



fife athletic club

www.fifeac.org

Club Action Plan

2016-2018

Fife AC 2016 – 2018: DETAILED OBJECTIVES

Preamble

Fife Athletic Club caters for athletes of all ages and abilities, from the recreational runner who just wants to keep fit, to athletes who have represented both club and country.

Fife AC was formed in the early 70's from the amalgamation of several clubs in North East Fife. In the mid 80s Fife Southern Harriers dissolved and was integrated into the current Fife AC. Geographically, it is a widespread club taking in Central and North East Fife, with training groups currently in Kirkcaldy, Glenrothes, Cupar and St Andrews. The aim of the Club is to promote all aspects of athletics - track and field, road, cross country, trail, ultra and hill running to both able-bodied and disabled athletes throughout the age range to both sexes and for all standards.

As well as organizing coaching and training, Fife AC promotes many events, over 30 per year at the last count, including the largest hill relay race in Scotland and a series of local races. As well as providing competition opportunities for our Club members, the races generate a significant income for the Club, meaning that we have been less reliant on fundraising than other clubs. Fife AC also has a policy of bringing national events to the area by hosting Scottish National and District Championships.

Fife AC aims to encourage and develop athletics by

- offering coaching and competitive opportunities in all branches of athletics;
- promoting the Club within the local community and Scotland;
- ensuring a duty of care to all members of the Club;
- providing all its services in a way that is fair to everyone; and
- ensuring that all present and future members receive fair and equal treatment.

The Club has about 390 members, all automatically registered with Scottishathletics (SAL). The Club is somewhat different to many in Scotland in that more than half of our members are adults who still train and compete.

The University of St Andrews was one of the founder members of the Scottish Amateur Athletics Association (SAAA), one of the 4 bodies that SAL is derived from. The University has about 8,000 students whose sports facilities and activities are provided by the Department of Sport and Exercise and delivered through full-time and part-time staff. The University Cross Country Club and the Athletics Club are both affiliated to SAL and students often have joint membership of Fife AC and the University Clubs.

The major schools in the geographic area include: St Leonard's and Madras College (St Andrews), Bell Baxter High (Cupar), Waid Academy (Anstruther), Kirkcaldy High, St Andrew's RC High, Viewforth High, Balwearie High (Kirkcaldy), Auchmuty High, Glenrothes High, Glenwood High (Glenrothes), Levenmouth High (Buckhaven). All of these schools have associated feeder primary schools.

This Development Plan is timely in that it is designed to anticipate and integrate with the opening of the new track facilities at the Fife Institute in Glenrothes and the upgrading of the University of St Andrews sports facilities. It is also unique in that it has the opportunity, and long term goal, of providing a one-stop athletics shop for those in primary, secondary and tertiary education that is integrated with the community at large.

The dates in this 2nd phase of the Action Plan are based on the assumption that the start date is 1st April 2016.

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CLUB DETAILS

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Company Number: 494517

ABOUT THIS PLAN

The Committee of Fife AC has developed this athlete-centred action plan with the ideal that the only limiting factors to an athlete's success are those that are self-imposed. To support this, the plan will put in place clear pathways, which reflect the chosen lifestyles of athletes, coaches, officials and administrators.

As well as focusing on the recruitment and retention of volunteers, coaches and athletes, the plan will implement leading innovative approaches in the development of our athletes, to produce higher levels of performance for targeted groups and individuals, in excellent facilities.

Furthermore, the plan will focus on:

- leading education and support for all
- excellent communications within the area and nationally
- delivery of integrated programmes for the Disabled as an integral part of athletics, and
- an excellent local competition structure that integrates with the national picture for both mass participation and elite athletes.

The Club recognizes that it is in a unique position for the delivery of athletics in the area due to the proximity of the University of St Andrews.

MISSION STATEMENT

Fife AC will deliver a framework across Central and North East Fife that will provide a clear and effective programme for athletics, with the aim of

increasing participation and developing the full potential of athletes, coaches, officials and volunteers within the Club.

VISION

To be the most successful athletics club in the East of Scotland judged against increasing and sustainable participation and athlete performances.

