



Athletics Canterbury Strategic Plan 2017-2020

Vision: To become the centre of excellence for athletics in New Zealand
Mission Statement: "To lead and inspire participation, development and excellence in our sport"
Values: Integrity, Inclusiveness, Commitment, Respect

Initiative Area 1

Nga Puna Wai Sports Hub

Athletics Canterbury Executive will engage with all stake-holders and will structure our sport accordingly to ensure we maximise this 'once in a lifetime' opportunity

Initiative Area 2

Effective Governance

To have robust structures and processes in place to provide quality, sustainable leadership to the athletics community in Canterbury to reflect the new environment going forward.

Achieved by:

- Engaging with the athletic community and setting the strategy direction
- Creating governance, management and operational models that meets the needs of the Athletics Canterbury community
- Effective financial management of Athletics Canterbury
- Building strong partnerships with our clubs and stakeholders to build a unified sport
- Embracing opportunities created by being part of a Sports hub

Initiative Area 3

Sport Delivery

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

Achieved by:

- Working with Athletics NZ to ensure our philosophy and programmes align
- Working with all sections of the sport to ensure our philosophy and programmes align
- Delivering quality programmes, competitions and events that cater for our communities
- Ensuring a Coach Development programme that produces quality Coaches.
- Ensuring an Officials Development programme that produces quality Officials.
- Delivering events that encourage recreational participants

Initiative Area 4

Growing our Sport

To grow the number of people participating/achieving in athletics in Canterbury.

Achieved by:

- Strengthening and expanding the sport delivery via a strong club network
- Developing and retaining athletes, coaches and officials
- Developing and supporting a high performance group
- Marketing Athletics Canterbury as a dynamic organisation, reflecting the needs and energy of our sporting community

Review – Progress 2017 -2018

The Executive acknowledge the significant effort put into outcome initiative 1 in 2017/18. Having Nga Puna Wai (NPW) now open, the Executive has moved their focus to initiatives 2-4 for the balance of this strategic plan period. NPW will remain a focus but within the other strategic focus areas.

Some tweaking to the work plan has been done based on changes that have occurred since the inception of the 2017-2020 plan.

Further to getting NPW fully operational the Executive have identified the following areas of the 2017 -2020 strategic plan as achieved:

1. Engaging with the athletic Community and setting the strategy direction
 - a. 2017 – 2020 Strategic Plan prepared and approved
 - b. Work Plan for 2017/18 developed and implementation started
 - c. Appointment of a GM

2. Creating governance, management and operational models that meets the needs of the Athletics Canterbury community
 - a. Development and implementation of a sustainable Health and Safety plan
 - b. Nga Puna Wai Governance model, accessibility rights and potential operational models that benefit athletics developed
 - c. Nga Puna Wai Trust developed
 - d. Nga Puna Wai sustainable funding model developed with Christchurch City Council,
 - i. Equipment replacement & maintenance
 - ii. Funding – revenue & costs

3. Working with Athletics NZ to ensure our philosophy and programmes align
 - a. A cooperation agreement agreed which outlines roles and responsibilities
 - b. Approval gained to trial an alternative membership model in Canterbury

4. Ensuring quality programmes, competitions and events that cater for our communities
 - a. Opening Athletics Canterbury events to non-club members

Initiative Area 2 - Effective Governance: Work plan 2019

To have robust structures and processes in place to provide quality, sustainable leadership and delivery to the Athletics community in Canterbury

Goals	Outcomes	Responsibility	Est Delivery
Engaging with the athletic community and setting the strategy direction	<ul style="list-style-type: none"> ➤ Athletics Canterbury constitution revised to reflect an effective Board structure 	President; Executive	July 2019 (AGM)
Creating governance, management and operational models that meets the needs of the Athletics Canterbury community	<ul style="list-style-type: none"> ➤ An agreed Code of Conduct is communicated and enforced ➤ A strategy to create a sustainable and effective Board developed and implemented- this may include paid roles 	GM Ongoing – elections at AGM	Progressively over Q1 2019 Annually
Effective management of Athletics Canterbury initiatives	<ul style="list-style-type: none"> ➤ Agreed sustainable budgets are developed and reported on bi-monthly ➤ Annual Financial Reports/Audits are completed ➤ Funding strategies are developed and implemented as required ➤ Board reports are prepared as appropriate 	Treasurer Treasurer / Audit Committee Funding working group / GM Board secretary; Working groups;	Annually Annually Bi-monthly
Building strong partnerships with our clubs and stakeholders to build a unified sport	<ul style="list-style-type: none"> ➤ The Athletics Canterbury Communications Strategy is agreed and implemented <ul style="list-style-type: none"> ○ Dedicated communication roles within working groups and sub-committees agreed 	Marketing & Communications working group to develop. Executive to approve	April 2019
Embracing opportunities created by being part of a Sports hub	<ul style="list-style-type: none"> ➤ A minimum of five Cross-sport initiatives that grow athletics are developed and implemented each year 	GM	Ongoing
AC has an Officials Development programme that produces and retains quality Officials in Canterbury.	<ul style="list-style-type: none"> ➤ Canterbury Officials are given the support identified by them as necessary to fulfil the requirements of officials in Canterbury ➤ <i>Given Officials already have a national body, the Athletics Canterbury Executive role is one of governance and support in terms of rule implementation</i> 	Regional Officials Educator / President	

