



## Club Development Plan [Nov 2014- Oct 2017]

### BACKGROUND to the CLUB

TRIATHLON, A SIMPLE FORMULA - SWIM BIKE RUN.

We are a friendly club, based in Plymouth with athletes of all ages and abilities, from Juniors to Super Vets, Novices to Great Britain team members. We compete in all distances from Swim/Run Duathlons to Full Ironman.

The Club was formed in 1999 and is regulated by a Committee elected by the members at the Annual General Meeting. Since its formation, the club has grown significantly and we are currently endeavouring to address the challenges of catering for the diverse range of ages and competences our membership brings whilst providing up-to-date, differentiated and enjoyable sessions.

The club has regular coached sessions in all disciplines as this benefits our members. There are also regular news updates throughout the year, sent to all members for details on races, results, and club information.

The objective is to remain financially stable and maintain a modern communication format which is accessible to the whole membership. We are affiliated to British Triathlon Federation, the Cycling Time Trials and UK Athletics.

The Club has been awarded with:

- Clubmark
- STAR Club Accreditation
- Good Practice Accreditation
- Access Sport

## **BACKGROUND to this DOCUMENT**

Plymouth Tri Club existed for many years with sessions held in different locations and around 50 members. Around 10 years ago, the club established a regular base at the Mount Batten Centre and membership grew to around 70. The move first to Central Park and then the Life Centre came at a time when the profile of triathlon was increasing. The inclusion of coached pool swim sessions (for the first time since the closure of Seaton Pool), as well as the increased interest in all things tri, led to rapid growth in membership. We now have more than 150 members and offer around 70 hours of coaching per month over about 7 or 8 sessions per week.

Over the last 18 months, the committee had found that many of the decisions that were being made were reactive to the situation in which we found ourselves, rather than being pro-active. Decisions were also being made without a clear view of where we wanted to be, as a club. It was therefore decided that we would instigate a process to look at the development of the club, firstly consulting the membership and then putting together a strategy to move forward. This document is the result of that process and our considerable thanks go to Lucy Spowart for all her hard work in pulling together the mass of responses we had and creating a coherent document.

This is a living document; it is ambitious, but also achievable. Parts of it may change in response to circumstances, but hopefully it reflects what you, the membership, would like from the club and gives guidance to those who run the club.

Thank you to everyone who contributed to the process. Here's to the next three years of Plymouth Triathlon Club.

## **CLUB VISION**

- **Plymouth Triathlon Club strives to be a high quality, inclusive and responsive club.**
- **To provide opportunities for people of all ages and abilities to participate in Triathlon and related multisport events, meet like-minded people and develop their skills in order to attain their full sporting potential.**

## **CLUB VALUES**

- **An open and inclusive club, welcoming all.**
- **Valuing the contribution of the clubs volunteers.**
- **Responsive to the needs of club members.**

## CLUB S.W.O.T ANALYSIS

### STRENGTHS

- Friendly, inclusive and welcoming
- Enthusiastic and qualified coaches
- Offers value for money (supported by the annual event)
- Offers a good range of coached sessions (particularly swimming)
- Provides a good network
- Brickfields and the Life Centre are great assets
- The club (and the annual race) has a good reputation
- Club kit helps build club identity
- Club Time Trial is well run
- Strong junior section
- High performing athletes across a range of distances/age-groups/paratriathlon
- Proactive with disabled athletes
- Sound finances

### WEAKNESSES

- Pressure on pool time
- Reliance on race for finances
- Communication of key information to members (particularly new members).
- Reliance on too few qualified coaches
- Lack of cycling opportunities and brick sessions
- Planning for coached sessions difficult with no booking system
- Limited variation of coached run sessions
- Difficult to 'add value' for high performing athletes
- Limited 'organised' social opportunities outside of the coached sessions
- No junior REP
- Safeguarding juniors

