

# Macclesfield Harriers and Athletics Club

## Development Plan

### 2016-2021



**Final**

22 December 2015

Reviewed and updated December 2016

## **Summary**

The Macclesfield Harriers Athletics Club Development Plan sets out the Club's agreed direction for the next 5 years. The main aims are to increase participation in all areas and within all age groups of the Club. To achieve this, the Club plans to attract retain and develop more volunteers to fill existing vacancies, new roles and allow for succession. A key area will be the recruitment of new coaches and the development of existing ones.

## **Introduction**

Macclesfield Harriers & Athletic Club (MHAC) has been a significant part of the sporting life of Macclesfield and surrounding area for many years. From its origins as a traditional Harriers Club it has developed into a multi-disciplinary Harriers and Athletics Club. The Club has more than 600 members, both male and female members of all ages (from 9 and above) and all abilities participating in cross-country running, road running, fell running and Track and Field. It includes both competitive members and recreational runners and is supported by a large number of volunteers who organise the running of the club, provide coaching, officiating and organisation of athletics events and team management. The club could not exist without these volunteers. Club members compete as individuals and as team members in local, regional and national competitions. The Club has also worked successfully with Macclesfield Leisure Centre (Everybody Sport and Recreation) in providing athletics skills training (StarTrack courses) for young athletes. Our senior athletes have more diverse needs and we work to meet their aspirations, from improving the performance of athletes who regularly compete, to enabling a safe environment for non-competing members who enjoy running, in particular the Club has a very successful Couch to 5k program that provides structured group running advice and support for adult beginners. As a further part of the contribution to the sporting life of Macclesfield, the club also organises a number of races that generate substantial funds for local charities.

Helping club members achieve their goals, and helping the club to continue to deliver high quality events will require continued development of high quality coaches, officials and volunteers and the availability of high quality facilities. Maintenance of a competition standard athletics track for training, competition and as an events venue and further development of the facilities to include an indoor training area is key to the continued development of the club.

This Development Plan describes our vision for the future and how we aim to realise this vision.

## **Vision**

Macclesfield Harriers & Athletics Club (MHAC) seeks to meet the diverse needs of Club members, both male and female, of all ages and abilities, across all athletics disciplines. MHAC also seeks to help members achieve their goals, whether that is competitive success, athletics performance, recreational running, fitness, trying out new athletics disciplines and challenges, or making new friends.

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## Current Position

### SWOT

<b>Strength</b> <ul style="list-style-type: none"><li>• Secure training venue for Athletics</li><li>• Financial stability</li><li>• Access to Athletics equipment</li><li>• Local Fells</li><li>• Well-established Club</li><li>• Involvement in organizing races</li><li>• Coaching staff</li><li>• Group leaders and Group structure</li><li>• Diversity of the clubs committee and all the officials</li><li>• Enthusiastic volunteers</li><li>• Opportunities for all seniors to access multi disciplines; track and field; road; cross-country and fell</li><li>• Membership</li><li>• Website</li><li>• Club magazine</li><li>• Facebook page</li><li>• Reputation in the community</li><li>• Low membership fees</li><li>• History of charitable donating</li></ul>	<b>Weakness</b> <ul style="list-style-type: none"><li>• Retention of junior members as they progress through the club.</li><li>• Lack of a variety for juniors i.e. Track and field and cross country.</li><li>• Stagnation of senior member's progression.</li><li>• Lack of an indoor training facility for more technical track and field events e.g. hurdles, high jump.</li><li>• Reliance on current coaching staff</li><li>• Reliance on the same volunteers</li><li>• Sporadic media coverage</li><li>• Social and ethnic diversity</li><li>• No disabled athlete coaches</li><li>• No mid-week E group runs</li><li>• Difficulty in finding 'organisers'</li><li>• Lack of competing (at all ages and disciplines)</li><li>• Lack of interest from younger adults to take on committee roles</li><li>• Lack of organised facilitation of additional runs at weekends.</li></ul>
<b>Opportunity</b> <ul style="list-style-type: none"><li>• Potential for site development i.e. Indoor sports facility</li><li>• New indoor facility could help motivate young athletes during winter months and inclement weather</li><li>• Potential to increase ties with schools, thereby increasing membership</li><li>• Potential to develop senior members, volunteers and parents into coaches</li><li>• Potential to develop pathways for junior members to become coaches</li></ul>	<b>Threat</b> <ul style="list-style-type: none"><li>• Alternative sports</li><li>• Alternative hobbies</li><li>• Inability to coach technical events all year round</li><li>• The social aspects of the club may deter competitive athletes and runners joining the club / the competitive aspects may deter social runners</li><li>• Larger and better equipped clubs attracting our talented juniors and seniors</li><li>• Breakaway groups</li><li>• Lack of volunteers for key roles</li><li>• Government cuts to local services</li></ul>

