



Development

Plan v1.2 – 11th May 2020



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Vision, mission and values

At Bristol and West AC, our vision is for everyone to enjoy athletics and have the opportunity to be the best they can and aspire to be.

Our mission is to work in partnership with the wider athletics community in Bristol and surrounding areas to create a vibrant, safe and progressive sport - including athletes of all abilities and from all backgrounds - and to achieve excellence in everything we do.

Our work is guided by our core values of:

- **Excellence:** commitment to the highest standards
- **Member satisfaction:** listening to our members, and enabling them to success
- **Equality and diversity:** valuing every member equally and being an inclusive club for all
- **Unity:** acting as one club, with all different parts working together
- **Community responsibility:** engaging with our local community
- **Pride:** in our heritage as a high performing club



Objectives

We will achieve our mission by the pursuit of four fundamental athlete-focused goals:

- Providing a clear and progressive competition pathway, which gives opportunities for athletes at all levels and in all disciplines and age groups to achieve their potential, supported by committed and skilful team management and technical officials.
- Creating an effective coaching structure of qualified, experienced and motivated coaches across all events, working in partnership with other coaches, team managers and parents to provide athletes with long-term development opportunities, from junior entry to international level.
- Working in partnership with facility providers throughout Bristol and Avon to ensure that the best use is made of training and competition venues through mutually beneficial user agreements and delivery standards.
- Developing a cohesive club spirit, led by a highly competent and committed management team, which brings together a diverse membership of athletes and volunteers in an enjoyable and sustainable environment for the achievement of common goals.



Core development projects

This plan is split into six sections, each with key aims and actions, which will contribute to the development of the club from 2020 to 2025 and will be periodically reviewed to reflect progress and changing requirements.

1. Performance and People

Project Aims	<ul style="list-style-type: none">● To achieve and maintain an excellent level of satisfaction within the club and raise the level of athletic performance across the board by providing a framework within which that aim can be achieved.● To implement effective measures to improve the clubs performances through all age groups, supported by a strong coaching team.● To create a nurturing environment within the club where all members feel valued and work toward achieving their goals.
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Core Project Actions	<p>1.1. Coaches Committee: Set up a wider coaches committee to improve communication, measure and review performance (coaches and athletes) and the pathways for athletes within the club. Assess performance and propose targets (individual and team, in conjunction with team managers) and a plan to achieve them. By April 2021.</p> <p>1.2. Athletes: Review, propose improvements, roll out, assess impact on participation and performance for all age groups. This activity has already started for young athletes. Young athletes to be complete by end of April 2021, senior athletes complete by end of 2021.</p> <p>1.3. Community engagement: Develop links with the wider community eg. through links with local schools, universities, run activities for parents during children’s training sessions etc.</p>
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2. Infrastructure

Project Aims	<ul style="list-style-type: none"> ● Identify the club’s physical facility requirements and deliver a solution ● Recruit more volunteers to improve delivery of all activities and thus help meet the Club’s aims in the long and short term. ● All members should have a good, high level understanding of how the entire club aims to work.
Core Project Actions	<p>2.1. Facilities: Whitehall as a club training base, assuming this remains the best option.</p> <ol style="list-style-type: none"> a. Complete lease negotiations securing Whitehall for the remainder of the site lease (circa 80 years), ASAP, recognising that there are two parties involved. b. Once the lease is secured, identify and prioritise new facility projects and action them. Initial background investigations complete by end of Summer 2020. Plan complete within 3 months of securing the lease. <p>2.2. Volunteers: Increase the numbers across all ages and all areas of the club. Consider appointing a Volunteer Coordinator or similar. Targets are:</p> <ol style="list-style-type: none"> a. Get 40 L2 T&F officials, 80 L1, by 2025 b. Average age of officials <55, by 2025 c. Recruit and retain 30 new coaches across all disciplines by 2025 and implement a succession plan d. Encourage all members to volunteer at least once a year <p>2.3. Communicate: Develop a clear, holistic club infrastructure description and communicate it with all members. This to include support and development opportunities. By end of 2020</p>

