

ASTLEY & TYLDESLEY

Cycle Speedway Club

BUSINESS PLAN

2009 - 2012

CONTENTS

1. Introduction
2. Aims and objectives
3. Overview of the Club
4. Local Market Analysis
5. Sports Development Strategy
6. Programme of Club
7. Management and staffing of the Club
8. Legal considerations
9. Financial Planning and Information
10. Marketing and promotion strategy
11. Plans for the future
12. Appendices

1.0 Introduction to the Project

This Project seeks to fully exploit the unprecedented opportunities currently facing the Club. The allocation to London of the Olympic Games in 2012 means that sport is high on the government's and public's agenda, not just in terms of promoting the games and winning medals, but ensuring that a long lasting legacy is left for the benefit of the nation. This legacy will include the provision of quality sports facilities, coaching and organisation throughout Gt. Britain to increase participation in all sports. The recent successes of the Gt. Britain cyclists at World Championships and Olympic Games have raised the profile of cycling to unprecedented heights. As an established Clubmark accredited British Cycling Go-Ride club, the Club is ideally placed to respond to the increased demand to participate in cycling. This Plan identifies how the Astley & Tyldesley club aims to respond to these demands and aspirations up to 2012 and beyond.

Vision

- To develop as a leading cycle speedway club, in terms of off-track facilities & organisation
- To become a leading cycle speedway club in the U.K, in terms of on-track racing results

See Appendix D for the Club's Constitution.

2.0 Aims and Objectives of the Project

Aims

- To have effective organisation and management
- To have excellent facilities
- To provide appropriate equipment
- To provide high quality coaches and support team
- To develop effective recruitment of riders
- To achieve on track excellence

Objectives

- To recruit, retain and develop non-riding club members
- To maintain and improve club facilities / status
- To maintain and purchase club equipment
- To have qualified coaches and support team
- To maintain and develop links with local schools / clubs / organisations
- To recruit, retain and develop riding club members

3.0 An Overview of the Club

- Origins of the Club and a brief history to date

The Astley & Tyldesley club was formed in November 1989. The club made their bow on the track in April 1991 with the official opening of the race circuit at Gin Pit, initially racing in the Manchester League. Improvements to the Gin Pit circuit, which was originally mainly funded and built by club members, have been made on an ongoing basis with the venue being afforded the status of the North's Regional Centre in 1997. The club is an accredited British Cycling Go-Ride Club and the venue became British Cycling's North West Cycle Speedway Academy during 2002. During the 2003 season the club successfully promoted the World Team Cup and has staged a major British Championship event every year since 1995. The club acquired the prestigious Sport England Clubmark accreditation early in 2005 - only the 2nd cycling club in the U.K. to do so. The club has subsequently been re-accredited.

- Present status of the Club (in terms of membership and standard)

The Club currently has 40 riders registered with British Cycling (the sport's governing body), 5 of whom race for the Club on a second claim basis, with an additional 15 non-riding officials and volunteers. The first claim total of 35 riders placed the Club ninth in the list of registrations with British Cycling in November 2008. There are currently 36 cycle speedway clubs in the U.K. so this puts the Club in the top quartile of registrations. This number is expected to rise as the club had an influx of new riders attending training sessions at the end of the 2008 season, following the success of the Gt. Britain cyclists at the Olympic Games.

Abilities of racing members range from being full international riders at senior level to complete beginners. Current ages range from 60 to 5 years old. Most of the riders live within a 5 miles radius of the track, however, the club also has members who live throughout the North West and Yorkshire. The Club has several Polish riders, having been successful in recent years in attracting recruits both from Poland and from the local Polish population. Additionally, some have moved back to Poland, but have remained as club members, making occasional appearances. Membership is open to all interested parties and the club both welcomes and has members of both genders, different ethnic backgrounds, nationalities and with disabilities.

The club's first team races in the Northern League (regional racing is the second tier, after the British Premier League), finishing 4th in the 2008 final table. The club enters individuals and teams in various age and ability categories at local, regional and national level. An indicator of the overall standard of the club is in its 8th placing in the British Club Championships in 2008, an amalgam of seven different age and gender club competitions. Again, this puts the Club in British Cycling's top quartile, this time of performers.

- Facilities at the Club

The Club possesses its own ground, which is leased from Wigan Council. Facilities at the arena include a race track, safety fence, covered pits area, floodlights, water supply, officials' steel cabin, storage steel cabin, refreshments steel cabin, spectator seating and viewing areas, car parking, mains electricity supply. The club also has access to the facilities at the adjacent Miners' Welfare Club and their facilities include a club building with function and meeting rooms, licensed bar, gents and ladies toilets, showers and changing rooms.

Although the facilities at the cycle track may sound impressive, much is in need of replacement. The original construction of the race track was undertaken by club volunteers during the 1990/91 winter and was not built to professional construction standards. Many cycle speedway clubs in the U.K. have had their circuits both funded and built to professional construction standards by their local Council, but Wigan Council did not assist the A & T Club at all with the funding and construction of the circuit. Many of the facilities, such as the steel cabins and spectator seating, were purchased in the 1990s as second hand items and have been renovated on several occasions. There is now an urgent need to replace all three cabins, which have leaking roofs, as well as the spectator seating and pits shelter, which have suffered from vandalism. The track has suffered from subsidence, consequently the levels are not correct, which is adversely affecting racing lines and track drainage.

The facilities have been described as being functional, but not particularly welcoming or aesthetically pleasing. Consequently, it is an objective of this plan to rectify this situation.