## Aims

### Development Area One – People

#### *People - Athletes*

<b>Objectives</b> What are we trying to achieve?	<b>Actions</b> How are we going to achieve it?	<b>Personnel</b> Who is going to do it?	<b>Completion status</b>	<b>Nominated person to update file</b>
1. Increase adult participation.	a. Run more couch to 5K courses. b. Offer more training opportunities in all disciplines (including track and field) for adults. c. Promote the club through Macclesfield Express. d. Encourage participation in Park Runs. e. Increased use of Social media (Facebook & Twitter).	- E and D Group Leaders - Road Running Manager - Committee - Publicity Officers	Ongoing	BM
2. Increase senior women and senior men's participation (at all levels) in competitive events.	a. Discussion to be held with non-competing seniors to understand why they do not wish to compete. b. Regular competing seniors to engage with non-competing and less competitive seniors to help put aside misgivings and to encourage them to compete. c. Encouragement to be given by all members. d. This should be dealt with sensitively so those who do not wish to compete and only want to run socially do not feel pressured.	- Road Running Manager - Regular Senior Ladies	Ongoing	DP, ROK
3. Increase junior participation for under 11s, 13s, 15s, and 17s. This should include a broad demographic.	a. Improving current partnerships with schools and develop new partnerships. b. Use an athlete centred approach to coaching / development plans for junior athletes c. Develop coaching strategy for competitive and less competitive athletes d. Develop and run two taster sessions a year for under 13s, 15s and 17s. e. Run more Startrack type courses e.g., increase	- Membership Sec - Publicity Officer - School Liaison Office - Junior Athletes Acting as Ambassadors - Everybody Sport And Leisure Staff	Ongoing	BM, BA, KR, SLO

<b>Objectives</b> What are we trying to achieve?	<b>Actions</b> How are we going to achieve it?	<b>Personnel</b> Who is going to do it?	<b>Completion status</b>	<b>Nominated person to update file</b>
	from once per year to 3 times per year including after school and weekends. f. Consider encouraging participation in a minimum number of competitions (eg at least two T&F events and /or two cross country events, depending on age, specialism and development plans).	- Club Development Manager		
4. Look to develop a disability athletics pathway.	a. Engage in discussions with England Athletics, everybody sport and leisure and any other relevant stakeholders.	- Committee - Club Development Manager	Not started, identified for 2017	TBC

#### *People - Coaches*

<b>Objectives</b> What are we trying to achieve?	<b>Actions</b> How are we going to achieve it?	<b>Personnel</b> Who is going to do it?	<b>Completion status</b>	<b>Nominated person to update file</b>
1. Develop coach development pathways in line with UK Athletics direction and provide coaches with appropriate support	a. Review UK /England Athletics coaching pathways. b. Use resources available from England Athletics (where applicable) for coach development. c. Keep coaches list and qualifications up to date d. develop a coaching structure and support for coaches e. Invite higher level coaches to help develop coaches and coaching strategy (EA resources) f. Implement coach development pathways. g. Visit other clubs to gain new ideas through observations and discussions	- Current Coaches - Club Development Manager - Coaches Representative (Lead	Ongoing	BA, BM, BL

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2. Increase the number of coaches (ideal max of 12 athletes per coach) and retain coaches in long term.	a. Using the consolidation, establish how many new coaches' assistants, athletics coaches and event group coaches we need. b. Continue training existing coaches and supporting coach development. c. Regular coaches meetings for all T&F coaches to share best practice, review groups and voice and resolve concerns. d. Recruit for new coaches from for example, parents, ex athletes, colleges. e. Coaches to work with their athletes to agree training and competition targets.	- Current Coaches - Club Development Manager - Coaches Representative - Go Magazine Editor	Ongoing	BA, RM, BM

#### *People – Officials*

<b>Objectives</b> What are we trying to achieve?	<b>Actions</b> How are we going to achieve it?	<b>Personnel</b> Who is going to do it?	<b>Completion status</b>	<b>Nominated person to update file</b>
1. Ensure sufficient qualified officials required to meet competition demands.	a. Assess number of officials at end of each year and highlight gaps b. Find out about and publicise officials courses to membership via social media and magazine c. Meet with parents, possible volunteers and juniors over 14 years of age who can be eligible to qualify as officials	- Track and Field Manager - Club Development Manager	2016-ongoing	KR

