

Quest 2016 – Splus 4

Athletics

Guidance Notes

Issue 4 - July 2016



Outcomes

- To provide access to athletics for all
- To encourage greater levels of participation in athletics and related sports
- To maximise the utilisation of the athletics track and facilities for instruction and competition

Suggested Guidance

MV
General observation (not scored)
EXAMPLES OF BEST PRACTICE <ul style="list-style-type: none">• The track and equipment are in good condition• Information regarding events is displayed• Staff are knowledgeable
SUGGESTED GUIDANCE <p>Are the following well maintained and in good condition</p> <ul style="list-style-type: none">• Hammer cage; no holes in netting, netting secured at base level and steel structure and circle in good condition• Pole vault and high jump landing mats are in good condition• Sand levels in the landing areas are good• The landing areas are tidy and covered properly• The track is well presented; including clear lines, kerbing (if in place) that is fixed and safe• Grass on the field is cut and well presented; this will be different in the winter from the summer <p>Is there information on events</p> <ul style="list-style-type: none">• Are future events displayed• Is relevant up to date track certificate and insurance displayed• Is the UK Athletics affiliation certificate displayed <p>Staff are knowledgeable</p> <ul style="list-style-type: none">• Are staff knowledgeable and enthusiastic about athletics and the facility

Splus 4 - Athletics

Guidance Notes



PLAN

How does the facility plan to deliver a well-managed athletics programme?

EXAMPLES OF BEST PRACTICE

- A plan is in place with objectives relating to athletics
- Is there defined participation targets and actions on how to achieve them
- Strategic information from the National Governing Bodies is used to develop the outcomes
- There is good working relations with the athletics clubs
- There is a planning process that includes non-athletic clubs using the track
- Procedures and policies are developed, defined and documented as part of an integrated management system

SUGGESTED GUIDANCE

- Is there a comprehensive plan in place with objectives relating to athletics
- Does the facility have clearly defined participation targets, with action plans on how these will be achieved
- Does the management use strategic information from National Governing Bodies (NGBs), such as England Athletics, Scottish Athletics, Welsh Athletics, or Athletics Northern Ireland, to help them develop the outcomes they want to achieve
- Does the track management have a strong working relationship with the athletics clubs generally and with the chairman of the athletic club(s)
- Is there a planning process that includes non-athletic clubs who use the track, field and facilities
- Are procedures and policies clearly developed, defined and documented as part of an integrated quality management system for staff and where appropriate customers

DO

How are staff responsibilities defined and managed?

EXAMPLES OF BEST PRACTICE

- Staff roles and responsibilities are defined and are these known by staff
- Staff are knowledgeable and enthusiastic about athletics
- Processes are in place to update staff of changes to guidance or regulations
- Staff know the details of the programme
- Staff are able to deal with problems
- There is a designated staff member to lead on athletics
- A specific training programme for staff and coaches is in place including Continued Professional Development
- Staff are trained in relevant policies and procedures

SUGGESTED GUIDANCE

- Are staff roles clearly defined within job description; are staff clear on their roles and the levels of responsibility they have
- Are the staff knowledgeable and enthusiastic about athletics at a local, regional and national level

Splus 4 - Athletics

Guidance Notes



- Are processes developed to update staff if guidance or regulations have changed, and do staff sign that they have read and understood the changes
- Do the staff know what the general and event programme is and are they able to give customers relevant information to customers
- Do staff know how to deal with a problem, and are they aware who to report the problem to if they cannot deal with it
- Is there a member of staff to lead on the athletics service and are they given additional training. Is time allocated to carry out this role
- Is there a specific training programme in place for staff and coaches, including a programme of Continued Professional Development
- Are staff trained in relevant policies and procedures; are staff informed when changes are made and trained in the changes

How are events managed?

