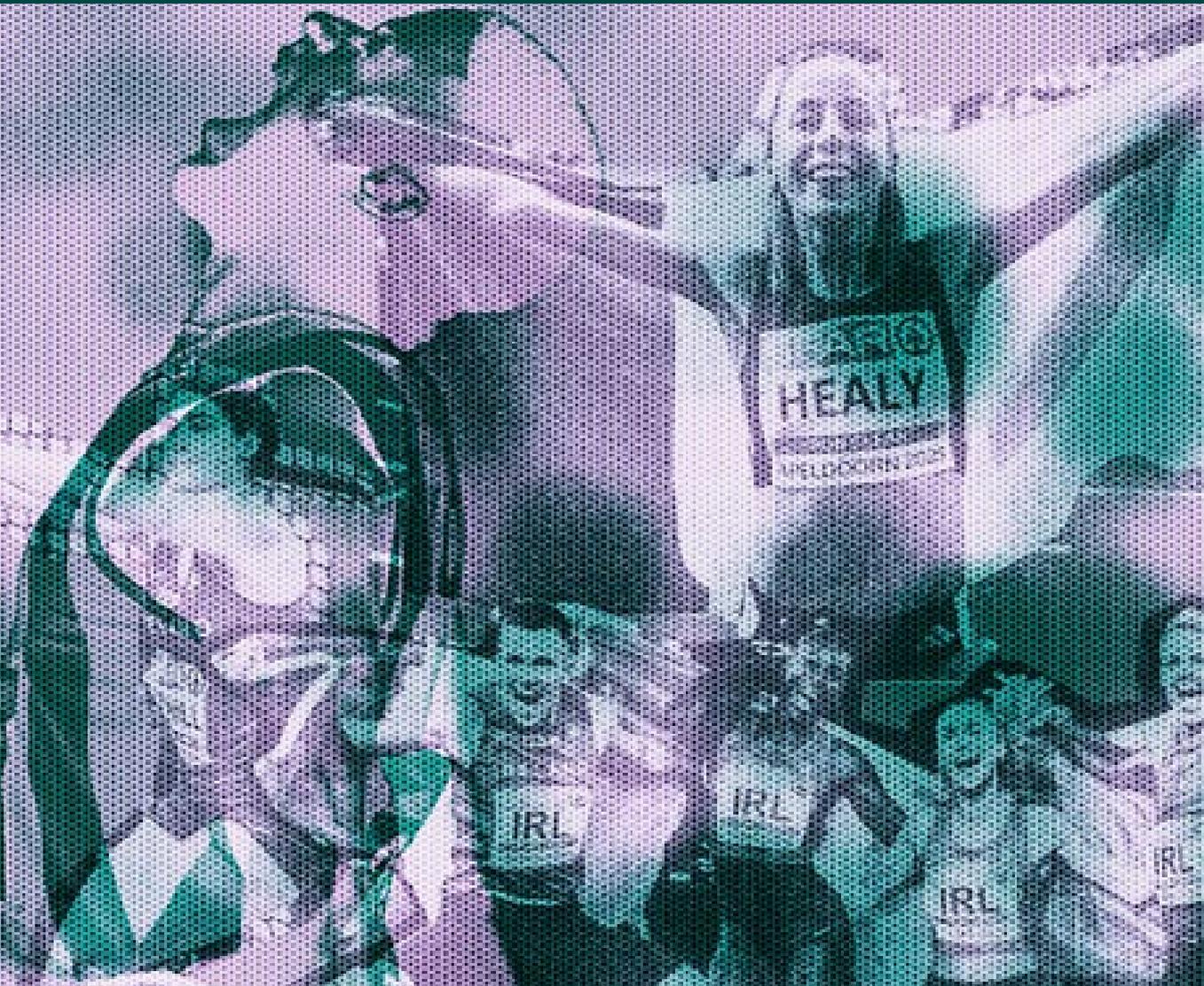


2025-2028



ATHLETICS IRELAND

STRATEGIC PLAN



HEALY
PROFESSOR HEALY
APPELLIXOR

HEALY

HEALY

About Us

This is the Athletics Ireland Strategy and statement of intent to 2028.

Our aim is to build a successful culture and organisation that delivers excellence for our members, as well as continuing to develop the sport of athletics in Ireland. This document provides an overall strategic vision for athletics in Ireland, from grassroots through to International level, and sets the context for future strategic decisions.