#### *People – Volunteers*



<b>Objectives</b> What are we trying to achieve?	<b>Actions</b> How are we going to achieve it?	<b>Personnel</b> Who is going to do it?	<b>Completion status</b>	<b>Nominated person to update file</b>
1. Create a new Volunteer Co-Ordinator.	a. Be the custodian of roles that need to be filled and communicate these via all media. b. Be the point of contact for people wanting to help. c. Match people to roles. d. Look outside the club for volunteers.	- Club Development Manager - Committee	Annual	Nil
2. Develop a strategy to increase and retain the numbers of volunteers, from all areas of the club. A key focus should be how to reduce the reliance on long standing volunteers and distribute the work load more evenly.	a. Committee to discuss the matter and develop ideas for strategy. b. Raise the question at the AGM to extend the pool of thought. c. Create strategy.	- Committee - Club Membership - Club Development Manager	early 2016	Nil
3. Increase parent involvement.	a. In the short-term committee members and coaches should discuss and encourage more parents to get involved and volunteer. b. Use the GO magazine to advertise volunteering roles. Role advertised should have a description. Current volunteers could write about their involvement.	- Committee - Coaches - Club Development Manager - Go Magazine Editor	2016	Nil.
4. Provide opportunities for work experience and development of sports leadership and coaching skills for young adults.	a. Startrack assistants. b. U11 assistant coaching by, for example Under 17s.	- Committee - Coaches - Club Development Manager	2016 - ongoing	Nil
5. Provide opportunities and support for team management, club administration etc.	a. Use the GO magazine to advertise volunteering roles. Role advertised should have a description. Current volunteers could write about their involvement. b. Regular volunteer section in club mag.	- Committee - Coaches - Club Development Manager - Go Magazine Editor	2016 - onwards	Nil

## **Development Area Two – Activities**

*Activities – Training: Track and Field; Road Running; Fell and Cross Country*

<b>Objectives</b> What are we trying to achieve?	<b>Actions</b> How are we going to achieve it?	<b>Personnel</b> Who is going to do it?	<b>Completion status</b>	<b>Nominated person to update file</b>
1. Increase year-round technical event training.	a. Work with MADF to continue to push for the development of an indoor training facility. Highlight the benefits of developing junior track and field athletes. c. Develop training plans in preparation of new facility. d. Develop coaching capacity	- Committee - Club Development Manager - Coaches Representative - Senior Coaches - Stakeholders - MADF	2016 - onwards	
2. Use junior development pathways to improve performance.	a. Coaches to ensure that athletes benefit from following development pathways. b. Regular reviews to be taken. c. See also coaching section.	- Coaches	2016 - onwards	
3. Increase senior participation in track and field.	a. Invite all running group leaders to a meeting and to sample a Tuesday track training session. b. Group leaders should pass this knowledge over to their running group members and encourage them to have a go. c. To be repeated and evaluated.	- Road Running Manager - Road Running Group Leaders	2016 - onwards	
4. Increase indoor athletic training to help maintain participation and motivation during winter months.	a. As above sections. b. By having an indoor athletics training facility, young athlete's motivation will improve helping to maintain participation and performance. c. Make use of indoor sports hall facilities in the meantime.	- Coaches	2016 - onwards	
<b>Road Running</b>				
1. Increase road running group sessions and number of road running leaders (all abilities), to allow for spontaneous, impromptu and informal session. To address group sizes, runner flexibility, marathon training sessions and to	a. Discuss practicalities and implementation of objective. b. Find a lead to develop objective. c. Find volunteers to become group leaders. d. Regular road running leader meetings / virtual exchanges of information.	- Committee - Road Running Manager - Road Running Group Coordinator (on creation of role) - Group Leaders	2016	

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ensure insurance is valid.				
2. Consider the introduction of a junior road running group to address demotivated athletes.	a. Ascertain the demand for a road running junior group. b. Run a taster road running session. c. Add more shorter races to club championship	- Committee - Road Running Manager	2016	
3. Consider developing road training sessions into a more formal structure with specific training elements such as hill reps, running at threshold, donkey etc.	a. Encourage road running group leaders to incorporate into runs. b. Structures to be developed in accordance with the group's ability.	- Road Running Manager - Group Leaders	2016 - onwards	
4. Have quarterly group leader meetings (open to all leaders) to ensure consistency of approach (group guidelines) and agreed group structure.	a. Have a plan for 4 meetings/year.	- Road Running Manager - Group Leaders	4 times per year	
5. Create a Road Running group Coordinator to coordinate sharing of information and best practice across all road running groups.	a. Create a role description (separate role from road running manager). b. Find a volunteer for the role. c. Make information available to all road leaders (drop box).	- Road Running Manager - Committee - Group Leaders	2016	
<b>Fell</b>				
1. Offer beginner fell sessions, to include navigation, route planning, FRA rules and safety on the fell.	a. Develop beginner session plans and routes to establish an enjoyable pathway to fell running. b. Advertised sessions through the Macclesfield Harriers website, Facebook page and Go Magazine. c. Ideally these sessions should be free and designed so runners can participate without buying new equipment i.e. fell shoes.	- Committee - Fell Running Representative - Club Development Manager	Annual	
2. Invite non-fell running members to fell training sessions, including social at the end.	a. Fell runners and multi-disciplined runners to encourage non-fell running members to participate.	- Fell Running Representative - Fell Runners	Regularly	

