**Cardiff Amateur Athletics Club**

**(Cardiff Athletics)**

**Development Plan**

**2019-2024**



**Final**

**1 December 2018**

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**Summary**

The Cardiff Athletics Development Plan sets out the Club’s agreed direction for the next 5 years. The Club has used a three-pillar approach to develop the plan, Firstly the Club has ensured that the plan is membership focussed and has used the information from the membership survey 2018 to shape the plan. Secondly the governance and direction as required by National Governing Body (Welsh Athletics). Thirdly, the Directors and Management Board Vision, Values and Standards.

The main aims are to increase participation in all areas and within all age groups of the Club, achieve Club success in all team competitions and build a strong community focus. To achieve this, the Club plans to attract, retain and develop more volunteers to fill existing vacancies, new roles and allow for succession with the Management Board. A key area will be the recruitment of new coaches and track and field officials and the development of existing ones.

**Introduction**

Cardiff Athletics has been a significant part of the sporting life of Cardiff and surrounding area for many years. From its origins as a traditional Harriers Club with the formation of Roath (Cardiff) Harriers in 1882 and the amalgamation of Roath Harriers and Birchgrove Harriers in 1968 to form Cardiff Amateur Athletic Club, it has developed into a multi-disciplinary Running and Athletics Club. The Club has more than 600 members, both male and female members of all ages (from 7 and above) and all abilities participating in cross-country running, road running, fell running and Track and Field. It includes both competitive members and recreational runners and is managed by an employed Club Manager and supported by many volunteers who organise the running of the club, provide coaching, officiating and organisation of athletics events and team management. The club could not exist without these volunteers. Club members compete as individuals and as team members in local, regional and national competitions and has many Athletes representing Wales and Great Britain and NI at the Commonwealth, European, World and Olympic and Paralympic stage.

The Club has also worked successfully with Welsh Athletics and Sport Cardiff in providing athletics skills training for local schools, with the club also have an outstanding Athletics Academy providing athletics for children aged 6 -15 allowing all abilities to partake in the sport. The Club also holds the Insport Club Ribbon, recognising its commitment to inclusion and providing sporting opportunities for disabled people in Wales. The Club is one the six clubs awarded the title of Super Club, awarded by Sport Cardiff. Our senior athletes have more diverse needs and we work to meet their aspirations, from improving the performance of athletes who regularly compete and team success, and supporting members achieve their goals and provide a safe environment for all members including non-competing members who enjoy running are focussed of fitness and community spirit. As a further part of the contribution to sporting life of Cardiff, the Club also helps organise several races that generate substantial funds for local and national charities.

Helping Club members achieve their goals and helping the club to continue to deliver high quality events will require continued development of high-quality coaches, officials and volunteers and the availability of high-quality facilities. Maintenance of a competition standard athletics track for training, competition and as an events venue and further development of the facilities to include a clubhouse and indoor training area is key to the continued development of the club.

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This Development Plan describes our vision for the future and how we aim to realise this vision.

**Club Philosophy**

Cardiff Athletics is the only sports club in Cardiff that caters for the full range of athletics and is one of the leading athletic clubs in Britain. The club’s activities cover track & field, cross country and road running and it has members that participate in fell running and disabled athletics.

**Vision**

Cardiff Athletics seeks to meet the diverse needs of all Club members, of all ages and abilities, across all athletics disciplines. Cardiff Athletics also seeks to help members and teams achieve their goals, whether that is competitive success, athletics performance, recreational running, fitness, trying out new athletics disciplines and challenges, or making new friends.

**Values and Standards**

Cardiff Athleticshas 5 Core Values and 3 Standards by which all members must follow and adhere to.

The Cardiff Athletics Core Values are:

**1.** **Teamwork:** Members are expected to embrace **teamwork because achieving a success be that individual or as a team almost always requires the effort of every team member.** Athletics is considered individual sport, but forms teams to benefit from a support system for the individual athletes. Every athlete’s performance matters.

**2.** **Respect for others:** Cardiff Athletics believes in equal treatment and opportunities for everyone. Members are expected to respect each other, Event Officials and Members of other teams.

**3.** **Loyalty:** Cardiff Athletics aims a bringing member together, loyalty means that members will always be true to our club and other members.

**4.** **Enjoyment:** Cardiff Athletics promotes competing, coaching and volunteering in a safe and happy environment, fostering a community spirit, so together the club is one.

**5. Sportsmanship:** Cardiff Athletics **endorses sportsmanship** conduct for all its members (such as fairness, respect for one's opponent, and graciousness in winning or losing) becoming to one participating in Athletics.

The Cardiff Athletics Standards are:

**1. Code of Conducts:** All members and parents must adhere to the Clubs Codes of Conduct whilst members of the Club.

**2.** **Be Lawful:** Members must abide by the law of the United Kingdom as well as international law when they represent Cardiff Amateur Athletic Club (Cardiff Athletics) both at home and aboard.

**3.** **Behave Appropriately:** All members of Cardiff Athletics are expected to keep to certain standards. That’s why misbehaviour like racism, bullying and harassment is not tolerated anywhere in the Club.