3. Finance

Project Aims	<ul style="list-style-type: none"> ● Monitor club income and expenditure and make provision for its long term financial sustainability. ● The club’s finances are healthy and stable, but we are reliant on only three principal sources of income that all have a degree of fragility – membership fees, track fees (partly dependent on membership) and support from benefactors. Our costs also have a degree of independence from the income so a reduction in income would not necessarily see a reduction in outgoings without intervention and a change in the nature of the club.
Core Project Actions	<p>3.1. Diversification of income streams: Pursue further independent and sizable sources of income (£10k+/year) to both improve our financial resilience and to be in a position to support other club enhancements. Two specific initiatives to be pursued are:</p> <ul style="list-style-type: none"> a. Run one annual athletic event that raises £5k pa profit for the club starting in 2021. b. Sponsorship: Agree deals with new sponsors worth £20k pa by 2025.

4.

Communication

Project Aims	<ul style="list-style-type: none">● Provide the club with a unified communication strategy, both externally and internally.● To develop and maintain a strong club community internally and project this externally.
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<p>Core Project Actions</p>	<p>4.1. Strategy: Refresh and publish a club communication strategy to provide a framework for communication. This should include: an overview of all communication channels, both internal and external; guidance around how these channels should be used and by whom; guidelines around tone of voice for external communication. Strategy to be published by the end of 2020.</p> <p>4.2. Communications Team: Form a dedicated communication team with a number of individuals having responsibility for specific areas to provide variety and redundancy. Each individual can use their preferences and own style to fulfil the broad requirements as they wish while representing all areas of the club. To be under way by the end of 2020.</p> <p>4.3. Social Media Plan: Develop a social media plan and goals, using volunteers from the team created in 4.2, determine appropriate frequency and content for social channels and enable the content to serve both internal needs and to raise external profile. By end of Summer 2020.</p> <p>4.4. External Media: Engage with external media outlets -Using volunteers from the team created in 4.2, ensure the club has an effective press office function, identifying and capitalising on opportunities for profile within digital and print media.</p> <p>4.5. Website: Ensure that website content is regularly reviewed and remains up to date. Specifically, create a map of all content on site and ensure dedicated owners are allocated. Regular reviews to be set up and a content map complete by end of 2020.</p>
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5. Member Voice

Project Aims	<ul style="list-style-type: none"> ● Give club members an opportunity to feed back and ensure their opinions contribute to the other strands of development within this plan
Core Project Actions	<p>5.1. Contact: Provide a clear channel for all members to contact the Management Committee. By end of summer 2020.</p> <p>5.2. News: Encourage more 'news' contributions from volunteers within the club to rightly raise the profile of what a number of people are doing and illustrate the many areas that require support (related to Infrastructure 2.2 and Communication 4.2). Up and running before the end of 2020.</p> <p>5.3. AGM: Grow AGM attendance (using 2019 level as baseline) and interest from club members in club organisation and management activities.</p> <p>5.4. Survey: Continue the Annual Members survey.</p>



6. Governance and Committee Structure

Project Aims	<ul style="list-style-type: none"> ● Ensure the sustainability and effectiveness of the club's governance and day-to-day management. ● Enable all club members to know who the members of the management committee are, what their role is and what has been done.
Core Project Actions	<p>6.1. Who: Improve communication of who the committee are, what their roles are and when there are vacancies.</p> <p>6.2. Roles: Ensure all committee members have a clear role description and are held to account according to their agreed responsibilities. Role descriptions and committee structure to be complete before 2020 AGM. Descriptions to be reviewed annually.</p> <p>6.3. Safeguarding: Continually publicise safeguarding and pursuing improvements.</p> <p>6.4. Process: Improve the committee meeting process and decision making protocol while ensuring it remains effective. By end of 2020.</p>