other sports and organisations.
3. Our capacity and capability are maximised through strategic and supportive partnerships
4. International relationships lead to new and diverse events being delivered

### Strategic Outcome Five:

#### Our Brand

Visibility, recognition, and credibility will drive increased participation, and promote sponsorship and commercial opportunities.

##### **Goals:**

1. There is an increased positive recognition of our sport and value proposition by our community
2. The community associates our brand with success stories
3. People are talking about our sport positively, and due to this we are experiencing an increase in participation numbers

## Strategic Outcome One:

### GOVERNANCE AND LEADERSHIP

We are a financially sustainable organisation that fosters a positive and inclusive culture where transparent leadership and succession planning are viewed as organisational strengths.

Goals	Actions & success measures	Responsibility of	Time frame
1. There is a club structure in place that promotes the awareness and growth of athletics in Canterbury	<ul style="list-style-type: none"> <li>➤ The Board ensures their work, and that of the working groups, is visible to all members and, as a result these activities are well known by members.</li> <li>➤ The Board actively engages with the clubs to ensure they are working to provide positive experiences for people wishing to engage with the sport and, as a result, membership increases.</li> </ul>	Board	Annually
2. There is diverse leadership across all areas of Athletics Canterbury	<ul style="list-style-type: none"> <li>➤ The Board actively works to ensure people of any gender or ethnicity can lead all aspects of the sport with an increased diversity of thinking evident over time.</li> </ul>	Board	23/24
3. A strategic governance turnover process ensures a balance between knowledge retention and provision of new ideas	<ul style="list-style-type: none"> <li>➤ Policies for ensuring appropriate turnover within the Board, Operational committees and working groups are developed, documented and implemented as appropriate.</li> <li>➤ Succession plans are developed and documented for all operational committee and working group roles.</li> </ul>	Board	December 22, Ongoing  March 23
4. We advance our sport governance knowledge through the utilisation of available support and literature	<ul style="list-style-type: none"> <li>➤ The Board looks to gain knowledge from our parent body and communication with Athletics NZ is open, transparent, and in the spirit of our Cooperation agreement.</li> <li>➤ The Board has evidence of using the services provided by Sports Canterbury to enhance the skills of Athletics Canterbury people</li> </ul>	Board	Ongoing  Annually

## Strategic Outcome Two:

### ATTRACT AND RETAIN

**The community wants to be part of our sport; they view it as a pursuit that provides competitive fun fitness opportunities, and healthy socialisation for all.**

Goals	Actions & success measures	Responsibility of	Time frame
1. We understand our value proposition to the community, allowing us to promote and leverage off this.	<ul style="list-style-type: none"> <li>➤ Documentation outlining our value proposition is prepared and made visible to all groups operating within the sport</li> <li>➤ Through having appropriate events, programmes, and educational opportunities we demonstrate that we understand the needs of our community, ensuring the success and enjoyment for all involved. The success will be measured by reviewing the participation numbers in all areas.</li> </ul>	GM / Board	July 22
		GM / WG / OC	Ongoing
2. We provide opportunities and support participants to allow them to be the best they can be	<ul style="list-style-type: none"> <li>➤ Appropriate programmes for Athletics Canterbury Track &amp; Field (stadia) and Cross Country &amp; Road (non-stadia) are created in consultation with our athletics community.</li> <li>➤ Recognition of achievements in all grades and genders are made for all members of our athletic community.</li> </ul>	Operational Committees	Seasonally
		Operational Committees	September 22
3. The activities and events we offer are attractive to our diverse community	<ul style="list-style-type: none"> <li>➤ A minimum of one event option per annum, for both stadia and non-stadia, is implemented and supported by an additional 20 people from the wider sporting community.</li> </ul>	Operational committees & Marketing WG	Seasonally from summer 22
4. Increase participation at our events from both club runners and community runners	<ul style="list-style-type: none"> <li>➤ Marketing and communication are diversified to reach a more complete range of people, and key events have a marketing plan. The aim will be to get 100 community runners for Royal Derby and a 10% increase on 2021 community runner's entries for Lakeside relay (16 in 2021) and Governors Bay (107 in 2021) events.</li> <li>➤ Continuation with participation awards across the whole sport, that leads to a 5% growth in registered adult athlete participation of Athletics Canterbury events compared to 2021.</li> </ul>	Marketing WG	Seasonally
			March 23
5. There is an increase in coaching and official numbers through visible pathways	<ul style="list-style-type: none"> <li>➤ CanCoach, a programme designed to enhance the skills of Canterbury coaches, is launched in June 22 with the first module run in July and then agreed modules implemented over the balance of the year.</li> <li>➤ Promotion of 3 CAD courses for event specific coaches is done over the year</li> <li>➤ A minimum of 25% of our registered coaches obtain a minimum of a C grade paper in their area of expertise</li> <li>➤ Ensure each club in the children's areas have at least 2 new people sit their C grade papers prior to the 22/23 T &amp; F season starting.</li> </ul>	Coaching WG / Marketing WG	Milestones June, July & rest of year
		GM	
		Officials	September 23
		Officials WG/GM	September 22

