



PRESTON HARRIERS



Preston Harriers
Whole Club Plan
Sept 2017 to August 2022

The plan covers a 5 year period: comprising short term objectives in the Year 1; Medium Term Years 2 and 3; Long Term up to Year 5.

28/9/17

Preston Harriers Whole Club Development Plan



Executive Summary

In accordance with the constitution of Preston Harriers, the primary aim of the club is to provide appropriate coaching, training, and competition opportunities for club members. As a club, we offer the full range of athletic completion for both juniors and seniors.

We are entirely dependent, like the vast majority of athletic clubs in the country, on people giving up their time on a voluntary basis to assist the club. Those roles include serving on the management committee, and sub committees and as coaches, team managers, officials, marshals and helpers at events.

This plan sets out both our current operation and ongoing intentions and our objectives for the next five years and it is aimed at ensuring the continued viability, relevance and long term sustainability of the club.

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1. Club Background Information

Preston Harriers were formed in 1881 and our club members participate in the full range of athletic disciplines; road running, cross country, fell running, track & field and sports-hall events and there are organised training sessions led by England Athletics qualified coaches. A small number of our members also compete in triathlons and we are affiliated to the British Tri, but we do not offer triathlon coaching.

Our age range is 8 to 80 and we are a club for all with a dedicated team of committee members, coaches and athletes. We are an inclusive club and we are committed to ensuring that there are opportunities for all club members to compete, whatever their abilities.

2. Club Values

- Athletics is inclusive and we are a club for all. We welcome all new members and for encourage everyone to be part of the club. We all work for the club and not for ourselves
- We promote a club atmosphere, where everyone comes together because of an involvement in athletics, and to promote our club to the outside community in a positive way
- Respect underpins athletics and we value its traditions, fair play and mutual support by ensuring we adhere to the rules and to the spirit of the rules. We ensure that all who represent the club recognise the need to uphold the highest standards in dealing with others.
- We take pride in everything we do and recognise that everyone has a part to play

3. Mission Statement

To provide athletics competition, coaching, training and development opportunities for all members to experience athletics and to enable them to reach their full potential.

4. Club Strategic Goals

- Ensure that the club is managed and that all committee posts are filled
- To provide athletic competition for all disciplines within the sport
- To actively seek and encourage new members to join the club
- To seek to retain junior athletes
- To recruit, train and mentor, qualified coaches ensuring that demand for coached sessions is fully met and exceeded where practical
- To recruit, train and mentor, qualified officials to enable the club to at least meet its obligations in competitions
- To recruit and support volunteers to carry out specific roles, for eg, greeters, team managers and assistants, race organisers, race marshals, website and social media management

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- To ensure that the club has two nominated Welfare / Child Protection officers
- To provide coaching opportunities and training sessions for all disciplines within the sport
- To provide a specific entry athletic pathway for under 11s joining the club
- To develop and grow training opportunities for new senior members joining the club, especially in regard to those wishing to run on the road
- To identify the needs of disabled members in an inclusive way
- To work in local schools to offer coaching opportunities and to bring in new members
- To organise and host club events and races as a source of both income and promotion
- To be an active participant in local events organised by other organisations, eg assisting at Preston City primary school games, area schools cross country
- To ensure the long term provision of the UClan arena as the clubs current track and field facility and main training base.
- To aim to bring in sponsorship of the clubs events and on a corporate level across the club

5. Club Objectives - People

5.1 Athletes:-

- Provide coached training sessions for athletes
- Create an integrated athlete pathway for juniors
- Review our coaching sessions and structure
- Increase the number of senior members who wish to run on the roads / xc / fells
- Encourage athletes of all ages to compete

5.2 Coaches:-

- Ensure all coaches are qualified via the Club and the England Athletics pathway
- Lead coaches to mentor and support assistant coaches
- Encourage new coaches from our existing membership and parents of juniors
- Develop coaches for all athletic disciplines
- Encourage all coaches to adopt learning as they progress and to attend England Athletics event workshops

5.3 Officials:-

- Encourage members and parents to become qualified officials
- Provide mentoring and support to trainee officials