Initiative Area 3 - Sport Delivery: Work plan 2019			
To provide high quality experiences and pathways for the Athletics community in Canterbury.			
Goals:	Outcomes	Responsibility	Est Delivery
Working with Athletics NZ to ensure our philosophy and programmes align	<ul style="list-style-type: none"> ➤ Communication with Athletics NZ is open, transparent and the spirit of the Cooperation agreement agreed 	President / GM	Ongoing
All sections of the sport are aligned to ensure our philosophy and programmes are effective	<ul style="list-style-type: none"> ➤ An appropriate Communication strategy with clubs is developed and implemented ➤ Clubs & members are kept informed on developments/opportunities ➤ Clubs have the ability to input into plans in an effective manner 	Marketing & Communications working group /GM Marketing & Communications working group / GM Committee / GM	April, 2019 Ongoing Ongoing
Athletics Canterbury has programmes, competitions and events that cater for our members	<ul style="list-style-type: none"> ➤ Appropriate programmes for Athletics Canterbury Track & Field and Cross Country & Road developed annually 	T&F, CC & R and Children's athletics	Annually
Athletics Canterbury has a Coach Development programme that produces and retains quality Coaches	<ul style="list-style-type: none"> ➤ A Coaching Strategy document is prepared, agreed and implemented encompassing <ul style="list-style-type: none"> ○ Coaching development courses ○ A Coach Mentoring programme ○ A Coach retention programme ➤ Coach Database created and maintained 	Coaching Working group / GM GM	November, 2019 May, 2019 then ongoing
Athletics Canterbury recognises achievements of individuals and teams within the sport	<ul style="list-style-type: none"> ➤ Regular updates on appropriate media platforms are done ➤ An annual Awards Dinner is organised ➤ Appropriate recognition (Merit awards, Life Membership etc.) is given on an annual basis 	Marketing & Communications working group / GM GM Executive	Ongoing Annually Annually prior to AGM

Priority Area 4 - Growing our Sport: Workplan 2019

To grow the number of people participating/achieving in athletics in Canterbury.

Goals	Outcomes	Responsibility	Est Delivery
Strengthening and expanding the sport delivery via a strong club network	<ul style="list-style-type: none"> ➤ Robust Club - School links are developed with school use increased to a min of 200 hours during 2019 ➤ Clubs are given agreed tools (such as event website development) to enhance their offerings to the wider community ➤ Educational material and appropriate activities for the wider community (CAN RUN) are prepared and promoted with the aim of growing club membership in 2020 	<p>GM</p> <p>Marketing & Communications working group</p> <p>Marketing & Communications working group</p>	<p>May, then 2019</p> <p>Pre- seasons</p> <p>2019</p>
Marketing Athletics Canterbury as a dynamic organisation, reflecting the needs and energy of our sporting community	<ul style="list-style-type: none"> ➤ NPW is promoted to inspire the next generation of athletes in Canterbury ➤ A Communication’s strategy and policies for communicating with the wider community is agreed and implemented ➤ An annual marketing plan (including branding) is agreed and implemented ➤ Media platforms are updated– Website, Facebook, STG Database in line with media policy 	<p>GM/CCC</p> <p>Marketing & Communications working group / GM</p> <p>Annette & Daniel (with Marketing manager)</p> <p>Delegated authorities</p>	<p>Ongoing</p> <p>April 2019, then ongoing</p> <p>April, 2019, then ongoing</p> <p>Ongoing</p>
Delivering events that encourage recreational participants and as a outcome grow the sport	<ul style="list-style-type: none"> ➤ Appropriate Events (min of 2 more for 2019) are created to attract new people to the sport ➤ Opportunities within existing events are created to cater for a wider range of people 	<p>GM / sub-committees</p>	<p>Annually</p>
Developing and retaining athletes, and officials <i>NB: Coach retention is covered in the Coach development area</i>	<ul style="list-style-type: none"> ➤ Athlete and official development via pathways are identified & promoted <ul style="list-style-type: none"> ○ Educational material to promote the transition of Children to afternoon T&F, is developed and promoted ○ Trained officials numbers are at a level that allows events to occur at the agreed standards 	<p>Athlete & Officials Pathway working groups / GM</p> <p>Officials Pathway working group</p>	<p>May, 2019</p> <p>Summer 2019/2020</p>
Developing and supporting elite athletes	<ul style="list-style-type: none"> ➤ Development squads are promoted ➤ Financial support for Representative athletes/teams as per the terms of the various grants available is promoted ➤ A suitable Canterbury Uniform is available 	<p>Athlete Pathway Working group / GM</p> <p>Athlete Pathway Working group / Executive</p> <p>GM</p>	<p>August, 2019</p> <p>Ongoing</p>