



PNE 125



**Portsmouth North End Cycling Club
est' 1900, Club Development Plan**



Prepared by, PNE125 Sub Committee

- Harry Jackson
- Fran Marshman
- Simon Littler
- Gareth Fiford
- Peter MacLellan
- Inputs from Maddy Verdegaal, BC South

- *Prepared using the Sport England Club Matters Development Methods.*

PNE125 Summary

April 2021, the PNECC Trustees reviewed long-term challenges in the club.

- Reverse the 5 yrs trend of declining membership and low renewals
- Reduce the the 5yr trend of increasing budget surplus with no surplus control plan.
- The chairman proposed to re-aligning the Club's direction and focus" using a club development plan

Quick wins were approved and a plan initiated and team staffed June.

A plan was prepared July - November using a Sport England method, supported by British Cycling South.

The 3 year club development plan is titled PNE125, reflecting our proud heritage and future target for 2025.

The PNE125 target is for PNECC to become the best local cycling club within our local community.

3 objectives with supporting actions have been developed:

1. Inclusively growing participation and membership.
2. Support each other and the club to improve, strengthen and sustain our activity and community.
3. Regular Social events that compliment, support and celebrate cycling..

An annual budget and financial reserve policy has been introduced.

Nov 2021 - PNE125, the 2022 plan and supporting budget are commended by the committee to the members.

- Proposed by: PNE125 Sub Committee, Peter MacLellan, Simon Littler, Fran Marshman, Gareth Fiford, Harry Jackson,
- Seconded by: unanimously by the PNE committee members present at the 15th November Meeting - Ray Gregory, Alan Collins, Beth MacLellan, Ken Houlberg, David Knight, Paul Martin, Ben Allen, Paul Martin
- Also reviewed by Tim Lawn, captain nominee 2022; Carl Benfield, social nominee 2022; Mark Mitchell, treasurer nominee 2022

PNE125 - Project Plan & Status

Project brief delivered on time by the sub-committee

Step	Date Status	Comment
1: Set up planning sub-committee	Complete	TORs approved 26th July; Staffing & Kickoff communicated to all members 6th August
2; Where are we now assessment	September Committee	Draft assessment template updated, round table review at committee 7th September, Mountbatten Centre. Inc Weaknesses & Improvement ideas
3: Where do you want to be?	End of Sept (draft)	Key measurable club objectives/ goal covering the next 3 years. Quick wins, short-term (3-5 months), mid term (up to 18 months); long term (over 18 months) •+1 year Development target score •+2 year Development target score •+3 year Development target score
4: How will you get there? Identifying your objectives	October Committee	Interim targets to align around and support, actions/ action leaders/ committee members or sponsors to be finalised at the committee October
5: Writing your Club Development Plan	Target - issue in advance to approve at the AGM.	Explain the plan within the overall 'Vision' for the club • Review of current position and health of the club • Highlight key short, medium and longer term goals • Highlight projected action's, resources, finances and timescales to achieve these goals • Explain the reviews of progress and how and when the progress will be communicated.
6: How are you getting on?	Each qtr for 2022, 6 months thereafter	Hold regular planned, open reviews to support those completing/ leading actions, and communication.

Step 1 – complete, end July

Step 2 – complete, Sept

Step 3 - complete, end Setp

Step 4 – mature proposal prepared, end Oct

Step 5 – Publication mid Nov

Step 6 – Review progress end March 2022

PNE125 Proj Team Timeline

10.5.21 - Trustee briefing

12.5.21 - Chair proposed for an improvement plan **approved by the committee**. P Mac asked to lead the preparation and plan.