CORE OBJECTIVES

- To create a solid and sustainable volunteer base that will ensure the best people are in the most appropriate positions to lead the development of the Club.
- To ensure that the Club has a sustainable coaching structure and coach development programme to enable the delivery of the plan.
- To create a sustainable athlete recruitment and development programme based around the central hubs at St Andrews and Glenrothes and supported by a phased series of satellite centres/hubs.
- To deliver a phased competition, education and medical programme for the development of mass participation and elite athletics in Central and North East Fife.
- To deliver programmes for the Disabled as an integral part of athletics.

STRUCTURE TO SUPPORT DELIVERY

Fife AC will create a sustainable structure of two core training bases at Glenrothes Institute of Sport and St Andrews University supported by a series of Club satellite hubs based around high school clusters and sportscotland community hubs across Fife. The structure will focus on developing sustainable programmes around volunteer recruitment, training and retention with a competition structure that accommodates both mass participation and elite athletics.

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Update Notes

The history of Fife AC's redevelopment began in mid 2012 with the recognition that the Club should change direction to bring it into line with the Club Together Scheme (CT) developed by Scottish Athletics. The major steps were:

October 2012	The adoption of New Constitution that refocused the Club in line with CT. Most importantly Fife AC reduced the size of the main Committee and devolved many of the major positions to a Convener and sub-groups for slicker management.
January 2013	The development and adoption of a two-year Action Plan in line with and sympathetic to CT
April 2013	SAL Foundation Status Award based on the Action Plan
April 2013	CTO appointed
October 2013	SAL Podium Status Award
January 2015	Incorporated as a private company, limited by guarantee, number 494517
May 2015	Registered as a charity in Scotland, number SC045642
July 2015	Approved to the SAL Club 20:20 club modernisation project

The Fife AC Action Plan 2013-2015 approved by the Committee of Management on 28th January 2013 was deliberately aspirational as it was intended as a vision for the future of the Club. We realized at the time that this ambitious long-term plan could not be implemented within a 2-year frame but nevertheless gave us a wider vision on which we could start the re-development of the Club. And so it has proved.

Essentially the Action Plan has proved robust and will form the continuing basis of the next 2 years – phase 2. We report here on the implementation and successes of the Plan and also in any future strategic needs and changes. This is in 2 parts: a high level assessment of each of the core objectives followed later in the document with a more detailed reporting of the implementation of the objectives.

The CTO, Jennifer Spence (nee Kibble) was appointed in Easter 2013 with funding for the post for 3 years. In 2016 SAL dropped its support to £2K per annum (down from £3K) and the Fife and Tayside Institute funding (£3K) was discontinued. Jamie McDonald, the SAL Regional Development Officer, has secured £2K funding over the next three years from Fife Council towards the cost of this post. This is a major funding challenge for the Club.

Core Objectives

OBJECTIVE ONE - TO RECRUIT NEW VOLUNTEERS TO THE CLUB / CLUB COMMITTEE

Major Achievements 2013–5

From the Club website at <http://www.fifeac.org/about-fife-ac/documents.html> it can be seen that in the period of the original Development Plan, the Club has produced the following documents: Welcome Pack, Membership Form (new members), Membership Form (renewal), Articles of Association, Action Plan

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2013-15, Coaching Plan, Competition Plan, Organisation Chart, Risk Assessment Form, Attendance Register, Emergency Contact Details Form, Expenses Claim Form, Accident Report Form, 100 Club Form, Publicity Flyer, Anti-bullying Policy, Child Protection Policy, Codes of Conduct, Code of Ethics for Coaches, Equity Statement, Competition Support for Athletes and Welfare Policy.

Also the remits for the major posts in the Club have been defined: President, Vice-President, Secretary, Treasurer, Club Ambassador, Coaching Co-ordinator, Endurance Co-ordinator, Inclusion Officer, Junior Leader, Membership Secretary, T&F Co-ordinator, Communications Co-ordinator, Webmaster and Welfare Officer. Appointments have been made for these positions and are listed on the Club website. See <http://www.fifeac.org/contacts/other-roles.html>

The Committee of Management has been stable for 2 years now and changed its membership at the 2015 AGM.

