



2018-2023

Strategic plan

TO STRIVE TO ACHIEVE

kia kaha ki te whakatutuki
Ad nituntur consequi

Marlborough Harrier Club History

The Marlborough Harrier Club was founded in 1933 and held its inaugural Meeting on March 23rd 1933 at the Marlborough County Council Chambers. A preliminary run was held Saturday March 25th 1933 and the 1st AGM was held on April 4th 1933. During the intervening period to 2018 the club has been fully operation and has only been in recess during the Second World War (1939-1945). Since its foundation it has been contributing strongly to the Marlborough Sporting environment in providing both competitive and recreational opportunities in running and walking.

Notable members:

Eddie Rye: Eddie came to Marlborough when employed by the RNZAF. He was the New Zealand Cross Country Champion twice. Competed at the Commonwealth Games in Canada 1974 and was invited to run in the World Cross Country in Tokyo. Eddie competed in the same era as Arthur Lydiard and mentioned in Arthur's book that Eddie beat him in the Marathon.



Geoff Pine: Geoff represented New Zealand in track and field plus cross country in the 1970's. Attended the Jamaican Games for NZ. Competed in the 1 mile coming 10th and the 3 mile coming 9th. In 1971 he attended the World Cross Country Championship at San Sebastian coming in 72nd overall.



Dick Tayler: Dick did his training here on the Wither Hills attending Club pack runs. In 1974 Dick competed in the 10000 metres at the Commonwealth Games in Christchurch coming in 1st setting the games alight in excitement.



Wynnie Wu Cosgrove: Wynnie represented New Zealand in her specialty sport of Ultra running. She ran in many ultra-marathons and 24 hour challenges around the world. She competed in 1994, 1995, 1997, 1998, 1999 and what was her best race 2001 in Italy where she won 1st women and 2nd overall.

Marlborough Harrier Club Values

The Marlborough Harrier club believes in promoting the best that Marlborough has to offer runners/walkers through a family friendly environment in which all members, young and old are inspired and aim to encourage others to achieve at their desired level, while participating in a fun and engaging environment.

Inspire - Family Focused – Pride – Marlborough Connected – Fun

The club believes that these values best represent that of being a Marlborough Harrier and that all members past and present should uphold themselves to these club values.

Where we are now

Membership- 99

Adults- 78

Juniors-21

S

- Stable membership base
- No competing Harrier club in region

W

- Providing a one fits all programme
- Available time of the committee
- Membership not growing

O

- Links with Nelson Harrier clubs
- Increase in participation in public events
- Grow junior membership

T

- Aging membership core
- Competing public events

Where we want to be

Membership- 30% increase by 2023

Adults- 102

Juniors- 27

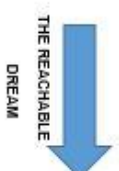
An open and Inclusive club, showing and displaying respect to Club and Community members, developing Volunteers, teamwork.



STRATEGIC PLAN 2018 – 2023



OUR PURPOSE:
To encourage and facilitate active participation in competitive and recreational running and walking both within the club and in our community



OUR VISION:
Provide a platform for our members to thrive and achieve their desired potential

HOW WE'LL GET THERE

Strategic Factors and Outcomes

Value of Membership

Increase membership activity from 20.8% to 40%

Operations

Clearer internal & external knowledge of operational roles

Events

Run a calendar of quality community focused events

Branding/Communications

Increased communication and media network

Finance

Ensure the club remains in a sound financial position

Strategic Initiatives

- Review club membership fee structure
- Creation of a club membership card
- Implement reward process for club volunteers
- Run an annual club camp/trip away

- Creation of an Annual operational plan
- Creation of a Club Child Protection Policy
- Introduce Position Descriptions for all members of the committee
- Re-evaluate the club calendar
- Look to create links with two Marlborough based sport clubs

- Introduction of business house and sport club competitions to the Queen Charlotte Relay
- Development of a race hub at all club run events
- Operate a Pre King and Queen of the Vinters 5k Series
- Improve volunteer capacity for all club events

- Redefine club motto to align with the clubs core values
- Create Harrier member welcome pack
- Modernise the club website
- Investigate a text alert system for membership communication
- Create a Harrier Club Instagram page

- Create annual Club Budget
- Extra investment into advertising for all club events
- Creation of a club sponsorship plan
- Re-investigate feasibility of purchasing electronic timing