19.5.21 - Use of “Club Matters” development 6 step method proposed. Open invitation for committee participants to the development plan subcommittee

20.5.21 - Members reps to the committee Fran, Simon appointed

20.5.21 - TORs issued for comment and approval by the committee

8.6.21 - Harry Jackson, Vice President appointed

29.6. 21 - TORs updated and proposed for approval and kick-off

26.7.21 - Terms of reference **approved by the committee**

5.8.21 - Gareth Fiford appointed following open process. BC South nomination - Step 1 complete

5.8.21 - Step 2 - Team kick-off remotely, fact find and step 2

7.9.21 - Step 2 - Team roundtable

12.9.21 - Step 2 results **review by the committee**, **remote review & feedback from BC South**

15.9.21 - Club Matters, online workshop (Peter & Ray) - Planning for your future

17.9.21 - Step 3 - Club View Survey to all members

25.9.21 - Club View Survey complete, **remote review and feedback from BC South**

5.10.21 - Step 3 - Team Roundtable, survey results and objective/ priorities

7.10.21 - New website and new membership mg system go live

7.11.21 - Step 4 - Team Roundtable, remote **review and feedback from BC South**

15.11.21 - Step 4 conclusions **reviewed by committee**, budget approval and reserve policy approval

17.11.21 - submit for publication to members

What does PNECC want to be in 2025?

The aims and objectives of the Club will be

- To promote the pastime and the sport of cycling within the local community.
- To offer coaching and competitive opportunities in the sport of cycling.
- To ensure a duty of care to all members of the Club.
- To ensure a duty of care to non-Club members who participate in Club activities.
- To provide all of its services in a way that is fair to everyone.

A vibrant, healthy and progressive club that thrives on providing enjoyable cycling opportunities for all ages

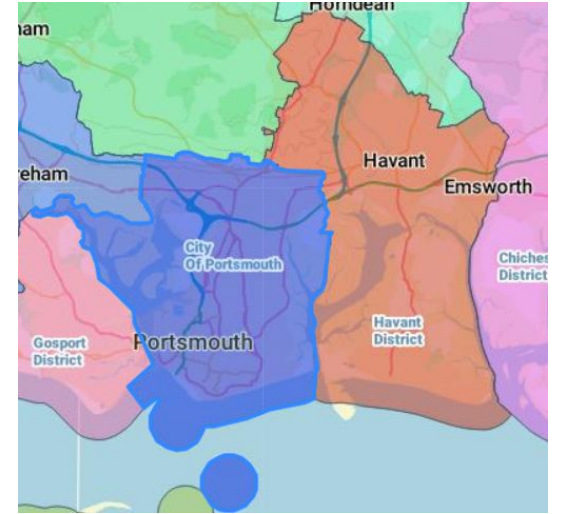
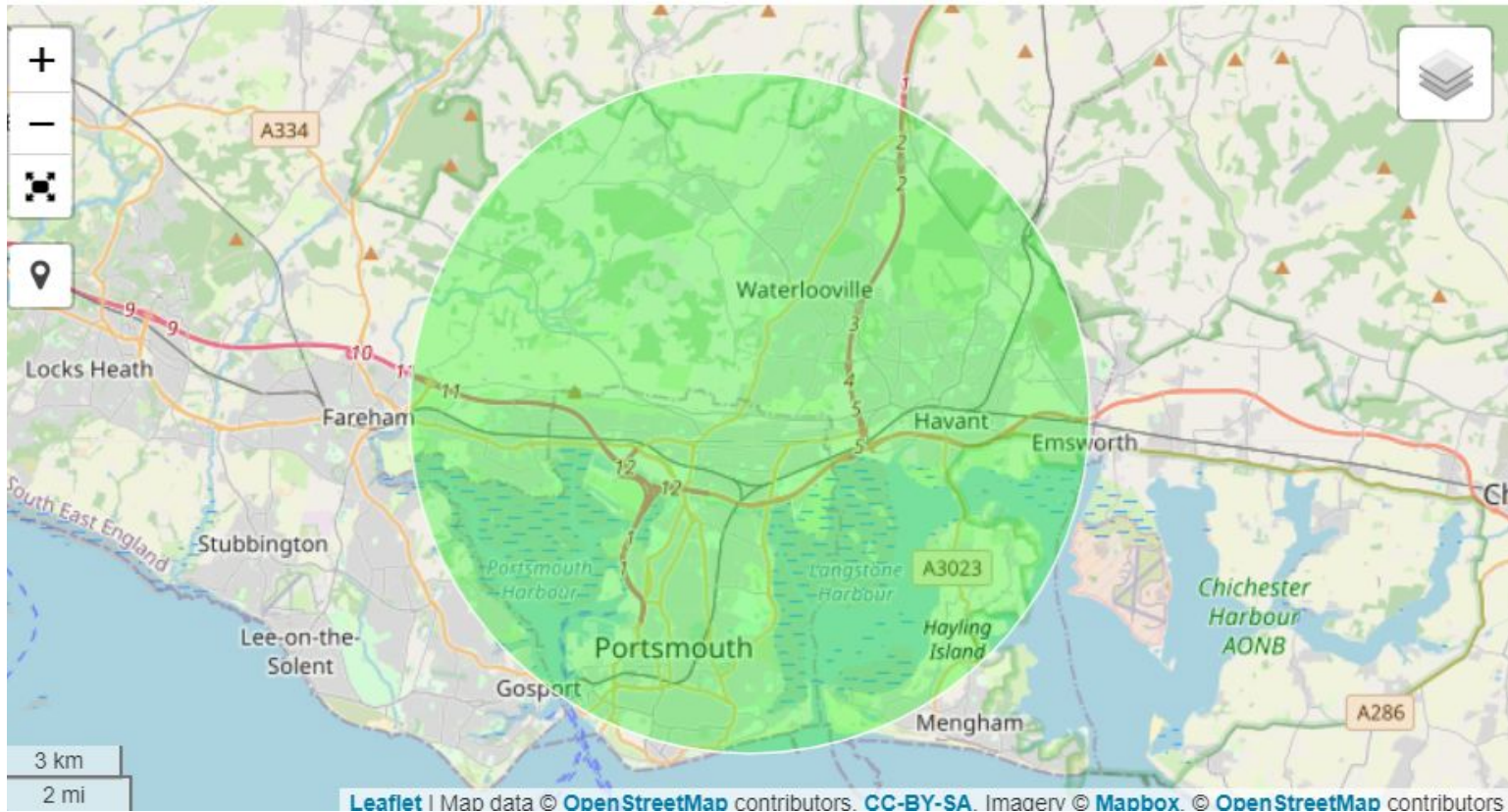
To provide a quality experience within a friendly and welcoming atmosphere

