Welsh Athletics
Strategic Plan 2013-2017
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May 20th, 2013

Cover pictures, clockwise from top left:
Dai Greene (European, Commonwealth and World Champion, 400m Hurdles)
Richie Gardiner (Commonwealth Champion, Trail 55km Race)
Runners of the Lloyds TSB Cardiff Half Marathon
# Appendix C

## Run 4 Wales Business Plan

### Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Executive Summary</td>
<td>1</td>
</tr>
<tr>
<td>2. Purpose</td>
<td>2</td>
</tr>
<tr>
<td>3. Background</td>
<td>3</td>
</tr>
<tr>
<td>4. Objectives</td>
<td>4</td>
</tr>
<tr>
<td>5. Context - Welsh Government</td>
<td>5</td>
</tr>
<tr>
<td>6. Scope</td>
<td>6</td>
</tr>
<tr>
<td>6.1 Lloyds TSB Cardiff Half Marathon</td>
<td>1</td>
</tr>
<tr>
<td>6.2 Run Wales Series</td>
<td>2</td>
</tr>
<tr>
<td>6.3 Major Events / Additional Events</td>
<td>3</td>
</tr>
<tr>
<td>6.4 Events Academy / Volunteer Workforce</td>
<td>4</td>
</tr>
<tr>
<td>6.5 Officials Education Opportunities</td>
<td>5</td>
</tr>
<tr>
<td>7. Run 4 Wales Framework</td>
<td>6</td>
</tr>
<tr>
<td>7.1. Financial Management</td>
<td>7</td>
</tr>
<tr>
<td>7.2. Budget</td>
<td>8</td>
</tr>
<tr>
<td>7.3 Governance</td>
<td>9</td>
</tr>
<tr>
<td>7.4. Leadership</td>
<td>10</td>
</tr>
<tr>
<td>7.5. Organisational Structure</td>
<td>11</td>
</tr>
<tr>
<td>12. Appendices</td>
<td>12</td>
</tr>
<tr>
<td>I. Run 4 Wales Budget</td>
<td>13</td>
</tr>
<tr>
<td>II. Media Cuttings Overview</td>
<td>14</td>
</tr>
<tr>
<td>III. Broadcast Coverage from 2011</td>
<td>15</td>
</tr>
<tr>
<td>IV. Cardiff Half Marathon Management Structure</td>
<td>16</td>
</tr>
</tbody>
</table>
Executive Summary

Run 4 Wales (R4W) is a new organisation set-up to deliver high profile, elite and mass participation sporting events in Wales. A not-for-profit social enterprise, R4W will become a market leader in its category creating event excellence and legacy.

R4W has two independent board members and a corporate board member, who have the necessary skills to drive this business forward.

Nigel Roberts – Chairman

Nigel is a high profile business person in Wales and is well known to the Welsh Government. He has a track record of bidding and securing major events and in his role of Deputy Chairman at Glamorgan Cricket Club, was instrumental in securing the first Ashes Tes Match ever player outside of England or Australia. As a previous President of the Cardiff Chamber of Commerce, he is well connected to the local business community.

Rob Cole

Rob Cole is the Managing Director of Westgate Sports Agency and a Director of the new Sport in Wales website. After 10 years as a sports journalist at the Western Mail and Wales on Sunday, where he helped organise both the Western Mail Marathon and the Western Mail Sports Personality of the Year Awards, he spent two years working for the Sunday Express before launching Westgate in 1992. The largest agency of its type in Wales, Westgate has worked with the WRU, Millennium Stadium, Six Nations, British & Irish Lions, ERC, PRO12, the FA and the Football League on a range of projects. A Trustee of the Welsh Sports Hall of Fame for the past 20 years, he is a former first-class rugby player who qualified with a degree from Cardiff College of Education as a PE teacher before heading into journalism.

Corporate Director – Welsh Athletics

Welsh Athletics is the governing body for athletics in Wales with over 6500 registered athletes and more than 80 active clubs. Welsh Athletics aims to shape a new future for athletic development and achievement and is dedicated to improving the sport at both club and national level through targeted improvement in development, education and performance in Wales.

Profits from the organisation will be invested into grassroots athletics in Wales, in keeping with the vision of R4W of promoting a healthy lifestyle across the nation. R4W’s current flagship event is the Lloydts TSB Cardiff Half Marathon (CHM) which it took over the management of in April 2012. R4W moved quickly to ensure the event was run by a Welsh company and not lost to England.

It is our belief that the CHM has outgrown its status as a ‘Growth Event’ and will develop into a ‘Signature Event’ for Wales over the next few years. Aligned with the goal of becoming one of the top three biggest road race in the UK, is the twin ambition to attract the Commonwealth and World Championships into the race and turn the even into a world-class, ‘Major Event’ (see page 23).

Since the transition to R4W the event has already grown to reach record levels of entries and the 10th Anniversary of the race in 2012 will be the biggest race in the event’s history. The future of the event will see the mass participation element grow with entry numbers to exceed 20,000. The elite aspect will be driven forward to create a competitive field and bring International competition to the race.
The fun run and corporate competition elements of the race will also be driven forward to make them a more significant part of the event. In addition to this it is the ambition to create a festival around the event, with additional sporting competition, an increase in the runners’ village element and additional entertainment and activities. We will also actively engage with the citizens of Cardiff to come out and support the event.

The new organisation will create full time and part time employment opportunities and provide training and development opportunities for its employees. The event management experience gained from delivering an event of its stature will enable the team to bid and deliver a range of sporting events in Wales. This experience will include building an Events Academy and Volunteer Workforce.

Working with Welsh Universities an Events Academy will be developed to provide students studying in higher education an environment to put their theory into practice. This Academy will develop students and offer placements and internships to assist in the creation of a skilled events workforce. The Volunteer Workforce will develop, recruit and train volunteers. It will provide opportunities for all to participate, learn and gain valued experience.

As a Welsh based organisation delivering high-profile sporting events, emphasis will be placed on creating value for Wales. The events will showcase the nation and bring tourism and economic benefits to the region. R4W will work alongside and support Welsh companies, sourcing services and products locally. Guidelines will also be followed from the Welsh Language Commissioner to ensure compliance in marketing and event promotion.

Partnerships with the media already exist, but greater TV coverage will be critical for both the CHM and the projection of Cardiff and Wales. The major ambition is to provide an event, and later on a series of races, of high quality and interest to attract live coverage on domestic and national TV. Investment has been made to secure TV production for the 2012 race which will be shown on Channel 4, Eurosport and ESPN and will act as a showreel which will be used to pitch to the BBC National network for next year’s race.
Purpose

Set up to deliver events across Wales, Run 4 Wales is defined as a not-for-profit organisation within the Social Enterprise Framework.