Fife AC was incorporated as a private company limited by guarantee, number 494517, in January 2015 and became a charity registered in Scotland in May 2015, No. SC045642. The Club has also been approved as part of the SAL Club 20:20 club modernisation project.

Stability: Most of the management of the Club is now stable. The future requires that we maintain that stability by bringing in new blood.

Future Priorities: Renewed funding for the CTO, Gift Aid Development, other fundraising activities that are now open to us as a consequence of becoming a charity, professional development.

OBJECTIVE TWO - IMPROVE THE COACHING INFRASTRUCTURE & COACHING STANDARDS WITHIN THE CLUB

Major Achievements 2013–5

Initially one of the Club's most significant weaknesses was a lack of coaches and compounding this, a lack of younger coaches. In order to raise coaching standards and the coaching infrastructure Fife AC introduced a policy of paying expenses for some coaches. The Club also makes a financial contribution to anyone taking an SAL approved coaching qualification or attending the SAL Coaching Conference. In 2015 two of Fife AC's coaches were guest speakers at the SAL Coaching Conference in Glasgow. In 2016 an SAL level coaching course was hosted in St Andrews.

Since 2013 Fife AC has recruited 24 new coaches with a turnover of 9 who may eventually return. The Club now has a total of 23 coaches.

For the younger age groups, Run, Jump, Throw clubs have been set up in each of Glenrothes, Leven and Cupar. The challenge of establishing these clubs should not be underestimated. The CTO spent much of her time liaising with a large number of people in order to ensure the clubs were set up and run efficiently. Fife Leisure Trust pays the coaches that Fife AC recruited for these clubs. They are Nicola Trainer and Josh High.

The first Glenrothes RJT group has already had a graduation and the young athletes have been absorbed into a newly established Glenrothes training group, led by Nicola and Josh who are new coaches in the Club. The Club has paid for them to complete Coaching Assistant qualifications and Nicola has completed the Level 2 Athletics Coach course. She intends to take the Level Three throws qualification in the autumn. The Club will make a financial contribution to the cost of the qualification. Several parents are now volunteering with the group and will take the Coaching Assistant qualification when a suitable course becomes available.

Rachel Edgar continues to coach the main Glenrothes group and is assisted by Josh High. Josh has completed the Strength and Conditioning Coach qualification so that he can lead gym work for this group. Rachel continues to mentor all the younger Glenrothes coaches. Ken Thomson-Duncan coaches hurdles both in this group and in St Andrews.

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At a more mature level the St Andrews/Cupar endurance group has two new coaches – Wendy Ritchie and Dave Cowan. Wendy will take the Level 2 Coach of Running Fitness qualification in the near future. This group feeds talented endurance athletes into the (Ron Morrison/Don Macgregor) elite group that is now operating with 5 coaches of which 3 are new (Ken Morris, Roger Rees, Lesley Thirkell).

The St Andrews T&F training group continues to thrive and volunteers (David Bell, Mary Popple) assist the long-term coaches Elspeth Wallace, Anne McFarlane and Ian Docherty.

The Kirkcaldy middle distance group led by Steve Doig continues to produce excellent athletes. Dan Newman has completed the Level 2 qualification and helps to coach this group. Parent volunteers also help at the group.

Gabby Doig takes a Disability group and an athlete (Katy Aitken) volunteers. She will be encouraged to take the Coaching Assistant course.

A Club athlete, Frani Horsburgh, has established a running group in Glenrothes. This was one of our strategic goals. The group has grown in size and now athletes are beginning to compete as well as train. Again, the Club has paid for Frani to complete the Jog Scotland leader's course and she will take the Level 2 qualification in the near future. She is assisted by Carrie Patrick, who has also now completed the Jog Scotland leader's qualification.

School taster sessions leading to RJT have taken place at St Andrews and Glenrothes led by Jen Spence and Nicola.