3 year target →

To be the best community club within five miles of the club "Hub "

The club will play at the highest level. *To be recognised performance club in our community as well as a clear pathway for our cyclists to start and progress*

5 miles of PNECC, “local”



PNE actively aligned with Influential Local Partners

BH Live Portsmouth / Sport England/ BC South Region

A partnership Approach

- A more active city
- Sustainable participation
- A collaborative approach
- Removing barriers to participation
- Equality
- Price, Value & Quality
- Access to external grant funding (Sport England/ASA)



Developing Sport In Portsmouth

- Commitment to development of all sports
- Clear sporting pathways/feeding clubs
- Consultation with clubs
- School club links
- Community links
- Close links with NGB's
- Gifted and talented support (FANS)

PEOPLE
We will grow, support, upskill, empower, and recognise our workforce

PLACES
We will ensure our people have appropriate places to ride

PIPELINE
We will have a skilled pipeline of talent across age, ability groups, disciplines, genders. We will produce winners

PATHWAYS
Our people will be able to 'find' cycling, and sustain and grow involvement throughout their lifetime

PARTNERSHIPS
We are one Region, achieving goals together through our network or partners and stakeholders

PROFILE
We will shout about what we do well, and we will be a consistent lead voice and advocate for cycling. Communication will be clear and emerging technologies harnessed. We will be a well-connected Region.

LEADERSHIP
We will develop leaders in our Region, and ensure that the work of our Board and Staff is smart, open, engaging, visible, and we are accountable. We will act as Role Models, and we will embrace innovation.

INCLUSION
Those engaged in cycling in our Region will be representative of the diversity of our people in the Region as a whole