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**Current Position**

**SWOT**

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| **Strength**   * Secure training venue for Athletics * Financial stability * Access to Athletics equipment * Well-established Club * Involvement in organizing races * Coaching staff * Enthusiastic volunteers * Opportunities for all seniors and Juniors to access multi disciplines; track and field; road and cross country * Membership * Facebook page * Reputation in the community * Low membership fees * Senior teams both in Premier divisions of BAL/UKWAL * International Athletes | **Weakness**   * Retention of Academy members as they progress through the club * Stagnation of senior member’s progression * Lack of an indoor training facility for more technical track and field events e.g. hurdles, high jump * Reliance on current coaching staff * Reliance on the same volunteers * Sporadic media coverage * No Social running groups * Difficulty in finding ‘organisers’ * Lack of competing (at all ages and disciplines) * Lack of interest from younger adults to take on management board roles * Lack of organised facilitation of additional runs at weekends. * Website * Diversity of the club’s management board and all the officials * Junior and Senior T&F selection policies * Club room shared with college |
| **Opportunity**   * Potential for site development i.e. Indoor sports facility and Club House * New indoor facility could help motivate young athletes during winter months and inclement weather * Potential to increase ties with schools, thereby increasing membership * Potential to develop senior members, volunteers and parents into coaches * Potential to develop pathways for junior members to become coaches * Monthly Club news letter * Academy growth – Outreach * Academy - schools links * Academy – toddler section * Potential for Social running group * Club Championships -T&F, Road, XC | **Threat**   * Alternative sports * Alternative hobbies * Inability to coach technical events all year round * Lack of indoor facilities * The competitive aspects of the club may deter social athletes and runners joining the club. * Larger and better equipped clubs attracting our talented juniors * Breakaway groups * Lack of volunteers for key roles * Lack of succession for Management Board * Government cuts to local services |

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**Aims**

**Development Area One – People**

**People - Athletes**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Increase adult participation. | a. Recruit Head of Road Running and XC  b. Recruit Road/ Social Running Coordinator  c. Establish Social Running group  d. Run couch to 5K courses.  e. Promote the club through Echo.  f. Encourage participation in local road races.  g. Increased use of Social media (Facebook & Twitter). | - Head of Road Running and XC  - Road/Social Running Group Coordinator (on creation of role)  - Management Board  - Head of Media  - Club Manager  - Head of Coaching | Ongoing |  |
| 2. Increase senior women and senior men's participation (at all levels) in competitive events. | a. Discussion to be held with non-competing seniors to understand why they do not wish to compete.  b. Regular competing seniors to engage with noncompeting and less competitive seniors to help put aside misgivings and to encourage them to compete.  c. Encouragement to be given by all members.  d. This should be dealt with sensitively so those who do not wish to compete and only want to run socially do not feel pressured.  Offer more training opportunities in all disciplines (including track and field) for adults. | - Head of T&F  - Head of Road running and XC  - Club Captains | Ongoing |  |
| 3. Increase junior participation for under 11s, 13s, 15s, and 17s. This should include a broad demographic. | a. Improving current partnerships with schools and develop new partnerships.  b. Use an athlete centred approach to coaching /development plans for junior athletes  c. Develop coaching strategy for competitive and less competitive athletes  d. Develop and run two taster sessions a year for under 13s, 15s and 17s.  e. Run more outreach projects e.g., increase from once per year to 3 times per year including after school and weekends.  f. Consider encouraging participation in a minimum number of competitions (eg at least two T&F events and /or two cross country events, depending on age, specialism and development plans). | - Director of Membership  - Head of Media  - Academy Head Coach - - Young Leaders  - Head of Coaching  - Club Coaches | Ongoing |  |
| 4. Look to develop a disability athletics pathway. | a. Engage in discussions with Welsh Athletics, Sport Wales and any other relevant stakeholders. | - Club Manager  - Academy Head Coach | Ongoing |  |

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**People - Coaches**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Develop coach development pathways in line with UK Athletics direction and provide coaches with appropriate support | a. Review UK /Welsh Athletics coaching pathways.  b. Use resources available from Welsh Athletics (where applicable) for coach development.  c. Keep coaches list and qualifications up to date  d. Develop a coaching structure and support for coaches  e. Invite higher level coaches to help develop coaches and coaching strategy (WA resources)  f. Implement coach development pathways. g. Visit other clubs to gain new ideas through observations and discussions | - Head of Coaching  - Club Coaches  - Academy Manager  - Club Manager | Ongoing |  |
| 2. Increase the number of coaches (ideal max of 12 athletes per coach) and retain coaches in long term. | a. Using the consolidation, establish how many new coaching assistants, athletics coaches and event group coaches we need. b. Continue training existing coaches and supporting coach development.  c. Regular coaches’ meetings for all T&F coaches to share best practice, review groups and voice and resolve concerns.  d. Recruit for new coaches from for example, parents, ex athletes, colleges.  e. Coaches to work with their athletes to agree training and competition targets.  f. Continue you promote Young Leaders Programme. | - Head of Coaching  - Academy Head Coach  - Club Coaches  - Head of Media  - Club Manager | Ongoing |  |

**People – Officials**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Ensure the Club has sufficiently qualified officials required to meet competition demands. | a. Assess number of officials at end of each year and highlight gaps  b. Find out about and publicise officials’ courses to membership via social media, website and newsletter.  c. Meet with parents, possible volunteers and juniors over 14 years of age who can be eligible to qualify as officials | - Head of Track Officials  - Head of Field Officials  - Club Manager  - Head of Media | Ongoing |  |
| 2. Run Level 1 Officials course including H&S within Club nights. | a. Select date.  b. Book instructors  c. Advertise course. | - Head of Track Officials  - Head of Field Officials  - Club Manager  - Head of Media | Annual |  |

