



# ILKLEY HARRIERS

## DEVELOPMENT PLAN

### Ilkley Harriers Development Plan, Paul Wood, 8 Nov 2009

*The Development Plan below was agreed at a meeting of the Committee of Ilkley Harriers on 3rd November 2009. The Development Plan is part of Ilkley Harriers Club Mark submission. Comments on the Plan from Club members are welcomed - please contact the Chairman, Paul Wood. The plan will be reviewed from time to time and, after any necessary changes have been approved by the Committee, the versions in the Club Mark file and on the web site will be updated.*

Ilkley Harriers AC is a running club established in 1986 and currently has 320 senior members and 250 junior members. This plan sets detailed development targets for the next year; and general targets for the following 2 years. The plan will be reviewed and reset annually.

The Club Constitution allows that the junior section be managed separately: their 3 Year Development Plan produced in April 2008 is published separately and progressing satisfactorily.

The structure of this plan for the senior section is:

- 1 Current Position and detailed actions for the current Committee year 2009/2010
- 2 Outline actions in 2010/2011
- 3 Objectives for 2012

### 1 Current Position and detailed actions for the current Committee year 2009/2010

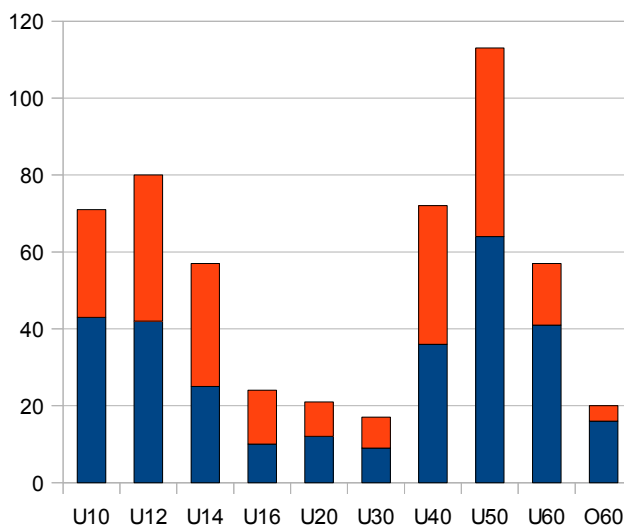
#### 'Club Mark'

The Club has been committed to achieving 'Club Mark' since 2007. There was much work after a meeting with a UKA advisor in Spring 2009. The main tasks remaining are the Development Plan and some minor procedural changes and documentation.

**Action:** we will make a 'Club Mark' submission before the end of 2009 and aim to achieve 'Club Mark' by April 2010.

#### Membership

The membership reflects the ethnic demographics of Ilkley and the surrounding area, and over 40% of the membership is female.



Membership analysis, May 2009 (red female)

One concern is the low number of members aged 16-30.

**Action:** we will aim to double the number of runners in the U20 and U30 age range by putting publicity and information packs into local gyms, sports clubs and sports shops and increasing press coverage.

Another concern is retention: from the October 2009 data, 65 senior members (approx. 20%) lapsed/resigned in 2008/2009, and there were 55 new members.

**Action:** we should contact selected members who lapsed in 2008/2009 to establish reasons for leaving and suggest how we can improve retention. We should aim to reduce the % of members leaving and a reasonable target is 10% or less.

**Action:** we should monitor 15-16 year olds 'graduating' from the Junior section and ensure we are meeting their training, racing, and social needs so that we do not lose them.

Ilkley Harriers has not grown in membership numbers in the last year, against a background of increased participation in running.

**Action:** we will make local runners who are not affiliated to a running club more aware of Ilkley Harriers by increasing press coverage.

**Action:** we will target ILT&SC members with an information pack on our club noticeboard at ILT&SC, an article in the ILT&SC newsletter, and information and an improved link on the ILT&SC web site.

**Action:** we will organise some 'new runner training events', e.g. organised runs and/or coaching/introductory sessions etc. aimed at new runners.

**Action:** we will offer one year's free IH membership to the first unattached local runner in the Ilkley Moor fell race and the Ilkley Trail race, and make information on IH membership available to unattached runners at all IH events.

**Action:** we will consider a (free) 'retired, volunteer' (i.e. non-running) membership category to encourage retention of these valuable helpers.

We have appointed a Membership Secretary.

**Action:** We should review the duties of the Membership Secretary ('Club Mark').

**Action:** membership renewal forms and new member forms will be 'Club Mark' compliant.

**Action:** we will provide prospective members with an information pack.

**Action:** we will provide new members with a welcome pack of information that will include information on training, competition pathways, social and voluntary opportunities for the Club, and collect information on skills they can volunteer. ('Club Mark')

There is a clear demand for 'Club kit' (clothing items and accessories other than the racing vest).

**Action:** We will make Club winter 'kit' (fleece, hats, etc.) available for members to order by Xmas 2009.

**Action:** We will make Club spring/summer kit available in April 2010.

The 'Club Kit' discussions have identified concern about the quality and fit of the Fastrax (Complete Runner) and Viga (Dobson & Robinson) Club vests from *some* members.