HSBC UK BRITISH CYCLING SOUTH

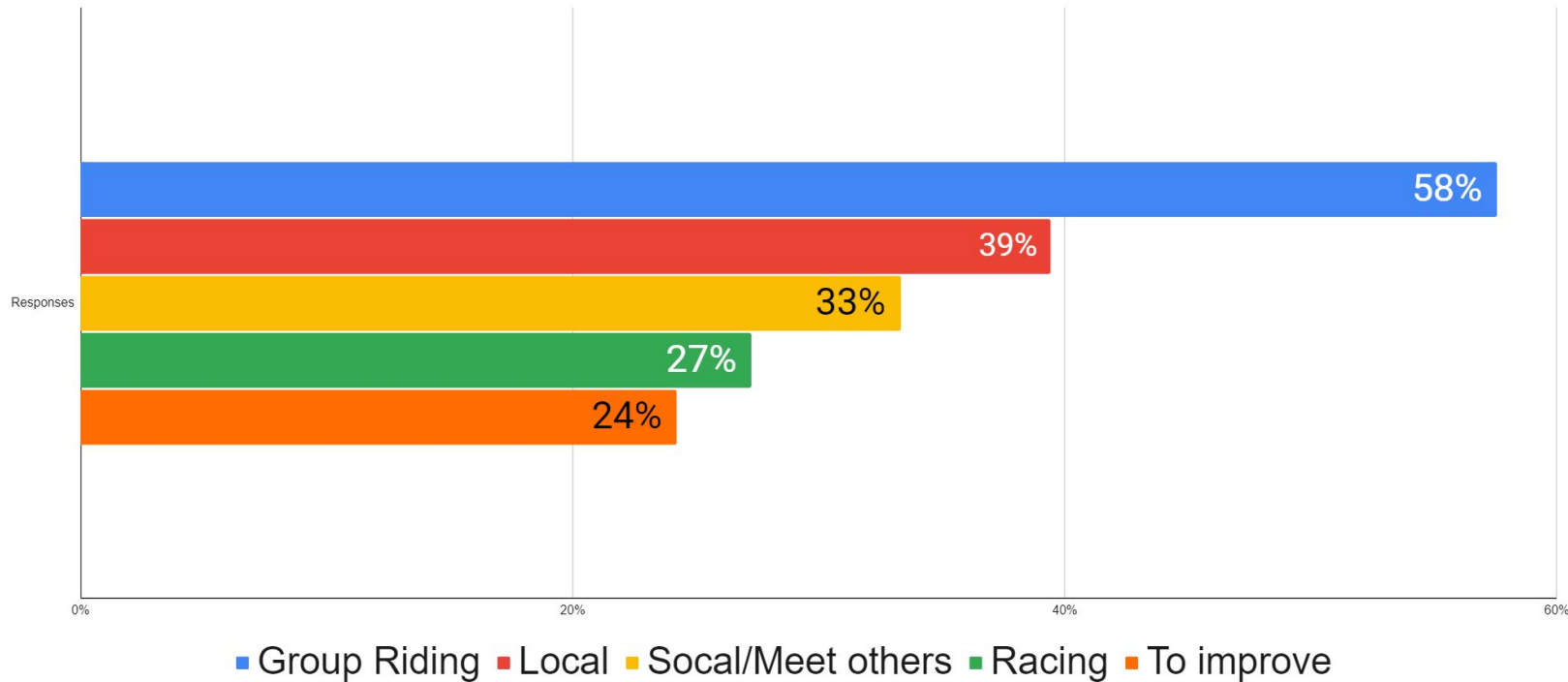
DEVELOPING CYCLING IN ALL ITS FORMS

PNE as an activity participant, contributor, leader



What 3 things attracted you to join the club?