- Track Record of the Club (In terms of sporting and fund-raising achievements)

The A & T club boasts a proud record of recruiting and developing their own talent, with home grown A & T riders having won twelve British Individual titles. A & T have won the Manchester League Division One four times, the Northern Junior League five times, the Northern Junior K. O. Cup four times, as well as the 1997 British U-16 Team Championship. Several riders have been selected to represent their country at international level (England, Ireland, Gt. Britain, Poland). The club has been improving its senior squad in recent seasons and currently races in the Northern League. The numbers of juniors participating in the weekly club training nights has increased too in recent years, as the profile of the club and the sport of cycling in general continue to rise.

The Club has funded, built and maintained its facilities mainly through the efforts of its volunteers. Funds have been raised from member subscriptions, equipment hire charges, match day sales of refreshments, programmes and raffles, commercial sponsorships. External funding for facility improvements has come in the form of two x £5,000 grants from the Foundation for Sport and the Arts in the early 1990s and two x £5,000 grants

from the National Lottery Awards for All scheme in the early 2000s. Other funding, of grants typically not exceeding £1,000, has come on several occasions from the Community Chest Fund, administered by Wigan Council. The Astley & Tyldesley Miners' Welfare Club has also provided financial support to the club in the form of payment of competition affiliation and entry fees, electricity bills, free use of their facilities. The Club has operated on a typical annual turnover of around £5,000, excluding external grants.

- Personnel

The Club is managed by a Committee, which is elected at the Annual General Meeting, to serve for a period of 12 months. The Committee comprises the following posts: Chairman; Secretary; Treasurer; Track Manager; Team Manager; Junior Team Manager; Development Officer; Club Captain. Some of these posts have assistants working with them. The current Committee has a balanced mix of very experienced officers combined with new officials who provide a fresh approach to managing the club. Expertise within the Committee includes post holders with a degree in management and a diploma in health and safety. See Appendix E for job descriptions of the Committee posts.

In order to maintain British Cycling's Go-Ride Club accreditation, the club has four post holders who have all undertaken the necessary training and Criminal Records Bureau checking. The posts are: Club Contact; 2 x Coaches; Club Welfare Officer.

4.0 Local Market Analysis

- Local population – Demographic and Socio Economic factors within the club's catchment area

Extracts taken from **Wigan Council's Equality Scheme 2006/09** (published on Wigan Council's website) reveal several key demographic and socio-economic factors.

Overview of the Borough

Economic

The population of the Borough is 305,400 (Population Estimate ONS 2004). Wigan has seen a huge shift in its socio-economic structure, which reflects the change in other similar towns. Traditionally, the population has engaged in two dominant industries - coal mining and the textile industry. This has now been replaced by newer industries such as light engineering, food processing and mail order. Currently, employment is now dominated by distribution, hotel and catering (including retail) (24.8% in 2002), public administration, education and health (24.3% in 2002) and manufacturing (18.9% in 2002).

The demise of the coal and textile industries brought unemployment and dereliction to large parts of the Borough, with 622 hectares of land designated as derelict in the 1993 Derelict Land Survey.

There has been an overall improvement in unemployment rates within the Borough, with rates reducing from 16.1% in 1985 to 3.1% in April 2004. In 2002, 41,000 people were economically inactive in Wigan. However, unemployment rates varied substantially between wards, with some wards having high unemployment rates in excess of 6%. In the National Index of Deprivation, Wigan is ranked 9th nationally (out of 354) in employment deprivation, and the 40th most deprived on the basis of income. Regionally, the unemployment average was 3.5% in April 2004.

This project enables some of the adverse elements of the overview to be tackled. The Club provides opportunities for Cycling and volunteering, that give participants transferable skills, such as communication skills, social skills, numeric and other skills necessary, as well as developing confidence and self-esteem, when looking for employment.

Health & Social Deprivation

In general, people living in Wigan experience very poor health compared to people in other parts of the country. An independent survey revealed this is due to a complex range of inter-related socio-economic factors. Some 56% of the Borough's population live in areas in the most deprived 20% in England for health deprivation and disability. 94% of

the Borough's population live in areas in the most deprived 40% in England (Indices of Deprivation 2004).

As identified in the Denham & Cantle reports into the summer disturbances in Oldham, Bradford and Burnley in 2001, accessibility to good housing, employment and tackling deprivation are key factors in maintaining good race relations and community cohesion.

This project aims to contribute towards improving the local community's health. Research evidence demonstrates the following contribution that sport can make to meeting the Every Child Matters National Framework Outcomes:

- **Being healthy** - sport reduces the risk of illness and ill health for young people, can help to prevent or tackle obesity and contributes towards maintaining a healthy lifestyle.
- **Staying safe** - sport can promote community cohesion and decrease the likelihood of young people being victims of youth crime or anti-social behaviour, bullying or discrimination. It can also help to reduce some accidents among young people.
- **Enjoying and achieving** - sport assist young people to learn and attain educational standards, contributes to their personal and social development and their enjoyment of leisure.
- **Making a positive contribution** – sports engage young people in community activity, reduce the likelihood of them being involved in youth crime and antisocial behaviour; develops their self-confidence and encourages positive behaviours and relationships.
- **Achieving economic well-being** – sport helps young people to become more economically active through providing training and employment both directly and indirectly.

Wigan Population Profile

In mid-2003 Wigan had an estimated 303,800 residents and 125,096 households compared to 301,415 residents in 2001 (2001 Census). Wigan's resident population has stayed relatively stable over the period, 1991-2004 with a decrease by 0.06%, compared to a decrease of 0.34% in the North West but an increase of 4.1% nationally. The proportions of residents moving into and out of the borough are fairly low. The proportion of residents who moved into the area from the rest of the UK is 2.19% compared to 4.0% nationally.

Though the population figures have been estimated to remain steady, there will be an increase in those retiring from jobs. There will also be an anticipated increase of the minority ethnic population with the arrival and dispersal of asylum seekers and refugees by central government.