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**People – Volunteers**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Create a new Head of Volunteers. | a. Be the custodian of roles that need to be filled and communicate these via all media.  b. Be the point of contact for people wanting to help.  c. Match people to roles.  d. Look outside the club for volunteers. | - Management Board  - Club Manager  - Head of Volunteers |  |  |
| 2. Develop a strategy to increase and retain the numbers of volunteers, from all areas of the club. A key focus should be how to reduce the reliance on long standing volunteers and distribute the work load more evenly. | a. Management Board to discuss the matter and develop ideas for strategy.  b. Raise the question at the AGM to extend the pool of thought.  c. Create strategy. | - Head of Volunteers  - Management Board  - Club Manager |  |  |
| 3. Increase parent involvement. | a. In the short-term Management Board and coaches should discuss and encourage more parents to get involved and volunteer.  b. Use the social media, website and newsletter to advertise volunteering roles. Role advertised should have a description. Current volunteers could write about their involvement. | - Head of Volunteers  - Head of Media  - Management Board |  |  |
| 4. Provide opportunities for work experience and development of sports leadership and coaching skills for young adults. | a. Continue to run Young Leaders Programme.  b. Academy programme. | - Academy Manager  - Academy Head Coach  - Head of Coaching  - Club Manager |  |  |
| 5. Provide opportunities and support for team management, club administration etc. | a. Use social media, website and newsletter advertise volunteering roles. Role advertised should have a description. Current volunteers could write about their involvement.  b. Regular volunteer section in club newsletter. | - Head of Volunteers  - Academy Manager  - Head of Media and Marketing |  |  |

**Development Area Two – Activities**

**Activities – Training: Track and Field, Road Running, Cross Country**

**Track and Field**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Increase year-round technical event training. | a. Work with WA/HoS/CAVC/CCC to continue to push for the development of an indoor training facility.  b. Highlight the benefits of developing junior track and field athletes all year round.  c. Develop training plans in preparation of new facility.  d. Develop coaching capacity | - Management Board  - Club Manager  - Academy Manager  - Stakeholders | **2022 onwards** |  |
| 2. Use junior development pathways to improve performance. | a. Academy and Event group Coaches to ensure that athletes benefit from following development pathways.  b. Regular reviews to be taken.  c. See also coaching section. | - Head of Coaching  - Academy Head Coach  - Club Coaches | **2019 onwards** |  |

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 3. Increase senior participation in track and field. | a. Recruit at University open days.  b. Rejuvenate Masters sections.  c. Promote Welsh Senior league for young adults.  d. Adult come and try days  e. Externally recruit for BAL and UKWAL | - BAL/UKWAL Team Managers  - Welsh Senior League Team Manger  - Senior Coaches  - T&F Committee | **2019 onwards** |  |
| 4. Increase indoor athletic training to help maintain participation and motivation during winter months. | a. By having an indoor athletics training facility, young Academy athlete’s motivation will improve helping to maintain participation and performance.  b. Make use of indoor sports hall facilities in the meantime. | - Management Board  - Academy Manger  - Academy Head Coach  - Stakeholders  - Event Group coaches | **2019 onwards** |  |

**Road Running**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Implement road running group sessions and recruit a number of leaders in running fitness (all abilities), to allow for social running section.  marathon training sessions,10km, 5km and couch to 5km programmes | a. Discuss practicalities and implementation of objective.  b. Find a lead to develop objective.  c. Find volunteers to become group leaders. d. Regular road running leader meetings / virtual exchanges of information.  e. Introduce Club 5km and 10km Championships  f. Develop routes of all distances from Stadium | - Road Running and XC Manager  - Road/Social Running Group Coordinator (on creation of role)  -Group Leaders | **2019** |  |
| 2. Consider the introduction of a junior road running group to address demotivated athletes and wider community. | a. Ascertain the demand for a road running junior group.  b. Run a taster road running session.  c. Add more shorter races to club championship | - Management Board  - Road Running and XC Manager | **2020** |  |
| 3. Consider developing road training sessions into a more formal structure with specific training elements such as hill reps, running at threshold, and dunes training | a. Encourage road running group leaders to incorporate into runs.  b. Structures to be developed in accordance with the group’s ability. | - Road Running and XC Manager  - Road/Social Running Group Coordinator (on creation of role)  -Group Leaders | **2019** |  |
| 4. Have quarterly group leader meetings (open to all leaders) to ensure consistency of approach (group guidelines) and agreed group structure. | a. Have a plan for 4 meetings/year. | - Road Running and XC Manager  - Road/Social Running Group Coordinator (on creation of role)  -Group Leaders | 4 times per year |  |
| 5. Create a Road Running group Coordinator to coordinate sharing of information and best practice across all road running groups. | a. Create a role description (separate role from road running manager).  b. Find a volunteer for the role.  c. Make information available to all road leaders (drop box/ new website). | - Road Running and XC Manager  - Road/Social Running Group Coordinator (on creation of role)  -Group Leaders | **2019** |  |