**Action:** need to investigate.

### **Race Organisation**

The Club organised these 5 races in 2008/2009:

Nov	PECO XC race	170 senior runners and 24 juniors
Feb	Ilkley Moor fell race	360 senior runners and 160 juniors
May	Ilkley Trail Race,	338 senior runners and 63 (new, 2009) juniors
Sep	Ilkley Incline	73 senior runners, 19 junior relay teams
Sep	YVAA Road Relays	58 teams

In addition we coordinated the Wharfedale Primary Schools XC League with 400+ runners in each of 5 races and organised a relay for 60 teams at Nell Bank as part of the WPSXCL.

Ilkley Harriers has a reputation for excellence in race organisation and volunteer effort at races, although recruitment of volunteers often involves significant last-minute effort.

**Action:** in 2009/2010 the Club will organise the following 7 races:

17th Jan	PECO XC race	Nell Bank
21st Feb	Ilkley Moor fell race	No promotion necessary!
April?	HDSRL race	Details tbc 1 Nov
26th May	Badgerstone Relay	New to us, projected 40 teams
30th May	Ilkley Trail Race	More participation and higher profile to benefit Club
1st Sep	Ilkley Incline	This race can accommodate more runners and the 2009 decline in Harriers running needs to be addressed.
Sep?	Lido Road Relays	We have offered to YVAA to organise these as an open including the YVAA Relays, or we will run them as an open relay event.

We will also coordinate the Wharfedale Primary Schools XC League of 5 races, and arrange a Relay for 200 juniors at Nell Bank, again.

We may have the opportunity to organise a second race for the YVAA 'Grand Prix' but the Committee needs to consider this.

We will develop a process for keeping a record of volunteers and potential volunteers, their skills, etc. to facilitate event organisation, sharing the load, and helper recognition.

### **Training**

Current position: the mainstay of training is the Tuesday night run with 40-80 runners in led groups. It is recognised and well understood that for a proportion of members the opportunity to run in a friendly group without being over-organised and without too much pressure to race is the main reason for their joining Ilkley Harriers.

On occasion there are organised 'trials' like the Handicap and Predictor Run and social runs like the Xmas Relays and 3 'Away' runs in the Summer.

There is a 'late' Tuesday run organised by Ewan Welsh and this has a structured schedule coordinated with Jane Bryant's Thursday speed session.

Track training has resumed at a new venue on a Wednesday and is building up a good following again.

While the original Thursday track session was displaced by venue problems, Jane Bryant initiated a Thursday speed session and this continues successfully in addition to Pete and Neil's Thursday speed/strength session on the fell (summer) and grass (winter).

The final formal session is circuit training on Mondays in the Winter, an open session with 25 participants.

In addition there are *many* semi-formal and informal/social group training runs at other times throughout the week.

The Club provides a broad range of training opportunities for its members.

We have some excellent coaches (5? at Level 2 or above) but need more.

**Action:** we need to continue to encourage people to lead groups on a Tuesday night and, ideally, encourage them to gain coaching qualifications.

**Action:** our more competitive athletes will have an opportunity to participate in the Performance group of the Bradford Athletics Network (BAN).

**Action:** we will organise more 'structured training' for those who want it, starting with the revival of the 5k Time Trial on 3 Nov. (JB, HH), the Tuesday/Thursday coordination, etc.

**Action:** we need to recruit more coaches and help them qualify to add strength in depth to our excellent coaching team: specific targets for 2009/2101 are 4 new Level 1 coaches and 2 new Level 2 coaches actively coaching seniors.

**Action:** we need to do a 'Club Mark' Risk Assessment on all our Training venues (gym, field, etc.)

**Action:** for 'Club Mark' we need to document the coaching structure in the Senior section.

**Action:** we will organise some 'new runner training events', e.g. organised runs and/or coaching/introductory sessions etc. aimed at new runners.

**Action:** we will make more information available on some of the 'semi-formal' training sessions

## **Racing**

Members compete every weekend in a wide variety of races as reported on the web site: road, trail, xc, fell, and also mountain marathons, triathlon, and adventure races. (Many members compete in complementary sports - cycling, orienteering, etc.)

The Club supports members in the HDSRL, the Complete Runner XC and championship XC races, and the main fell relays (FRA and Ian Hodgson) and road relays by paying entry fees for all members.

**Action:** we will improve attendance at the end of season XC Championship races, especially as the National XC is in Leeds.

**Action:** we will continue to support the teams in the Fell Championships, XC, and Road Relays.

**Action:** we missed two key 'development' relays in 2009 and should not miss them again: the Mary Townley Loop (Rossendale) and the Leeds Country Way.

**Action:** we will enter more teams in the Bradford Millenium Way Relay

**Action:** We will improve publicity and recruitment of relay team organisers in 2010.

**Action:** we should return to fielding THREE teams in the premier Ian Hodgson Mountain Relay.

Our participation and results in the HDSRL in 2009 were the weakest for at least 7 years: we should improve on this.