Age Profile

Age	No.	%
0 - 4	17,554	5.8
5-14	40,297	13.4
15-19	18,675	6.2
20-34	60,214	20
35-44	44,623	14.8
45-64	76,618	25.4
65-74	24,032	8
75+	19,404	6.4
Total	301,417	100.0

Source: 2001 Census, ONS

Profile by Ethnicity

Within Wigan, the proportion of people from minority ethnic backgrounds was 0.8% in the 1991 Census, and is now 1.3% in the 2001 Census. This is partly due to the arrival of new refugee groups and the increase in population of the existing minority ethnic population in Wigan.

The Club already has and will continue to offer sporting opportunities for the local ethnic groups and those recently accommodated refugees, by helping them to integrate into the local area.

- Local competitors (Other clubs and sports providers)

There are currently only two other cycle speedway clubs located in the North West. They are located at Bury (12 miles away) and at Stockport (20 miles away). The three clubs generally recruit new and junior riders from their own catchment area and are not in direct competition with each other for the recruitment of new and junior riders. It is a different matter however, at senior level, and riders have switched clubs on several occasions in the past and will probably continue to do so.

Other competition exists with the many other sports clubs that are located within the Wigan borough and elsewhere in Greater Manchester. Located at the Gin Pit complex are two football pitches, a cricket ground, tennis courts, a bowling green, a running club with martial arts organised in the main building. Nearby in Tyldesley, within one mile, there is a rugby union club, a swimming pool, a tennis club and several local football clubs. A further three miles away is the new Leigh Sports Village complex, which has a football and rugby league stadium, athletics track, swimming pool and indoor sports centre. There are also several amateur rugby league teams and a road cycling club located in Leigh.

Further afield, 15 miles away, but very relevant in this instance, is the Manchester Velodrome which attracts cycle riders and clubs from many parts of Britain to train and compete in a top class indoor facility. However, although the Club may have lost potential recruits to the Velodrome in the past, now it stands to benefit as an overflow cycling facility, due to riders being unable to use the Velodrome because of it being fully booked. However, the impending development of an indoor BMX facility at the Velodrome complex will probably take up some of this demand, albeit in a different cycling discipline.

It is intended that this project will complement, not compete with the current sports provision. Although there is sufficient provision for team sports in the Wigan Borough, there is an increasing need/demand for cycling in general and cycle speedway in particular. Additionally, the other five cycling disciplines are essentially individual based disciplines, whilst cycle speedway is the one team based discipline within cycling.

- Local partners (Schools, any other clubs and organisations)

Over the years the Club has developed links with several local primary and high schools. The schools have included: Fred Longworth High School, St. Mary's R.C. High School, Lowton High School, Moorside High School, St. Stephen's C.E. Primary School, St. Ambrose Barlow R.C. Primary School, Holy Family R.C. Primary School, Garrett Hall Primary School, St. Richard's Primary School, Lowton Primary School, St. Mary's Primary School, St. Mark's Primary School, Mesne Lea Primary School. The Club's coaches, along with full-time British Cycling coaches, have taken taster sessions, Go-Ride sessions and Talent Team testing, either in schools or with pupils at the track.

Due to the fact that the Club's coaches are in other full time employment, the club has had to decline many approaches to stage further events during midweek days. A major objective of this Plan is for the Club to be resourced adequately to be able to meet the demands of schools and other groups with regard to the usage of the facilities. A potential way of achieving this objective is to sign up to Wigan Leisure & Culture Trust's new High Quality School to Club Link Programme. It will be a priority within this Plan that this programme is fully explored and formal links made.

The Club has developed links with other cycling clubs and organisations over the years, with their members using the facilities. The groups have included: Fairbridge Youth, Duchy Project, Singletrack Mountain Bike Magazine, New Brighton Cycling Club, Mid-Lancs BMX Club, Bolton Hot Wheels Cycling Club, Isle of Man Cycling Club, British Cycling (North West Talent Team training and Holiday Cycling schemes), Astley Scouts.

The Club also has excellent relations with Sheffield Cycle Speedway Club and the two clubs have exchanged riders on a secondary registration basis, to enable the riders in question to have a standard of racing that is commensurate with their requirements, without having to leave their parent club.

To be able to sustain and further build on these strong partnerships the Club needs to upgrade the current facilities and in addition build changing facilities that meet the needs of schools and other partners.

We have received letters of support from two local high schools to evidence our links with our partners/stakeholders and have confirmation that they will be using the improved/new facility.

- Project compatibility with National, Regional and Local Sports strategies and development plans

The aims and objectives of this project are in keeping with those of Sport England's strategy, which applies nationally, regionally and locally. Two key strategies are described in the following set of pages. A key component is to increase the number of youngsters participating in cycle sports.

The article below was extracted from Sport England's website.

Grow Sustain Excel: Sport England Strategy 2008-2011

On Tuesday 10 June 2008 we published a radical new strategy to get more people playing and enjoying sport and to help those with talent get to the very top.

The new approach is designed to capitalise on the once-in-a-lifetime opportunity presented by the London 2012 Olympic and Paralympic Games, and to use its power to inspire more people to take part in and succeed in sport.

The strategy commits Sport England to deliver on a series of demanding targets by 2012/13:

- one million people doing more sport
- a 25% reduction in the number of 16-18 year olds who drop out of five key sports
- improved talent development systems in at least 25 sports
- a measurable increase in people's satisfaction with their experience of sport – the first time the organisation has set such a qualitative measure
- a major contribution to the delivery of the five hour sports offer for children and young people.

We are working closely with the national governing bodies of sport to deliver the new strategy, and will also build strong partnerships with local authorities.

We will reduce bureaucracy by combining its multiple funding streams into a single pot of funding for governing bodies.

