



UTS Northern Suburbs Athletic Club

Strategic Overview 2021-2024 Incorporating The UTS Norths Foundation

This strategic plan addresses the period 2021 to 2024, based on a calendar year. It is a rolling annual strategic plan to be reviewed at the end of each year. This time period includes the 2021 Tokyo Olympics, the 2022 Birmingham Commonwealth Games and the 2024 Paris Olympics. There are 4P pillars of the UTN strategy: participation, partnerships, pathways and performance. All interrelated, that come together to ensure the ongoing viability of the club to go from strength to strength.

VALUES

Core values of UTS Northern Suburbs Athletic Club focuses on athlete experience, and include a welcoming, friendly, inclusive, supportive club, ethical, community focussed, positive and respectful athletics environment for all ages, abilities and athletic disciplines.

MISSION

To be a leader in promoting, developing and growing athletics broadly, focussing on Sydney Northern Districts and in the UTS community. We provide a well-run club with athletic facilities and support for athletes, coaches, volunteers and officials. We provide a friendly and supportive club for all athletes to reach their potential, developing individuals and squads, through pathways, camaraderie and strong club spirit. The club builds community through strong relationships with other organisations to advance the image of athletics and opportunities as a sport for life, of achievement, fun and fitness.

OBJECTIVES

1. To provide a local organisation to service the needs of athletes including Little Athletes, Juniors, Opens, Masters, Recreational and Schools across all athletes' disciplines of track, field and out of stadium.
2. To provide professional administration, coaching and facilities for the development of members from beginners to elite.
3. To provide competition directly or linked with other organisations/clubs including but not limited to Athletics NSW, Athletics Australia and NSW Little Athletics.
4. To provide pathways throughout the club from Little As to juniors, to Open, further higher education with UTS, also for masters and recreational athletes.
5. To provide assistance to club members to assist in development and competition opportunities, including fares assistance, facilities, training squad and coaching.
6. To provide assistance and development for club coaches to cater for a range of ages, abilities and athletics disciplines and to foster the training squad system.



7. To provide officials for local, state, national and international level, to encourage development of officials via appropriate accreditations.
8. To develop relationships and work with a range of other supporting organisations for the benefit of club members. These include Athletics NSW, Athletics Australia, Willoughby City Council, Activate UTS, NSW State Government, corporate sponsors, schools, community groups and other local sporting clubs.
9. To remain financially viable through the pursuit of sponsorship and government grants from relevant organisations for the benefit of club members, while maintaining budgetary restraint, through the growth of the UTS Norths Foundation.
10. To have policies and guidelines that are transparent and have good governance for the mutual benefit of all club members.

VISION

UTS Norths vision is to provide the highest quality facilities, coaching, training and supportive environment to enable all club members to reach their full potential.

- We will provide training squads, coaching and ancillary services to all ages, abilities and disciplines.
- We will work with other organisation partners to create this supportive environment to become an internationally recognised elite athletics club with international athletes.
- We will develop world class facilities of a grass training track and training precinct at Rotary Athletic Field.
- We will develop relationships with a diverse range of community groups to foster inclusion and engagement in athletics.
- We will develop deeper involvement between athletics and UTS for education and future career pathways for club members in sport science, sports medicine, sports research, sports management and other UTS offered academic disciplines.

1) PARTICIPATION

Recreation/participation/performance continuum.

Grow membership across three dimensions of ability, age and athletic disciplines.

- Little As
- Juniors
- UTS EAP
- UTS Students
- Community Athletes
- Coach Development: club coach
- Develop inclusion with other community groups (LGBTI, indigenous, refugee, AWD)

Targets:

- 600 participating members (Not Community Athlete), 400 Juniors, 100 Open, 100 Masters,
- Equal gender across all age divisions
- ANSW Officials target of 20
- Full committee of 15, 50/50 gender representation



To achieve these levels of inclusion and diversity requires UTS Norths to have a series of close relationships and partnerships with other organisations.

Competition

- Average 100 **Northern Zone** participants per week by 2024
- 150 participants in **Grass Games** by 2024
- Develop a single day **winter competition**, to complement existing West Met grass roots cross country competition

2) PARTNERSHIPS

Athletic Support

- **UTS Academic and Research:** education and future career pathways for club members in sport science, sports medicine, sports research, sports management and other UTS offered academic disciplines.
- **Club Coaches:** across ages, disciplines and abilities.
- **Community Groups:** LGBTI, indigenous, refugee, AWD, Echidna, Black Dog.
- **Northern Suburbs Little Athletics:** junior development.
- **Schools:** local schools to use Community Athlete to use RAF facilities and to become club members. Coached by club coaches.
- **Athletic organisations:** ANSW, AA, Special Olympics, Para Olympics
- **Ancillary support services:** physio, coaches, strength and conditioning trainers, footwear, clothing and equipment suppliers, athletic analysts.
- **Parents and family:** support parents of junior athletes, encourage family participation with juniors and masters.

Facilities

- **Willoughby City Council:** World class facilities, grass track for training, RAF building and surrounds development, with synthetic for field events and 110 metre track, new throw cage, cross country trail loop. Increased passive use facilities for members of the general public.
- **State and Federal Government:** continue relationship building with government bodies.

Other Partnerships

- **International Varsity Athletic Club** relationships
- **Corporate sponsorships**, UTS Norths Foundation, set sponsorship targets
- **Media and Communication:** see marketing plan



3) PERFORMANCE

Internationally recognised club and athletes:

TEAM PERFORMANCE 2021 -2024

- Australian University Games: Number 1 in men's and women's
- NSW Winter Competition, top 5 team performance by 2024
- ANSW State Relays, Number 1
- Summer Points Score, number 1
- Club Championships: Top 2 across all age divisions.
- Treloar Shield, Number 1 in Juniors and Masters, Top 2 in Open, Number 1 overall.

INDIVIDUAL PERFORMANCE

The club has had Commonwealth Games and Olympic Games representatives in the past. It is the goal of the club to repeat this within this strategic overview time frame. The club also aims to have National Champions within this strategic overview 4 year period.

FINANCIAL PERFORMANCE

- A cash reserve of \$100,000 in normal circumstances, to act as a safety net to enable the continuing operation of the club in the event of an unexpected decrease in revenue or increase in expenses.
- Create Projections for next 4 years for coach development and fares assistance
- Develop multiple revenue streams through sponsorship and grant funding linked to specific programs.

4) PATHWAYS

- **UTS EAP and Open Elite:** Elite pathways to international competition.
- **Junior Pathways:** Little As to Open to UTS EAP.
- **Education and Career Pathways:** We will develop deeper involvement between athletics and UTS for education and future career pathways for club members in sport science, sports medicine, sports research, sports management and other, UTS offered academic disciplines.
- **Competition pathway:** recreational to higher performance for junior, open and masters.
- **Retention** in athletics after university to Open and Masters.

End of Strategic Overview