### OPPORTUNITIES

- Excellent natural resources for swimming/biking and running
- Club website/intro pack could provide a 'one-stop shop' for information e.g. membership info/annual calendar.
- Upcoming governing body coaching courses
- Club revenue could be enhanced through specialised sessions
- Marjons close-by could provide support for video analysis/children's events.
- Lots of cycle clubs in the area
- Club aquathon/Club championships
- Additional non-activity-based workshops (e.g. bike maintenance)
- Highly skilled member-base could add value

### THREATS

- Sustainability of coaches (volunteer burn out)
- Poor attendance at club cycle sessions
- Currently no junior co-ordinator from November 2014
- If it becomes more 'business-like' (or prices increase) the ethos may change

# 1.0 CLUB MANAGEMENT

<b>Aim</b>
To manage the club in an effective and efficient manner.

<b>Objective</b>	
<ul style="list-style-type: none"> <li>1.1. To continue to run a financially sustainable club</li> <li>1.2. To improve communication with its adult membership</li> </ul>	<ul style="list-style-type: none"> <li>1.3. To communicate effectively and efficiently with parents and juniors</li> <li>1.4. To ensure sustainability of key volunteer positions</li> <li>1.5. Benchmarking</li> </ul>

## Action Plan

Objective (what needs done)	How (how you intend to achieve objective)	Who (responsibility)	When (timescale)	Finance (cost - if any)	Completion (month & year completed)
1.1.To continue to run a financially sustainable club	a) To co-ordinate and deliver successful club events that ensure the financial viability of the club	PTC Race director and Committee	Annually – Race in July 2015	£7,500	
	b) Effective communication and cooperation with members	Communications officer and committee	Ongoing	None currently	
	c) Possible diversification of club revenue streams	Committee	During 2015	Strategy dependent	
1.2. Improve communication with adult membership	a) Appoint Communications officer to work alongside the webmaster	Committee	By November 2014	None	AGM 25 Nov 2014
	b) Develop a communications strategy for new members and existing members	Communications officer	December 2014	None	

	c) Develop a club induction process to include membership pack with key information/contacts/annual calendar. Could include membership card pocket?	Communications officer & membership officer	Easter 2015	Postage, wallets, online registration	£650 for existing membership
	d) Develop an annual calendar - Advertise committee dates/coaching meeting dates in advance	Communications officer with Committee	January 2015 for 2015 season – annually thereafter	-	
	e) Manage Club's twitter feed	Volunteer	September 2014	-	
1.3. To communicate effectively and efficiently with parents and juniors specifically	a) Appoint a junior coordinator to liaise with parents/juniors	Junior coordinator	November 2014	-	AGM 25 Nov 2014
	b) Existing post-holder to write a role description	Dave Monk	November 2014	-	November 2014
	c) Appoint a junior member on to the committee	Volunteer	January 2015	-	
	d) Canvass volunteers through Facebook / member emails	Committee	November AGM		
1.4. To ensure sustainability of key volunteer positions	a) Recruit volunteers to 'shadow' key roles	Existing Post holders	Ongoing	-	
	b) Record key responsibilities of post to aid smooth transition	Existing Post holders	By 31 March 2015	-	
	c) Reward system – either coaches sessions or reduced membership	Existing Post holders	Ongoing, subsequent to benchmarking with other clubs	-	

1.5 Benchmarking	d) Compare to like organisations e.g. Exeter Tri. Gather alternative ideas to develop best practice	Chair	November 2014 and ongoing	This needs costing, but expected to be small.	
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## 2.0 COACH DEVELOPMENT AND SUSTAINABILITY

<b>Aim</b>
To provide high quality coaching for adult and junior members.