And we will consult on a new, more streamlined method of funding wider community projects.

The article below details the response of British Cycling to Sport England's Grow Sustain Excel strategy.

British Cycling's Reaction

As one of the leading Olympic sport National Governing Bodies, British Cycling has welcomed this strategy, particularly given the once-in-a-lifetime opportunity to inspire people to take part in sport which London 2012 will offer us.

This new direction is in line with the approach British Cycling has consistently adopted over the past decade and our results speak for themselves, both in terms of the success we have achieved on the World Stage and in the dramatic growth in our sport at all levels. Support from Government, Sport England and UK Sport has transformed British Cycling during this time and we are confident that with this new change in policy we can do even more in the run up to 2012 to grow our sport, whilst continuing to excel in the International arena.

Peter King, British Cycling's CEO, commented:

"National Governing Bodies have always been at the heart of sport and the bedrock of success will always be their clubs, coaches and members, who comprise competitive sport, regardless of the political context of funding for sport. The more support and resources that can be directed at that level through the NGB framework, working with Sport England at all levels, the more medals will be won and the more people will play sport."

British Cycling is eagerly anticipating further engagement with the DCMS in the context of the emerging sport and physical activity agenda given that Cycling as an Active Living, Active Recreation and Sporting activity has the potential to make the single biggest contribution to the participation in sport and physical activity in the run up to 2012.

Peter King, British Cycling's CEO, commented:

"I applaud the Government for its innovative approach to swimming and it is essential that this approach is now widened to encompass cycling, in particular around the development of new traffic free facilities for cycle sport as well as resolving the access issues around events on the public highway. I made it clear at the briefing at Number 10 that our Sport needs a home and as such we need investment from Government to develop new traffic free facilities for all our disciplines which will enable us to significantly accelerate our current growth in participation and sustain our position as the World's leading Cycling nation."

Sport England Launches £36M 'Sport Unlimited'

Source: Sport England
News Posted: 29 Aug 2008

Sport England today announced a £36 million investment in 'Sport Unlimited' - a nationwide initiative to get more children and young people taking part in sports that interest them most outside of school.

The three-year programme will enable 900,000 more 11-19 year olds to choose from a vast range of sports including several in which Team GB has excelled at the 2008 Olympics such as sailing and cycling as well as less traditional sports like dodgeball, snowboarding and American football.

Sport Unlimited offers young people 10-week taster sessions in sports which they have requested and aims to get 300,000 participants to join clubs and continue with sport when the 10 weeks are up.

The programme, run by Sport England in partnership with the Youth Sport Trust and County Sports Partnerships across England, has already been successfully trailblazed in 12 areas and will now be fully rolled out across the country, resulting in 4,000 new sporting projects being set up.

Sport Unlimited will make a significant contribution to the Government's target of giving children and young people the opportunity to do 5 hours of PE and sport a week at school and in the community. The funding is part of the additional £100 million investment in sport for young people announced by the Prime Minister in 2007.

Jennie Price, Sport England Chief Executive, said:

"Today's announcement demonstrates our determination to do everything we can to get more young people regularly taking part in sport.

"I particularly welcome the extent to which the sports on offer through this initiative will be driven and determined by young people themselves. Having their input will help sustain their enthusiasm and commitment to the programme."

Projects from the 12 trailblazer areas across the country have already shown strong results. 'Sail of the Century' in South London -- which encouraged 120 young people to get involved in kayaking and sailing -- led to local clubs running specific competitions and regattas for the young people and providing them with opportunities to gain qualifications in the sport.

In the east of England, Active Norfolk directly surveyed 25,000 young people to find out exactly what sports they really wanted to take part in. 44 projects were then delivered including 'Skiing after school' -- a chance for young people from rural South Norfolk to try snowboarding and skiing at Norfolk Ski Club. 94% of the young people who took part in the project completed the course.

Steve Grainger, Chief Executive of the Youth Sport Trust, said:

"The Youth Sport Trust welcomes this new initiative which plays an extremely important role in encouraging more young people in to sport and builds on the vital work that is already taking place in school and community sport to get youngsters more active and engaged in a range of sporting activities."

Sport Unlimited will help Sport England to achieve its strategic goal of making a major contribution to the delivery of the five hour offer for children and young people.

This Plan fits in with the aims and objectives of this initiative, by allowing those children who wish to participate in cycling activity to be able to do so. It will also contribute to the government's targets of children having at least 5 hours of P.E. and sport a week at school and in the community.

Locally, **Wigan Council's Community Plan 2005-10** identifies eight goals, which are shown below, having been extracted from Wigan Council's website. Implementation of this Project will contribute towards the meeting of several of these goals, particularly 2, 3 and 8.

Community Plan Goals

The Community Plan has 8 goals. Each of these goals takes into account key issues facing the Borough, the evidence, progress to date, government requirements and local targets for action.

Goal 1 Achieve a good standard of living and reduce poverty

Goal 2 Ensure similar chances of staying healthy

Goal 3 High aspirations, education and skills

Goal 4 A strong, modern, local economy

Goal 5 Easy travel without having to use a car

Goal 6 Provide access to decent homes in clean, safe neighbourhoods

Goal 7 Make the Borough one of the most environmentally friendly in the region

Goal 8 Increase participation in community and cultural activities

The project links very well with Goal 2 - Ensure similar chances of staying healthy – by providing sport and physical activities to the cross-section of the community and children and young people in particular.

Another link is with Goal 3 - High aspirations, education and skills – it is well documented that participating in sport and physical activities improve school attainments and skills.