A social enterprise is a trading business with social or environmental goals at its core. Social enterprises, unlike private businesses are not driven by profit; they balance the need to run a competitive business with their equally important social and environmental aims. Any profit generated (social profit) is reinvested to help achieve those aims.

The initial focus of Run 4 Wales is to deliver sporting events and especially running events, with the ambition to establish the core competencies associated with event management and roll these out to support other events across Wales.

Run 4 Wales is looking to secure investment for 2012 to 2015. This four year period will allow the new company to develop its commercial streams to ensure future sustainability and growth.

It will allow Run 4 Wales to deliver the Lloyds TSB Cardiff Half Marathon and bid for International events along the lines of the Commonwealth Half Marathon Championships in 2013 and 2015 and the World Half Marathon Championships in 2016.
Background

- The Welsh philosophy on sport is driven by Sport Wales who are committed to delivering a fitter and healthier nation. Their aim is to encourage participation in sport and to inspire volunteers.
- Athletics is a significant sport in Wales, with the participating numbers in the tens of thousands. The sport is at the forefront of attention in the current climate of the London Olympics and Paralympics and it will continue to shine in the build up to the Commonwealth Games in Glasgow in 2014.
- Drop-off of performance across all endurance events
- Wales has been and will continue to be graced by high profile international sporting events which will showcase the country. We intend to bid for and back any bids for Major Events including the possible bid for the Commonwealth Games.

Run 4 Wales is seeking to capitalize on this increased sporting exposure, building upon recent Welsh success in hosting sporting events, assisting in creating a healthier nation and providing volunteers and officials.

It is also the aim to improve performance levels of Welsh endurance athletes to compete with the best and inspire future generations.

This will be done by implementing the R4W framework which includes an exciting series of Championships, International and mass participation events across all age groups and disciplines, which offer challenging, enjoyable and appropriate competition.

To help establish successful events, an events management team will be created to ensure the implementation of an effective programme.
Objectives

The Run 4 Wales objectives can be summarised as follows:

- To promote, manage and deliver elite and mass participation sporting events in Wales
- To build event management capacity in Wales
- Creating employment opportunities
- Developing a highly skilled volunteer workforce
- To prepare bids for “Signature and Major Events’ to be hosted in Wales
- To support the running community and race organisers in Wales through the provision of expert advice and guidance
- To support the development of grassroots athletics in Wales to help “Every child in Wales get hooked on sport for life.”
- To make a significant contribution to creating an Active Wales, contributing to the physical activity targets of the Welsh Government and the Sports Wales Community Sports Strategy

These objectives will be achieved through the four identified strands which have been prioritised for the period 2012 to 2015.

- The Lloyds TSB Cardiff Half Marathon
- Run Wales Series
- Major Events
- Events Academy
Context - Welsh Government Environment

The Lloyds TSB Cardiff Half Marathon has been built upon strong relationships with strategic event partners. For continued growth these partnerships are vital.

The R4W framework provides the organisation with the opportunity to meet and exceed key criteria. This includes

- The One Wales vision,
- Creating an Active Wales criteria,
- Sport Wales’ vision for Sport and Community Strategy,
- Visit Wales’ reputation criteria
- Local Government event criteria.

The continued partnership and support from the Welsh Government’s Major Events Unit is crucial to the success of Run 4 Wales as an events organiser in Wales.

Investment in Run 4 Wales will provide;

- Resources to lead on event delivery
- Resources to develop commercial streams
- Resources to deliver Major Events bids
- Development of organisational infrastructure

Investment will allow a smooth transition of the Lloyds TSB Cardiff Half Marathon from Barnardo’s to the new organisation. R4W has clear objectives and targets to grow the event (our first decision was to increase the race capacity and this has led to record entries) and develop existing commercial streams and offerings. This includes increasing sponsorship and the creation / extension of village activity, race expo, running festival, photography, merchandise, charity bonds and ancillary events.

R4W will to contribute to Welsh Society by promoting core values such as;

Healthy Future

Promoting a healthy lifestyle with range of events and opening sport to the masses. The high profile and elite events, with Welsh and International athletes competing will also inspire participation in sport.

Prosperous Society

The creation of employment with, long term full-time, part-time, event and freelance opportunities. High profile events such as the CHM provide a stimulation to local enterprise, business and tourism.

R4W brand promotes Wales and key Welsh sporting events. The rotation and flexibility of events mean that rural economies benefit for the key outdoor events

Living Communities

R4W supports volunteering across Wales and has a dedicated Volunteer Workforce scheme in place to recruit, manage and trained volunteers providing opportunity for all.

R4W aims to use local products and services and actively promotes these partnerships.

Learning for Life

R4W is developing an Events Academy to be partnered with Welsh Universities providing placements, internships, training and employments opportunities.
Fair and just society
Aiming to involve as many different groups as possible through mass participation events, encouraging participation advertising the wide reaching benefits.

Rich and diverse culture
R4W proudly promotes and supports Welsh culture. It aims to showcase major landmarks, promote the Welsh language in marketing and event material and provide Welsh language coverage.
Scope

Four Strands of R4W

As previously outlined there are four strands to R4W and each is described in more detail below.

- The Lloyds TSB Cardiff Half Marathon
- Run Wales Series
- Major Events
- Events Academy

The Lloyds TSB Cardiff Half Marathon

Event Overview 2012 - 2015

Overview

The Lloyds TSB Cardiff Half Marathon (CHM) is the largest road race in Wales. Since its inception in 2003, the event has been managed by Barnardo’s and has developed to achieve a race entry of 15,000 in 2011. This development accelerated rapidly in the last three years and was achieved through strategic partnerships with key stakeholders. The partners set a collective ambition of making the CHM one of the top five road running events in the UK.

For the period 2009 to 2011, the CHM benefitted from investment from the Welsh Government’s Major Events Unit (MEU), with the primary objective of growing race numbers towards 20,000. For this period, other key partners (Cardiff Council, The Vale of Glamorgan Council and R4W) joined with Barnardo’s to establish an operational team to deliver a successful event.

The CHM now enters into a new phase, managed and delivered by R4W. This new phase will:

1. Ensure a consistently delivered high-quality race experience for runners
2. Establish a route which allows growth beyond 15,000 to become one of the top three road-running event in the UK
3. Enable a festival of running for all age groups across a weekend programme of events
4. Enable bids to be made for Commonwealth and World Championships
5. Allows the exploitation of the CHM’s commercial potential through engagement with the private sector

This document details the development plan for the Cardiff Half Marathon over the next 4 years and the objectives and support needed from the strategic management partners.