**Action:** we should aim to finish in the top 3 in the HDSRL main team competition and to win at least one other team competition.

**Action:** we should target YVAA & BMAF championship events and aim to win at least one individual or team medal in each.

## **Social**

Tuesday night runs, Away Runs, and other training sessions and many races have a social aspect, eg the HDSRL and PECO races are always followed by a social buffet.

The Christmas (fancy dress) Relay is an annual event.

The Club Awards Presentation is in January and includes a dance/band and food.

A quiz night is organised in March.

Members are encouraged to stay for a meal on the last Tuesday of the month.

We will plan more social activities for members.

**Action:** all the activities above should be continued: the Tuesday night meals once a month, the Quiz evening, and the Summer 'Away Runs' will all continue with their current organisers willingly offering to help.

**Action:** The organiser of the Tuesday night Predictor and Handicap runs has been asked to organise these, the Predictor will be on 13 Nov and the Handicap in the New Year.

**Action:** the Christmas Relays will be staged again, in mid December.

**Action:** we plan to invite a guest speaker or two for a post-Tuesday run event, possibly December.

With the Committee meeting acting as a focus at the start of the month, and the arranged food at the end of the month, and other activities in between, I hope we can encourage more people to stay behind most Tuesday evenings. NB the post-run social is an ideal place to recruit racers, relay teams, and volunteers.

**Action:** we should recruit a Social coordinator to ensure regular social events are planned and publicised.

## **Club management and communication**

The Committee will continue to meet monthly but meetings have been moved to ILT&SC after the Tuesday night run to encourage participation by members.

Club members will be encouraged to 'stay behind' (if running) or 'drop in' (if not running) if they have a particular interest in an issue that is being discussed. (We will encourage groups to take a shorter (maybe up-tempo) run that evening.)

The Agenda for the Committee Meeting will be published openly one week before each meeting. Where there is a key issue, briefing notes will be published at the same time.

We should aim to publish the minutes of any Committee Meeting within one week of the meeting. These will be published openly with explanatory notes where required.

**Action:** the Committee will encourage feedback and participation from members in all decisions

The Club newsletter is published 6 times pa.

**Action:** the style and distribution of the newsletter will be reviewed with the Editor, after comments made at the

AGM.

The Club web site is the main source of information for Club members and the Forum introduced in Jan 2009 has grown in popularity and usefulness.

**Action:** the web site will be extended to include information for new members.

**Action:** we will develop a calendar of Committee actions and key dates to ease the work of this and future Committees.

### **Members recognition**

The Committee determines two (increased in 2008/2009) 'Harrier of the Month' awards based on performance or voluntary contribution. An additional innovation in 2008/2009 was the 'Outstanding Performance' award additional to these which is made when appropriate (not necessarily every month).

PBs are celebrated in the newsletter.

A range of annual performance and contribution awards are made at the Club Awards Presentation.

**Action:** we will improve the nomination and voting procedure for 'Harrier of the Month'

### **External groups**

The Club is represented on Bradford Athletics Network: this has 5 key areas of funding and local action but the most important are juniors (already playing a leading role in this) and performance (may be very useful).

We participate in the Wharfedale Activity Group, e.g. we are interested in developments at the new Ilkley Grammar School.

We participate in the Rombalds Forum, this represents us correctly to other Moor users.

**Action:** we should make members more aware of our involvement in, and developments in, these external groups with information and updates on the website and/or in newsletters.

## **2. Further plans for 2011**

Towards the end of 2010 the Development Plan will be reviewed and new targets set for the next year in detail and the following 2 years in outline.

2011 is the 25th Anniversary of Ilkley Harriers (1 May). The solid improvements in 2010 should give us a good foundation to do something *special* in 2011. This might be an open road race or something similar - we should canvas members for ideas in 2010. Also, let's aim to *win* the HDSRL main team competition in this special year.

We will develop a process for keeping a record of volunteers, their skills, etc. to facilitate helper recognition as well as event organisation, sharing the load.

We will look into the role of a Volunteers Coordinator.

We will look at ways of streamlining the membership renewal process.

We will organise another race, *possibly* a road race.

We *may* be asked to stage a race in the Complete Runner XC League. We may need to find a venue other than Nell Bank after past problems.

We will qualify more Level 1 and Level 2 coaches.

## **3. Objectives for 2012**

We should be a model club and our reputation should be nationwide.

We should have healthy representation from all sections of the community in our membership and a retention rate > 90%.

We should organise a full complement of races on road, trail, XC, and fell.

We should have in place a scheme that effectively recruits, organises, and rewards volunteers and coaches.

2012 is Olympic year, of course, and Ilkley Harriers should be 'in the shape of its life' to reflect that.

If our volunteer force is qualified and well organised perhaps we might be invited to play a part on the volunteer side if not the competitive side!