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**Cross Country**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Pre-season training session. | a. Cross country (XC) managers to arrange a preseason training session. b. Ensures all are invited /aware.  c. Target all members. | - Road Running and XC Manager  - XC Team Mangers  - Road/Social Running Group Coordinator (on creation of role)  -Group Leaders | Annual (pre- season mid  September) |  |
| 2. Pre-season training session for members who have never had a go. | a. XC managers to arrange an introduction session to XC  b. Ensure all beginners are invited and regular runners asked to provide support. | - Road Running and XC Manager  - XC Team Mangers  - Road/Social Running Group Coordinator (on creation of role)  -Group Leaders | Annual (pre- season mid  September |  |

**Activities – Competition: Track and Field; Indoor Athletics; Road Running; Fell and Cross Country**

**Track and Field**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Welsh Junior T&F League (U11 to U15) The league comprises 1 division – so no promotion/demotion.    Aim therefore to finish 1 – 3 in all categories Overall and qualify for Cup Final. | a. Introduce selection policy and criteria.  b. Club focus on development league for Athletes/Team managers and Officials  c. Encourage athletes of the relevant age groups to compete.  d. Emphasise importance of competing at away fixtures.  e. Ensure at least 1 home fixture.  f. Academy to focus of providing for competition.  g. Provide details in Fixture List.  h. Provide officials and volunteers at all fixtures. | - T&F Committee  - Team Managers  - Coaches  - Parents  - Head of T&F Officials  - Management Board  - Clubs Select Panel | ongoing |  |
| 2. Youth Development League – Lower (U13 and U15) Currently (2018) in Midlands Premier South/ West.    Aim to at least maintain current division status working towards gaining Qualification to Regional and National finals. | a. Introduce and implement selection policy and criteria.  b. Introduce YDL Squad.  c. Club main focus for youth section  d. Promote YDL as flagship  e. External recruit for shortfall areas.  f. Promote/ Recruit within schools.  g. Senior TM’s  h. All Coaches to support club direction.  i. Provide officials and volunteers at all fixtures. | - T&F Committee  - Team Managers  - Coaches  - Parents  - Head of T&F Officials  - Management Board  - Clubs Select Panel | ongoing |  |
| 3. Youth Development League – Upper (U17 and U20) Currently (2018) in Midlands Premier South/ West.    Aim to at least maintain current division status working towards gaining Qualification to Regional and National finals. | a. Introduce and implement selection policy and criteria.  b. Introduce YDL Squad.  c. Club main focus for youth section  d. Promote YDL as flagship  e. External recruit for shortfall areas.  f. Promote/ Recruit within schools.  g. Senior TM’s  h. All Coaches to support club direction.  i. Provide officials and volunteers at all fixtures. | - T&F Committee  - Team Managers  - Coaches  - Parents  - Head of T&F Officials  - Management Board  - Clubs Select Panel | Ongoing |  |

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 4. Welsh Senior League (U17 to Seniors)  Aim to win Welsh senior league | a. Encourage athletes of the relevant age groups to compete, especially Seniors not selected for BAL/UKWAL and U17/20 not selected for YDL.  b. Emphasise importance of competing at away fixtures.  c. Ensure at least 1 home fixture.  d. Provide details in Fixture List.  e. Increase number of officials so athletes do not need to officiate at these events.  f. Build team/ community spirt | **-** Team Manger  - Head of T&F  - T&F Committee  - Club Coaches  - Head of T&F Officials | **2020** |  |
| 5. British Athletics League (BAL) Senior Men  Currently (2018) Premier division.  Aim avoid relegation in building foundations and win premier division by 2024 and Qualify for European Club Championships | a. Promote importance of BAL with senior Elite athletes.  b. Work in partnership with WA to flagship club in league.  c. Recruit externally for deficient areas of competition.  d. Introduce athlete expenses for competitions.  e. Gain Squad sponsorship.  f. Hold team meeting Jan 2019 to confirm ambition and club focus.  g. Promote able athletes from the Welsh Senior league and YDL upper if meeting the selection criteria. | - Management Board  - BAL Team Manager  - BAL Captain  - Club Manger  - Club Coaches  - Head of Media/Marketing  - WA | **Ongoing** |  |
| 6. UK Women’s Athletic League (UKWAL)  Senior Women  Currently (2018) Premier division.  Aim avoid relegation in building foundations and win premier division by 2024 and Qualify for European Club Championships | a. Promote importance of UKWAL with senior Elite athletes.  b. Work in partnership with WA to flagship club in league.  c. Recruit externally for deficient areas of competition.  d. Introduce athlete expenses for competitions.  e. Gain Squad sponsorship.  f. Hold team meeting Jan 2019 to confirm ambition and club focus.  g. Promote able athletes from the Welsh Senior league if meeting the selection criteria. | - Management Board  - UKWAL Team Manager  - UKWAL Captain  - Club Manger  - Club Coaches  - Head of Media/Marketing  - WA | **Ongoing** |  |
| 7. Open Meetings  (All age groups)  Cardiff Athletics to have good representation at open meetings both outdoor and indoor. | a. Whenever anyone is aware of such meetings, advertise/promote them so that athletes are aware of their existence.  b. Encourage athletes of the relevant age groups to compete.  c. Highlight Clubs Selection policy for all league fixtures. | - T&F Committee  - Club Coaches  - Academy Manager  - Club Manager | **Ongoing** |  |
| 8. Welsh Championship Events (All age groups)  Cardiff Athletics to have good representation at events both outdoor and indoor.  Aim to have a minimum of 3 athletes in all Age groups at each Welsh Athletics championship event. | a. Whenever anyone is aware of such meetings, advertise/promote them so that athletes are aware of their existence.  b. Coaches to encourage and support athletes of the relevant age groups to compete according to their ability and ambition.  c. Provide details in Fixture List. | - T&F Committee  - Club Coaches  - Academy Manager  - Club Manager | **Ongoing** |  |

