



**LIVERPOOL
PEMBROKE & SEFTON
HARRIERS & ATHLETIC CLUB**

...based at Edge Hill University

Liverpool Pembroke & Sefton Harriers

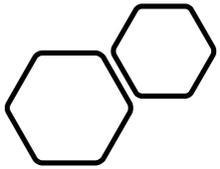
Strategic Development Plan 2021



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Why, What and When ?

- ⌘ There's currently no active strategic plan for the club. Eventually this is likely to result in conflicting activities, reduced performance and disenfranchised members
- ⌘ A plan is required to set direction, enable progression, achieve compliance & to develop community links
- ⌘ We agreed an action from 25th AGM on 17th September to design and develop the strategic plan for LPS
- ⌘ The club committee is central to governance, duty of care and accountability to the sport's governing bodies
- ⌘ We sought views from club members by survey and have designed a plan using guiding principles from sporting bodies and our own professional backgrounds
- ⌘ Timelines are expected to be phased (quick win– can be commenced now, short to medium term – 6 to 12 months and long term – 12 to 24 months to wholly embed)



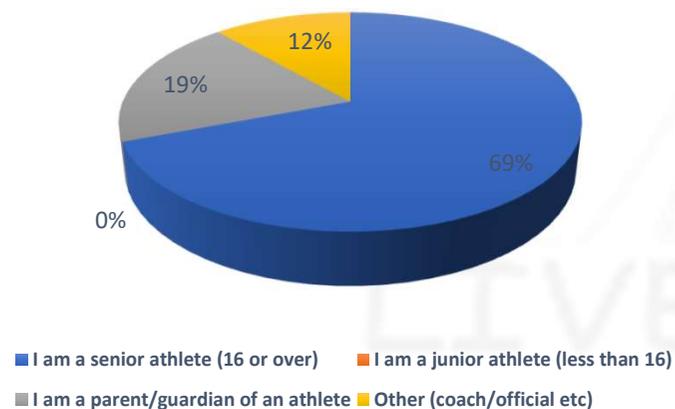
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Responses to club survey

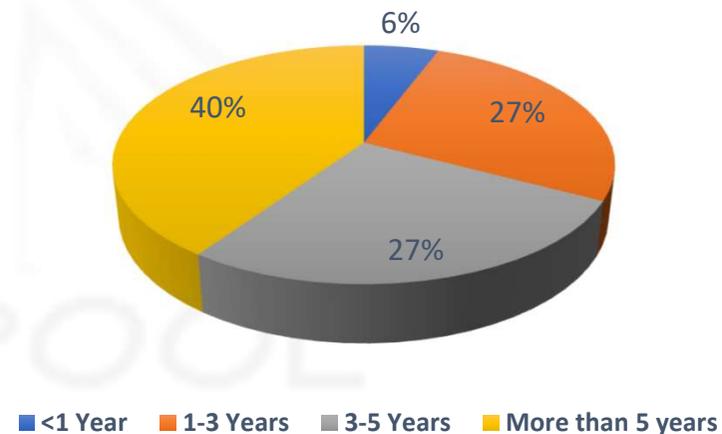
- ✎ 52 people completed the survey equating to circa 25% of club members
- ✎ Survey was and remains completely anonymous unless responders have volunteered their name
- ✎ Three objectives of the survey
 - PEMBROKE & SEFTON Seek opinions on how members felt the club was run and performed
 - PEMBROKE & SEFTON To foster inclusivity and enable members to suggest areas to improve
 - PEMBROKE & SEFTON To utilise the feedback to help form the 2021 and beyond strategic plan

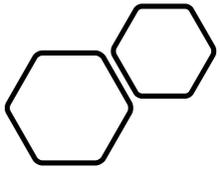
Who responded?

What is your relationship to the club



How long have you been with the Club





Survey highlights - Positive



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78% of people think LPS performs well at local level



84% of people think LPS develops athletes to their potential



92% want LPS to compete at National level



86% think LPS should be competing at the highest level



84% think LPS offers something for athletes of all standards

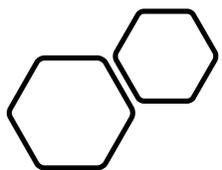


78% totally disagreed that we should only focus on local events



78% think athletes should be available to compete at least once a season





Survey highlights – areas to address



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The club doesn't have a high profile nationally



Generally people didn't think we were a top performing club



More 13 – 16 years olds



Slower runners don't feel encouraged to compete in track events



Need more diversity in club hierarchy



Lack of club newsletters and communications



Specific communications to parents of young athletes e.g. fixtures



There is no "voice of the young athlete"



Club Values & Principles

**Equity &
Inclusion**

Athletes of all abilities should have the same opportunities within the club.

Respect

Members treat their team mates, club and competitions with respect, acknowledging the level of effort volunteers and athletes provide to allow events to take place.