OUR VALUES

Inspire






Family Focused

Pride








Marlborough Connected

Fun








Value of membership

Strategic Aim	How	Measure	Time Frame	Priority
Review clubs current membership fee structure and look to implement new fee structure	-Set fees at 2018 AGM -Use membership feedback in decision process	-Fee structure presented and passed at AGM	Start of 2019 Season	
Create and implement reward process for club volunteers	-Event prizes at prize giving -Plan and run an exclusive club volunteer event	-Process formalised -Well promoted to volunteers -Attendance and feedback from volunteers	End of 2019 Season	
Creation of a club membership card	-Source professionally made cards -Include sponsors logos on cards	-Cards distributed to members -Measure of card use from sponsors	Start of 2019 Season	
Clearly define discounts/value of membership to current and potential members	-Accompanying letter with membership card -Define discounts on website -Clearly market value of the membership	-Letters distributed to membership -Content updated on website -Increase in club membership	Start of 2019 Season	
Organise and run an annual club camp/trip away	-Create organising committee -Choose selection of events and propose for committee vote	-Inclusiveness of chosen event (difficulty, location, children, cost) -Attendance at trips -Interest from membership	Start of 2020 Season	












Events




Strategic Aim	How	Measure	Time Frame	Priority
Introduction of business house and sport club competitions to the Queen Charlotte Relay	<ul style="list-style-type: none"> -Utilise Event Plus tool -Advertisement through new channels such as round table -Utilise and be prominent and inter code networking opportunities 	<ul style="list-style-type: none"> -Registration growth from Sports over 3 year period -Registration growth of business' over 2 year period -Diversity of sports and business attending 	Sport Comp by 2019 Business House by 2021	 
Development of a pre and post-race hub at public club events	<ul style="list-style-type: none"> -Use K+Q 2018 as template -Seek membership feedback 	<ul style="list-style-type: none"> -Increased participant interaction at events 	Annually Mount Vernon King and Queen	
Create and operate a Pre King and Queen of the Withers 5k Series	<ul style="list-style-type: none"> -Creation of a staged programme leading into event -Suitable to support training programmes for event 	<ul style="list-style-type: none"> -Series up and running -Attendance numbers -Numbers linked with King + Queen events 	2020 Season	
Canvas council to install toilets at Redwood Street car park	<ul style="list-style-type: none"> -Utilise contacts at council to make case -Highlight importance and need from the community 	<ul style="list-style-type: none"> -Situation resolved by council 	Until resolved	
Increase external volunteer pool for club events	<ul style="list-style-type: none"> -Use created links with Marlborough sport codes -Utilise services in the region to advertise 	<ul style="list-style-type: none"> -Volunteer numbers documented -Number of members participating in events 	Grow Annually	
Improve volunteer capability for all club events	<ul style="list-style-type: none"> -Run pre event training as required -Collaborate with other codes to share volunteers -Have clearly defined position descriptions for volunteers 	<ul style="list-style-type: none"> -Number of volunteers involved with events -Volunteer Survey results 	Grow Annually	

Branding/Communication







Strategic Aim	How	Measure	Time Frame	Priority
Redefine club motto to align with the clubs core values	-Committee discussions facilitated by Sport Tasman	-New motto in place and used in club branding and promotions -Old motto removed from all club documents	End of 2019 Season	
Create Harrier member welcome pack	-Online and paper copies -Personalised to each new member -Build from current examples and best practice feedback	-Pack created and distributed to new members -Feedback from new members on joining process	Start of 2020 Season	
Modernise and refresh the club website	-Source out of house provider -Subcommittee use feedback to drive decision making	-Website operational -Increased usage of website -Reduction in website navigation enquiries	End of 2020 Season	
Investigate possibility of a text alert system for membership communication	-Communicate with local schools on their systems -Research other viable options	- Recommendation report put to the committee for relevant actions	End of 2019 Season	
Link current Harrier Facebook pages	-Close Group page to become a member only page -Ensure main focus for club branding is through main page	-Page Admins working together -Commonality throughout social media releases	End of 2019 Season	
Create a Harrier Club Instagram page	-Create account -Link with club Facebook and website pages -Controlled access	-Page live and operating -Page is complementing other club media outlets	End of 2019 Season	
Investigate implementation of new club competition running tops	-Survey Membership on current tops -Create shortlist based on feedback for members to vote on	-Feedback driven results -New tops in circulation to membership -Improved membership feedback relating to running tops	Start of 2020 Season	