5.1 What 3 things attracted you to join the club?

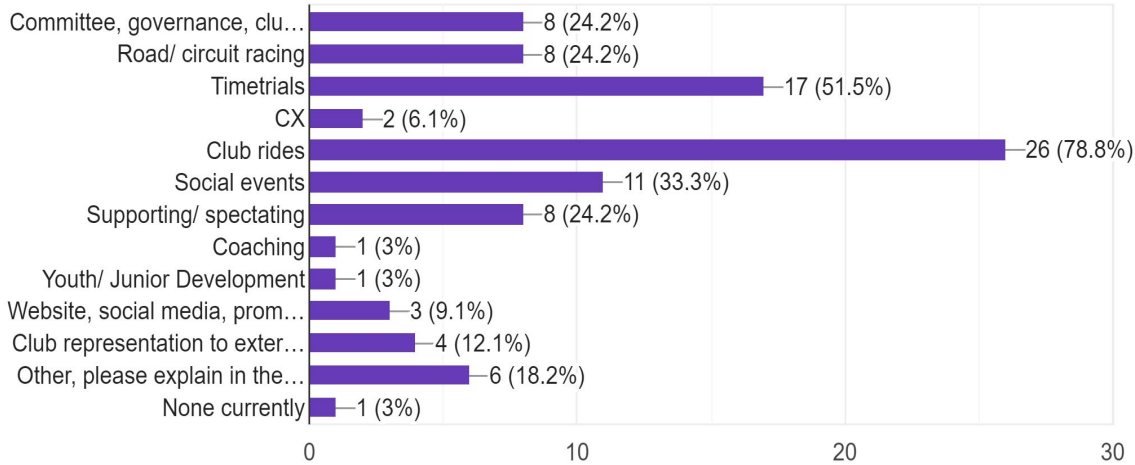


- What make PNECC attractive
 - Group Riding
 - Local
 - Social/ Meet others
 - Racing
 - Opportunity to improve

Participation Levels

5.2 What club activities do you participate in? (select all relevant)

33 responses

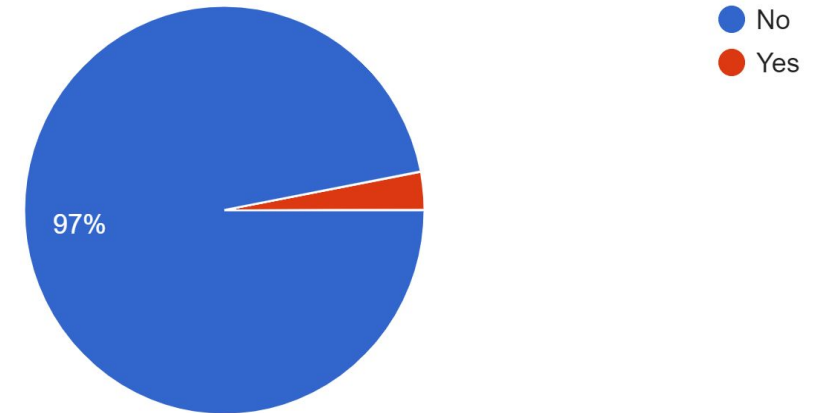


- Foreign excursions
- Road Race organiser.
- Track racing
- Volunteering where needed.
- Ex committee member
- Organising events

- **Highest Participation**
 - Club rides
 - Time Trials
 - Racing/ supporting
- **Lowest**
 - CX
 - Youth Development
 - Coaching

5.4 Are you thinking of leaving? If yes, why?

33 responses



- **Low leavers risk?**
 - Who are the 35 (25%) member at risk/ likely to leave?
 - Of those which ones can be engaged to retain?



Top 10 Improvement Priorities

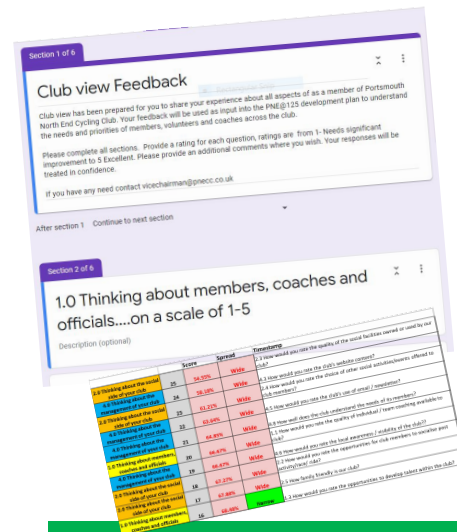
	Score	Question
2.0 Thinking about the social side of your club	54.55%	2.3 How would you rate the quality of the social facilities owned or used by our club?
4.0 Thinking about the management of your club	58.18%	4.3 How would you rate the club's website content?
2.0 Thinking about the social side of your club	61.21%	2.4 How would you rate the choice of other social activities/events offered to club members?
4.0 Thinking about the management of your club	63.64%	4.5 How would you rate the club's use of email / newsletter?
4.0 Thinking about the management of your club	64.85%	4.8 How well does the club understand the needs of its members?
1.0 Thinking about members, coaches and officials	66.67%	1.1 How would you rate the quality of individual / team coaching available to club?
4.0 Thinking about the management of your club	66.67%	4.6 How would you rate the local awareness / visibility of the club??
2.0 Thinking about the social side of your club	67.27%	2.2 How would you rate the opportunities for club members to socialise post activity/race/ ride?
2.0 Thinking about the social side of your club	67.88%	2.5 How family friendly is our club?
1.0 Thinking about members, coaches and officials	68.48%	1.3 How would you rate the opportunities to develop talent within the club?