<b>Objective</b>
<ul style="list-style-type: none"> <li>2.1. Continue to support the training of new coaches</li> <li>2.2. To provide local CPD opportunities for existing coaches</li> <li>2.3 To prevent 'burn out' of existing coaches</li> <li>2.4 Recognise and reward club volunteers</li> </ul>

### Action Plan

Objective (what needs done)	How (how you intend to achieve objective)	Who (responsibility)	When (timescale)	Finance (cost - if any)	Completion (month & year completed)
2.1. Training of new coaches	a) Recruit up to 4 new L1 coaches annually,	Head coach with assistance of chair	Annually	£300 / L1 Coaching budget currently £2k per year	
	b) upskill 2 x L1s to L2	Head coach	Annually	£520 / L2	
	c) Recruit coaches specifically to work with the juniors (parents?)	Head coach	Ongoing		
2.2. Provide local CPD opportunities for existing coaches	a) Conduct a needs analysis to determine CPD needs e.g. disciplinary discussions, safeguarding, first aid	Head coach	Annually, ongoing	To be confirmed as part of needs analysis	
	b) Encourage shadowing/mentoring within the club to build confidence	Head coach	Ongoing		
	c) Log CPD activities	Club Secretary	Ongoing		
2.3. To prevent coach 'burn out'	a) Operate a rota system – e.g. 6 week blocks at track?	Head Coach			



	b) Buy-in specialist coaching support as necessary	Head coach			
2.4 Recognise and reward club volunteers	a) Introduce a reduced volunteer membership fee	Sub-committee appointed by the committee	Ongoing	To be confirmed by sub-committee	
	b) Provide one item of PTC kit for volunteers who have supported club for year	Sub-committee appointed by the committee	Ongoing	To be confirmed by sub-committee	

### 3.0 CYCLE DEVELOPMENT

<b>Aim</b>
<b>To provide high quality cycling opportunities (both coached and uncoached) for adult and junior members.</b>

<b>Objective</b>
<ul style="list-style-type: none"> <li>3.1. To increase the diversity of coached cycle sessions offered</li> <li>3.2. To increase the number and range of club rides available</li> <li>3.3. To support the development of bike-handling skills for juniors</li> <li>3.4. To develop bike maintenance skills</li> </ul>

#### Action Plan

<b>Objective</b> (what needs done)	<b>How</b> (how you intend to achieve objective)	<b>Who</b> (responsibility)	<b>When</b> (timescale)	<b>Finance</b> (cost - if any)	<b>Completion</b> (month & year completed)
3.1. To increase the diversity of coached cycle sessions offered	a) Make use of the velopark at Paignton for novice / intermediate / advanced cycle clinics	Cycling coordinator	One workshop/month October – April?	£120 per 4 hour session	
	b) Buy in specialist cycle coaching support as necessary	Cycling coordinator	As required		
	c) Offer a range of workshops for beginners and advanced	Cycling coordinator	As required		

3.2. To increase the number and range of club rides available	a) Encourage the use of Facebook for weekly lead rides. Aim for 2 weekly lead rides on a Saturday after swim?	Cycling coordinator	Weekly	None	
	b) Develop a rota with members to lead rides	Cycling coordinator with RUTT CC		None	
3.3. To support the development of bike-handling skills for juniors	a) Signpost juniors to Plymouth Youth cycling activities	Junior Cycle Co-ordinator	Ongoing		
	c) Signpost juniors to British cycling events	Junior Cycle Co-ordinator	Ongoing		
	d) Offer 4 week block of transition training at Brickfields prior to Easter	Junior Cycle Co-ordinator	By April 2015		
3.4. To develop bike maintenance skills	a) Hold 2 x bike maintenance workshops per year for adults	Head coach / cycling coordinator	Off-season	Run at break-even	
	b) Hold one junior specific bike maintenance workshop	Junior Cycle Co-ordinator	Off-season	Run at break-even	

## 4.0 SWIM DEVELOPMENT

<b>Aim</b>
To provide high quality swim opportunities for adult and junior members.