Background, History and Race Statistics

The Cardiff Marathon/Half Marathon has its roots in the running boom of the 1980’s when the Western Mail sponsored event had routes that took in Barry and Roath Park. With many variations it fizzled out in the early 1990’s.

The event re-emerged in 2003 managed by Barnardo’s Cymru with support from Cardiff Council and the South Wales Echo and for many years has had steady growth with the event being fully subscribed for the last three years. The identifying of an accepted route by all partners has been a challenge given the difficulty of traffic management, retail outlets and residential areas whilst constantly striving to showcase the city and improve the runner experience year on year.

The recent editions of the event have always been held in October and have endeavoured to be positioned in an annual calendar to avoid conflicting with other key races. The 2012 event
Welsh Athletics 2013-17

The Cardiff Half Marathon (CHM) has featured the Welsh Championships for many years and is the largest race in Wales and the largest multi charity fundraiser in Wales, raising an estimated income of over £1 million for over 750 different charities and good causes.

Runner entry number growth and planned growth

Breakdown of Runners in 2011

- 10.4% of runners in 2011 were members of running clubs - same as in 2010
- 55.2% of runners are male; 44.8% female – more women took part than ever before
- 40.5% of runners stated they were raising money for charity (up from 38.2% in 2010)
- 37% of runners come from outside Wales
- 0.3% of runners come from outside the UK, from countries including the US, Australia, Kenya, Brazil and Spain
- The event attracts a young audience, with 48% of runners aged 17-34
- The breakdown of runners’ ages is as follows:
  - 17-24 – 13.1%
  - 25-29 – 16.7%
  - 30-34 – 18%
  - 35-39 – 16.8%
  - 40-44 – 14.4%
  - 45-49 – 10.5%
  - 50-54 – 5.6%
  - 55-59 – 2.9%
  - 60-64 – 1.3%
  - 65+ – 0.3%

Runners coming to Cardiff

- 59.2% of correspondents lived outside Cardiff and surrounding areas
- 51% came to Cardiff on the morning of the race; 30.9% stayed 1 night; 13.3% 2 nights
- 54.4% stayed in a hotel; 38.9% stayed with friends and family
- 51.5% went shopping, 78.4% ate out, 12.5% visited tourist attractions
- 93.9% would visit Cardiff again for a weekend break

Objectives & Contribution

The Lloyds TSB Cardiff Half Marathon, the largest road race in Wales, is to be developed through to 2016 and beyond through strategic partnerships to deliver benefits for multiple stakeholders. The objectives of key stakeholders in the CHM are detailed below. Through consultation with key strategic partners there is a common key performance indicator which will show progress towards multiple goals which is “runner numbers”.

takes place on Sunday 14th October and it is anticipated that the 2013 race will take place on Sunday 6th October.
<table>
<thead>
<tr>
<th>Strategic Partner</th>
<th>Aims &amp; Objectives</th>
<th>Contribution &amp; Support</th>
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</table>
| R4W               | • To continue to be the largest road race in Wales, achieve 20,000 runners by 2013  
• To work collaboratively with the Strategic Management Team of Cardiff Council, The Welsh Government and Barnardo’s to deliver a world class event in the Cardiff Half Marathon by 2016  
• To work with partners to bid for Major Championships status for the event  
  • 2013 Commonwealth Championship  
  • 2015 Commonwealth Championship  
  • 2016 World Championship  
• To increase performance levels of Welsh (and British) distance athletes running in road races and other endurance events.  
• To promote R4W and increase running club memberships  
• To generate income for R4W which financially supports the development of the sport of athletics in Wales  
• To promote endurance running and road races in Wales  
• To develop major event management capability and skills | • To Promote Cardiff as an attractive, vibrant, growing and cosmopolitan city through a new website and all other media opportunities  
• To increase runners from outside of Wales travelling to Cardiff to take part or watch the Cardiff Half Marathon through national distribution of leaflets, national UK Wide advertising, UK wide direct marketing and UK national TV coverage, international Satellite TV features, and pay per click web advertising.  
• Capitalise on current running boom. Forward thinking on new industry innovation and be at forefront of the sport.  
• As a member of the Cardiff Half Marathon Strategic Management Team, to work collaboratively with other team members to deliver a world class event by 2016.(A schedule of strategic management meetings is detailed in section 5.2)  
• As a mass participation event to promote an easily accessible form of exercise to the people of Cardiff.  
• To continue to deliver a supplementary children’s race and to promote Cardiff, exercise and healthy living to children across Cardiff and Wales.  
• Move to a 2 day expo for the Cardiff Half Marathon, rebranding for 2013 and promoting internationally through alliance with a major corporate sponsor.  
• To promote the Welsh Government by featuring their logo on all key race materials. |
<table>
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<tr>
<th>R4W (cont.)</th>
<th>Cardiff Council / Vale of Glamorgan Council</th>
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<tr>
<td>• To promote R4W/Run Wales through featuring their logo on all key race materials and to feature branding at the race.</td>
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<td>• To designate the Cardiff Half Marathon as the R4W Half Marathon Championship race for 2012 and beyond.</td>
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<tr>
<td>• To manage to development of elite runners (particularly Welsh and British) competing in the CHM.</td>
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<tr>
<td>• To actively promote the Cardiff Half Marathon to affiliated R4W members.</td>
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<tr>
<td>• To promote Cardiff as an attractive, vibrant, growing and cosmopolitan city.</td>
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<tr>
<td>• To bring economic benefits to the capital city of Wales through hosting a large event that is more than just a race and attracting visitors to Cardiff.</td>
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<tr>
<td>• To promote exercise and a healthy lifestyle to the population of Cardiff.</td>
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<tr>
<td>• Develop weekend festival surrounding CHM.</td>
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<td>• Develop a route that will accommodate 20,000 runners and will be constant in future years to allow for course records to be established for the October 2013 race.</td>
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<td>• Liaise with Cardiff Council Traffic &amp; Transportation Departments on behalf of the Cardiff Half Marathon Event, in order to get necessary approved road closures.</td>
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<tr>
<td>• Organise all necessary route access permissions for the Cardiff Half Marathon Course.</td>
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<td>• Provide, install and remove road barriers for the course and runners village.</td>
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<td>• Provide marshalling staff at an agreed supportive cost to the overall Cardiff Half marathon organisers, Run 4 Wales.</td>
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<tr>
<td>• Assist with Runner’s village permissions and facility hire.</td>
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<tr>
<td>• Promote the Cardiff Half Marathon amongst Cardiff Council employees.</td>
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</tbody>
</table>
| Cardiff Council / Vale of Glamorgan Council (cont.) | • The Cardiff Half Marathon to be a major strategic event for Sport Cardiff.  
• As a member of the Cardiff half Marathon Strategic Management Team, to work collaboratively with other team members to deliver a world class event by 2012.  
• Co-ordinate the removal of vehicles that may be parked overnight on the course |
|---|---|
| Welsh Government | • Bring economic and social benefits to Wales through supporting the development of a major event  
• Develop a stronger international image for Wales as a location for major events  
• Foster national pride through association with a major event  
• Promote exercise & healthy living to the people of Wales  
• Develop Welsh capacity to put on and deliver high quality major events  
• Develop a Half Marathon in Cardiff with the potential to attract the IAAF World Half Marathon Championships to Cardiff in the future.  
• Have a sustainable major event established by 2015  
• Create employment opportunities  
• Financially support the management and promotion of the Cardiff Half Marathon with £360,000 of support over 4 years 2012 to 2015.  
• Assist with approaches to potential corporate sponsors  
• Assist with promoted collaboration and co-operation amongst the Cardiff Half Marathon Strategic partners  
• Provide free consultancy and advice around Welsh language elements of the event promotional and communication materials. |
| Barnardo’s | • To maximise income from the event to support working with disadvantaged Children and Young People across Wales  
• Assist with the race planning and offer advice about best practice of knowledge gained over the previous years of organising the event. |