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	b. Encourage more members to participate on Monday night summer Teggs Nose runs. This is a great introduction to the fell and could lead runners to Wednesday night sessions.	- Multi-Discipline Runners		
3. Consideration of junior fell sessions to address those interested in fell running and athletes wishing to expand beyond cross country and T&F.	a. Assess the demand for fell running junior sessions (regular or ad hoc). b. Develop session plans, to include hypothermia on the fell, the right kit, pacing and navigation. c. Ensure fell running leaders are qualified, DBS checked and insured if leading junior athletes.	- Committee - Fell Running Representative - Welfare Officer	Summer 2016	
4. Improve Navigation.	a. Experienced member to encourage and advise those new to fell running of FRA navigation courses.	- Fell Running Representative - Fell Runners	Annual	
<i>Cross Country</i>				
1. Pre-season training session.	a. Cross country (XC) managers to arrange a pre-season training session. b. Ensures all are invited /aware. c. Target all members.	- Cross Country Manager - Committee - Coaches/Run Leaders	Annual (pre-season mid-September)	
2. Pre-season training session for members who have never had a go.	a. XC managers to arrange an introduction session to XC b. Ensure all beginners are invited and regular runners asked to provide support.	- Cross Country Manager - Committee - Coaches/Run Leaders	Annual (pre-season mid-September)	
3. Invite a high level cross country coach or arrange a training visit.	a. Use England Athletics resources to improve coaching networks.	- Cross Country Manager - Committee - Coaches/Run Leaders	Annual (pre session mid-September)	

*Activities – Competition: Track and Field; Indoor Athletics; Road Running; Fell and Cross Country*

<b>Objectives</b> What are we trying to achieve?	<b>Actions</b> How are we going to achieve it?	<b>Personnel</b> Who is going to do it?	<b>Completion date</b>	<b>Nominated person to update file</b>
<i>Track and Field</i>				
<b>1. Cheshire T&amp;F League (U11 to Senior)</b> The league comprises 1 division – so no promotion/demotion.  Aim therefore to finish 1st in 4 categories Men/Women/Overall/U11s each season.	a. Encourage athletes of the relevant age groups to compete. b. Emphasise importance of competing at away fixtures. c. Ensure at least 1 home fixture. d. Provide details in Fixture List.	- Team Managers - Coaches - Parents	Ongoing	
<b>2. Youth Development League – Lower (U13 and U15)</b> Currently (2016) in Lower League Division Northern West 2.  Aim to at least maintain current division status working towards gaining promotion.	a. Encourage athletes of the relevant age groups to compete. b. Emphasise importance of competing at away fixtures. c. Ensure at least 1 home fixture. d. Provide details in Fixture List.	- Team Managers - Coaches - Parents	Ongoing	
<b>3. Youth Development League – Upper (U17 and U20)</b> Currently we do not compete in the Upper League owing to lack of athletes Review situation annually.	a. See sections on increasing participation in this age group.	- Team Managers - Coaches	To be determined	
<b>4. Northern League (U17 to Senior)</b> Currently in Division 4 West after demotion in 2016 from Division 3  Aim to return to division 3.	a. Encourage athletes of the relevant age groups to compete, especially Seniors. b. Emphasise importance of competing at away fixtures. c. Ensure at least 1 home fixture. d. Provide details in Fixture List. e. Increase number of officials so athletes do not need to officiate at these events. f. Continue to pursue indoor athletics facility to	- Team Managers - Coaches - Parents (possibly, although league should be mainly for seniors)	Ongoing	