	➤ A minimum of 3 functions for officials and coaches are held over the year	GM	Ongoing
6. Increased retention of high school aged members	<ul style="list-style-type: none"> <li>➤ Through a six-monthly focus group, high school aged athletes are invited to partake in a voice of the participant session with a report from these sessions provided to the operational committees that includes any recommendations for change.</li> <li>➤ The Athlete pathway group work with each operational committee to implement at least one area of recommended change per season</li> </ul>	<p>Athlete WG</p> <p>Athlete WG / OCs</p>	<p>Seasonal</p> <p>Between seasons</p>

### Strategic Outcome Three:

### INNOVATION

**We are a leader in sport delivery innovation; we consistently explore new ideas and are open to diversifying our sport to meet the needs of the community.**

Goals	Actions & success measures	Responsibility of	Time frame
<ul style="list-style-type: none"> <li>• A culture of openness to experimentation and learning exists</li> </ul>	<ul style="list-style-type: none"> <li>➤ Our athletic community are surveyed post the stadia and non-stadia seasons and from this feedback the following year's programme demonstrates we are open to new ideas by the teams modifying or creating alternative events in response.</li> </ul>	<p>GM</p> <p>T &amp; F Committee</p> <p>Cross Country and Road Committee</p>	Seasonally
<ul style="list-style-type: none"> <li>• We have processes in place that allow new ideas and initiatives to be promoted</li> </ul>	<ul style="list-style-type: none"> <li>➤ Processes are developed that promote the advancement of new ideas and these are made visible to our membership by the Board</li> </ul>	Board	November 22
<ul style="list-style-type: none"> <li>• Refresh our programme to keep it exciting and attractive to new and current participants.</li> </ul>	<ul style="list-style-type: none"> <li>➤ At least one new event per season is introduced with the intention of running it for two years before deciding if it, or another event, is dropped. Target is to have new events attended by a minimum of 100 people.</li> </ul>	Operational committees/Marketing WG	Seasonal
<ul style="list-style-type: none"> <li>• We utilise available research and insights to advance our sport</li> </ul>	<ul style="list-style-type: none"> <li>➤ With guidance for Athletics NZ and if appropriate we investigate / implement one or two new initiatives such as Balance is Better, to ensure we create age-appropriate events.</li> </ul>	GM / Operational committees	Seasonally

## Strategic Outcome Four:

### PARTNERSHIPS AND COLLABORATION

**The development and management of stakeholder relationships contributes to membership growth and our financial sustainability.**

Goals	Actions & success measures	Responsibility of	Time frame
1. We retain and secure new partners by promoting our value proposition and the offering of mutual benefits	<ul style="list-style-type: none"> <li>➤ Adding to our existing partners portfolio we look to secure 3 new partners each year.</li> <li>➤ We continue to work with funders (new and existing) to ensure that they understand our sport/events and the benefits of them providing funds.</li> </ul>	GM	Annually
2. We enable new partnerships and programmes to promote participation growth through collaborating with other sports and organisations.	<ul style="list-style-type: none"> <li>➤ Working to identify potential gaps in our offerings to promote the sport, we work with the coaches in the region to deliver RJT programmes in hubs across the city, as per any funding agreement with the CCC.</li> </ul>	GM,	March 23
	<ul style="list-style-type: none"> <li>➤ Partnering with the partner sports at Nga Puna Wai we provide an annual event that showcases our sport, the facility and benefits of being active.</li> </ul>	GM	January 23
	<ul style="list-style-type: none"> <li>➤ We work with Sport Canterbury to ensure they understand our needs and provide appropriate assistance to Athletics Canterbury.</li> </ul>	GM	Ongoing
3. Our capacity and capability are maximised through strategic and supportive partnerships	<ul style="list-style-type: none"> <li>➤ The value of our partnerships is clearly understood by both parties and we have evidence of the value our partners see of us.</li> </ul>	GM,	Annually
	<ul style="list-style-type: none"> <li>➤ There is clear evidence we are aligned with Athletics NZ with Athletics Canterbury as the main channel through which they communicate events / opportunities in the Canterbury region.</li> </ul>	GM	Ongoing
	<ul style="list-style-type: none"> <li>➤ A stakeholder engagement plan for Athletics Canterbury is developed.</li> </ul>	GM / Finance	March 23
4. International relationships lead to new and diverse events being delivered	<ul style="list-style-type: none"> <li>➤ We investigate and identify any activities within the wider global athletics community that could be applied locally and these are presented to the Board for consideration.</li> </ul>	GM / OC	Ongoing

## Strategic Outcome Five:

### OUR BRAND

**Visibility, recognition, and credibility will drive increased participation, and promote sponsorship and commercial opportunities.**

Goals	Actions & success measures	Responsibility of	Time frame
1. There is an increased positive recognition of our sport and value proposition by our community	➤ Active acknowledgement of all aspects of the sport in the wider media throughout the year as evidenced by articles in forums outside the current Athletics Canterbury formats.	GM / Marketing WG / OCs	Ongoing
2. The community associates our brand with success stories	➤ Promotion of good news stories that cover the range of people in our community, through our social media platforms, newsletters and website.	GM, Marketing WG	Ongoing
3. People are talking about our sport positively, and due to this we are experiencing an increase in participation numbers	<ul style="list-style-type: none"> <li>➤ An Athletics Canterbury sub-branding proposal is developed for the Board to approve and then implemented, as agreed, over the balance of the year.</li> <li>➤ Code of conducts are created to ensure that our sport is a safe place for people to enjoy what they do and there is an opportunity for new people to participate in all aspects</li> </ul>	Marketing WG  GM	June 22 then Ongoing as agreed  Aug 22