



# C&C 2020 Plan Briefing

*Written by Keith Clarke (Chair) 2nd May 2020*

## Background

The Vision and Strategy for the club is something that should be reviewed and updated on a periodic basis. The last time this was undertaken was 2016. Since then most of the club's trustees have changed (including the Chair) and a number of trends are affecting the club. It is worth being clear that some worthwhile changes were made as a result of the 2016 review and planning and other initiatives have occurred since which are yet to fully mature, e.g. the Junior Academy changes for Monday nights.

Despite the Covid-19 pandemic at the time of writing, it seems a reasonable time to review where we are and steer an updated course.

The overall backdrop is a club of between 600 and 700 members, of whom approximately 60% are road/cross country runners and about 40% track and field – of which approx.. three-quarters are under 18s. This isn't exact and many members do both. We have a healthy number of athletes joining the club each year and most needs are accommodated fairly well – nonetheless there are challenges. See the SWOT below.

## What are we doing?

The Chair, Keith Clarke, has started the process of review at the beginning of 2020 with a view to completion during 2020. After seeking input from the committee meeting, the desire is to get as many voices as possible from around the club and then to take stock: continue what should be continued, adjust what should be adjusted, start any new endeavours and stop what should be stopped. Some of this will happen during 2020, some in 2021 and beyond.

## Current Status (Chair's view)

### Strengths:

- Big club by national standards with a wide range of needs catered for and healthy, balanced finances
- Use of the University of Cambridge's facilities, indoor and outdoor
- Our relationship with the University of Cambridge is open and strong
- A large and varied committee representing many parts of the club
- A well-established Endurance sub-committee
- Committed and capable coaches for many disciplines
- A large dose of good-will from members and volunteers

### Weaknesses:

- Many of the administrative tasks for the club are undertaken by too few people leading to unsustainable roles
- Insufficient coaches to cover all the Track and Field activities and progression in all events
- Inconsistent support for progression for young athletes to senior (Some good, some poor)
- Mediocre results in the Senior Track and Field league caused by lower availability of senior athletes than desired
- Communication with the members is challenging and not always successful



- Volunteer recruitment and retention is difficult and unsustainable for some positions

#### Opportunities:

- Become a regional specialist in Race Running while increasing our overall disability athletics provision
- Increasing both the inclusivity of the club and developing (inter)national standard athletes
- Increasing the use of technology to simplify administration, training, competitions, volunteer recruitment, etc
- Increasing the services available to members
- Increasing the social dimension of the club
- Greater Cambridge is increasing in population
- Road and trail running has a growing interest amongst the wider population
- Partnering with schools or village groups to provide athletics in their location

#### Threats:

- Fewer parents with time available to volunteer for the club
- Fewer athletes becoming coaches of the future
- Increased competition for people's time and energy
- Insufficient succession options for the larger volunteer roles
- Track and Field Athletics as a decreasingly popular sport in the UK according to polls
- School / village athletics using out of school clubs to make money