The Plan/Project links well with Goal 8 - Increase participation in community and cultural activities – including sport, volunteering, administration and other activities. As the number of cyclists increase so would be the need for more volunteers to deal with the increased number of participants, the need for administrators (New sections could be established each of which will need a Secretary, Chairperson, Treasurer) etc.

The Plan also fits in with the aims of **Wigan Leisure & Culture Trust**. Extracts from their website include the following policy statements.

Mission Statement

"Wigan Sports Development is committed to providing a range of quality services that promote sport and physical activity opportunities, to enable people throughout the Borough to 'Get Active and Stay Active'."

Wigan Sports Development believes that:

A clear pathway from schools into local clubs should be available to enable young people to further develop their sporting skills, to increase participation in sport and support talented athletes.

5.0 Sports Development Strategy

- Players / team development through leagues and competitions

One of the fundamental principles of the Plan is to increase local rider recruitment through increasing and strengthening links with local partners. The provision of more taster sessions will enable more riders to sample the sport of cycle speedway, some of whom will be attracted to come to the Club's coaching and training sessions. It is proposed to increase the number of club sessions to cater for the increased demand.

The next stage is the introduction of a local league, building upon the pilot of the three rounds North West Go-Ride series in 2008, to enable these riders to sample competitive racing and gain confidence. For those riders who then wish to compete at the next level, they will be better prepared to move into the established competitive structures against riders and teams from other clubs at county, regional and national levels. There are well established competitions which the Club already competes in, within the Manchester League, Northern League and British Championships / Leagues, catering for a wide range of ages and abilities.

By widening the base of the membership pyramid, then the top of the pyramid should be higher, eventually resulting in the Club having more riders who progress through the junior ranks to senior level, as well as having riders of a higher quality at Senior level. This will strengthen the Club's first team and provide more stability within the Club, with a bigger senior squad and real competition for first team places.

- Coaches development through the different levels of awards

The Club currently has three qualified British Cycling Level 2 Club Coaches and one trainee British Cycling Candidate Coach. The Club considers that it requires more coaches to deliver sessions to the proposed increased numbers of beginners. To this end, the British Cycling Level 1 Activity Coach award is appropriate and therefore wishes to

develop coaches at that level. The Club intends to support at least one of the current Level 2 Club Coaches in becoming a Level 3 Cycle Speedway Coach, when British Cycling are ready to roll out the Level 3 course in that discipline (currently the Road and Track disciplines are taking priority at Level 3 courses).

- Partnership development using a variety of means

The Club has established links with several local high schools and several local primary schools. A key objective of this plan is to strengthen those links and increase the usage of the club's facilities by pupils from the schools and also attract usage from other schools. An inter schools tournament would be an excellent way of developing this. A potential way of achieving this objective is to sign up to Wigan Leisure & Culture Trust's new High Quality School to Club Link Programme. It will be a priority within this Plan that this programme is fully explored and formal links made.

Similarly, this objective will also apply to the links that the club has with youth groups and cycling clubs and organisations. The club is ideally placed to exploit this through its affiliation to British Cycling and links with other British Cycling Go-Ride clubs.

Another objective is to extend and maintain links with Wigan Leisure & Culture Trust's Active Living team to increase usage of track & surrounding areas by other groups, such as disability cycling and local schools. It is proposed to run taster sessions at the track and run leisure rides in surrounding areas, using safe, off road, traffic free courses.

6.0 Programming of the Club's Facilities

- Present use of the Club's facilities

The Club's facilities are currently used every Tuesday evening for two x 1 hour coaching / training sessions, from February through to October (approx. 36 weeks).

The Club stages pre-season training on Sunday afternoons throughout February and early March for two x 1 hour coaching / training sessions (approx. 6 weeks).

The Club staged 16 race meetings during the 2008 season, mainly on Saturdays and Sundays. These can range from a single match between two clubs lasting for 1 hour to a one day tournament featuring many clubs and riders which can run over 8 hours.

The Club also holds various ad hoc taster and training sessions, as requested by schools and other cycling groups. These can range from a 1 hour session to a one day event which can span 5 hours. In 2008 four sessions were held.

- Proposed use of the Club's facilities

Continue to use the Club's facilities every Tuesday evening for two x 1 hour coaching / training sessions, from February through to October (approx. 36 weeks).

Introduce two x 1 hour coaching / training sessions every Thursday evening, from February through to October (approx. 36 weeks). This will cater for up to an additional 32 participants each Thursday evening.

Continue to stage pre-season training on Sunday afternoons throughout February and early March for two x 1 hour coaching / training sessions (approx. 6 weeks). Extend to three or four sessions if numbers justify (numbers of riders attending are generally lower for pre-season training than those held in British Summer Time). This is a time when additional costs will be incurred from publicising the sessions to attract new members.

Continue to stage approximately 16 race meetings during the season, involving external clubs and competitors, as fixtures dictate, mainly on Saturdays and Sundays.

Introduce a local league competition, featuring new local riders from the weekly junior coaching sessions. Stage six rounds of the league, to be held on Sundays, immediately after the completion of home Northern League matches. We anticipate up to 32 new participants at first. We also see this as an opportunity to blood new volunteers, administrators and officials in a low level competition, say 6 per event, as well as attracting new spectators who are family and friends of the participants.

Continue to hold various ad hoc taster and training sessions, as requested by schools and other cycling groups. Stage inter-schools competitions, as requested by schools. This can be a major growth area in activity, particularly during midweek days when the facilities are not currently used.

- Summary of Planned Increased Provisions

Introduce two x 1 hour coaching / training sessions every Thursday evening, from February through to October (approx. 36 weeks). This will cater for up to an additional 32 participants each Thursday evening.