Additionally best practice is to be shared amongst key strategic partners to bring about synergistic benefits to the partners.
**Key Performance Indicators**

- To grow the event to 20,000 in 2013 and beyond that figure in 2014
- To increase the number of entrants from outside of Wales by 10% in 2013
- To increase spectators for the event by 15% year on year from 2012
- To increase Event exposure for Welsh companies and cultural organizations by 20% year on year. Based on square metre, display hours and spectator numbers.

**Strategic Event Management**

**Partners**

The Cardiff Half Marathon Strategic Management partners through to 2016 are by the consent and agreement of the parties mentioned:-

- R4W
- The Welsh Government
- Cardiff Council
- Vale of Glamorgan Council
- Barnardo’s
- The Headline Corporate Sponsor (currently Lloyds TSB)

**Meeting Schedule**

Run 4 Wales as event organiser will hold meetings with Strategic Partners as and when issues require meetings and will hold a review session 3 months following the annual event.

**Steering Committee**

Barnardo’s, South Wales Echo, Cardiff Council, The Vale of Glamorgan Council, South Wales Constabulary, Cardiff City Centre Management, Race Director, Emergency Services, other bodies as appropriate

**Event Logistics:** Cardiff Council

**Media Partners:** South Wales Echo, Real Radio,

**Benchmarking & Future Direction**

**Elite Athletes**

A good field of Elite Athletes (defined as sub 68 minutes for a Half Marathon) are a key feature of large successful races. An Elite field attracts more runners; more press and TV coverage; raises profile and raises corporate sponsorship values.

Equally the need to boost Welsh (and British) Road Running performances and promote and profile them and the sport.

An “Elite Manager” who recruits and looks after top runners is essential. Elite runners have travel and accommodation paid for and many also receive a fee for participating. A balance is required particularly when a Welsh Championship and Welsh focus is desirable.

Prize money values for placed runners are higher in larger races than the CHM and higher prize money attracts Elite runners, whilst there needs to be a depth of prizes (not always cash). Consideration for a Welsh and British prize list only is required.

**Attract host of celebrity runners**

Patrons are useful but the largest events benchmarked such as the Great North Run and the London Marathon focus on celebrities that are actually running rather than celebrity endorsement. Free places are offered.
Ancillary Events

With a children’s race now an integral part of the event the addition of a corporate sector of events, relays or other needs full exploration and could deliver direct income.

Flat & Fast Course

A theme amongst very popular large marathons and half marathons is a flat and fast course which supports achieving records and personal bests for both affiliated (belonging to an athletics club) and unaffiliated runners (not registered with an athletics club).

Headline Sponsor

Lloyds TSB have been secured as the title sponsor in 2012 for the third year running. A title sponsor provides a valuable income stream and needs to be secured for future years.

Event governance and relationship with charity / charities

Most races have an official charity listed and Barnardo’s will be the official charity of the CHM for the next 5 years (2012 – 2016). Larger races make charges to charities for “Gold Bond” places and introducing Gold bond places may present an additional income opportunity. This will be explored once the race cap of 20,000 is reached.

Extended Sponsorship Opportunities

Larger races have an “Official Sponsors” listing which can be in such areas as official drink, Official Hotelier, Official Timing partner etc and these corporate partnerships and additional income streams areas are being pursued for the CHM.

Lodging the race on the International Listing – AIMS (Association of International Marathons)

To get international recognition on a European and World stage an association AIMS would increase profile and stature of the event as we move forward.

International Recruitment of Runners

Large races advertise in Europe and consider having some of the basic race information in French, Spanish, Italian and German

Event rather than Race

Large races hold activities over the race weekend such as pasta parties the night before the race. Website and race brochures also promote things to do in the city. For instance there is a map and details of where to eat and drink.

The largest and more established races are part of an event weekend with an Expo the day before the race. This can allow for participants to collect their race packs and meet with their nominated charity/running club and for spectators to find out where best to position themselves on the route etc.

The incorporation of a Presentation Dinner into the weekend gives an added dimension for media, athletes and provides further profile for sponsors.

Successful races have concise race brochures that are a memento and an information guide. Websites and other social media sites also perform an increasingly crucial part in promoting the event.

The evolution plan to achieve a two day event for Cardiff is as follows
<table>
<thead>
<tr>
<th>Year</th>
<th>Action</th>
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<tbody>
<tr>
<td>2012</td>
<td>New course, start/finish/runners’ village in City Centre, enhanced runner experience, enhanced spectator experience</td>
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<tr>
<td>2013</td>
<td>Larger Runners Village, pre-race evening events for runners, TV coverage, develop premium image through web site upgrade, higher quality goody bags for runners, association with premium sportswear and sports drink brands.</td>
</tr>
<tr>
<td>2014</td>
<td>The day before the race holding ancillary events and having some events and stands open on the Saturday before the Sunday main race.</td>
</tr>
<tr>
<td>2015</td>
<td>Full 2 day “Expo” of events, activities and stands.</td>
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</table>