Development Plan Action

Project Plan & Status

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Vision



Vision 2025

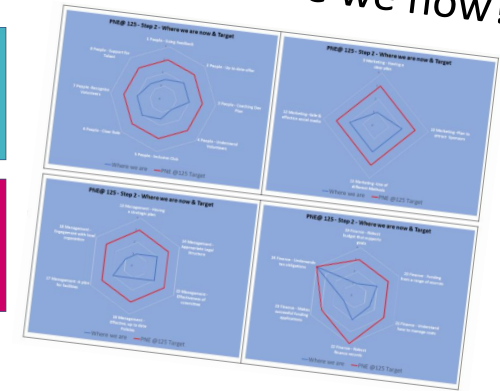
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Where are we now?



3 year vision

Members Improvement Priorities

Improvement Actions

Propose 3 or 4 Objectives
 Targets & Measures – 2022,2023,2024
 Actions – Quick wins, 2022, 2023, 2024
 Align with roles & responsibilities

- Quick wins in work**
1. Focus on member benefits
 2. Prepare Operating budget
 3. Control cash
 4. Increase membership
 5. Prepare comms plan
 6. Issue survey
 7. Update Website
 8. Start newsletter
 9. Invest in social events
 10. Develop MtBt Club Hub



Objective#1 : Inclusively grow participation and membership.

Measure & Target	pre PNE125	2022	2023	2024
A#1 Grow retention	<79%	85%	90%	90%
A#2 Grow membership (Double u18 and women membership)	129	180	210	250
A#3 Expand membership & “come and try” participation in local club events, Road, TT, club ride mobility, 80% retention of come and try	Open- TT All come & try*	+70% fill +15%	+30% +20%	+30% +20%
A#4 Expand new participation in regular volunteering, officials, Certified/ Trained/ Qualified members	RL , 3 new committee	Across activities		
A#5 Within local community events - participate/ contribute/ lead	Develop Mountbatten	4 events, 1 leading	6 events, 2 leading	8 events, 4 leading

Action clusters:

- Events calendar online, linked to the gov body BC and CTT platform to advertise all events: Regular poster campaigns/ Social media promotions. Summer road Race; Go Race Series (uncategorised accessible racing); Open TT; TT Series.
- Participation Focus - TT and Racing (come and try events) for Racers and Volunteer; Come and try a first TT for cost/ free (use before end may). Targeted specific come and try events, special.
- Engage members not recently participating in club events. Change renewals approach to March, formalize 2 month renewal. Add a leavers feedback/ survey. Formalise and improve the welcome/ onboarding for new members. Simplify joining, end to end on line. (done)
- Contribute to a local race series targeted at increasing race participation. Become the obvious local racing club of choice - advertise benefits of racing with PNE in target areas.
- Participate as a club in externally organised events: One or two local headline sportive a year. (Part fund together as a pace team, I.e. social or progressive). Be visible as a club and talk to other riders. IOW Randonee; New Forest? SouthDowns 100, Rowan’s Ride?
- Be visible at events in the community as PNE: Cycle forums, BC & BH Live cycling coordination network ; Link to a local cycling charity for event, perhaps through the year. Set up and use PNE casual wear to increase club recognition/ awareness of officials

Objective #2 : Support each other and the club to improve, strengthen and sustain our activity and community.