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 9. School Events (School age) Various events during the year. | a. Whenever anyone is aware of such meetings, advertise/promote them so that athletes are aware of their existence.  b. Encourage athletes of the relevant age groups to compete.  c. Club representative to attend fixtures.  d. Recruit and advertise club | - Club Coaches  - Academy Manager  - Club Manager  **-** Academy Head coach  - Parents | **Ongoing** |  |
| 10. Increase competitive participation for U11 to Junior according to their abilities and aspirations. | a. Reinforce the need for parental involvement.  b. Consider the constraints on parents / families and look at ways of working with them.  c. Look to develop a team spirit and pride in training session to carry in to competitions.  d. Introduce Run/ Jump/ Throw competitions to build confidence. | - Academy Manager  **-** Academy Head coach  - Parents | **Ongoing** |  |

**Road Running**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. SSAFA 5km Series  Aim to Increase the number of club athletes and introduce Club 5km Championships. | a. Market the SSAFA series races across the club to increase participation.  b. Ensure new members are aware of the competition.  c. Encourage Social running members to compete in series.  d. Promote Club Championships.  e. Liaise with organizers of SSAFA  f. Build community/ team spirt.  g. Introduce crouch to 5KM | - Road Running and XC Manager  - Road/Social Running Group Coordinator (on creation of role)  -Group Leaders  - Club Manager  - Head of Media and Marketing  - Stake holders | **Annual** |  |
| 2. Welsh 5km Road Championships  Aim to Increase the number of club athletes and introduce Club 5km Championships. | a. Raise awareness of this event well in advance of the closing date for entries.  b. Co-ordination across all team managers for each age group.  c. Publicise the results to encourage more participants the following year. | - Road Running and XC Manager  - Team Manager  - Head of Media and Marketing  - Club Coaches | **Annual** |  |
| 3. Local 10km events  Cardiff, Cardiff Bay, Barry, Caerphilly, Newport. | a. Market local races across the club to increase participation.  b. Encourage Social running members to compete in series.  c. Select event for club 10km Championships.  d. Promote Club Championships.  e. Liaise with organizers.  f. Build community/ team spirt.  g. Introduce Couch to 10km | - Road Running and XC Manager  - Road/Social Running Group Coordinator (on creation of role)  -Group Leaders  - Club Manager  - Head of Media and Marketing  - Stake holders | **Annual** |  |
| 4. Welsh Road Relays  Aim enter at least one team per age group (including seniors) | a. Raise awareness of this event well in advance of the closing date for entries.  b. Co-ordination across all team managers for each age group.  c. Publicise the results to encourage more participants the following year. | - Road Running and XC Manager  - Team Manager  - Head of Media and Marketing  - Club Coaches | **Annual** |  |

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 5. National Road Relay Championship  Aim to enter at least one team per age group (including seniors) each year. | a. Raise awareness of this event well in advance of the closing date for entries.  b. Co-ordination across all team managers for each age group.  c. Publicise the results to encourage more participants the following year. | - Road Running and XC Manager  - Team Manager  - Head of Media and Marketing  - Club Coaches | **Annual** |  |

**Cross Country**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Enter full teams for all eligible competing categories whenever possible in the Gwent XC League.  Aim of finishing top 3 or above. | a. Promote cross country season through, Facebook page, email and the Cardiff Athletics web page.  b. Gain confirmation of competing athletes a week before, enabling time to establish a team.  c. Gain Club Coaches support.  d. Recruit Team Manager and volunteers | - Road Running and XC Manager  - Team Manager  - Head of Media and Marketing  - Club Coaches | **Ongoing** |  |
| 2. Enter full teams for all eligible competing categories whenever possible in the Welsh XC Championships. | a. Promote cross country season through the Facebook page, email and the Cardiff Athletics web page.  b. Promote the event 2-3 months before allowing people to plan. | - Road Running and XC Manager  - Team Manager  - Head of Media and Marketing  - Club Coaches | **Annual** |  |

**Activities – Events Organisation**

**Track and Field**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Appoint Head of Events Management. | a. Produce role description for head of Events Management.  b. Recruit for Role.  c. Train and CPD position. | - Management Board  - T&F Committee. | **2019** |  |
| 2. Create Events Committee | a. Recruit for volunteers | - Head of Events Management | **2019** |  |
| 3. Host at least Two fixture per year from the T&F events the club participates in - WJL, YDL, WSL, UKWAL, BAL. | a. Make the offer year on year to host events.  b. Recruit more volunteers and officials to assist. | - Head of Events Management  - Events Committee  - T&F Committee. | **Annual** |  |
| 4. Host Run, Jump, Throw for U11 and U13.  Aim - build confidence in young athletes and train parent volunteers in the official’s pathway. | a. Select dates.  b. Recruit Volunteers.  c. Advertise event with in club via Facebook, website, Academy and newsletter.  d. Invite local clubs. | - Head of Events Management  - Events Committee  - T&F Committee.  - Academy Manager  - Academy Head Coach  - Team Managers | **Bi-Annual** |  |