**Strategic Direction**

**Action**

- Monitor fees and prize money for attracting elite athletes and launch a campaign to grow status of Welsh, British, Commonwealth and European Athletes competing for 2013 - 2016
- Utilise the networks of Sportswear Suppliers to approach for merchandise for 2013 and beyond.
- Identify and target a list of celebrities to invite to run the 2012 CHM. Look to appoint a Race patron, achieve more celebrity runners and continue celebrity endorsement
- Increase content/information available about the CHM race brochure/website/other media to include route, parking, travel information, things to do in Cardiff
- Use more high quality photography showing off the highlights of Cardiff and use more up beat lifestyle images in the brochure to add a premium race feel to the event. Convey vibrant, fun, young European Capital city run in the photographic images used.
- Increase the planning and commitment in delivering the children’s races for 2012 and build on this for 2013 with a full festival of running and activities.
- Work with Cardiff Council and Vale of Glamorgan Council to develop a new course for 2012 which delivers:
  - capacity for 20,000 runners
  - fast course attractive to Elite Athletes and fun runners that takes in key iconic landmarks
  - larger Runners’ Village suitable for a 2 day expo and 25,000 spectators
- Secure a major corporate sponsorship agreement for the period 2012 to 2015
- Secure sports drink and sportswear “Associate” sponsorship for 2013 -2015
- Benchmark Gold Bond place costs and charges to charities to inform a review of the CHM other charity income stream for 2013
- Secure lower level partnerships with water, timing, hotel, radio, beer sponsorship etc
- Secure race brochure advertising
- Work with Cardiff Council to promote the Cardiff Half Marathon with European Twin City partners
- Scope and plan a project to move to 2 day Expo for the CHM for the 2013 race
- To remove the dependency of expertise from outside of Wales by the up-skilling Welsh staff.

**Marketing & Communications**

The aim is to raise the profile of the CHM to become a well known industry brand. Proactive marketing and communications will help deliver this objective and aid in the recruitment of runners.

Key messages include:

- Wales’ largest race
- Wales’ largest mass participation charity event
• Flat and fast course
• Tenth anniversary year
• Promotion of course and specific landmarks around the city
• Brilliant atmosphere

Headline activity in 2012
• Greater PR emphasis
• Roll out of multi-channel integrated marketing plan
• Increase TV coverage
• Increase elite runner field

**Stakeholders Exposure**

With the course changing in 2012 and still being plotted, specific branding for sponsors, strategic partners and event supporter can not be specified as yet. However, some commitments can be made as follows:-

**Course Start / Finish Line Branding**

Main Sponsor, Associate Sponsors (Official Drink, Official Sportswear) and Strategic Partners providing financial support for the Cardiff Half Marathon will be entitled to barrier branding strips and sail banners to be positioned and removed in the start / finish area so long as the branded materials are provided at the sponsor’s/partner’s cost as part of their activation budget.

TV interview backboards will carry the logos of corporate sponsors and strategic partners which includes The Welsh Government.

The approximate share of branding will be as follows:-

- Title Sponsor 35%
- Welsh Government 10%
- Cardiff Council 5%
- Vale of Glamorgan Council 5%
- Associate Sponsors 15% (up to 15% each, totalling 30% dependant on support)
- Other (Barnardos, R4W) 10%

Prominence in positioning will be given to the title sponsor. Other positioning of branding in the start /finish area will be in line with the percentages above and planning on banner positioning will managed by the event owner, but in consultation with sponsors and strategic partners.

**Event Communication Branding**

Branding of the strategic management partners and corporate sponsors will be included on the Cardiff Half Marathon website and on all race brochure, race leaflets and posters. Website links to partner websites will also be included on the main Cardiff Half Marathon website.

**Runners’ Village Exposure**

Space will be provided free of charge for a stand within the runners village for all strategic management partners and corporate sponsors.

**Course Branding**

Branding around the course is provided for the title sponsor and is optional for strategic management partners and associate corporate sponsors.
Placement of branding around the course away from the start/finish area and the Runner’s Village for strategic partners and associate corporate sponsors will be at their cost through arrangement between the race organiser and Cardiff Council.

**Public Relations Exposure**

Run 4 Wales will manage a year round programme of press, radio and TV exposure and will create positive PR for all strategic management partners and corporate sponsors.

Additionally, there are opportunities for the former First Minister Rhodri Morgan, the First Citizen of Cardiff and a representative of the title sponsor to be involved in prestigious aspects of the race including starting the race, awarding medals and presenting special awards.

**Current Media Position and Future Plans**

Since the handover to Run 4 Wales the Lloyds TSB Cardiff Half Marathon has received a significant increase in editorial and broadcast coverage. This has been supplemented by an increase in marketing and social media activity.

See Appendix 2 for breakdown of coverage.

**TV**

A 30-minute highlight show of the 2012 Lloyds TSB Cardiff Half Marathon will be broadcast on:

- Channel 4
- Channel 4 + 1
- Channel 4 OD
- ESPN
- Eurosport
- Syndicated across world to range of broadcasters including Setanta.

BBC Wales have increased their involvement with the event and will be publicizing the race in the weeks leading up to race day, greater coverage of the event itself and a review of the race on Sport Wales. In brief:

- Build up coverage on BBC Radio Wales and BBC Radio Cymru
- Build up coverage on BBC Wales Today and online
- Coverage of the event on news channels, network news and radio
- Review of race on Sport Wales programme following weekend.

It is the aim to move to a live broadcast of the event from 2013 and negotiations on this have already began.

See Appendix 3 for broadcast figures from 2011.

**Run Wales Series**

The Run Wales Series is a nationwide road champions providing a clear pathway for Welsh Athletes.

The series has a clear aim to have a positive impact on the running participation levels in Wales, thus creating a healthier, fitter and happier nation.

Road running events are fundamental to the R4W framework, as they incorporate all the key elements of sports: mass participation, elite level competition, children’s and development events.
For the elite standard of competitors, the run series will comprise of incentives to compete in all competitions, helping to boost standards.

The events have been designed to highlight Wales and promote a proud Welsh nation. At the same time the programme of events create a strong and healthy brand.

The inclusion of women’s only races, will hopefully have a positive effect on the participation levels of women’s and the retention of ages groups such as 16-18 year olds.

Great emphasis is placed on developing strategies for young athletes’ development, officials and coach education with the Framework. (See Academy section for more details).

R4W are keen to promote supplementary events alongside the series. Events such as ‘Mini’ Marathons could be held in North and South Wales events to raise children’s mass participation and increase the profile of the sport.