Measure & Target	pre PNE125	2022	2023	2024
A#1 Rotate Committee positions create/ promote succession routes & role models; regular awards (shortlist for year end). Celebrate success. Actively meet with, know and be known by members across the club to understand and represent their needs	7 committee >4yrs; no successions	4 new committee members p.a	External awards & links, volunteer in focus	Established dev routes for volunteer
A#2 Increase support, recognition and opportunities for volunteers. Accredited members, online training completed, active volunteers meeting and working together	Ad hoc	3 marshalls; 5 time keepers;		
A#3 Set up and use PNE Branding / Signage/ Assets - casual wear to increase club recognition/ awareness of officials	Ad hoc	Set up offer, 25% visible	50+ visible at events	80%+ visible @ events
A#4 Simple effective and personal onboarding, welcome and introduction experience at all point in the club, TT, Road, Spectating, Social, leaving. Consistent quality,		50%+ come and try rtn ALL	50% survey return rate	
A#5 Identify and actively connect to 5 routes to the club via partnerships	zero	2 active	3 active	5 active

Action clusters:

- Rotate committee positions to keep fresh ideas, diversity and momentum; Make volunteering easy, standard, positive - role models; Respect the constitution max term 3 years + handover. Simplify role on the committee, rationalise/ merge/ remove the long term unfilled positions.
- Monthly meetup, cafe stops advertised each week for anyone to drop in.; Encourage the participation of members to committees, and to have a role in sub groups. Publish and promote the work of sub groups. Promote awards within the club, for sport but also for contribution. Create a members award, decided by and voted for by members.
- Ensure all approaches to the club are responded to promptly and positively, cc to membership and any other relevant stakeholder.
- Update constitution to include the principles of local - 5 mile guide, Local to Portsmouth City and Havant Borough. Regular club views survey, tailored. Welcome/ leaving feedback. Use of feedback survey consistently across club events, sharing of outcomes and actions taken
- Actively connect to 5 routes to the club partnerships, promote route to the club via partners: Mt Batten Dev Group; Breeze Network; Local Bike shops; Local bike forums, groups; Local sports; organisers/ coaching groups; Promote the clubs credentials positively to parents. Expand BC Marshalls, gain competence to host events; Volunteer in focus each qtr; Committee role in focus each month, explain to members the interest, relevance and contribution of roles. How they can get involved.
- Set up and use PNE casual wear to increase club recognition/ awareness of representatives/ officials; Add large/ clear PNE to club signs; Use start and finish Feather Flags on TTs; Promotional banners as well as functional signs. "Try Time Trial with www each **** here.

Objective #3 : Regular Social events that compliment, support and celebrate cycling.

Measure & Target	pre PNE125	2022	2023	2024
A#1 - Set up and establish social hub @ Mountbatten; contribute to and develop the use of the Mountbatten Cycling and Social spaces	No hub since 2017	1 per qtr	Support refurb offer	
A#2 - Link regular social events to sporting to create recognised club community to participants, spectators, supporters - “Come and Support” +hub/ focal point. Flag/ gazebo, corner	Ad hoc, but some great	1 per fortnight + cafe meet		
A#3 Deploy a social media policy with diverse content publishers covering a broad range of events to celebrate and recognise and make activities accessible	5 publish to social media	Double content publishers, followers best in class		

Action clusters:

- Visible calendar of “Club Led” events; Racing calendar; Events calendar; TT coffee and results review; Gazebo and coffee at Goodwood for racers and spectators
- Support/lead a proposal the track room and toilets etc refurbished by the council, BC, event shop
- Evening to coincide with grand tours, big events: Pizza evenings, curry house meet up, Huis Belgium night, post Oomlop beer and race meet up.
- Seasonal events: inclusive Oomlop (with after ride meetup); Spring camp; Anniversary event, End June/midsummer; Autumn (now) event
- Charity link up for participating / volunteering members, volunteering meetup (cross event?).
- A meet up day at Mountbatten. Wed evening linked to the racing and spectating?
- Establish regular activities , social, sporting, organisation at Mountbatten, visible presence of the club - Jersey of champions/ welcome & advertisement.
- Empower and broaden the number of members able to publish on PNE, social media “post”participation. (Twitter and Instagram)
 - social, club rides, racing, TT, Include as part of the communication plan
- Introductory offer for “club supporters hoodie/ casual wear”.

Next steps

- Propose Plan for AGM approval - Proj team, Method & Obj & Actions
- Assign actions with stakeholders and owners - committee members
- Club development governance, maintain and implement - Chairman.
- Communicate outcomes at monthly committees - via Minutes
- Deploy and set interim review