

KILBARCHAN AMATEUR ATHLETIC CLUB

Robert Hawkins – CTO

John Rodger – Finance Convener

VISION

To become the leading athletics club in Scotland, strong in all disciplines and working closely with our partners.

Key Developments

- Coaching Structure has changed significantly over the last 3 years with a clear athlete pathway which is visible to all members....still a work in progress.
- Improved links to Renfrewshire Council Active Schools and Sports Development Teams
- Improved management structure: Streamlined and reduced number on Committee and establishment of management group

Schools Project

Background:

- 49 Primary Schools & 11 High Schools in the Renfrewshire Council Area.
- 47 pre/after school RJT/Running clubs = 1,000 kids (approx)
- 6 Athletics events for both Primary and Secondary Schools at Roads, XC and T&F across the school year.

Background Cont'd

Primary Schools:

- In all events, the number of Schools participating have increased from 23 to 36 since 2008
- Road race shows an increase from 465-734
- XC shows an increase from 492-688
- Track and Field only introduced in 2013 and organised in school clusters rather than individual schools. Has increased from 103 - 123

Background Cont'd

Secondary Schools:

- Schools participation numbers fluctuates between 9-11.
- Road Race shows an increase from 192-277 since 2009
- Cross Country shows a decrease from 241 to 205 (peak of 291 in 2011/12) since 2008.
- Track and Field shows an increase from 273 – 487 since 2009.

Challenges

- Athletics in Renfrewshire is well supported through school activity with approx. 1000 children participating in events or School Clubs
- Kilbarchan AAC is the only Club in the Renfrewshire Council area and therefore the only outlet to progress athletics career
- Club membership is at record high but coach recruitment hasn't kept pace....Club is almost at capacity.

Solution

- Implement Satellite Club System with the following objectives:
 - Provide a clear and concise pathway from school athletics to mainstream athletics coaching at Kilbarchan AAC.
 - Increase the number of coaches involved in athletics coaching
 - Upskill existing coach knowledge and provide quality and appropriate coaching at all levels
 - Increase in numbers participating in athletics

Challenges

Evolving process:

- Plan A....don't try to fix something that isn't broken....link in with existing Primary School RJT and Running Clubs.
- Problem
 - Far too many clubs
 - Couldn't maintain proper links
 - Couldn't service all the clubs
 - Lack of communication from partners to existing coaches re what we were trying to achieve

Challenges

- Plan B
 - Operate scheme on pilot basis....identify 3 school clusters with existing RJT and Running Clubs with documented agreement between all partners
- Problems
 - Clubs were not quite what was originally described
 - Coaches not committed to further education despite being sold as being ambitious and athletics minded
 - Communication with partners re existing Coaches again

Current Situation

- Plan C
 - Identify 4 High Schools willing to participate in an athletics coaching project
 - Theme Coaching input around organised School events i.e. Road, XC and T&F
 - Provide Coaching input once per week with support coach identified by School
 - Provide Coach Education Opportunities for Support Coach and/or Teachers.
 - Now have dedicated Secondary Schools Events Coordinator.

Membership

- *membership analysis example*

Membership Payment Structure

Background:

- Club still dealing in cash payments for membership.....same process since 1974
- Membership renewed on 1st October every year.....still chasing up to 50% of the members for their membership fee in the following February
- Membership Secretary on the gate in all weathers
- Membership fee paid to club, track fee paid by members to sports centre

Background

- Disparity in the membership fees vis a vis the coaching input across the age groups and event disciplines
- The membership fee did not reflect the services provided by the club and its volunteer coaches e.g. U/13-U/20 athletes were essentially getting 2 x 2 hour sessions per week for 48 weeks per year for 13 pence per session.
- Net income from members did not meet what the club agreed were essential basic running costs with scope for future development.

Challenge

- Devise payment strategy that would:
 - Improve the membership renewal process
 - Lessen the workload for membership secretary
 - Allow for future club development
 - Cover all essential running costs
 - Maintain good value for money for the members

What We Did

- 2013..Introduced a standing order payment scheme and maintained cash/cheque for annual payments
- Incorporated a fee to cover essential basic running costs and club development in each membership fee
- Assumed responsibility for facility payment and included it within membership fee -£15K per annum
- Assumed responsibility for SAL membership for some categories of membership
- Retained different payment plans for event disciplines e.g. Road Runners have reduced fee.
- Kept the members fully informed of process to deal with the considerable opposition to change

New Fee Structure

- Track, Field and Road £12 per month
- Road runners(no track) £6 per month
- Non resident athletes £6 per month
- Family of 3 membership £24 per month
- Family of 4 membership £30 per month
- Students £8 per month
- Road runner(no track usage no SAL) £4.50 per month
- Supporting member £12 per annum
- Second claim athletes £12 per annum
- OAPs £12 per annum

Results

- 2013: saw an 80% membership renewal rate by the end of October with all memberships being renewed by the end of December.
- 2014: 88% of the total memberships have been renewed automatically....only 56 members now pay annually
- Saving on average of £140 per annum per member
- Club Development fund established with projects identified and being pursued
- Improved relations and negotiating terms with Leisure Centre as they have guaranteed income
- Bank statement now 60 pages

Results

- Highest level of financial support given to athletes for higher level competition
 - 3 Athletes in Team Scotland at Glasgow 2014
 - 8 Athletes pursued Glasgow 2014 qualification
 - 30+ athletes to UK Cross Challenge/European XC Trials in Liverpool
 - Our best participation rates at Scottish Age Group Track and Field Champs in Aberdeen....27 Athletes with 17 Medals won.
- Catalyst for achieving Charity Status and implementing Gift Aid

Membership System

- Based on complex Excel spreadsheet
- Large amount of data maintained
- Not accounting system based
- Manual extraction for Gift Aid
- Manual process for email etc
- No automatic link to Power of 10, SAL etc

[- membership database example](#)

Gift Aid

- 5 month process to get OSCR approval
- 3 month process to get HMRC approval
- Back claim Gift Aid to date of OSCR approval
- Gift Aid claims cannot cross club or fiscal year ends
- Concerns about accuracy of information on the membership database
- Charity audit may be required at a cost of £1K
- Gift aid paid 5 working days after submission

Thank You

Questions?