It is fair to say that this part of the Plan will always be a work in progress. The geographical diversity of the Club continues to be a challenge in recruiting enough coaches. We have to replicate coaching provision in several centres and the different training groups do not always know each other, which in itself creates issues, for example, Club unity, that are hard to overcome.

Stability: The established groups are stable but the others are less so and are vulnerable because of a lack of replacement coaches in all training locations. As we have experienced, the recruitment and retention of coaches is a difficult problem. It is an area that requires constant attention both strategically and operationally.

Future Priorities: Re-evaluating the Action Plan and its difficulties in implementation with the target of recruiting more coaches covering a wider range of athletic disciplines. Coach diversification is a necessary future target.

OBJECTIVE THREE – ESTABLISH AN EFFECTIVE ATHLETE RECRUITMENT PROGRAMME BASED AROUND LOCAL SCHOOLS/HUBS

Major Achievements 2013–5

This part of the Action Plan has been the hardest to implement. Again the geographical spread of the Club over so many schools has proved difficult to resource. The current links with high schools need to be strengthened so that talented and enthusiastic athletes find it easier to come and train with the Club. A Club storage facility paid for by the Club has recently been established at Balwearie School in Kirkcaldy. This has enabled a range of equipment to be stored on site and so allow for a wider range of events to be catered for. Taster sessions at St Andrews and RJT Clubs set up in conjunction with the schools have been established.

In the period April 2014 - June 2015 the recruitment figures were:

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Under 11		Under 13		Under 15		Under 17		Under 20		Senior	
M	F	M	F	M	F	M	F	M	F	M	F
6	12	10	13	11	1	6	5	1	1	33	18

That is 68 new members.

Stability: As with most athletic clubs the turnover of young athletes is a problem. While Fife AC is stable from its base of senior athletes it is vulnerable with regard to younger athletes. PE teachers in schools with a focus on athletics are a possible way ahead.

Future Priorities: We need to continue to work to develop links with high schools and ensure we have appropriately qualified coaches in all our various training hubs to cope with a potential influx of new athletes. We have to be more selective and perhaps realistic in what we can achieve. It could be argued that the original Development Plan is an excellent plan and is aspirational but fully implementing it will take longer than we had perhaps expected, because of the geographical spread of the Club. The basis for its success lies in ensuring that there are sufficient coaches available to service the requirements of the recruited athletes.

OBJECTIVE FOUR – DELIVER A PHASED COMPETITION, EDUCATION AND MEDICAL PROGRAMME FOR MASS PARTICIPATION AND ELITE ATHLETICS

Major Achievements 2013–5

The competition side of the Club is as strong as it has ever been with many successes especially with the boys and junior/senior women with some shoots of growth in the senior men. In 2015 we had a record participation in the SAL T&F Age Group Championships with 27 athletes competing.

Advice on competition is provided by the club coaches to all athletes. Financial support for elite athletes is provided for major UK championships such as UKA T&F, ERRA 6-stage Road Relay and entry fees for National and District championships are paid by the Club for both elite and mass participation athletes.

Fife AC promotes about 30 events every year. While most of the events are endurance events we do promote some T&F days for primary schools in the St Andrews area. This is a model to be spread over the Kingdom. For the last 3 years the Club has hosted the SAL National mid-Trail Championships at Falkland. The most significant of the events which the Club puts on are the Devil's Burdens Relay, the Tour of Fife and the Cupar 5. In conjunction with DSF, Fife AC promotes the Fife Disability cross Country Championships.

In T&F the Club takes part in the UKYDL with Dundee Hawkhill Harriers and Pitreavie AAC in a composite club called Kingdom Athletic. The team won promotion to Premier 1 in 2014 and finished 4th in 2015, ensuring continued participation in Premier 1. Over the 2015 season, 15 Fife athletes competed for Kingdom, which is the biggest number for some time. One Fife AC aim is to increase the number of participating athletes in the league, which is generally very motivating for the athletes and encourages U17 and U20 young people to remain in the sport.

The Club has joined the Forth Valley League and recruited two team managers Gabby Doig and Lesley Scott for that purpose. The Club gained promotion to the next division and the team was strongly supported by athletes and their parents. This has been a satisfying development.