Introduce a local league competition, featuring new local riders from the weekly junior coaching sessions. Stage six rounds of the league, to be held on Sundays, immediately after the completion of home Northern League matches. We anticipate up to 32 new participants at first. We also see this as an opportunity to blood new volunteers, administrators and officials in a low level competition, say 6 per event, as well as attracting new spectators who are family and friends of the participants.

Increase the numbers of ad hoc taster and training sessions, as requested by schools and other cycling groups. Stage inter-schools competitions, as requested by schools. This can be a major growth area in activity, particularly during midweek days when the facilities are not currently used.

7.0 Management and Staffing of the Club's Facilities

- Present structures

The Club engages the use of Match Day officials, in the promotion of its events. These are filled by the Club Committee members, the Club's own pool of volunteers and any externally appointed match referees. The duties undertaken on match days consist of: Event Manager; Match Referee; Team Manager; Announcer; Timekeeper; Starter; Flag Marshal; Pits Marshal; Track Staff; Refreshments Assistants; Fund Raisers; Hostess; Steward. First aid is provided by the Tyldesley Division of the St. John's Ambulance.

The Club Coaching and Training Sessions are staffed by the Club's coaches, who are also qualified first aiders, with assistance coming from other Club Committee members in the form of completion of registration and payments, track and equipment preparation and maintenance.

In between events, the Club's facilities and equipment are maintained by the Track Manager, with support brought in from club members as required by him.

- Proposed structures

The structure and numbers of Match Day officials at each match will remain unchanged.

The structure and numbers of Club Coaching and Training Session officials at each session will remain unchanged.

There will be an increase in numbers of officials required, as well as potential increases in costs to coaches, to deliver the planned additional coaching and training sessions. There is a cost of £350 for each coach to be trained. This is built into the budget for the plan.

There will be an increased workload and cost in terms of maintaining the Club's facilities and equipment, due to increased usage. There is a projected cost of £1,000 per annum for the additional repairs and maintenance work. This is built into the budget for the plan.

8.0 Legal Considerations

- Land Use implications

Planning permission will be required, even though much of the facility development is on a like for like replacement basis. The Club has a 5 years lease with Wigan Council to use the site and its facilities for the provision of cycle speedway racing, coaching and training. There is provision for the lease to be extended to 25 years duration, to satisfy the requirements of any funding bodies.

The club already has planning permission for the current track and facilities and much of the work is on a like-for-like replacement basis. However, the club will submit plans and seek planning permission for the facilities re-development within the whole project.

- Insurance Considerations

The Club is covered for claims of up to £10 million with its policy taken out as part of being affiliated to British Cycling. Buildings and contents policy will need to be updated.

9.0 Financial Planning and Information

- Capital Costs of the Project

The Capital costs of the Project are £138,000.

See Appendix B for breakdown of estimated costs of £127,000 for Track and Environmental improvements.

See Appendix F for the Club's Development Plan which contains a detailed breakdown of the elements, timescales and other Capital costs of £10,620 within the Project.

- Capital Financing Strategy

Applications are to be made to external funding providers - Sport England Community Investment Fund, British Cycling, Coalfields Regeneration Trust.

- Revenue Income / Expenditure

The Revenue costs of the Project are £62,000 (broken down at £15,480 per annum).

See Appendix F for the Club's Development Plan which contains a detailed breakdown of the elements, timescales and Revenue costs of the Project.

Revenue income will come from members' subscriptions, fees, contributions, hire charges, fund raising, sponsorships and advertising.

- Timescale / Stages of the Project

The Project covers the period from 2009 to 2012.

See Appendix F for the Club's Development Plan which contains a detailed breakdown of the elements, timescales and costs of the Project.

10.0 Marketing and Promotion Strategy

The Club has an established list of media contacts, who have received and published regular official press releases over many years. New events will be publicised through official press releases to the following media outlets:

Leigh Journal, Leigh Reporter, Bolton Evening News, Manchester Evening News, Wigan Observer, Wigan Reporter, Salford Advertiser, Radio Manchester, Channel M television, Leigh4u.com, Bikenut.

Further publicity outlets exist with the Club's own website, British Cycling's website, Wigan Leisure & Culture Trust's and Wigan Borough Sports Council's websites, all of which have generated excellent levels of interest and recruitment in recent years.

Posters and flyers will be produced, then circulated and displayed in outlets such as schools, leisure centres, libraries, cycle shops.

Newcomers will be offered a free trial for their first session at the track, as a promotional offer aimed at increasing recruitment.

11.0 Plans for the future

The Club has compiled a four years Development Plan, from 2009 to 2012. This will be continually monitored and updated as appropriate. The Plan is supplemented by an Action Plan, covering the same period. See Appendix F for the Club's Development Plan.

A Plan for the period 2013 to 2016 will be compiled during 2012.

12.0 Appendices

- A. Letters of Support
- B. Financial Details
- C. Evidence of Fund Raising Attempts (to be inserted at a later date)
- D. Club Constitution and Rules
- E. Club Committee Job Descriptions
- F. Club Development Plan

Author – Mike Hack.

Date of Last Update - 23.12.08.

APPENDIX A

LETTERS OF SUPPORT

1. HARD COPY LETTER RECEIVED FROM LOWTON HIGH SCHOOL.
Dated 3rd December 2008.

Dear Mr. Hack

I am writing to offer support in your bid to improve your facilities and be able to provide more coaching and training sessions for the benefit of the community.

Our pupils have benefited significantly from the facilities and coaching at Astley & Tyldesley Cycle Speedway Club. Were you to be successful in enhancing your capacity and the quality of your provision I am sure that more students would benefit.

As a school we are committed to working with local clubs such as yourselves and I am therefore keen to support your application to improve your provision.

