

STRATEGIC PLAN

This plan was created together with the members of the Coburg Harriers, Athletics Victoria and Moreland Council. Data from a 2020 survey of 85 members and stakeholders; demographic data provided by Moreland Council and social trend data from Athletics Victoria were all inputs to the plan.

The plan is ambitious, takes a long-term view and builds upon the strong history and existing culture of the club.

This is a living plan and is expected to be regularly reviewed and change over time to meet the changing needs of members and stakeholders.

A short-term Annual Business Plan – yearly based – will be formed from this Strategic Plan.

HISTORY and PROFILE

2021 marks the 125th Anniversary of the Coburg Harriers, an athletics club that began in the north of Melbourne in 1896 and has Olympic medal winners, Australian record holders and Commonwealth Games representatives amongst its past members.

The club currently has 120 members (as at 26/6/20: # including masters age athletes) and competes in external competitions all year round. The club also conducts fun runs in its own right and hosts a 24-Hour Carnival which attracts international entrants. It has a small but secure financial base and a dedicated group of volunteers that help administer all aspects of the club.

(# Due to the current Covid-19 pandemic many members have not yet renewed for this year: i.e. 1/4/20 onwards.)

CLUB PREMISES

The Coburg Harriers is based at the Harold Stevens Athletic Track at Outlook Rd, Coburg, behind the Basketball stadium. This has been the home for the club since 1971. The club is a tenant, along with Coburg Little Athletics Centre, under the shared umbrella organisation called the Coburg Athletic Ground Management Committee (CAGMC) which leases the track and facilities from the Moreland Council. CAGMC also leases the venue to other external users, mainly for daytime use by schools for athletics days.

AFFILIATION

The Coburg Harriers is an athletic club affiliated with Athletics Victoria. It is part of the metropolitan Melbourne zone for the AV shield and other inter-club competitions and takes part in both winter and summer domestic seasons for cross country and track and field respectively.

MISSION STATEMENT

The Coburg Harriers' mission is to provide an inclusive and friendly environment, connected with the local community, where all can enjoy athletics and running and be supported to reach their goals.

VISION

By 2030 Coburg Harriers will be a proud and vibrant club known by the local and broader community for its success, inclusion and friendliness. The club will feature:

1. The largest membership and participation numbers of any athletic club in Victoria
2. Olympic/International, National and State representatives in youth, open and masters groups
3. Unique community engagement that attracts people to the club - athletes, runners and others
4. One club that incorporates athletes and runners of all ages from school children to masters

VALUES

The Coburg Harriers is known for, lives by and promotes the following values:

- Inclusiveness
- Friendliness
- Community mindedness
- The promotion of a healthy lifestyle
- The promotion of athletics and running

Membership and Participation: Grow membership and participation numbers across all areas of the club

Goals	<ul style="list-style-type: none"> 1.1 Increased membership each year across all membership segments 1.2 Increased non-member participation each year for public activities, especially Fun Runs 1.3 Increased female participation in all aspects of the club 1.4 Increased youth participation in all aspects of the club 1.5 Improved volunteering numbers
Tactics	<ul style="list-style-type: none"> 1.1 Formally assign membership responsibility to 2 committee members (1 for growth/renewal and 1 for systems and reporting) 1.1 Maintain a membership spreadsheet that complies with our constitution and can readily meet the club's needs 1.2 Record non-member participation numbers, especially for Fun Runs. 1.3 Build into the Constitution the goal that the gender mix of the Committee should broadly reflect the membership gender mix (currently 60% male and 40% female) 1.4 Increased positive engagement with the Coburg Little Athletics Centre (CLAC) and its activities 1.4 Leverage off the school bookings of the track to promote the club 1.5 Create skills database of committee members; members and willing stakeholders 1.5 Recognise and reward active volunteers
Targets	<ul style="list-style-type: none"> 1.1 Membership targets: 150 by end 2020; 180 by end 2021; 210 by end 2023; 240 by end 2025; 300 by end 2030 1.1 2020 Formal reporting on membership progress and issues at each committee meeting 1.2 10% increase per annum for non-member participation in public activities, especially Fun Runs 1.3 2021 Committee members 40% female 1.4 2021 At least 50% of Committee members are under the age of 50 1.5 20 attendees at working bees;
Overseeing Committee Member	xxx