EXAMPLES OF BEST PRACTICE

- Events are held with the relevant track certificate
- Large events are programmed before smaller events
- NGBs guidance for athletic events is followed
- Event administration is comprehensive and includes all areas
- Operational plans are in place for delivering the event
- Checks are carried out before, during and after the event
- Communications systems are in place for all staff and groups involved in the event
- Contingency plans are developed to cover operation and staffing issues

SUGGESTED GUIDANCE

- Are events held and does the facility have the relevant track certificate to hold the different events
- Are the big events programmed and booked before smaller events are programmed and booked; hierarchy of events
- Is guidance from the NGBs (for example England Athletics, Scottish Athletics, Welsh Athletics, or Athletics Northern Ireland) followed to ensure good practice
- Is the event administration process comprehensive and include all areas, for example booking administration, displaying event dates, meeting with organisers, detailing what is required, writing risk assessments, organising the team, checking equipment (photo finish equipment, setting up pole vault, hurdles) and a follow up after the event
- Are operational plans in place for delivering each athletic event, do they meet the required standards and are they approved by the appropriate management body or external agency? Does the plan cover all areas, for example health and safety, a comprehensive list of risk assessments, comprehensive first aid provision, equipment, roles and responsibilities for in house staff and external organisations' staff, safe systems of work and a detailed emergency action plan including evacuation procedures
- Are checks conducted before, during and after the event, for example permit to work completion and method statements for external contractors. Is the athletic equipment inspected and is this recorded.
- Are communication systems in place for in house staff, external bodies and key officials pre, during and post events, using 'riders', meetings, radios and mobile phones planned out
- Are contingency plans developed that cover operational and staffing issues, for example equipment failure, event cancellation and staff shortage

Splus 4 - Athletics

Guidance Notes



What health and safety measures have you considered to deliver the programme and service safely?

EXAMPLES OF BEST PRACTICE

- Insurance is in place at the appropriate level for the operation of the track and all events
- A 'UKA Rules for Competition Book' is available and used
- If international events are held, they comply with the International Association of Athletics Federation (IAAF)
- There is a normal operating plan, an emergency action plan and comprehensive evacuation procedures
- Athletic specific risk assessments and safe systems of work are in place and staff are trained in setting up/ dismantling equipment
- Children are managed safely and best practice is followed
- A photograph policy is in place
- Staff are trained in health and safety and records are in place. Refresher training is carried out

SUGGESTED GUIDANCE

- Insurance is in place for the operation of the track, and at the appropriate level for the scale of each athletic event, including schools and small organisation's events
- Is a current up to date 'UKA Rules for Competition Book' available and used at the facility
- Are international events held; If held are management ensuring they are adhering to current guidelines and conforming to the International Association of Athletics Federation (IAAF)
- Is there a normal operating plan, an emergency action plan and comprehensive evacuation procedures, for the day to day running of the track
- Are there athletics specific risk assessments and safe systems of work in place. Are there safe systems of work in place for setting up/ dismantling each item of equipment, are staff trained in these, and are records kept and signed by the trainer and the member of staff. Is refresher training in the safe systems of work
- Are children managed safely; for example is adult and children changing segregated, are relevant team members and coaches DBS checked, are specific risk assessments in place for events with junior entrants
- Is there a well-managed photography policy which is documented and implemented
- Are staff trained in health and safety and are records in place to demonstrate competency. Is refresher training carried out regularly

Does the equipment and the ground maintenance reach the standard for the levels of events you hold and general usage?

EXAMPLES OF BEST PRACTICE

- Grounds maintenance is well managed
- The track and field is well maintained and in good condition
- There is a cleaning and maintenance programme for the track and field
- A comprehensive annual safety and maintenance inspection service is carried out
- Equipment maintenance, inspection and stock take records are in place
- Electrical equipment and grounds maintenance machinery are serviced
- Calibration certificates are available for relevant equipment

Splus 4 - Athletics

Guidance Notes



- Landing areas are fit for use
- There are different grades of equipment for use by different groups
- There is an equipment asset register and replacement plan
- There is a process in place to deal with damaged equipment
- Bought and borrowed equipment is checked and conforms to UKA rules for competition guidance