Yours sincerely

John Shanahan
Headteacher

2. E-MAIL RECEIVED FROM ST. MARY'S R.C. HIGH SCHOOL, ASTLEY.
Dated 7th December 2008.

Dear Mike,

St Marys Catholic High School would like to pledge full support to the improvement of your facilities. We have an excellent relationship with the club and have been able to make excellent use of the cycling coaching provided and also the taster sessions. We would love to be able to add cycling to our curriculum in the long term in order to provide options for those pupils who may feel disaffected from PE but also just to add a new and exciting initiative to our school and this will only be possible with your support.

Yours Sincerely

Tim Iddon
Head of PE

PA - Michael Challoner

APPENDIX B

FINANCIAL DETAILS

<u>TRACK AND ENVIRONMENTAL IMPROVEMENTS</u>	<u>ESTIMATE £</u>
RIP UP AND RELAY TRACK,INCLUDING NEW PERIMETER FENCE	15,000
EXTEND WATER SUPPLY TO CENTRE OF TRACK AND FIT NEW ISOLATION VALVE IN TRACK COMPOUND	500
UPGRADE ELECTRIC SUPPLY TO NEW CABINS AND FLOODLIGHTS, INCLUDING 12 VOLT SUPPLY TO START GATES	500
FIT ASTRO TURF(ALL WEATHER) TO CENTRE AND PERIMETER OF TRACK	3,000
UPGRADE AND IMPROVE FLOODLIGHTING	3,000
INSTALL PERIMETER FENCING TO ENCLOSE THE AREA	15,000
REPLACE ANNOUNCERS CABIN	5,000
REPLACE REFRESHMENT CABIN	5,000
REPLACE BIKE STORAGE CABIN	5,000
INSTALL NEW CABIN FOR CHANGING ROOMS	10,000
INSTALL TOILETS(MALE AND FEMALE) INCLUDING DRAINS	5,000
DEMOLISH AND REBUILD PIT AREA WITH STRONGER ROOF. INSTALL LIGHTING	10,000
TARMAC THE AREA AROUND THE TRACK AND INSTALL DRAINAGE	25,000
LANDSCAPE AREA AND REPLANT	3,000
REPAIR ACCESS ROAD TO TRACK AND REPAIR BARRIER	1,000
UPGRADE SEATING AND FIX PERMANENTLY TO RELAID SURFACE	5,000
INSTALL CCTV	1,000
HIRE ARCHITECT TO RUN AND PLAN PROJECT	15,000
TOTAL	<u>127,000</u>

APPENDIX D

ASTLEY & TYLDESLEY CYCLE SPEEDWAY CLUB CONSTITUTION

TITLE

The club shall be known as the Astley & Tyldesley Cycle Speedway Club, herein after referred to as the Club.

AIMS AND OBJECTIVES

1. To provide and promote community participation in cycle speedway racing for all interested parties, using the track located adjacent to the Astley & Tyldesley Miners' Welfare Club, Meanley Road, Gin Pit, Tyldesley as the Club's base.
2. To develop and foster a spirit of comradeship and loyalty to the Club and its members.
3. To promote the highest standards of sportsmanship and to uphold the sport's ruling bodies' regulations, both in letter and in spirit.
4. To develop and encourage riders to enable them to fulfill their potential, both in individual and team events.
5. To continually strive to upgrade the Club's status and facilities for the broader benefit of the sport.
6. To safeguard the future of the Club within the sport's ruling bodies' rules and regulations.
7. To ensure a duty of care to all members of the Club.
8. To ensure that all present and future members receive fair and equal treatment.

CLUB MEETINGS

The Club shall hold an annual general meeting for the election of officers who shall form the Club Committee and serve for a period of one year. Only fully paid up members are entitled to cast a vote at the annual general meeting. In addition, the Committee shall convene Club and/or Committee meetings at their discretion. Constitutional amendments shall require a two-thirds majority of persons present who are eligible to vote and can only be passed at an annual or extraordinary general meeting. Changes to rules and regulations, or any other matters arising, shall require a simple majority of persons present who are eligible to vote.

COMMITTEE

The Chairman shall head the Club.

The Secretary shall provide administrative services to the Club.

The Treasurer shall maintain the Club's accounts and be responsible for the collection of income due to the Club, and the payment of expenditure incurred by the Club.

The Team Manager(s) shall be responsible for the selection of teams for Club events, the organisation of the recruitment, training, coaching, discipline and motivation of riders, working closely with the Club's Coach(es).

The Club Captain shall liaise between the Team Manager(s) and the riders.

The Development Officer(s) shall be responsible for enhancing the status and facilities of the Club.

The Track Manager shall be responsible for the maintenance and general upkeep of the Club's facilities and equipment.

The Club Welfare Officer shall be responsible for ensuring the well-being of club members whilst participating in club activities.

The Committee shall be responsible for ensuring the efficient operation of the Club and may allocate specific duties to non-Committee members as appropriate.

Duties are described in greater detail in the Club's Job Descriptions and Match Day Officials' Duties documents.

MEMBERSHIP

Membership shall be open to all interested parties without discrimination in either an administrative, competitive or supporting capacity. The Club may refuse membership or expel from membership only for good and sufficient cause, such as conduct or character likely to bring the Club or sport into disrepute. Appeal against such a decision may be made to the Club's members and decided by a majority vote. All members will be subject to the regulations of the constitution and by joining the Club will be deemed to accept these regulations and codes of conduct that the Club has adopted.

CHARGES

Users shall be liable for Track Access / Equipment Hire charges, which will be set by the Committee before the commencement of the season. Charges will be paid per session.

FEES

All members of the Cycle Speedway Club shall be liable for payment of a membership fee, which will be set by the Committee before the commencement of the season. Fees may be paid in a lump sum prior to the commencement of the season or in installments at each session or match. The annual fee for members aged 18 and over, shall include membership of the Astley & Tyldesley Miners' Welfare Club.