In late 2024 the existing 2021 – 2028 strategic plan was reviewed by the Board with the view to assess areas of progress and challenge and to publish a revised 2025 – 2028 strategic plan.

In summary the 2021 to 2024 plan delivered success in many areas, membership growth from 60,000 to 70,320 members, 34 targeted high-performance medals (22 in the prior Olympiad), significant growth in social media engagement to 46,000 unique monthly website visits, published HP and Participation strategies, a gender balanced Board, growth of participants on coaching courses from 630 in 2021, to 1421 in 2024.

However, challenges remain with no Olympic medal in Paris, the number of clubs has not grown significantly, and our volunteer recruitment and retention has also become more challenging.

This revised strategic plan is about our sport working together, pulling in the same direction and recognising the importance of all our parts and individuals within our system.

Our system requires all parts to be working effectively together, with everyone valued equally. That includes clubs, coaches, officials, athletes,

event organisers, partners, supporters as well as Athletics Ireland as an organisation. Clubs and people will continue to sit very much at the heart of our operations and all we do.

We recognise that if we are to develop an integrated pathway and progressions for everyone in our sport at all levels, then the system that is developed must have clubs, a progressive pathway and integrity at its heart. Our sport is about people, and our role is very much about supporting people to be the best that they can be at every level of our sport. Athletics is, and will continue to be, the most inclusive and one of the most popular sports in Ireland.

To ensure this continues, we need to operate in a way that reflects our organisations values of integrity, respect, inclusion and excellence. We must recognise and embrace the role we play in creating a healthier, more active Irish society. We will continue to develop these values to ensure that respect and inclusiveness remain at the heart of all our activities.

We ask you all to share our vision to inspire our nation to be active, healthy and to perform through athletics and join us on our journey to success.

AAI Trajectory

Where We Are Now

Where We Want to Get To

2020

2024

2028

54,419

Members

70,320

Members

80,000

Members

630

at coaching courses

1421

coaches trained per annum

1800

coaches trained per annum

49%

Self generated funding

44%

Self generated funding

50%

Self generated funding

22

International podium medals

34

International podium medals

36

International podium medals
including 1 Olympic medal

27,000

Unique average website
visits per month

45,000

Unique average website
visits per month

60,000

Unique average website
visits per month



Vision

Inspiring the nation to be active, healthy
and to perform through athletics

Mission

Delivering excellence to all our stakeholders

What We Value

Integrity

We operate honestly, with fairness, transparently and to best practice.

Respect

We promote respect for everyone.

Inclusion

We welcome everyone and we embrace diversity.

Excellence

We have ambitious targets and support everyone to realise their full potential.



Leadership & Guiding Principles

We want to go from good to better to best. We will do this through leadership and our guiding principles.

People

Our athletes, coaches, volunteers and staff are our most valuable asset. We put people at the front and centre of everything we do. People make our organisation. We embrace diversity, equal opportunity and gender balance. We will continue to promote enjoyment, health and wellbeing for all.

Partnerships

We are a better organisation by collaborating with others at all levels.

Foundations

We value excellent leadership, with appropriate controls and risk management, being transparent and accountable, working effectively, and behaving with integrity. We will deliver excellence in Governance, Child Safeguarding, Finance and Risk.

Innovation & Sustainability

We will be innovative and creative in all we do. We will promote good practices in sustainability.

Technology

We embrace technology across the spectrum of our sport and business.

Communication

We value the importance of communicating with all stakeholders, whether listening or engaging. We value clarity of messaging in all we do.

Headline Objectives

Key Objectives

- 01 Have increased membership to 80,000
- 02 Have increased the number of participants on education courses at all levels to 1800 per annum
- 03 Have increased the number of children, young people and adults actively participating in athletics
 - The Daily Mile to 1500 Schools
 - Primary and Secondary Programmes to 300,000
 - Mass participation permitted events to 220,000
- 04 Have maintained self-generated revenue at 50% of income
- 05 Have delivered 36 targeted international medals
- 06 Have an Olympic medal
- 07 Grown social media engagement to an average of 60,000 unique website hits per month
- 08 Grow facility development expertise at national and club level
- 09 Complete Silver level Xcessible award
- 10 Deliver an educational campaign on sustainability throughout the organisation
- 11 Fully integrate Para Athletics into Athletics Ireland

Our Strategic Pillars

- | | |
|----------------|------------------|
| 1. Coaching | 4. Competition |
| 2. Performance | 5. Participation |
| 3. Community | 6. Marketing |

1. Coaching

Principle: To further develop coaching and technical education across all of our sport.