Development: To help all associated with the club to reach their full potential

Goals	<p>Active participants</p> <p>2.1 There are clear multiple pathways for participants of all levels to develop their athletic interests</p> <p>2.2 There is a range of entry level, age and gender appropriate, athletics and running activities at times suitable for community participation</p> <p>Coaches:</p> <p>2.3 There is a range of coaches and trainers that meet the current and planned needs of the club</p> <p>2.4 The club has a training and support program that develops its own coaches and also attracts coaches from other clubs.</p> <p>Officials:</p> <p>2.5 The club has enough qualified/experienced officials to host Athletic Victoria events and conduct Fun Runs</p>
Tactics	<p>Active participants:</p> <p>2.1 Document and publicise through multiple channels the current athletic products the club offers</p> <p>2.2 Develop new athletic and running products working with Moreland and Athletics Victoria</p> <p>Coaches:</p> <p>2.3 Ensure all coaches are qualified according to Athletics Australia and Australian Track and Field Coaching Association standards.</p> <p>2.4 Sponsor coach training with a 2-year retention condition.</p> <p>2.4 Develop a remuneration policy for all coaches</p> <p>Officials</p> <p>2.5 Sponsor training of officials</p> <p>2.5 Identify and develop our own officials and ensure succession planning</p>
Targets	<p>Active participants:</p> <p>2.1 10% per annum increased numbers participating in all areas of club (i.e. athletics, masters and running generally) for the next 5 years</p> <p>2.2 2 new products trialled per annum</p> <p>Coaches:</p> <p>2.3 - 7 Level 1 Qualified coaches by 2021; 4 Level 2 Qualified coaches by 2023; 3 Level 3 Qualified coaches by 2025</p> <p>2.4 Formal reporting on current coach numbers and qualification levels at each AGM</p> <p>Officials:</p> <p>2.5 xx Officials by 2021; xx Officials by 2023; xx Officials by 2025</p> <p>2.6 xx Committee Members, with 40% female, available at each AGM to accept Committee roles</p>
Overseeing Committee Member	xx

Governance: To ensure the club is managed for the benefit of members and stakeholders

Goals	<p>3.1 Manage the club in a united and coordinated manner</p> <p>3.2 Ensure all compliance and regulatory conditions of club operations are satisfied</p> <p>3.3 Support the Strategies of Athletics Victoria and Active Moreland</p> <p>3.4 Ensure the club’s constitution is reviewed and brought fully up-to-date</p> <p>3.5 The club has the right number of Committee members which fulfill their roles and contribute</p>
Tactics	<p>3.1 Create a Position Description for all official club roles including coaches</p> <p>3.1 Identify, develop, maintain and publish Club policies</p> <p>3.1 Implement an integrated software solution for the club</p> <p>3.2 Fully insured for public liability of all members, club officials and club volunteers, plus all spectators, visitors and contractors at the Harold Stevens Athletic Track</p> <p>3.2 Full adherence to the Victorian Child Safety Standards</p> <p>3.2 Full adherence to the Fair Play Code</p> <p>3.2 Comply with Victorian Government Anti-Doping Policy</p> <p>3.2 Practice Safe Food Practices</p> <p>3.2 A progressive disability access plan that encourages a growth in membership of persons with disabilities</p> <p>3.3 Work towards Active Moreland Accreditation</p> <p>3.4 Establish a working committee to review and create an updated constitution draft for review by club members</p> <p>3.5 Maintain a skills database for Committee members</p> <p>3.5 All Committee members to complete relevant training when offered via Athletics Victoria and/or Moreland Council</p> <p>3.5 Conduct an Annual Committee Development and Strategic Planning day</p>

Targets	<p>3.1 xx Position Descriptions created, approved and kept current by the Committee</p> <p>3.1 A list of all current Club positions and the last date reviewed and last date changed to be tabled at the AGM</p> <p>3.1 An index of all current Club policies to be tabled at the AGM</p> <p>3.1 All club policies to be published on Club's web site</p> <p>3.1 2021 Identify, evaluate, choose and implement a suitable integrated software solution that meets the club's needs</p> <p>3.2 Maintain a register of Regulatory Compliance to be tabled at each AGM or an annual ordinary meeting</p> <p>3.3 Achieve Active Moreland Accreditation</p> <p>3.4 2020 Establish Constitution review/updating group</p> <p>3.4 2021 Have club members meet and review proposed new club constitution</p> <p>3.4 2022 Before AGM have agreed new constitution approved and operational</p>
Overseeing Committee Member	Xx

Financial: Ensure financial prosperity for the club

Goals	<p>4.1 Maintain financial sustainability</p> <p>4.2 Identify and pursue new revenue sources</p>
Tactics	<p>4.1 Create an annual budget and report on progress against the budget</p> <p>4.1 Annual audit of accounts</p> <p>4.1 Review all practices of financial procedures within the club and revise any that would not pass an external audit</p> <p>4.1 Create and maintain a broad plan of the finances needed to meet the Club's goals for the next 5 years</p> <p>4.1 Make it easier to join and renew membership through renewal communications, improved software/web site design and automatic debit from accounts</p> <p>4.2 Create new products and services to sell</p> <p>4.2 Actively apply for grants from all available sources</p> <p>4.2 Review cost of all membership categories annually</p>
Targets	<p>4.1 5% per annum increase in revenue each year for the next 5 years (2021-2025)</p> <p>4.2 5 Grant applications per annum</p> <p>4.2 xx new products and services reviewed/trialled per annum</p>
Overseeing Committee Member	xx

Communication: Ensure all members and stakeholders know about the club and its activities