All racing members shall be liable for registration, affiliation and entry fees to the sport's ruling bodies. The appropriate fees will be paid in full in advance of the competition(s). In the event of non-payment, racing members will be unable to participate in the competition(s) in question.

NON-PROFIT MAKING

All surplus income or profits are re-invested in the Club. No surpluses or assets will be distributed to members or third parties.

DISSOLUTION

Upon dissolution of the Club, any remaining assets shall be given or transferred to another registered Community Amateur Sports Club, a registered charity or the sport's governing body, for use by them in community related sports.

Constitution approved 20th November 2008.

SIGNED: *A.W. Phillips*..... DATE: 20.11.08

Name: **Bill Phillips**.....

Club Chair

SIGNED: *Michael R. Hack*..... DATE: 20.11.08

Name: **Mike Hack**.....

Club Secretary

Job Descriptions

Club Chair

Responsibility for:

- Leading the club
- Producing and maintaining a club constitution
- Ensuring that the club is affiliated to British Cycling and any other governing bodies relevant to the club
- Implementing British Cycling's Equity Policy
- Setting down rules for the committee of the club
- Co-ordinating, supporting and representing club, and reporting on all club activities
- Weekly contact with various club members
- Having a duty to all members and associates of the club to run the club and committee in a proper manner
- Enabling club volunteers to access training courses as required
- Liaising with all sections of the club and overseeing all club activities

Training courses for this role can include: Good Practice & Child protection workshop, Running Sport Workshops – 'Club Administration/Management' and 'Running Meetings'.

Club Secretary / Contact

Responsibility for:

- Providing administrative services to the club
- Providing a structure for planning and managing events organised by the club
- The organisation of Intra and inter club competitions for all young club members (run in accordance with British Cycling guidelines)
- Membership administration, including new members and renewals
- Having a specific membership fee and pricing policy for children and young people
- Acting as the communication point for all club members. This would include a club newsletter, with clear purposes for these communication tools laid down by the club committee
- Acting as a contact point with schools and youth organisations
- Being a contact with the local authority, county sport partnerships and British Cycling and if applicable sponsors of the club
- Ordering, selling and storage of club uniform and equipment

- The organisation of, and minutes for, all club meetings
- Organisation of club social events, such as annual presentation evening
- Communication with committee and understanding of requirements for social events

Training courses for this role can include: Good Practice & Child Protection workshop, Running Sport Workshop - 'Running a Club'.

Club Treasurer

Responsibility for:

- The safe keeping of the finances of the club
- Maintenance of the club's accounts
- Collection of income due to the club
- Payment of expenditure incurred by the club
- Raising funds by appeals, subscriptions, loans and charges
- Public liability insurance
- An audited statement of annual accounts
- Reporting as required on all financial matters

Training courses for this role can include: Running Sport Workshops – 'Club Admin./Management', 'Looking after the money' and 'Balancing the books'.

Club Welfare Officer

Responsibility for:

- Liaising with the British Cycling's National Child Protection Officer (NCPO) on matters of Child Protection
- Promoting British Cycling's Child Protection and Good Practice Policy and Procedures in the club, including the distribution and display of leaflets and codes of conduct to members, parents and young cyclists
- Advising the development of junior and youth activity within the club
- Supporting the registration of all personnel involved within junior cycling
- Receiving and passing on to the NCPO any concerns about the behaviour of members to other members and particularly those relating to the welfare of young cyclists
- Communicating regularly with parents/carers of young members of the club

Training courses for this role can include: Good Practice & Child Protection workshop, NSPCC Child Protection Awareness Training Programme

Team Manager(s)

Responsibility for:

- Selection of teams for club events
- Recruitment, training, coaching, discipline and motivation of riders
- Adherence to rules and regulations as laid down by British Cycling

Training courses for this role can include: Activity Coach, Club Coach, Various sports coach UK courses.

Club Coach (or Lead Coach)

Responsibility for:

- Providing a structured coaching programme within the club
- Recruiting suitably qualified coaches
- Organising a programme for club training
- Utilising British Cycling and sports coach UK coaching resources to enhance the coaching and assessment programme
- Ensuring that British Cycling recommendations of coach to rider ratio are not exceeded
- Ensuring that all coaches affiliated to the club hold appropriate professional indemnity and/or public liability insurance, and that they are first aid trained
- Showing commitment to further development and outreach work, supported with professional development of coaches within the club
- Being available for evening and weekend coaching sessions

Training courses for this role can include: Activity Coach, Club Coach, Various sports coach UK courses.

Development Officer(s)

Responsibility for:

- Enhancing the status and facilities of the club
- Compilation and implementation of Development Plan
- Securing revenue from advertising and sponsorships
- Being a contact with the sponsors of the club
- Submitting bids to appropriate funds such as the Sport England lottery fund, SportsAid,

Community Chest programmes

- Securing revenue from other fund raising activities
- Design and maintenance of the club's website, with clear purposes for this communication tools laid down by the club committee
- Communicating with the local and, if applicable, national press
- Recording of events using video and/or photography, for publicity, promotional, coaching and evidence purposes
- Compilation of promotional and recruitment publicity, in the form of match programmes, posters, leaflets

Training courses for this role can include:

Track Manager

Responsibility for:

- Maintenance and general upkeep of the club's facilities and equipment
- Maintenance of an equipment log
- Undertaking risk assessments of the club's facilities
- Ensuring the health and safety of the club's facilities, equipment and users

Training courses for this role can include:

Club Captain

Responsibility for:

- Liaison between Team Manager(s) and riders
- Supporting Team Manager(s)
- Motivating and encouraging riders

Training courses for this role can include: Activity Coach, Club Coach, Various sports coach UK courses.