The Run Wales Series:

<table>
<thead>
<tr>
<th></th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Nos Galan 5km</td>
</tr>
<tr>
<td>2</td>
<td>Lliswerry 8 Mile</td>
</tr>
<tr>
<td>3</td>
<td>Nick Beer 10km</td>
</tr>
<tr>
<td>4</td>
<td>St Davids Day 5km</td>
</tr>
<tr>
<td>5</td>
<td>Atlantic College 10km</td>
</tr>
<tr>
<td>6</td>
<td>Welsh Road Relays</td>
</tr>
<tr>
<td>7</td>
<td>Richard Burton 10km</td>
</tr>
<tr>
<td>8</td>
<td>London Marathon</td>
</tr>
<tr>
<td>9</td>
<td>Chester Marathon</td>
</tr>
<tr>
<td>10</td>
<td>Llandudno 10 Mile</td>
</tr>
<tr>
<td>11</td>
<td>Brecon 10 Mile</td>
</tr>
<tr>
<td>12</td>
<td>Caernarfon 10km</td>
</tr>
<tr>
<td>13</td>
<td>Cardiff 10km</td>
</tr>
<tr>
<td>14</td>
<td>Lake Vyrnwy ½ m</td>
</tr>
<tr>
<td>15</td>
<td>Swansea Bay 10km</td>
</tr>
<tr>
<td>16</td>
<td>Cardiff ½ Marathon</td>
</tr>
</tbody>
</table>

Major Events

Introduction

R4W aims to build on the momentum of major events in Wales and this exciting period in sport and has designed an exciting programme of events.

These events range from ones which are embedded in the domestic calendar to new Major Events with Championship focuses.

As R4W delivers its early years of the Major Events Framework and the Run Wales programme that has subsequently evolved, there is a need and desire to continue that momentum, as we move through exciting times in the world of sport.

Highlighted below is a listing 2012 to 2016 of a programme of events some which are embedded in the domestic calendar and some which could be bid for and attracted to Wales, in collaboration with other stakeholders.
Possible Event Summary

<table>
<thead>
<tr>
<th>Year</th>
<th>Month</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>October</td>
<td>Cardiff Half Marathon</td>
</tr>
<tr>
<td>2013</td>
<td>January</td>
<td>European Permit Cross Country Meeting</td>
</tr>
<tr>
<td></td>
<td>June (TBC)</td>
<td>World Junior Mountain Running Championships</td>
</tr>
<tr>
<td></td>
<td>July</td>
<td>World Trail Running Championships</td>
</tr>
<tr>
<td></td>
<td>October</td>
<td>Commonwealth Road Running Champions – 5km, 10km &amp; Half Marathon</td>
</tr>
<tr>
<td>2015</td>
<td>September</td>
<td>Cardiff Half Marathon – International</td>
</tr>
<tr>
<td></td>
<td>September</td>
<td>World Up &amp; Down Mountain Running Championships</td>
</tr>
<tr>
<td>2016</td>
<td>October</td>
<td>World 24 Hour Championships</td>
</tr>
</tbody>
</table>

Cardiff Half Marathon

- World Half Marathon Championships
- Commonwealth Half Marathon Championships

Potential to attract the World Half Marathon Championships to Cardiff, the possibility of initiating a Commonwealth Half Marathon Championships has been explored, along the similar successful model to the forthcoming Commonwealth Marathon and Ultra Distance Champions in North Wales in September.

Support for such an event could be forthcoming for two editions, to give confidence and time to the CGF to establish this in the athletics Calendar. Information from John Eades (CGF) relating to such a bid is “getting IAAF approval and knowing that this should be a standalone event, not lost in another event whereby the first Commonwealth person past the post is the champion.”

This would be possible within a reorganised Cardiff Half Marathon event. As not to clash with the biannual IAAF World Half Marathon Championships bidding for 2013 and 2015 is recommended. As with the current Commonwealth event, the hosts would be the Commonwealth Games Council for Wales, and this follows a statement from Chris Jenkins, CGW Chief Executive, “the Board met on Thursday 7th July 2011 and is happy to proceed with the two half marathons- in 2013 and 2015.” The next stage would be to meet with Mike Hooper (CEO of CGF) to ensure they is comfortable with the proposal, and then present the proposal to their Congress in November. We would need UKA approval to proceed to the IAAF. There would need to be adjustment to the current date.

It has been suggested, as with other Commonwealth Championships outside of the Commonwealth Games, it is a stronger bid if it is not a standalone Championships as with North Wales this year) Consequently the addition of a 5km and 10km Championships (both IAAF recognised) into a Commonwealth Festival of Road Running is seemingly an attractive proposition; with a Friday evening lap event around Cardiff Bay for spectators. The following day a by 5km lap of Cardiff Castle/Bute Park, a mass Children’s Fun Run and events; leaving a staggered start Commonwealth Mens and Womens Championship ahead of a mass Cardiff Half Marathon. Alternatively, as with this years North Wales Commonwealth Championship, the events could be held at three different venues ie Welsh cities or Unitary Authorities.

UK Athletics are yet to put our World Half Marathon bid into their Major Events Forward Planner, but are fully aware of our intentions” The next Championship is in Kavarna Bulgaria on 6th October 2012, and we have been advised not to bid against USA (New York), Russia,
Mexico, Serbia and Denmark for the 2014 edition. There is a robust application process associated with the bid, and it is technically a UK Athletics bid as the parent Governing Body for the sport in the UK.

**World Trail Running Championships**

Again building on the success of the Commonwealth Championship at Newborough Forest, Anglesey, a bid was successful for the World Ultra Trail Running Championships and the event will be held on July 7th 2013.

**Additional Events**

**International Cross Country (enhanced Cardiff Cross Challenge event)**

To build on the current event which is part of the 5 race UK Challenge Series, to increase its quality and profile outside of the UK. To work towards its position as a European Permit Meet (Top ranked athletes competing and prize money made available). Historically held in the traditional “cross country” period, mid January, (ahead of the 6 nations), on Bute Park/Blackweir.

**World 24 Hour Running Championships**

Building on the success of the Commonwealth 24 hour Championships at Llandudno, a bid for the annual World Championships could be made to the IAU/IAAF. Approximately 250 athletes compete from 33 countries. Currently there are just 2 other such events in the UK (Tooting Bec and Scotland). GB teams compete, however Wales currently supplies a large proportion of that team.

**World Uphill Mountain Running Championships**

The event could be the perfect partner for the successful Snowdon Mountain Race. Held annually under the WMRA (World Mountain Running Championships) the bidding process is 2-3 years. Wales has competed very successfully in this event both at Junior (under18) and Senior Level in the past. It is now a Great Britain & Northern Ireland team representing as it now has IAAF acknowledgment Held alternately on an up only and up and down course.

**City/Town Centre Festival of Athletics**

Building on a successful pilot of town centre events, there has been interest in extending this type of event into other cities and towns in Wales. Mixing local community events, with traditional awe inspiring athletics events (eg. pole vault) in a street context or continental style lap road running, with primes and enthusiastic continuous commentary. It is proposed that a short tour series would be appealing.