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**Activities – Social**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Encourage social interactions between members in different sections. | a. Arrange an informal Christmas gathering for all volunteers, senior athletes. Ideally all senior groups and disciplines should be invited. | - Club Manager | **Annual** |  |
| 2. Invite guest speakers to the club to inspire and inform all members. | a. Identify guest speakers and invite them to the club.  b. Promote through Facebook, webpage and Academy. | - Club Manager  - Management Board | **3 time per year to fit in with Academy terms.** |  |
| 3. Summer BBQ  Aim post Run, Jump Throw | a. Include BBQ fee in to entry fee for Run, Jump, Throw.  b. Invite Senior members to help during event.  c. Advertise event | - Head of Events Management  - Events Committee  - T&F Committee.  - Academy Manager  - Academy Head Coach  - Team Managers | **Annual** |  |
| 4. Build new club house  Aim custom club house to host cafeteria, bar, function room and offices. To aid social interaction and form base for social running, thus building community spirt. | a. Liaise with key stake holders.  b. Development plans.  c. Prepare business plan and cost analysis.  d. Investigate grants  e. Investigate running costs | - Chair  - Director of Finance  - Club Manager | **2024** |  |

**Development Area 3 – Welfare and Health/Safety**

**Welfare**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Continue to have both Male and Female welfare officers  Currently covered by committee members (2018) | a. Recruit new welfare officers.  b. Train Via Educare, WA and Sport Wales  c. Advertise positions  d. Once in role highlight welfare officers  e. Succession Planning for Club Welfare oficers. | - Club Manger  - Head of Volunteers  - Head of Safeguarding | 2019 |  |
| 2. Ensure all Coaches complete new Safeguarding online course. | a. Contact all coaches and inform.  b. Liaise with WA.  c. Record on records. | - Academy Manager  - Academy Head Coach  - Head of Coaching | 2019 |  |
| 3. Introduce DBS checking policy and database. | a. One point of contact for verifying.  b. Inform all volunteers and coaches of process. | - Club Manger  - Academy Manager  - Head of Safeguarding | Ongoing |  |
| 4. All management Board and Volunteers to be DBS. | a. Liaise with WA to confirm process of registration.  b. Advertise process. | - Club Manger  - Academy Manager  - Head of Safeguarding |  |  |

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**Health and Safety**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Ensure a safe and healthy environment for all members. | a. Ensure that the welcome leaflet/ booklet is received by all new members via post and email for every new member.  b. Review and update first aid plan.  c. Review and update risk assessments.  d. Ensure all members are treated with respect. | - Club Manager  - Academy Manager  - Head of Membership | **Ongoing** |  |
| 2. Review and update emergency processes for all areas.  T&F and Cross-Country during training and competitions. | a. Involve relevant sub committees, Academy and coaches to ensure a thorough review.  b. Liaise with stadium staff for policies and procedures.  c. Practice procedures. | - Club Manager  - Academy Manager  - T&F Committee  - Head of Road and XC  - Welfare Officers | **Annual** |  |

**Development Area 4 – Stakeholders**

**Stakeholders**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Continue to strengthen relationships with WA, HoS, CAVC, CCC | a. Continue to work closely with CAVC stadium staff.  b. Maintain contact with CAVC management, so we may mutually benefit from our experiences and expertise.  c. Maintain contact with HoS management, so we may mutually benefit from our experiences and expertise.  d. Continue to work in partnership with WA with the focus on modernisation. | - Board of Directors  - Management Board  - Club Manager | Ongoing |  |
| 2. Secure Lease on club room with CAVC | a. Board of Directors to liaise with CAVC to sign agreed lease. | - Board of Directors | 2019 |  |
| 3. Secure exclusive use agreement with HoS for use of track during Club and Academy sessions.  Aim to incorporate stadium fee into academy fees | a. Board of Directors to liaise with CAVC to sign agreed lease.  b. Investigate fees with HoS  c. Investigate card system for academy members. | - Board of Directors  - Management Board  - Club Manager  - Academy Manager | 2019 |  |
| 4. Develop stronger relationships with local MP and councillors to strengthen the clubs standing in the community. | a. Invite local politicians/ Councillors to race’s and events organized by the club to improve relationships and further embed the club into the local community. | - Board of Directors  - Management Board  - Club Manager | 2019  Ongoing |  |
| 5. Look to develop further relationships with schools in Cardiff to increase Junior membership and to share expertise. | a. Contact local schools explaining who we are.  b. Look to establish partnerships with schools to increase Junior membership.  c. Continue to help organizing interschool track and field and cross-country events.  d. Complete outreach projects with Sport Cardiff and Club focus. | - Academy Manager  - Academy Head Coach  - Head of Road Running and XC | 2019  Ongoing |  |
| 4. Invite local PE teachers to join our coaching staff to mutually benefit. | a. Contact secondary school PE staff and invite them to training sessions.  b. Offer to support their development as coaches. | - Academy Head Coach | 2021 |  |

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**Development Area 5 – Management – Legal, Administration,**

**Management – Legal**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Incorporate the club as a Company with Charity Status. | a. Liaise with WA, GB sport, Sport Wales  b. AGM/EGM 2018 to consult membership.  c. Appoint legal advisors.  d. Wind up club assets and transfer to new club.  e. Draft and finalize new Company/ Club articles.  f. New bank accounts.  g. Change club name from Cardiff Amateur Athletic Club to CARDIFF ATHLETICS.  h. Inform all stakeholders, NGB and members | - Board of Directors  - Management Board  - Club Manager | **2019** |  |
| 2. Review all club insurance policies | a. Ensure all areas of the club and volunteers are covered. | Director of Finance | **Annual** |  |