SUGGESTED GUIDANCE

- Is grounds maintenance well managed; for example are there risk assessments, are stores tidy (for example equipment racked, stored and labelled), is the team trained and qualified, is there a grounds maintenance programme, and is equipment serviced and in good condition
- Is the track and field well maintained and in good condition; for example no hammer holes, weed free, pits tidy, appropriate sand levels which is disinfected and watered, and sectors marked
- Is there a cleaning and maintenance programme for the track and field, are there daily, weekly, monthly and less frequent tasks
- Is there a comprehensive safety and maintenance inspection service on an annual basis, is this done prior to the start of the event season? Are service records kept for all equipment
- Are equipment maintenance inspection and stock take records in place, including pole vault, high jump landing areas and hammer cage netting
- Are items serviced, such as electrical items and grounds maintenance machinery with records maintained
- Are calibration certificates available for relevant equipment; for example wind gauges, test weight and scales
- How does the organisation make sure the landing areas are fit for use, for example clips, foam glued, material not torn and hammer net cage in good condition
- Does the facility have equipment history cards; do they account for different grades of equipment, for example training, schools, local clubs meetings and major events
- Is the equipment part of an asset register with a replacement plan to ensure equipment is always of a good standard
- Is there a process in place to deal with damaged equipment, is this known by staff.
- Is all bought and borrowed equipment checked that it conforms to the UKA rules for competition guidance

MEASURE

How do you measure?

EXAMPLE OF GOOD PRACTICE

- Processes are in place to encourage feedback from all organisations and groups
- Key performance indicators (KPIs) are developed
- Income is maximised and expenditure is reducing and this is monitored

SUGGESTED GUIDANCE

- Are processes in place to encourage feedback, for example from organisers, officials, staff debriefs and participants, including post event feedback and post course feedback
- Are key performance indicators (KPIs) developed, for example number of events, casual and club usage, number of participants (footfall), club membership,

Splus 4 - Athletics

Guidance Notes



successes at club and individual level, completion rate of action plan tasks and accidents

- Is the management team maximising income and reducing expenditure for the track and field; are procedures in place to monitor this in a timely manner

REVIEW

How do you review what you measure?

EXAMPLES OF BEST PRACTICE

- Benchmarking is carried out with other tracks
- Competitor analysis is undertaken
- Action plans are reviewed for progress
- KPIs are reviewed to determine the success of the programme and initiatives
- Risk assessments and work instructions are reviewed and changes made where necessary
- There are regular reviews of the overall programme and individual events to ensure a balanced programme
- Industry related media is read and reviewed
- Policy and procedures are reviewed regularly and updated

SUGGESTED GUIDANCE

- Is benchmarking carried with other tracks at a local, regional and national level; is this recorded and reviewed
- Is a competitor analysis undertaken, for example fees and charges comparisons, awareness of other local facilities and what events they hold
- Are action plans reviewed regularly for progress? Are staff involved in the reviews
- Are KPIs reviewed to determine how successful the programme and initiatives are and are further areas for improvement identified
- Are risk assessment and work instruction reviews undertaken to ensure the smooth running of the facilities and are changes detailed where necessary
- Is there a programme of regular reviews that looks at the overall programme as well as individual events that assists in planning a balanced and successful programme for future years
- Is industry related media read and reviewed, for example Athletics Weekly, websites, UKA news updates
- Is a process in place to regularly review and update relevant procedures and policy systems

IMPACT

Has what you have done made a difference?

EXAMPLES OF BEST PRACTICE

- There are increases in footfall and event numbers
- Income levels are increasing and expenditure costs are reducing
- The results of surveys and customer feedback is improving
- Athletes are performing well and competing at higher levels
- Larger events are being attracted and there are funding opportunities
- Participation is increasing amongst the wider community

Splus 4 - Athletics

Guidance Notes



- The track has improved its certification level

SUGGESTED GUIDANCE

- Is there an increase in school, club, casual usage and event numbers from previous years
- Are income levels increasing year on year; are expenditure costs reducing, for example maintenance and new equipment costs
- Are the results of surveys and customer feedback improving, are they showing that the service and events are being delivered more effectively and customers are more satisfied
- Are athletes performing well and competing at a higher levels, is there data to back up these results
- Are larger events being attracted and are there possible funding opportunities, for example capital investment, sponsorship
- Is there evidence to show that there is increased participation amongst the wider community
- Is there an improvement in the track certification level allowing more events to be held