Operations

Strategic Aim	How	Measure	Time Frame	Priority
Creation of an Annual operational plan	-In partnership with Sport Tasman -Flow on from Strategic Plan	-Plan in operation -Utilised by committee to prioritise work and tasks	Start of 2019 Season	
Creation of a Club Child Protection Policy	-In partnership with Sport Tasman -Align with NGO recommendations	-Policy Created and circulated to membership -Policy reviewed at Committee meetings	Start of 2019 Season	
Review Clubs Health and Safety Policies and procedures	-In partnership with Sport Tasman	-Policies updated -Committee following new procedures -Membership made aware of new procedures -Policies available from website	Start of 2020 Season	
Introduce Position Descriptions for all members of the committee	-Compile all committee tasks -Clarify what is currently being done by each member -Ensure good spread of workload to avoid burnout	-New descriptions in place -Reduction in member burnout	AGM 2019	
Clarify club handicap system with membership	-Creation of club information video	-Video circulated amongst membership -Increase in participation at handicap events	End of 2020 Season	
Create avenue for new members to join through the Thursday pack runs	-Delivery of handouts to new runners -Value of membership conveyed to runners	-Number of new club members -Thursday non-members aware of process to join club	End of 2019 Season	
Removal of club car pool system	-Communicate official announcement to all club members	-System no longer active -Membership aware of system removal	Start of 2019 Season	
Survey membership on structure of club training options	-Include as part of club end of season survey	-Feedback collated and utilised in planning process	Annually	
Continue to run club Prize-giving's	-Use member feedback to make ongoing changes are required	-Inclusive prize-giving's ran annually -Member feedback used to make necessary changes	Annually	
Introduce runner of the day awards for member of the day	-Utilise examples from other codes -Ensure these are used at all club runs	-Distribution at events -Increased engagement from members -Increased member sense of value	Start of 2019 Season	
Relaunch the 6 week challenge for the 2019 season and a junior challenge in 2020 season	-Use previous structure as base -Use member feedback to drive modifications -Market to membership and wider community	-Challenge running in 2019 -Increase in involvement year on year	2019 Season 2020 Season	

Re-evaluate the club calendar	-Check Eventbrite and follow me -Work with other codes and event organisers to avoid conflict	-Calendar released in timely fashion -Easy to access to members and also general public	Bi- Annually	
Look to create formal links with two Marlborough Based sport clubs	-Create targeted list -Look for alignment of aims and targeted groups	-Number of links formed -Collaborative projects launched	1 by 2020 2 by 2021	
Continue to foster and develop the relationship with the Nelson Harrier Club	-Continuation of running mutual club events -Offer official invites to Nelson clubs	-Formal M.O.U in place -Clubs meeting annually for events	Ongoing Annually	

Finance

Strategic Aim	How	Measure	Time Frame	Priority
Creation of a club sponsorship plan	-In partnership with Sport Tasman	-Plan in place -Club using plan to generate additional sponsorship	Start of 2020 Season	
Grow clubs sponsorship income	-Adhere to Sponsorship Plan -Use of long term sponsor deals -Clearly define value to potential sponsors	-Dollar Value increase in Sponsorship -Amount of club sponsors -Length of Sponsor supports	Annually	
Create annual Club Budget that shows proposed expenditure and income	-Treasurer to create budget for committee approval prior to AGM	-Budget shows proposed income v expenditure -Budget passed at club AGM	Start of 2020 Season	
Investigate financial feasibility of subsidising annual club away trip	-Allocate funds in annual club budget -Utilise club reserve funds if required	-Trip given annual budget allocation	End of 2019 Season	
Finance discounted club member team entry into Queen Charlotte Relay	-Use club funds allocated in the budget	-Member discount in place and advertised to full membership base -Increase in member registrations at the event	End of 2020 Season	
Re investigate feasibility of purchasing electronic timing	-Network with other event providers -Look into feasible options and how to fund	-Recommendation report put to the committee	2020-21 Season	
Extra Investment into advertising for all club events	-Allocate club funds into budget -Record and manage investment	-Funds utilised -Increased awareness of programmes -Number of promotional channels used	Annually	