**Management – Administration**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Uniform club Directors and Management titles to present a more professional image. | a. Agree title names.  b. standard email addresses for all key roles  (eg treasurer@Cardiffathletics.org) | - Head of Media and Marketing  - Academy Manager  - Club Manager | **2019** |  |
| 2. Create a clear Club Management structure so club members know the roles of each officer and who to contact. | a. Publish inform with photos of the Board of Directors and Management Board and coaches.  b. Use new title names to create clear structure.  c. Create a list with title name of official and contact details.  d. Make available on the club website (limit contact detail) | - Head of Media and Marketing  - Academy Manager  - Club Manager | **2019** |  |
| 3. Create a definitive list of club roles and responsibilities. This will enable potential volunteers to be effective in their roles. It will also allow club members to see what club officials do on behalf of the club | a. Agree with Management board roles and responsibilities.  b. Liaise with WA and Sport Wales  b. Publish role description on web site. | - Head of Media and Marketing  - Club Manager | **2019** |  |
| 4. Succession planning for key roles. | a. Define key club roles. b. Define role descriptions. c. Have a succession plan. | - Board of Directors  - Management Board  - All sub committees | **Ongoing** |  |
| 5. Employ Club Manager (2017)  Aim to guide club in modernisation pathway and present more professional approach to club business. | a. Day to day running of the club.  b. Reports to Board of Directors.  c. Works in partnership with WA  d. Line manages Academy Manager | - Board of Directors | **Ongoing** |  |
| 6. Club Membership and WA registration.  Aim bring process in to day to day management of Club Manager and Academy Manager and improve member service. | a. Train Club and Academy Managers in process via WA. | - Club Manager  - Academy Manager | **2019** |  |

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**Management – Communications, Marketing and Publicity**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Create a communication role. (Head of Media and Marketing) | a. Create a role description.  b. Find a volunteer for the role. | - Management Board | **2020** |  |
| 2. Improve communication across all sections of the club to all members whether they are competing, coaches’ parents, volunteers or life members. | a. Conduct a membership survey 2018  b. Introduce monthly Electronic letter  c. Update and uniform website, by liaising with WA and outside agencies  d. Ensure all club events and activities are on the webpage, Facebook page and newsletter  e. Respect the fact that not all members are willing to become members of Facebook | - Head of Media and Marketing  - Academy Manager  - Club Manager | **2020** |  |
| 3. Devise a strategy to regularly publish all sections of club activities in local newspapers.  Including races, individual success and the Academy programme | a. Head of Media and Marketing to devise a strategy to improve communications between themselves and local media outlets.  b. Establish a contact at the Echo, Western Mail and other local media outlets. | - Head of Media and Marketing  - Management Board | **2020** |  |
| 4. Update and modernise club’s website | a. Liaise with WA and outside agencies to modernise club website.  b. To include all that has been highlighted in the development plan.  c. To include Team Manager restricted area.  d. To include Club Policies. | - Head of Media and Marketing  - Management Board  - Club Manager | **2020** |  |
| 5. Introduce monthly Electronic newsletter.  Aim to inform all members of fixtures, results, important information and offers. | a. investigate platform.  b. Investigate costs.  c. process monthly. | - Head of Media and Marketing  - Academy Manager | **2019** |  |
| 6. Promotional flyers to local schools and local events. | a. Produce flyers to entice potential junior athletes.  b. Give the schools to hand out to pupils.  c. Attend local races and events | - Head of Media and Marketing  - Academy Manager | **Ongoing** |  |
| 7. Publish Management board meetings minutes to Members. Ensuring confidentially and any restricted information. | a. Publish on Website.  b. Publish in Club room | - Chair  - Club Manger | **Ongoing** |  |

**Management – Facilities, Kit and Equipment**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Continue to strengthen relationships with WA, HoS, CAVC, CCC | a. Continue to work closely with CAVC stadium staff.  b. Maintain contact with CAVC management, so we may mutually benefit from our experiences and expertise.  c. Maintain contact with HoS management, so we may mutually benefit from our experiences and expertise.  d. Continue to work in partnership with WA with the focus on modernisation. | - Board of Directors  - Management Board  - Club Manager | Ongoing |  |
| 2. Secure Lease on club room with CAVC | a. Board of Directors to liaise with CAVC to sign agreed lease. | - Board of Directors | 2019 |  |
| 3. Secure exclusive use agreement with HoS for use of track during Club and Academy sessions.  Aim to incorporate stadium fee into academy fees | a. Board of Directors to liaise with CAVC to sign agreed lease.  b. Investigate fees with HoS  c. Investigate card system for academy members. | - Board of Directors  - Management Board  - Club Manager  - Academy Manager | 2019 |  |