Actions:

- 1.1 Promote best practice Long Term Athlete Development strategies.
- 1.2 Continue to strengthen the link with Department of Education & Skills and educational institutions to maximise the number of teachers trained as athletics coaches.
- 1.3 Develop more world class elite coaches through mentoring and other means.
- 1.4 Explore the possibility of working with Sport Ireland Coaching Development structures and the National Framework of Qualification levels and align the system with a nationally recognised system.
- 1.5 Embrace technology to support education of all stakeholders (coaches, officials, members) e.g. online learning.
- 1.6 Develop the coaching structures/enablers, to ensure:
 - A. Support for all volunteer coaches to have expertise in coaching and organisational skills appropriate to the level of athletes they work with.
 - B. Continuous professional development opportunities are available to all.
- 1.7 Evolve innovative coaching initiatives annually.
- 1.8 Establish a coach licensing system.

2. Performance

Principle: That through planned development across our performance system, we will continually increase medal tallies at international level.

Actions: We will further develop our performance culture for our athletes, by:

- 2.1 Delivering the actions in our High-Performance plan.
- 2.2 Providing quality competition opportunities for performance athletes.

- 2.3** Further developing a professional support system (medical, sports science, performance analysis, agents) for our HP athletes.
- 2.4** Creating and supporting world class coaches to work with our best athletes at identified performance hubs.
- 2.5** Maintaining and further developing the performance pathway for young athletes to progress to senior international level athletes.
- 2.6** Continuing to enhance and develop clear and transparent policies for selection for international championships.
- 2.7** Employment of fulltime coaches.
- 2.8** Continue to develop strategic partnerships e.g. third level, technology companies.

3. Community

Principle: We will develop supports and build our community around our sport.

Actions:

- 3.1** Establish a club framework to strongly support club development and best practice. This will include:
 - A. Promoting diversity, gender balance and equity in all areas of our sport.
 - B. Building facility development expertise to advise clubs wishing to develop facilities.
 - C. Further development of best practice in club governance.
 - D. Welcoming and supporting people with disabilities.
- 3.2** Develop and further enhance specific links between schools and clubs at primary, post primary and third level nationwide.
- 3.3** Develop strategies to increase the levels of retention of teenage athletes.
- 3.4** Safeguarding excellence.
- 3.5** Increase the number of RDOs servicing our members in the community including targeted partnerships with third level institutions and local authorities.

4. Competition

Principle: We will build our competition structures to best provide appropriate competition opportunities at all levels.

Actions:

- 4.1** Establish all our National Championships as premier Irish sporting events.
- 4.2** Continue to support international athletics events hosted in Ireland and aspire to host a relevant European or World championships at least once every 8 years.

- 4.3 Embrace innovation and new technology.
- 4.4 Support the development of current officials and recruitment of new officials.
- 4.5 Continue to embrace the best technology and training to facilitate professionally organised and efficient competitions and expand incorporating live updates and results.
- 4.6 Complete the Long-Term Athlete Development (LTAD) review and implement LTAD recommendations in collaboration with coaching & development.
- 4.7 Support Spraoi Games development across the Island and review in collaboration with Children's Games.

5. Participation

Principle: We will create a culture and environment that support athletics participation, in all its forms, and enables people to actively engage in athletics.

Actions:

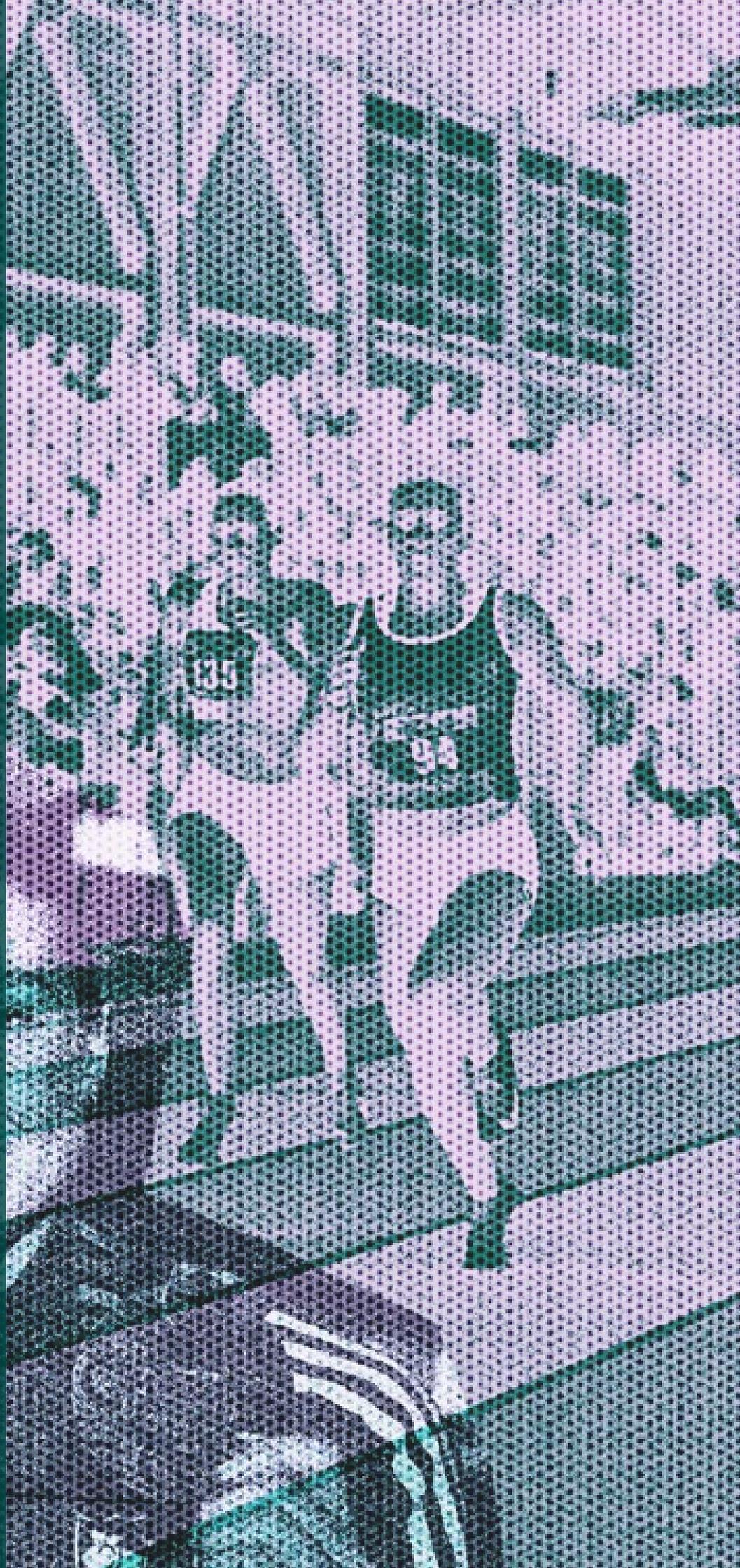
- 5.1 Increase the number of people actively engaging in athletics.
- 5.2 Expand the coverage of our programmes and foster wider participation in primary, and post-primary schools, third level institutions and community-based organisations.
- 5.3 Create an environment where everyone can participate in a space where they feel safe, respected and empowered.
- 5.4 Increase attendance at events and deliver events that are safe, and accessible.
- 5.5 Build and maintain a strong partnership approach and work collaboratively with key stakeholders.
- 5.6 Improve awareness of athletics and broaden our reach.
- 5.7 Develop and launch new WIS Plan 2025 to 2028.

6. Marketing

Principle: We will ensure the Athletics Ireland brand is best in class and widely recognised.

Actions:

- 6.1 Attract and retain partners who will help deliver brand objectives.
- 6.2 Acknowledge champions and role models within our sport.
- 6.3 Increase the public awareness of our athletes and their performances.
- 6.4 Promote the good stories from all areas of our sport.
- 6.5 Increasing the awareness of the positive impact participation in athletics has on health and wellbeing.
- 6.6 Increasing the awareness that athletics is a fun and enjoyable social activity.
- 6.7 Increasing the number of live broadcast athletics events.
- 6.8 Embracing data driven and digital developments to engage audiences and raise our profile.



We thank you for your ongoing support of Athletics Ireland



Acknowledgements

The Staff and Board of Athletics Ireland.

All those who responded to the survey or gave their time in the consultation for this strategy.

The clubs, volunteers and athletes who make up athletics in Ireland.

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