**5km and/or 10km International Road Race**

Whilst there are opportunities for Wales to compete in Inter Area matches against regional teams from England, the establishment of a quality 5km or 10km International Road Race – Home Countries and targeted European Countries would offer the ideal focus for performance athletes and as a pathway event for such a distance at a Commonwealth Road Running Championship Festival. A reciprocal Small Nations Match could be explored, which could be associated with an event in the current road race calendar.

**Run Britain Road Race Series Event**

The bidding process for 2012 has closed with Swansea Bay 10km a possible event. Race
distances have centred on the spring and autumn road racing seasons, and over the 10km and half marathon, but other distances can be considered i.e. 10 miles – Llandudno? For events to bid there is a requirement for a £3000 rights fee which is additional to the race prize fund of £5000. Prize money is British only.

**Events Academy**

**Event Management Excellence**

A key aim of Run 4 Wales Ltd is to create an event management team to provide the best possible experience at not only its own events, but also a range of others across Wales.

The creation of this team would enable the company to source, bid and deliver key sporting and cultural events across the country, from growth events through to major international occasions.

The team would be experienced in managing high profile, mass participation and elite sporting events and could act as consultants to governing bodies, local authorities, charities and companies, to assist in the planning and deliverance of events.

The creation of the team would involve;

- Run 4 Wales Team
- Event Management Academy
- Volunteers

**Run 4 Wales Team**

The current event management team and company directors have a wealth of varied experience and will form the core of the event management team.

**Event Management Academy**

The creation of an event management academy will provide a platform for skilled students to develop their expertise and provide a ‘real-life’ event management experience. Both Cardiff Metropolitan and Glamorgan Universities provide three year, Ba Hons degrees in Event Management.

Partnerships will be created with Welsh Universities and Colleges to create placement opportunities. Students from a range of subject areas including, Event Management, Marketing and Communications, will work alongside the Run 4 Wales team on events, which will provide ‘on the job’ experience and a platform to put theory into practice.

The reciprocal scheme would see the skill set of the Run 4 Wales management utilised in providing support and guest lectures to the education institutions.

Phase Two of the academy would see placements lead into paid internships which would build on Phase One and a clear career path would be developed.

The scheme would inspire a workforce and provide employment opportunities to skilled education leavers, potentially leading to long-term jobs.

**Volunteers**

A pool of highly skilled and experienced volunteers will be managed to assist in the delivery of events.

Volunteers have a crucial part to play in the delivery and the Run 4 Wales team will provide support and training to ensure the volunteers are skilled and motivated.
The opportunity to volunteer will be seen as a gateway to building experience and gaining skills in a professional environment. The team will work with the local community to develop and maintain this pool. As with the Run 4 Wales team, the volunteer pool could be utilised by other companies and events.

The recognition of volunteers if fundamental to the success of the CHM and other events and reward will take the form of becoming part of the athletics family, branded items and reunion evenings.

**Officials Education Opportunities**

**Introduction**

The importance of generating more volunteer officials is critical to the survival of the sport and R4W recognises that through their range of events they are able to educate new and existing officials. In addition this offers a continued pathway for existing officials to work at Commonwealth levels and above.

**Vision**

Courses for officials would be put on within the weeks prior to an event; those officials would then be used with that event and then would be qualified to work with similar events in the future. The Education can be geared more towards endurance for the road running events.

**Benefits include**

- Provide a clear pathway for officials
- Aim at improving areas of the Officials network and structure that need to increase volunteer levels.
- Improve and raise standard of current officials.
- Provide clear incentives for Officials with rewards for services to be part of the Major Events that have increased Value.
- Nationwide improvement and increased numbers of qualified officials and volunteers.
<table>
<thead>
<tr>
<th>Economic</th>
<th>Socio-Cultural</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Supports long-term high quality jobs</td>
<td>• Emphasis placed on increasing bilingual coverage</td>
</tr>
<tr>
<td>• Enables people to develop the life skills to support a modern, creative economy</td>
<td>• Event marketing and promotional material produced bilingually</td>
</tr>
<tr>
<td>• Promote tourism in key markets</td>
<td>• Race brochure produced bilingually</td>
</tr>
<tr>
<td>• Stimulates new enterprise and business growth</td>
<td>• Race signage bilingual</td>
</tr>
<tr>
<td></td>
<td>• Race commentary bilingu</td>
</tr>
<tr>
<td></td>
<td>• Events designed for elite and mass participation</td>
</tr>
<tr>
<td></td>
<td>• Range of disciplines planned to widen access level into the sport from Family Fun Runs, 5km, 10km, Half Marathon to long-distance endurance events.</td>
</tr>
<tr>
<td></td>
<td>• Volunteers sourced and recruited from diverse backgrounds. Opportunity for all to take part, gain experience and training and feel valued as part of a Volunteer Workforce.</td>
</tr>
<tr>
<td>Environmental</td>
<td></td>
</tr>
<tr>
<td>---------------</td>
<td></td>
</tr>
<tr>
<td>• Raises awareness of sustainability issues</td>
<td></td>
</tr>
<tr>
<td>• Makes a neutral or positive impact on the environment</td>
<td></td>
</tr>
<tr>
<td>• Developing road map to reduce waste and landfill use</td>
<td></td>
</tr>
<tr>
<td>• Actively reduce hard copy communication and replacing via electronic</td>
<td></td>
</tr>
<tr>
<td>• Active cleaning and recycle policy with Cardiff Council and Cardiff Commercial Cleansing</td>
<td></td>
</tr>
<tr>
<td>• Environmental impact assessment to be carried out following 2012 race.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>International profile and reputation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Supporting the development of a high quality cultural and sports sector in Wales</td>
</tr>
<tr>
<td>• Giving Welsh artists and athletes high profile opportunities to perform and to compete on home soil</td>
</tr>
<tr>
<td>• Home to Welsh Half Marathon Championships, attracting field of Welsh qualified elite athletes competing for title</td>
</tr>
<tr>
<td>• Final event in Run Wales series</td>
</tr>
<tr>
<td>• Opportunity to compete against top UK and International athletes in elite field</td>
</tr>
<tr>
<td>• Media partners: South Wales Echo and Real Radio</td>
</tr>
<tr>
<td>• 2011 Key coverage stats</td>
</tr>
<tr>
<td>• 595 pieces of regional coverage</td>
</tr>
<tr>
<td>• Coverage in key trade press including (Men’s Health, Running Fitness, Women’s and Men’s Running Magazine and Body Fit Magazine).</td>
</tr>
<tr>
<td>• TV Coverage (30minute TV Programme)</td>
</tr>
<tr>
<td>• S4C Welsh Language – 52,000 viewers</td>
</tr>
<tr>
<td>• Channel 4 – 103,00 viewers</td>
</tr>
<tr>
<td>• Channel 4 +1 – 60,000 viewers</td>
</tr>
<tr>
<td>• Production syndicated around the world to Setanta Group, Eurosport, American and Australasian networks</td>
</tr>
</tbody>
</table>
• Internet Coverage
cardiffhalfmarathon.co.uk
250,000+ visits in 2011
Visitors from 133 different countries
2012 currently averaging 4,000 unique visitors per week

• Social Media
Rapid growth in social media interaction and reach
20% increase in followers since June 2012 and 550 unique interactions

Financial management
• Tax status
  Run 4 Wales Ltd. is registered for VAT and has obtained a sporting exemption.
• Financial control systems
  Run 4 Wales Ltd. has adopted the Quickbooks accounting system to manage transactions and to provide the appropriate reports.