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 4. Modernise Canteen produce and income. | a. Survey members for requirements  b. Increase canteen opening hours and stock | - Canteen Manager | **2019** |  |
| 5. Modernise Club competition vest and merchandise. | a. Investigate design and manufacturer.  b. Investigate costs.  c. Investigate kit supplier/ sponsor.  d. Survey range on new merchandise. | - Management Board  - Kit Manager  - Club Manager | **2019** |  |
| 6. Increase indoor athletic training to help maintain participation and motivation during winter months. | a. By having an indoor athletics training facility, young Academy athlete’s motivation will improve helping to maintain participation and performance.  b. Make use of indoor sports hall facilities in the meantime. | - Management Board  - Academy Manger  - Academy Head Coach  - Stakeholders  - Event Group coaches | **2021 onwards** |  |
| 7. Increase year-round technical event training. | a. Work with WA/HoS/CAVC/CCC to continue to push for the development of an indoor training facility.  b. Highlight the benefits of developing junior track and field athletes all year round.  c. Develop training plans in preparation of new facility.  d. Develop coaching capacity | - Management Board  - Club Manager  - Academy Manager  - Stakeholders | **2022 onwards** |  |
| 8. Build new club house  Aim custom club house to host cafeteria, bar, function room and offices. To aid social interaction and form base for social running, thus building community spirt. | a. Liaise with key stake holders.  b. development plans.  c. Prepare business plan and cost analysis.  d. Investigate grants | - Chair  - Director of Finance  - Club Manager | **2024** |  |

**Management – Finance**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Appoint Director of Finance | a. Elect Director of Finance at AGM 2018  b. Role description | - Members | **2019** |  |
| 2. Operate club Finances in a professional manner. | a. Sub Finance committee  b. Annual Accounts Review.  c. Monthly accounts summary to club committee.  d. Ensure good processes in place to avoid misuse of club funds. | - Director of Finance  - Management Board | **2019** |  |
| 3. Appoint regular auditor and advisor | a. annual audits.  b. members to confirm auditor | - Director of Finance  - Management Board | **2019** |  |
| 4. Keep club membership fees as low as possible whilst ‘balancing the books’ each year. | a. Act on membership survey 2018  b. Review membership fee each year | - Director of Finance  - Sub Finance committee | **Annual** |  |
| 5. Introduce hardship membership.  Aim to be complaint with incorporation of club and charity status. | a. Liaise with WA and outside agencies for advice and guidance on qualification.  b. Management Board to agree membership cost. | - Director of Finance  - Sub Finance committee  - Management Board | **2019** |  |

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 6. Introduce satellite membership.  Aim to open membership to athletes over 30 miles from Cardiff | a. Management Board to agree membership cost. | - Director of Finance  - Sub Finance committee  - Management Board | **2019** |  |
| 7. Ensure club insurance (people and property) is in place. | a. Have annual policies in place using recognised providers | - Director of Finance  - Club Manager | **Annual** |  |
| 8. Source Sponsorship for all Section of the club. | a. Produce action plan, including figures, and offers.  b. Produce promotional video.  c. Invite potential sponsors to events.  d. Liaise with stakeholders | - Board of Directors  - Director of Finance  - Head of media and Marketing | **2020** |  |

**Development Area 6 – Academy**

**Academy – Administration and Membership**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Improve access to the club and Increase Academy membership | a. Raise awareness through schools  b. School competition  c. Local races and Parkrun | - Academy Manager  - Academy Head Coach | **Ongoing** |  |
| 2. Increase competition attendance | a. Promote competitions early  b. Simplify the availability process | - Academy Manager  - Academy Coaches  - Track & Field Committee | **Apr 2019** |  |
| 3. Introduce on-line payment | a. Investigate on-line academy payments | - Academy Manager | **Sept 2019** |  |
| 4. Introduce Monthly News letter | a. Monthly news letter to include dates, fixtures, interview and updates. | - Academy Manager  - Club Manager | **Feb 2019** |  |

**Academy – Management**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Academy Administration processes | a. Produce Standard Operating Procedures | - Academy Manager | **Apr 2019** |  |
| 2. Recruit and employ Academy Head coach | a. Advertise for Academy Head Coach | - Academy Manager | **2019** |  |

**Academy – Marketing/ Publicity**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Increase membership | a. Promote the Academy at Non-Affiliated events i.e. School events, Park Run | - Academy Manager  - Academy Head Coach  - Any club member | **Ongoing** |  |

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**Academy – Young Leaders**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1 Encourage Athletes to get involved and support their club | a. Promote the Young Leaders programme at Committee meetings and to the wider club.  b. Pay for course; only once formal commitment has been received. | - Club Manager  - Academy Manager | **Ongoing** |  |

**Academy – Development**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Sustained membership numbers | a. Encourage retention, keep evolving | - Academy Coaches  - Club Coaches | **Ongoing** |  |
| 2. Improve the links between the Academy and the Club | a. Reach out to Club coaches for support and advice for Athlete development | - Academy Manager  - Academy Head Coach | **Apr 2019** |  |
| 3. Introduce Academy Run, Jump, Throw competitions | a. 1 per term to encourage participation for Junior league. | - Academy Manager  - Academy Head Coach | **Mar 2019** |  |

**Academy – Outreach**

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| **Objectives**  What are we trying to achieve? | **Actions**  How are we going to achieve it? | **Personnel**  Who is going to do it? | **Completion status**  **Completion Target** | **Nominated person to update file** |
| 1. Increase awareness of the Club | a. Run sessions in schools and promote the club. | - Academy Coaches  - Academy Head Coach | **Ongoing** |  |
| 2. Introduce School holiday clubs | a. Hold Athletics camps for both members and non-members. | - Academy Manager  - Academy Coaches  - Academy Head Coach | **Apr 2020** |  |

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