The Club continues to participate in the Petrofac League. After several frustrating seasons with rather low athlete attendance, there has been an improvement this year and the Club reached several finals.

Fife girls and women compete for the Tayside & Fife team in the Scottish Women's League.

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In addition the elite and developing athletes compete in the British Milers events in England and Scotland.

In 2015, 5 Fife AC athletes competed at the UK/AAA championships in England: Jenny Tan (indoor and outdoor senior 1500m), Annabel Simpson (U20 3000m), Stephanie Pennycook (U23 1500m), Adam Scott (3rd U17 3000m) and Sam Fernando (1st Disabilities U20 1500m). This is a particularly pleasing development as for many years the highest number of Fife athletes at such championships was 2 - Jenny and Andrew Lemoncello. The Club contributes to the cost of participation in these championships. Adam is currently ranked UK 5th U17 for 1500 and 4th for 3000, and Annabel is ranked UK 10th U20 for 3000. Last season Jenny was ranked 20th senior for 800. A further aim for the Club is to increase the number of athletes ranked in the top 20 in the UK. At the 2015 Scottish Age Group Championships, a record 23 athletes competed. Fife athletes won 7 medals and had a further 3 finalists. This is a huge improvement on the tiny handful of Fife athletes who competed in recent years. Fife aims to increase participation, finalists and medalists in the coming years as more athletes begin to be comfortable with competing.

Jenny Tan won 1500m indoor at the Scottish Championships.

John Thomson won M55 1500m at the European Masters Championships, and 800m indoor, 1500m indoor and 1M road at the British Masters Championships. Adam Scott set an indoor Scottish U15 1500m record.

In cross country Fife AC follows the well constructed SAL programme of National and District events. In season 2014-5 there was a great deal of success. At the East District Relays, the Young Athletes Men finished 2nd team as did the Senior Women. At the National Short Course Championships the Senior Women finished 3rd team and in the U15 Boys Adam Scott won, Euan Boyle was 2nd and with George Rees 6th won the U15 Boys team. At the East District Championships U13 Boys were 3rd team, the U15 Boys with Adam Scott 1st, George Rees 2nd, won the U15 Boys team, the U17 Men were 3rd team as were the Senior Women and finally at the Scottish National Championships Adam Scott won the U15 Boys.

There has also been success at Road running. At the 2014 10K Road Championships, Megan Crawford finished 2nd and the Senior Women's team was also 2nd. At the Half Marathon Championships, the Senior Women's team was 1st. At the Scottish Marathon Championships Megan Crawford was 2nd Senior Woman and the team was also 2nd. In 2015 Megan Crawford was 1st in the 10 mile Championships and the Senior Women's team was 2nd. In the National 5K Championships, Stephanie Pennycook finished 3rd Senior Woman and also 1st U20. The Senior Women's team was 1st. At the UKA Marathon Championships in London, the Senior Women's team finished 2nd team and at the ERAA 6-stage Road Relays the Senior Women's team finished 9th.

Hill Running: In 2014 Megan Crawford was selected for Great Britain in the European Mountain Running Championships and was part of the silver medal winning team. Tristan Rees was selected for Scotland at the International Youth Cup in Bulgaria where he finished 26th. Robert Sparks, Tristan Rees and Ailsa Cruickshanks won U15, U17 and U20 categories respectively in the Scottish Hill Running Championship. Louise Burt was V50 Scottish Hill Running champion.

In Ultra Running: Sophie Mullins won both the Speyside Way and the Kintyre Way in the season 2014-5. Louise Burt was V50 Scottish Ultra Trail champion.

Fife AC has a written policy on competition support for athletes.

Stability: The established programme and events are stable and raise significant income for the Club. Fife AC athletes are performing very well in all disciplines. Medals at age group T&F champs

Future Priorities: Our aim is a further increase in participation in T&F, both in local competitions and also Scottish and UK level championships. Mass participation events are to be continued building on the established success.