<b>Objectives</b> What are we trying to achieve?	<b>Actions</b> How are we going to achieve it?	<b>Personnel</b> Who is going to do it?	<b>Completion date</b>	<b>Nominated person to update file</b>
	assist with coaching of technical events in inclement weather.			
<b>5. Indoor Sports Hall League (U11 to U15)</b> Aim to qualify for the final in each age group...and then achieve best possible result in final ideally placing better than league finish. Aim to stay in league (we re-joined 4 years ago), but review dependent on numbers participating	a. Encourage athletes of the relevant age groups to compete. b. Provide details in Fixture List. c. Continue to pursue indoor athletics facility (see previous sections).	- Team Managers - Coaches - Parents	Ongoing	
<b>6. Open Meetings (All age groups)</b> MHAC to have good representation at open meetings both outdoor and indoor.	a. Whenever anyone is aware of such meetings, advertise/promote them so that athletes are aware of their existence. b. Encourage athletes of the relevant age groups to compete.	- Everyone - Parents	Ongoing	
<b>7. Championship Events (All age groups)</b> MHAC to have good representation at events both outdoor and indoor. Aim to have a minimum of 5 athletes at each North of England championship event.	a. Whenever anyone is aware of such meetings, advertise/promote them so that athletes are aware of their existence. b. Coaches to encourage and support athletes of the relevant age groups to compete according to their ability and ambition. c. Provide details in Fixture List.	- Everyone - Parents	Ongoing	
<b>8. School Events (School age)</b> Various events during the year.	a. Whenever anyone is aware of such meetings, advertise/promote them so that athletes are aware of their existence. b. Encourage athletes of the relevant age groups to compete.	- Coaches - Parents	Ongoing	
<b>9. Startrack Course (U11 to U15)</b> 1 week fun course promoted to encourage children to have a go at athletics. Source of new members.	a. Recruit sufficient volunteers to run/operate course. b. Promote dates to club members and ensure Leisure Centre advertise too. c. Provide details in Fixture List.	- Team Managers - Coaches - Volunteers to run it	Summer annually	

<b>Objectives</b> What are we trying to achieve?	<b>Actions</b> How are we going to achieve it?	<b>Personnel</b> Who is going to do it?	<b>Completion date</b>	<b>Nominated person to update file</b>
	d. Use opportunity to promote the club to potential new members.			
10. Increase competitive participation for U11 to Junior according to their abilities and aspirations.	a. Reinforce the need for parental involvement. b. Consider the constraints on parents / families and look at ways of working with them. c. Look to develop a team spirit and pride in training session to carry in to competitions.	- Team Managers - Coaches - Parents	2016 - onwards	
<i>Road Running</i>				
1. Cheshire Grand Prix - Senior Men to finish top 3 aiming to finish 1st - Senior Women to finish top 2 aiming to finish 1st - Increase the number of athletes in the top 20 of the Cheshire Grand Prix Handicap	a. Market the grand prix races across the club to increase participation. b. Give extra points for grand prix events within club champs. c. Ensure new members are aware of the competition. d. Encourage E, D and C group members to enter Grand Prix races rather than non-championship races. These members would have a good chance of winning the handicap.	- Road Running Manager - Road Running Group leaders - Facebook/Twitter - Go Magazine Editor	Annual	
2. Increase participation in Club Road Race Championship.	a. Consider turning the competition into a handicap so all club members have an opportunity of winning. b. When selecting races consider the appeal to club members. c. Continue to incorporate Cheshire Grand Prix races. d. To increase the turnout of Harriers at races, consider reducing the number of races so it limits clashes with other events i.e. XC, Fell & T&F.	- Road Running Manager - Group Leaders (to promote) - Go Magazine Editor,	Annual	
3. North West Road Relay Championship (annual) field - An A and B team in Seniors men and women	a. Market relays through GO Magazine, Face Book and Macclesfield Harriers web page. b. Coaches and road group leaders to be reminded to promote the event.	- Road Running Manager - Group Leaders - Go Magazine Editor	Annual	

<b>Objectives</b> What are we trying to achieve?	<b>Actions</b> How are we going to achieve it?	<b>Personnel</b> Who is going to do it?	<b>Completion date</b>	<b>Nominated person to update file</b>
<ul style="list-style-type: none"> <li>- one team in U17M and U17L age groups</li> <li>- at least one team in boys and girls under 15 and under 13</li> </ul>				
4. Northern Road Relay Championship (annual) <ul style="list-style-type: none"> <li>- enter at least one team per age group (including seniors) each year.</li> </ul>	a. Raise awareness of this event well in advance of the closing date for entries. b. Co-ordination across all team managers for each age group. c. Publicise the results to encourage more participants the following year.	- Team managers - Road Running Manager - Go Magazine Editor	2017 - onwards	
5. National Road Relay Championship <ul style="list-style-type: none"> <li>- enter at least one team per age group (including seniors) each year.</li> </ul>	a. Raise awareness of this event well in advance of the closing date for entries. b. Co-ordination across all team managers for each age group. c. Publicise the results to encourage more participants the following year.	- Team Managers - Road Running Manager - Go Magazine Editor	2017 - onwards	
<i>Fell</i>				
1. Encourage wide participation in Club Fell Championship and Wednesday Night Fell Championship.	a. Communicate these events across the club using all media in order to attract younger club members.	- Fell Representative	Annual	
2. Continue to enter men's and woman's team in the British Fell Relay and participation in the English Fell running championship races.	a. Encourage team activities throughout the year. b. Communicate priority races to all members via all media (to reach younger members). c. Encourage and welcome younger members (e.g. under 40s) to participate.	- Fell Representative - Fell runners	Annual	
3. Support and encourage a member to complete a mountain challenge.	a. Encourage members who are capable of completing a mounting challenge. b. Support the individual attempt by helping with organization and advice.	- Fell Representative - Fell Runners	Annual	
<i>Cross Country</i>				