5.4 Volunteers:-

- Use new member applications from those who wish to get involved, to target information to them for how they can help and assist the club.
- Utilise the club database to target those who wish to support the club
- Provide job descriptions of volunteer roles, and mentor and support all volunteers
- Encourage people to become volunteers and recognise their contribution to the club

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- Assign and develop volunteers to become greeters and to look after new members

6. Club Objectives - Activities:

6.1 Training and Competition:-

- Provide training and competitive opportunities at all levels and for all disciplines
- Maintain a listing of events and actively promote club and member involvement
- Organise our own races and events
- Publicise other events and competitions to encourage team participation

6.2 Social:-

- Organise an annual Presentation Evening for the whole club
- Organise social events and meets for coaches, officials and volunteers and encourage members to meet after events

7. Welfare and Equality:

- Provide training and guidance to the Welfare Officers
- Provide equality of opportunity for all and especially, women and ethnic minorities and those with disabilities to join the club
- Provide a welcome pack for new athletes and parent
- Ensure that equity policies and the codes of conduct are maintained and implemented

8. Partners:

- Run coaching programmes in targeted local schools
- Create links with schools and Preston City Council and/or their agents.
- Develop and maintain a partnership with UClan and look at how we maintain our own presence at the UClan arena
- Liaise and meet with the England Athletics Club Development Officer on a rolling basis to share good practice and understand EA priorities and strategy

9. Governance:

- Ensure that the club is an England Athletics Clubmark club
- Review the club management structure and sub committees
- Create succession planning and co-ordination for all management roles
- Review our membership database and explore the suitability of other systems
- Review our present entity and status and whether it is appropriate for the future development of the club

10. Marketing:-

- Review our media, especially the website, and marketing to develop a wide ranging strategy that promotes the club

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- Continue to develop the use of Facebook, Twitter, and blogs to promote the club and inform members
- Ensure regular communication with members and parents by the continued production of The Harrier magazine
- Produce regular reports on events for the local newspaper
- Produce promotional material for new members

11. Membership

11.1 Membership Fees Structure

For the start of the 2017/18 season, our membership fees were reviewed to ensure that we remain as competitive as possible for all current and, new members. We presently have a price structure that is similar to other clubs of the same size, in the North West region, who offer the full range of athletic competition.

We wish to continue ensure that we are not seen as being too expensive and that our membership and its benefits are attractive to people wishing to join a club. Our fees include for each competing member, the England Athletics affiliation fee (as the licence to compete) and we have strong concerns that this fee will continue to rise beyond inflation, making club memberships less affordable and attractive for some.

There is also debate and continuing communication about Regional Area funding and competition, with Northern Athletics leading a consultation about club individual memberships to include an additional £3 levy, or more, to fund Northern Athletics promoted competition activity. It is very difficult to project membership rates because of this continuing uncertainty and this adds to concern about the future cost of club memberships.

11.2 Membership Summary

Our membership tends to regenerate on an annual basis as turnover ensures that people leave and people come in to replace them, especially within the younger age groups and as people leave for further education or employment elsewhere. Losses are a concern and we are in competition with other local clubs for new members especially relating to the senior athlete across the road, cross country and fell disciplines. Our membership numbers are in excess of 500.

Our recent subscription income has been:-
Year ended 31st December 2016 - £16,921
Year ended 31st December 2015 - £15,375
Year ended 31st December 2014 - £14,390

12. Financial Summary

Our financial position is healthy at the present time and although our annual budgets for the last few years, have been based on a contribution from reserves to balance them, we have not had to take money from the savings account to balance the annual income & expenditure budget. Our cash funds at the 31st December 2016 were £62,757. Whilst we need to ensure future sustainability, we should explore whether these funds, which

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did include a development fund for projects at the UClan arena can be used in any way that benefits the club.

Our annual surplus through the annual income and expenditure account has been:-

Year ended 31st December 2016 - £4,852

Year ended 31st December 2015 - £3,410

Year ended 31st December 2014 - £2,368

We should aim to ensure that each annual income and expenditure budget for the next five years does not need to ensure a contribution from reserves other than for items of one-off expenditure that cannot be met through our normal income streams. These items should be carefully considered and agreed by the Management Committee at the time the budget is set