Responsibility

Members understand that they represent the club in everything that they do. Recognising that their actions reflect upon the club. Positive behaviour generates positive reactions.

Collaboration

The team ethos is paramount. Working together to support the development of the club, its athletes and the broader sport.



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VISION

A highly successful club, which regularly competes at national level, develops and attracts athletes of all disciplines to optimise their potential in an inclusive and safe environment



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Strategic Priorities



Recruitment & Retention of Athletes



Development of Coaches & Officials



Optimising Facilities & Relationships



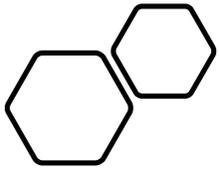
Developing Talent



Prioritising Competition



Communications & Media

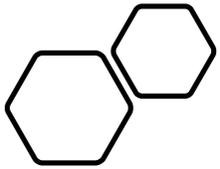


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Recruitment & Retention of Athletes

- ✦ Active recruitment through local schools, universities and local businesses
- ✦ Promotion of the club at local parkruns and school events
- ✦ Develop women's & girl's teams
- ✦ Management of current waiting list and new members
- ✦ Consider additional sessions to bring in new members
- ✦ Consider utilising paid for coaching to help run additional sessions
- ✦ Develop a new athletes welcome pack detailing club information
- ✦ Hold Internal club events
- ✦ Introduce team building protocols e.g.
 - ✦ Travel together for events
 - ✦ Create sense of belonging – always have team flag, team mate support
- ✦ Celebrate success through reward and recognition of improvement & achievements
- ✦ Creation of a youth development and transition programme



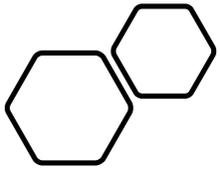


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Developing Coaches and Officials

- ✚ Prioritising safeguarding
- ✚ Invest in additional coaching capacity and qualifications
- ✚ Develop an officials programme
- ✚ Develop leadership structure for each discipline
- ✚ Continuous learning & development structure



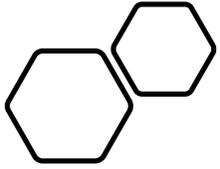


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Optimising Facilities & Relationships

- ✚ Redesign & strengthen club governance
- ✚ Relationships with Edge Hill University, Local Community, parkrun
- ✚ Develop links with sports students
- ✚ Develop club networks – e.g. with physiotherapy, gym etc
- ✚ Utilise additional sporting facilities at college
- ✚ Identify investors and sponsors/supporters
- ✚ Community Active Sports Club / Charity Status
- ✚ Develop online club shop & payment facilities
- ✚ Volunteer programme & co-ordinator



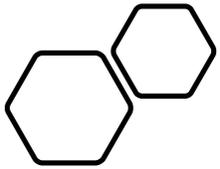


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Developing Talent

- ⚡ Active talent spotting and recruitment from schools, universities, parkruns, businesses
- ⚡ Talent development programme for highest performers
- ⚡ Allocation of resources & most appropriate coaches
- ⚡ Rotation of disciplines for young athletes across Run>Jump>Throw
- ⚡ Utilise Edge Hill resources & personnel
- ⚡ Participation in competition at the highest level possible



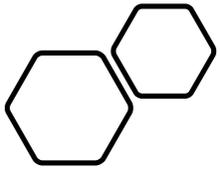


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Prioritising Competition

- ✚ Active promotion of competition involvement for all levels
- ✚ Competition fixtures & league tables available on line
- ✚ Inclusivity – a role for everyone
- ✚ Profile of club at events – flag, vests, full team
- ✚ More competition and events hosted at Edge Hill
- ✚ Competition reports, stories, achievements, celebration
- ✚ Participation in competition at the highest level possible





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Developing Communications & Media

- ✚ Website Development (Modernise, online shop etc)
- ✚ Social Media – one brand, one page per channel
- ✚ Club Branding
- ✚ Relationship with local media
- ✚ Relationships with Edge Hill, Schools
- ✚ Introduce a Young Person's voice to represent younger athletes
- ✚ Celebrating success – Internal awards / recognition of achievement
- ✚ Run reports for all events
- ✚ Podcasts
- ✚ Streaming of events





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Next Steps – The quick wins

Refresh of website & social media

Waiting list managed

Active recruitment of athletes & officials at parkrun/schools etc

Full team presence in league events

Design & develop club welcome pack

Plan reward & recognition event

Club “brand” at all events

Create young athletes transition group

Create young athletes “voice”

Consider funding / sponsorship opportunities





Next Steps – Short to Medium term



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Redesign of club
governance structure