<b>Objective</b>	
<ul style="list-style-type: none"> <li>4.1. To utilise swim pool facilities to maximum potential</li> <li>4.2. To increase the technical support for intermediate/advanced swimmers</li> </ul>	<ul style="list-style-type: none"> <li>4.3. To build on the successful OW sessions</li> <li></li> </ul>

### Action Plan

Objective (what needs done)	How (how you intend to achieve objective)	Who (responsibility)	When (timescale)	Finance (cost - if any)	Completion (month & year completed)
4.1. To utilise swim pool facilities/lanes to maximum potential and ensure equality of opportunity	a) Make policy of one coached session per week clear to all members	Appointment of a swim co-ordinator to oversee requirement	Jan 2015		
	b) Members to be allocated one session/wk based on ability	Appointment of a swim co-ordinator to oversee requirement	Jan 2015		
	c) Maintain records of attendances and share with coaches	Appointment of a swim co-ordinator to oversee requirement	Jan 2015		
	d) Investigate in the Long-term a booking system if numbers grow	Appointment of a swim co-ordinator to oversee requirement	Jan 2015		
4.2. To increase the technical support for intermediate/advanced swimmers	a) Buy in specialist swim coaching support as necessary	Swim co-ordinator/Head coach			
	b) Offer a range of workshops for intermediates and advanced	Liaison by volunteer	2 workshops per year		
	c) Purchase an underwater camera to help with swim analysis	Committee	Easter 2015	£500	

	d) Investigate the possibility of utilising Plymouth College Pool for specific workshops	Liaison by volunteer	Easter 2015		
4.3. To build on the successful Open Water sessions at Mount Batten	a) Run an aquathlon series in 2015	Dave Monk	May-Sept 2015 and annually thereafter if successful	To run at break even	

## 4.0 RUN DEVELOPMENT

<b>Aim</b>	
To provide high quality running opportunities (both coached and uncoached) for adult and junior members.	
<b>Objective</b>	
<ul style="list-style-type: none"> <li>4.1. To increase the diversity of coached run sessions offered</li> </ul>	<ul style="list-style-type: none"> <li>4.2. To increase the number and range of club runs available</li> </ul>

### Action Plan

Objective (what needs done)	How (how you intend to achieve objective)	Who (responsibility)	When (timescale)	Finance (cost - if any)	Completion (month & year completed)
4.1. To increase the diversity of coached run sessions offered	a) Support a member to obtain leadership in running course	Volunteer	November 2014	£130 EA course	November 2014
	b) Organise 1 specialist run clinic per year		One workshop/yr		
	c) Explore opportunities to share coaching with COPAC	Volunteer	Ongoing		
4.2. To increase the number and range of club runs available	a) Encourage the use of Facebook for uncoached runs	Club members	Weekly	None	
	b) Offer off-road coached runs	Coaching team, if possible			

## 5.0 OTHER GENERAL AREAS:

### Action Plan

Objective (what needs done)	How (how you intend to achieve objective)	Who (responsibility)	When (timescale)	Finance (cost - if any)	Completion (month & year completed)
5.1. To provide a range of social opportunities	a) Appoint a social secretary and deputy to arrange a minimum of 3 club social events per year	Existing Committee  Social Secretary / Committee	November AGM	Events to be run at break-even point	AGM 25 Nov 2014
	b) Introduce an Awards element to the Christmas social	Social secretary	Xmas social annually	£50 for prizes/trophies	Xmas social 2015
5.2. To develop knowledge of triathlon/training	a) Appoint a Workshop co-ordinator	Volunteer	Easter 2015		
	b) Offer a range of theory-based workshops (e.g. goal setting, training to HR; what to expect for your first Ironman)	Workshop co-ordinator	4 theory-based workshops per year one every 3 months or during October		
5.3. To develop club identity and friendly internal competition	a) To identify 2-3 key events per year that the club will support – aligned to coaching plans	Races volunteer	February	None	
	b) Develop criteria for end of year awards	Volunteer - see criteria at North Coast Tri Club for ideas			

## CLUB PRIORITIES

- Priority 1 – Volunteer sustainability, including coaches.
- Priority 2 - Communication
- Priority 3 – Catering better to the full range of abilities within the club

## CLUB CONTACTS

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