Budget
• Four year projection - Attached
• Staffing schedule - Attached

Governance
• Company Registration (Number 8057072)
  Run 4 Wales Ltd. was registered with Companies House on 3rd May 2012.
  Run 4 Wales is defined as a private company limited by guarantee and not limited by share capital.
• Memorandum and Articles of Association
  The Memorandum and Articles of Association reflect the social ownership and define the process for appointing additional Members of the company.
  The Objects of Run 4 Wales are defined as:
  • To promote, manage and deliver running events and other events in Wales
  • To support the running community and race organisers in Wales through the provision of expert advice and guidance
  • To build event management capacity in Wales and to develop, attract or bid for major events to be hosted in Wales
  • To support the development of grassroots athletics in Wales
  • To help create an active Wales, contributing to the physical activity targets of the Welsh Government.
Leadership

- The Board of Directors was appointed from the subscribers to the Memorandum and Articles of Association.

Organisational Structure

- CEO: Matt Newman
- Race Director: Steve Brace
- Event Manager: Rachel Madge
- Media and Marketing Manager: Luke Broadley
- Support Assistant: Ruth Thomas (PTE)
- Support Assistant: Ann Cooper (PTE)
- Event Assistant: Alex Donald (PTE)
- Course Manager: Phil Cook
- Start Manager: Graham Finlayson
- Finish Manager: Nigel Jones
- Medical Consultant: Constantin Jabarin
- Event Planning Consultant: Andrew Taylor
- Health and Safety: Damien Bufton

Please see Appendix 4 for full Cardiff Half Marathon Event Structure
Appendix I
Run 4 Wales Budget

See attached document
Appendix II
Media Cuttings overview

Media Cuttings Overview

Editorial (past three months)
South Wales Echo, Western Mail, Capital Times, Sporting Wales, BBC Wales Today, ITV Wales, BBC Radio Wales, BBC Radio Cymru, Radio Cardiff, GTFM, Real Radio Visit Wales.

Marketing (past three months)
Runners World, Running Fitness, Sporting Wales Magazine, Athletics Weekly, Real Radio, Email communications to database of 40,000.

Online:
Averaging 4,000 unique visitors per week to website
25% increase in social media activity and interaction
### Appendix III

**Broadcast coverage from 2011**

**PROGRAMME DISTRIBUTION**

**DOCUMENT DATE:** January 2012  
**EVENT:** Lloyds TSB Cardiff Half Marathon 2011

<table>
<thead>
<tr>
<th>BROADCASTER</th>
<th>TERRITORIES</th>
<th>VIEWING FIGURES</th>
<th>REPEATS (YEAR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Channel 4</td>
<td>UK</td>
<td>103,000 viewers</td>
<td>3</td>
</tr>
<tr>
<td>Channel 4 +1</td>
<td>UK</td>
<td>60,000 viewers</td>
<td>3</td>
</tr>
<tr>
<td>4OD</td>
<td>Worldwide</td>
<td>1,500 viewers</td>
<td>N/A</td>
</tr>
<tr>
<td>S4C</td>
<td>Wales</td>
<td>52,000 viewers</td>
<td></td>
</tr>
<tr>
<td>Setanta Ireland</td>
<td>Ireland</td>
<td>1.8 million home reach</td>
<td>24</td>
</tr>
<tr>
<td>Setanta Asia</td>
<td>Asia</td>
<td>3.25 million home reach</td>
<td>24</td>
</tr>
<tr>
<td>Setanta Canada</td>
<td>Canada</td>
<td>8 million home reach</td>
<td>24</td>
</tr>
<tr>
<td>Setanta Africa</td>
<td>Africa including South Africa</td>
<td>800,000 home reach</td>
<td>24</td>
</tr>
<tr>
<td>Setanta Africa</td>
<td>Uganda</td>
<td>1 million home reach</td>
<td>24</td>
</tr>
<tr>
<td>Setanta Australia</td>
<td>Australia</td>
<td>2.2 million home reach</td>
<td>24</td>
</tr>
<tr>
<td>Premier Sports</td>
<td>UK and Ireland</td>
<td>10 million home reach</td>
<td>24</td>
</tr>
<tr>
<td>British Eurosport</td>
<td>UK</td>
<td>30,000 viewers average</td>
<td>36</td>
</tr>
<tr>
<td>Kabel Teve Hungary</td>
<td>Hungary, Poland, Romania, Yugoslavia</td>
<td>20 million home reach</td>
<td>3</td>
</tr>
<tr>
<td>Dream Team Television</td>
<td>World wide web (online)</td>
<td>5494 hits per week</td>
<td>N/A</td>
</tr>
<tr>
<td>TEN Sports</td>
<td>India Beam-India, Bangladesh, Sri Lanka, Nepal, Bhutan and Maldives</td>
<td>100 million home reach</td>
<td></td>
</tr>
<tr>
<td>TEN Sports</td>
<td>Pakistan Beam</td>
<td>10 million home reach</td>
<td></td>
</tr>
<tr>
<td>TEN Sports</td>
<td>International Beam-UAE, KSA, Bahrain, Qatar, Kuwait, Oman, Jordan Egypt, Hong Kong, Japan, Indonesia, Continental Europe</td>
<td>1.2 million home reach</td>
<td></td>
</tr>
<tr>
<td>America ONE</td>
<td>North America</td>
<td>40 million home reach</td>
<td>120</td>
</tr>
<tr>
<td>Band Sports</td>
<td>Brazil</td>
<td>2.2 million home reach</td>
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<tr>
<td>Showtime Arabia</td>
<td>UAE</td>
<td></td>
<td></td>
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<tr>
<td>ESPN Star Sports</td>
<td>Asia</td>
<td>143 million homes in 24 countries</td>
<td></td>
</tr>
<tr>
<td>The Active Channel</td>
<td>World wide</td>
<td>Reaches 37 million people</td>
<td>3</td>
</tr>
</tbody>
</table>
Appendix IV
Cardiff Half Marathon Management Structure

See attached document