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OBJECTIVE FIVE – DELIVER PROGRAMMES FOR THE DISABLED AS AN INTEGRAL PART OF ATHLETICS

Major Achievements 2013–5

Fife AC has significant success with the integration of disabled athletes into the mainstream coaching and competition of the Club. In conjunction with Disability Sport Fife the Club has become the go-to centre for disabled athletes irrespective of their club affiliation. Thus athletes such as Owen Miller, Derek Rae, Maurice Paterson, Kenneth McLeod and Sam Fernando train within the Fife AC mainstream groups and where appropriate compete for the Club in all types of athletic competition. In 2016 Derek Rae was selected to represent Great Britain in the T46 Marathon at the Paralympics in Rio.

Gabby Doig and Elspeth Wallace both coach in conjunction with Disability Sport Fife.

Stability: The acceptance of disabled athletes has been part of Fife AC's culture since its formation in 1975. The most famous Fife AC disabled athlete is Caroline Baird (nee Innes) who won gold medals at the 1992 (Barcelona) and 1996 (Atlanta) Paralympics as well as gold medals at 200 and 400m at the Sydney Games in 2000. Most of this part of the Action Plan was already in place before 2012 and has merely been continued.

Future Priorities: We will continue to develop our relationship with Disability Sport Fife in providing coaching and competition for disabled athletes.

Summary of Strategic Objectives

OBJECTIVE ONE - TO RECRUIT NEW VOLUNTEERS TO THE CLUB / CLUB COMMITTEE

Renewed funding for the CTO, Gift Aid Development, other fundraising activities that are now open to us as a consequence of becoming a charity, professional development.

OBJECTIVE TWO - IMPROVE THE COACHING INFRASTRUCTURE & COACHING STANDARDS WITHIN THE CLUB

Re-evaluating the Action Plan and its difficulties in implementation with the target of recruiting more coaches covering a wider range of athletic disciplines. Coach diversification is a necessary future target.

OBJECTIVE THREE – ESTABLISH AN EFFECTIVE ATHLETE RECRUITMENT PROGRAMME BASED AROUND LOCAL SCHOOLS/HUBS

We need to continue to work to develop links with high schools and ensure we have appropriately qualified coaches in all our various training hubs to cope with a potential influx of new athletes. We have to be more selective and perhaps realistic in what we can achieve. The basis for success lies in ensuring that there are sufficient coaches available to service the requirements of the recruited athletes.

OBJECTIVE FOUR – DELIVER A PHASED COMPETITION, EDUCATION AND MEDICAL PROGRAMME FOR MASS PARTICIPATION AND ELITE ATHLETICS

Our aim is a further increase in participation in T&F, both in local competitions and also Scottish and UK level championships. Mass participation events are to be continued building on the established success.

FIVE – DELIVER PROGRAMMES FOR THE DISABLED AS AN INTEGRAL PART OF ATHLETICS

We will continue to develop our relationship with Disability Sport Fife in spotting and providing coaching and competition for disabled athletes.

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Recent Developments with the Robertson Trust

Recently the original funding for the CTO role came to an end, and after a lot of hard work, Fife AC was successful in a bid to The Robertson Trust for funding to continue the role. With other funding from Scottish Athletics, Fife Council and Fife AC, we are able to fund both the original post and an SAL part-time Communities Together Officer. Over the coming months we will be working on a wide range of projects, based on the priorities set out above, including:

- developing an athletics group at Bell Baxter High School for the Department of Additional Needs
- the on-going development of the Club's social media
- developing a new Kirkcaldy Fife AC running group
- organising education workshops for athletes and coaches
- training and mentoring Club volunteers in their new roles
- encouraging some of our new L2 coaches to take L3 qualifications
- continuing with the promotion of RJT in schools in the area through taster sessions
- developing links with local high schools to encourage senior pupils to volunteer with Fife AC as part of their Duke of Edinburgh awards
- organising an Athletics Leaders course for young volunteers
- working on the Club Modernisation project
- working to increase the Club's participation in Track and Field
- working on projects to increase the number of women involved in the Club
- submitting further grant applications
- liaising with Scottish Athletics and Fife Council regarding athletics-related activities within Fife Region
- liaising with Scottish Athletics regarding athletics-related activities in Scotland