<b>Objectives</b> What are we trying to achieve?	<b>Actions</b> How are we going to achieve it?	<b>Personnel</b> Who is going to do it?	<b>Completion date</b>	<b>Nominated person to update file</b>
1. Enter full teams for all eligible competing categories whenever possible in the Manchester XC League. With the aim of finishing mid table or above.	a. Promote cross country season through the GO magazine, Facebook page, email and the Macclesfield Harries web page. b. Gain confirmation of competing athletes a week before, enabling time to establish a team.	- Cross Country Managers	Annual	
2. Enter full teams for all eligible competing categories whenever possible in the North Staffs Cross Country League. With the aim of being promoted to div 1 and finishing mid table or above thereafter.	a. Promote cross country season through the GO magazine, Facebook page, email and the Macclesfield Harries web page. b. Gain confirmation of competing athletes a week before, enabling time to establish a team.	- Cross Country Managers	Annual	
3. Enter full teams for all eligible competing categories whenever possible in the Cheshire XC Championships.	a. Promote cross country season through the GO magazine, Facebook page, email and the Macclesfield Harries web page. b. Promote the event 2-3 months before allowing people to plan.	- Cross Country Managers	Annual	
4. Enter full teams for all eligible competing categories whenever possible in the Northern Cross Country Championships.	a. Promote cross country season through the GO magazine, Facebook, email and the Macclesfield Harries web page. b. Promote the event 2-3 months before allowing people to plan.	- Cross Country Managers	Annual	
5. Enter full teams for all eligible competing categories whenever possible in the English National Cross Country Championships.	a. Promote cross country season through the GO magazine, Facebook page, email and the Macclesfield Harries web page. b. Promote the event 2-3 months before allowing people to plan. c. Make this a main club event as it has the potential to inspire.	- Cross Country Managers	Annual	

<b>Objectives</b> What are we trying to achieve?	<b>Actions</b> How are we going to achieve it?	<b>Personnel</b> Who is going to do it?	<b>Completion date</b>	<b>Nominated person to update file</b>
<i>Track and Field</i>				
1. Host at least one fixture from each of the T&F events the club participates in - YDL, Cheshire League, and Northern League.	a. Make the offer year on year to host events. b. Recruit more volunteers and officials to assist.	- T&F Manager - Club Members	Annual	.
2. Host combined Cheshire / Manchester Championships at Macclesfield Track as required (next expected 2020).	a. Collaborate with Cheshire AA. b. Recruit more volunteers and officials.	- T&F Manager - Club Members - Club Development Manager	Annual	
3. Run an indoor club event including throws, jumps and hurdles.	a. Organise an indoor training event followed by mini-competition in sports hall (pending availability of indoor facility).	- Coaches - Officials	Annual	
<i>Road Races</i>				
1. Stage the Macclesfield Half Marathon.	a. To be run by Macclesfield Half Marathon committee. b. Increase volunteer support to Macc Half. c. Promote the club at this and other races.	- Macclesfield Half Marathon committee. - Committee - Team Managers - Group Leaders	Annual	
2. Stage the Langley 7.	a. To be run by Langley 7 organisers.	- Langley 7 organisers.	Annual	
3. Look at feasibility of organising a road race series.	a. Review races and see whether possible to collaborate with another club to organise a race series to promote MHAC and the current races.	- Road race organisers - Road Race Manager	Late 2016	
<i>Fell Races</i>				
1. Forest 5	a. To be run by Forest 5 organisers.	- Forest 5 Organisers	Annual	
2. Inter Club Fell Handicap	a. To be organised by fell running members	- Fell running members	Annual	
3. Teggs Nose	a. To be run by Teggs Nose organisers.	- Teggs Nose organisers	Annual	
4. Boxing Day Handicap	a. Continue tradition of BDH.	- Volunteers to organise	Annual	