Goals	<p>5.1 Develop effective, consistent and integrated communication channels across the club</p> <p>5.2 Internal communications of the club are regular, across multiple channels and consistently of a high standard</p> <p>5.3 External communications are multi-lingual (where possible) to reflect our community mix</p>
Tactics	<p>5.1 Communication Plan, incorporating the Social Media Plan, is developed, Committee approved and followed</p> <p>5.1 Opportunities to communicate through Moreland and Athletics Victoria and other stakeholders are used</p> <p>5.2 Templates developed for all official club business: letters, Committee documents, project plans.</p> <p>5.3 The Club web site is consistently improved and/or re-developed</p> <p>5.3 Hard copy communications are used including flyers, brochures and business cards. Multi lingual where appropriate.</p>
Targets	<p>5.1 One article re Coburg Harriers per annum in Council's resident newsletter</p> <p>5.1 Two Coburg Harriers updates per annum on Council's website</p> <p>5.1 Communications Plan, including Social Media Plan, reported upon at Committee meetings</p> <p>5.1 Weekly Newsletter delivered</p> <p>5.1 Minimum 4 Social Media posts in Facebook per month</p> <p>5.1 Minimum 4 Instagram Social Media posts per month</p> <p>5.1 xx Number of articles in local newspaper per annum</p> <p>5.2 Document/report Templates developed, Committee approved and used</p> <p>5.3 Minimum 2 flyer drops per annum</p>
Overseeing Committee Member	xx

Sponsorship: Provide public visibility for sponsors and revenue for the club

Goals	6.1 Attract sponsors to the club who can contribute financially or materially
Tactics	6.1 Develop a Sponsors Information Package 6.1 Enter discussions with Coburg Little Athletics, Coburg Masters and CAGMC (Ground Management) on a combined offer to prospective sponsors 6.1 Invite prospective sponsors to club events 6.1 Leverage off our membership base for sponsorship support
Targets	6.1 Obtain at least one new sponsor per year
Overseeing Committee Member	Xx

Facilities: Purpose built modern facilities that meet the needs of members and community

Goals	<p><i>These goals are in conjunction with CAGMC (Ground Management), Coburg Little Athletics, Moreland Council and Athletics Victoria</i></p> <p>7.1 The Harold Stevens Athletic Track will:</p> <ul style="list-style-type: none"> • be an all-weather multi-purpose facility, designed predominately for athletic activities, and is accessible by all people. • host Athletics Victoria events • host up to 500 people in comfort • include a multi-purpose function room • include a modern multi-purpose gym <p>7.2 The Harold Stevens Track will be supported by the members of the club through active participation in its upkeep</p>
Tactics	<p>7.1 Ensure Moreland Council are actively engaged in the life of the club</p> <p>7.1 Work towards developing strong positive relationships with Ground Management and Coburg Little Athletic Centre (CLAC) and agree on a process and protocol of communication with all stakeholders about the facilities</p> <p>7.2 Encourage active participation by club members with the ongoing maintenance and enhancement of the facilities</p>
Targets	<p>7.1 New facilities including modern change rooms, toilets, gym and multi-purpose function room that meet our strategic and facilities plans</p> <p>7.1 Upgraded track to the standards set by Athletics Victoria in order to host Athletics Victoria events</p> <p>7.1 Upgraded fencing, gates and night lighting to ensure a safe, secure and aesthetically pleasing facility for all</p> <p>7.2 Club members in attendance at CAGMC working bees: 2020 – 10; 2021 – 15; 2022 - 20</p>
Overseeing Committee Member	xx

Social and Community: Engaging with members, community and stakeholders on and off the track

Goals	<p>8.1 To have an active social life for the club that meets the needs of members</p> <p>8.2 Celebrate the Club’s 125th Anniversary in 2021</p> <p>8.3 To form Strategic Partnerships with at least one Community Group</p> <p>8.4 To form Strategic Partnerships with at least one Sporting Club</p> <p>8.5 To engage with the Moreland community and be known as Moreland’s athletic and running Club</p>
Tactics	<p>8.1 Develop a social calendar at the start of each year</p> <p>8.2 Develop a Sub-Committee to manage the 125th Anniversary</p> <p>8.3 Work with Moreland Council and initiate discussions with community groups</p> <p>8.3 Engage with local community groups and invite them to participate in the life of the club</p> <p>8.4 Propose to selected sporting clubs opportunities to be trained in athletics/running/fitness by our coaches</p> <p>8.5 Through Active Moreland Accreditation and engagement with Active Moreland conduct athletic events and fun runs at/from the track</p>
Targets	<p>8.1 xx social activities each year</p> <p>8.2 125th Anniversary celebrated successfully with a high level of engagement with members, past members and stakeholders</p> <p>8.3 An MOU between at least one Community Group exchanging benefits for each group</p> <p>8.4 An MOU between at least one Sporting Club exchanging benefits for each club – Year 3</p> <p>8.5 At least one Moreland sponsored activity using the facility per annum; Harold Stevens Athletics Track listed in the Active Moreland calendar</p>
Overseeing Committee Member	Xx