Develop role profiles

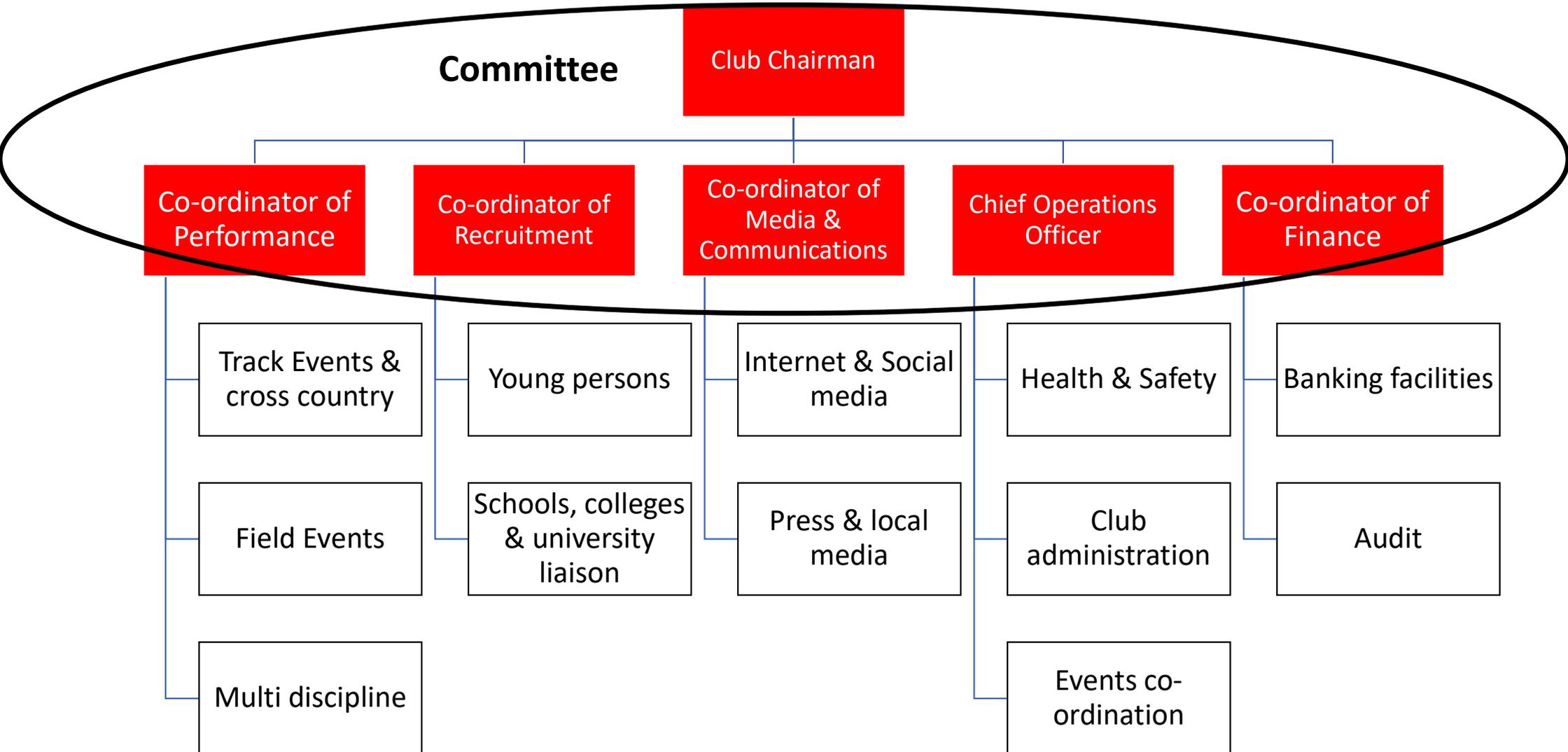
Identify people for the
roles

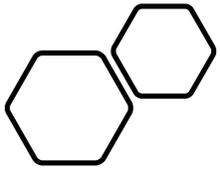
Introduction of finance
function

Define accountability
structure



Proposal for new club governance structure



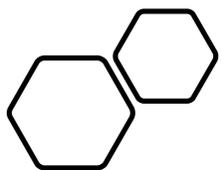


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Ensuring delivery & development

- ✚ Continually monitored by an appointed person(s) and reports submitted to relevant committees
- ✚ An annual evaluation will be presented at the AGM supplemented by frequent updates and the future plan
- ✚ The forward plan will take into account any significant national changes and evolve with the times





What Does Success Look Like?



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Increased Club
Performance

Competes at National
Level.

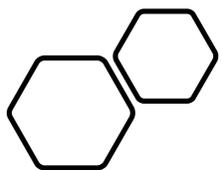
Athletes Recognised at
County & National Level

More Women Athletes,
Higher Profile Women's
Team



*A highly successful club,
which regularly competes
at national level*





What Does Success Look Like?

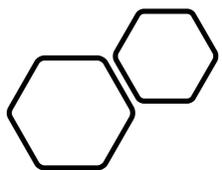


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Develops and attracts athletes of all disciplines to optimise their potential





What Does Success Look Like?



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Inclusive and safe environment





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