<b>Objectives</b> What are we trying to achieve?	<b>Actions</b> How are we going to achieve it?	<b>Personnel</b> Who is going to do it?	<b>Completion date</b>	<b>Nominated person to update file</b>
5. Use events to promote the Club to potential new members.	a. Hand out leaflets. b. All members to act as ambassadors to the club.	- Race Organisers - Club Development Manager - All members	Ongoing	

#### *Activities – Social*

<b>Objectives</b> What are we trying to achieve?	<b>Actions</b> How are we going to achieve it?	<b>Personnel</b> Who is going to do it?	<b>Completion date</b>	<b>Nominated person to update file</b>
1. Encourage social interactions between members in different sections.	a. Arrange an informal Christmas gathering for senior athletes. Ideally all senior groups and disciplines should be invited.	- Volunteer	Annual	
2. Invite guest speakers to the club to inspire and inform all members.	a. Identify guest speakers and invite them to the club. b. Tickets to cover costs. c. Promote through Go magazine, Facebook and Macclesfield Harriers webpage.	- Committee	Twice a year	
3. Encourage socialization at cross club events for all groups. (non-competitive just for fun and mixing with unfamiliar members).	a. Cross club track and training event. b. Alderley Edge off road training event. c. Events to be promoted through Go magazine, Facebook and Macclesfield Harriers website. d. Cross discipline challenge.	- Committee - Members	Twice a year	

#### **Development Area 3 – Welfare**

<b>Objectives</b> What are we trying to achieve?	<b>Actions</b> How are we going to achieve it?	<b>Personnel</b> Who is going to do it?	<b>Completion date</b>	<b>Nominated person to update file</b>
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1. Ensure a safe and healthy environment for all members.	a. Ensure that the welcome leaflet is received by all new members via post and email. b. Review and update first aid plan. c. Review and update risk assessments. d. Ensure all members are treated with respect. e. Succession Planning for Club Welfare role.	- Membership Secretary - Group Leaders - Club Welfare Officers - Team Managers - Coaches	For ever new member	
2. Review and update emergency processes for all areas: Track and Field; Road; Fell; and Cross Country during training and competitions.	a. Involve relevant group leaders and coaches to ensure a thorough review.	- Welfare Officers - Group leaders - Coaches	2016 – annual thereafter	

#### Development Area 4 – Stakeholders

<b>Objectives</b> What are we trying to achieve?	<b>Actions</b> How are we going to achieve it?	<b>Personnel</b> Who is going to do it?	<b>Completion date</b>	<b>Nominated person to update file</b>
1. Continue to strengthen relationship with Everybody Sport and Leisure trust.	a. Continue to work closely with Macclesfield Leisure centre. b. Maintain contact with Leisure Development Team so we may mutually benefit from our experiences and expertise. -	- Committee - Borough Council Liaison	Ongoing	RM
2. Develop stronger relationships with local MP and councillors to strengthen the clubs standing in the community.	a. Invite local politicians to races and events organized by the club to improve relationships and further embed the club into the local community.	- Committee - MADF	2016 – onwards	RM
3. Look to develop further relationships with schools East of East Cheshire to increase Junior membership and to share expertise.	a. Contact local schools explaining who we are. b. Look to establish partnerships with schools to increase Junior membership. c. Continue to help organizing interschool track and field and cross country events.	- School liaison officer	2016 – onwards	
4. Invite local PE teachers to join our coaching staff to mutually benefit.	a. Contact secondary school PE staff and invite them to training sessions. b. Offer to support their development as coaches.	- School liaison officer	2016 - onwards	

## Development Area 5 – Management

### *Management – Legal and Administration*

<b>Objectives</b> What are we trying to achieve?	<b>Actions</b> How are we going to achieve it?	<b>Personnel</b> Who is going to do it?	<b>Completion date</b>	<b>Nominated person to update file</b>
1. Create a communication role.	a. Create a role description. b. Find a volunteer for the role.	- Committee	2016	
2. Improve communication across all disciplines to all member whether they are competing, coaches or parents.	a. Conduct a communications review of members (RH, SW, JB). b. Update and uniform webpage. c. Ensure all club events and activities are on the webpage and Facebook page. d. Respect the fact that not all members are willing to become members of Facebook, or sign up to the forum e. Keep Facebook page and forum open to view so non-subscribers can see what is going on.	- Communication officer - Committee	2016	
3. Uniform club official's titles to present a more professional image.	a. Agree title names. b. standard email addresses for all key roles (eg treasurer@macc-harriers.co.uk)	- Committee - Webmaster	2016	
4. Create a clear Club Officials structure so club member know roles of each officer and who to contact.	a. Use new title names to create clear structure. b. Create a list with title name of official and contact details. c. Make available on the club website (limit contact detail) and Go Magazine.	- Committee Members - Club Development Manager - Go Magazine Editor - Website Co-ordinator	2016	
5. Create a definitive list of club roles and responsibilities. This will enable potential volunteers to be effective in their roles. It will also allow club members to see what club officials do on behalf of the	a. Each official to write out their role description. b. Publish role description on web site.	- All Officials - Club Development Manager - Website Co-ordinator	2016	

<b>Objectives</b> What are we trying to achieve?	<b>Actions</b> How are we going to achieve it?	<b>Personnel</b> Who is going to do it?	<b>Completion date</b>	<b>Nominated person to update file</b>
club.				
6. Succession planning for key roles.	a. Define key club roles. b. Define role descriptions. c. Have a succession plan.	- Committee	Annual	

#### *Management – Facilities and Equipment*

<b>Objectives</b> What are we trying to achieve?	<b>Actions</b> How are we going to achieve it?	<b>Personnel</b> Who is going to do it?	<b>Completion date</b>	<b>Nominated person to update file</b>
1. Along with Macclesfield Athletics Development fund and Everybody Sport and Leisure Trust, continue to work towards gaining an indoor athletics facility.	a. Cooperate with all stakeholders. b. Offer support where appropriate.	- Committee - MADF - Members - Volunteers	Until the facility is realised	RM
2. Work with Everybody Sport and Leisure Trust to ensure the track maintains it A rating.	a. Highlight any problems with the track that will impact on A rating to Macclesfield Leisure Centre.	- Committee	Annual	RM
3. Further develop Bobs used spikes box to a kit exchange swap. Helping reduce costs for kit.	a. At the beginning of the cross-country season and track and field season promote a kit exchange.	- Committee - Cross Country Manager - T&F Manager	Twice a year	

#### *Management – Marketing / Publicity*

<b>Objectives</b> What are we trying to achieve?	<b>Actions</b> How are we going to achieve it?	<b>Personnel</b> Who is going to do it?	<b>Completion date</b>	<b>Nominated person to update file</b>
1. Devise a strategy to regularly publish all areas of club activities in	a. Publicity officer to devise a strategy to improve communications between themselves and team	- Publicity Officer	2016	

local newspaper. Including races, inter club competitions charity events and ultra-challenges.	manages. b. Establish a contact at the Macclesfield Express.			
2. Promote the club through the races it organizes and the charities it donates to.	a. Increased publicity through press releases, social media and the charities promotional platforms	- Race organisers and committees.	Annual	
3. Promotional flyers to local schools.	a. Produce flyers to entice potential junior athletes. b. Give the schools to hand out to pupils.	- School Liaison Officer	Annual	
4. Add a regular article in the GO magazine inviting parents, relatives and friends to join the club.	a. Write an article to encourage parents to join the club. b. Write an article to encourage juniors to promote the club to their friends.	- Committee	Annual	AG
5. Continue with a quarterly club magazine (paper and online).	a. GO! Magazine to continue	- Go Magazine Editor - Volunteers to distribute	Quarterly	AG
6. Increase Facebook links with local stakeholders and continue to develop the Facebook Page.	a. Facebook page administrator to establish links with relevant stakeholders who have Facebook pages. For example Macclesfield Express.	- Macclesfield Harriers Facebook administrator	2016	

### *Management – Finance*

<b>Objectives</b> What are we trying to achieve?	<b>Actions</b> How are we going to achieve it?	<b>Personnel</b> Who is going to do it?	<b>Completion date</b>	<b>Nominated person to update file</b>
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<b>Objectives</b> What are we trying to achieve?	<b>Actions</b> How are we going to achieve it?	<b>Personnel</b> Who is going to do it?	<b>Completion date</b>	<b>Nominated person to update file</b>
1. Operate club Finances in a professional manner.	a. Appoint Club Treasurer. b. Annual Accounts Review. c. Monthly accounts summary to club committee. d. Ensure good processes in place to avoid miss-use of club funds.	- Committee - Club Treasurer - HARTS Accountants	Ongoing	NG
2. Keep an 'open book' policy on club races.	a. Share race finances to committee and club members.	- Treasurer and Race Directors	Annual	NG
3. Keep club membership fees as low as possible whilst 'balancing the books' each year.	a. Review membership fee each year	- Treasurer - Committee	Annual	NG
4. Ensure club insurance (people and property) is in place.	a. Have annual policies in place using recognised providers	- Treasurer	Annual	NG

- *Persons responsible for actions to report back on progress to committee on a regular basis*