



Newark Hockey Club

Business & Development Plan 2016 – 2020



INTRODUCTION

Hockey has been played in Newark for over 115 years. The club in its current entity has flourished and grown in recent years following the hard work and dedication of many volunteers.

This Development Plan follows on from the 2009-2013 document, submitted as part of the Clubs1st process as administered by England Hockey. Good progress has been made on the playing front, especially in the Ladies' section and Juniors/Academy. We have slowly built the club up by providing playing opportunities across the board.

Highlights from the past few years include:

- Back to back promotion of Ladies 1st XI (2011/12; 2012/13) into the Midlands regional league – their highest ever position;
- Successful schools programme, leading to an increase in the junior section;
- Integration of the girls section with the rest of the club following a hiatus;
- An increase in the number of junior coaches and volunteers;
- Furthermore, the Club is now on a sound financial base and continues to flourish socially as a happy, family-based community sports club.

James Middleton

Chairman

April 2016

WHERE ARE WE NOW?

	Male	Female	Total
Number of adult members (over 18s)	29	42	71
Number of academy members (13 – 17s)	47	33	80
Number of junior members (5 – 12s)	69	48	117
Number of adult teams	4	4	8
Number of junior teams	U8s to u16s	U8s to u16s	* TBC

We have also entered teams in various England Hockey competitions and local tournaments as ad-hoc teams including:

- Mixed XI
- Over 40s Men’s XI

Coaches	Male	Female	Total
England Hockey have changed the way coaches progress – so this measure will change in the coming years	Unqualified – 5 Level 1 – 2 Level 2 – 2 Level 3 - 1	Unqualified – 2 Level 1 – 2 Level 2 – 1 Level 3 - 0	Unqualified – 7 Level 1 – 4 Level 2 – 3 Level 3 - 1

We also have 9 L1 qualified coaches who are inactive, and we need to find ways to persuade more to be involved in some small way. The lack of female coaches that work with the adult section is currently a concern.

Umpires	Male	Female	Total
	Unqualified – 3 Level 1 – 8 Level 2 – 1	Unqualified – 1 Level 1 – 1 Level 2 – 0	Unqualified – 4 Level 1 – 9 Level 2 – 1

Whilst it may seem the amount of umpires is sufficient, all but three (all men) are players and coaches so if they are involved elsewhere the list is diminished. Once again the lack of involved female umpires needs to be addressed. There are also 8 other qualified/trained but not assessed umpires within the club. Having more involvement from these would reduce the impact on the rest but again all of these are players as well.

PEST Analysis

What’s happening in our environment that might affect us in the future?

POLITICAL	ECONOMIC
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<ul style="list-style-type: none"> • Emphasis on the “localism” with an increasing role for the third sector organisations in delivery of public services • Emphasis on delivering efficiencies through joint working • Continued uncertainty concerning Newark Sports Hub, and upgrading of sports facilities in the local area • New Department of Culture, Media & Sport strategy governing sport and physical activity – leading to a new Sport England strategy and changes in the way funding will be delivered. 	<ul style="list-style-type: none"> • Continuation of austerity measures leading to less public sector investment • Economy starting to grow leading to small increases in personal spend although this is not certain to continue
SOCIAL	TECHNICAL
<ul style="list-style-type: none"> • Increasing emphasis on physical activity to improve health (especially obesity) remains high on the agenda • Changing ways of how current and future members would consume sport • Changing demographics – increasing population size requiring further supply of opportunities; growth in young people and older people; increasing immigration • Increase in part-time/shift workers affecting attendance at training/games 	<ul style="list-style-type: none"> • More personalised digital technology to motivate, measure, signpost and guide personal activity • Changes to coaching and playing systems by the sport’s governing bodies – England Hockey and FIH. • Improved data collection systems that can provide better marketing insight for sport

SWOT Analysis

What are we good at, what can be improved and where might our breaks and pressures come from?

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • inclusive, cater for all abilities and ages • We are good at the day to day stuff (Getting teams out providing training) • Good at generating ideas although weakness is seeing ideas through and implementing them. • Exceptionally strong youth development program with teams in the national cups and indoor leagues • Run 4 ladies teams, 4men’s teams and U16 (Boys and Girls), U18 (Boys and Girls), U10, U12 &u14 • Cater for all standards from beginner to advanced • Strengthening men’s section and league positions • Ladies section developing through youth especially with the ladies 3s • Accounts and financial stability of the club • Organisation of club and teams • Attraction of young players (excellent liaison with schools) • Committed coaches and active volunteer coaches • Active committee • Fair subs 	<ul style="list-style-type: none"> • We don't have clear aim/goals • Communication to all members • Don't utilise social media to maximum effect • We don't have clear plans for succession of key personnel • Fund raising no clear plans on what we need money for • Slowly declining playing level for Ladies’ 1st team • Lack of club Facilities and pitch time for all teams • Marketing and awareness of the club in the local area needs to be developed further to raise the profile of the club and invite participation from a broader demographic • Lack of Coach/ Umpire development leading to lack of coaches and umpires • Slow decline of volunteers for key club positions • Lack of interest in celebrating success through Presentation evenings/ website

	<ul style="list-style-type: none"> • No club house • Out-growing our facilities • Inconsistent coaching • Little social interaction • Umpires!
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Lots of potential sponsors through members and parents lots of members / parents with lots of different skills to utilise • Social media • Developing links with Magnus/other schools and other sports clubs. • To gain our position as a top 5 club in the County • To become a focal point for local, regional and National hockey development • To raise the profile of hockey by entering local, regional and national awards • Develop the Academy youngsters in volunteer roles to enable the club to progress with coaches, umpires and administration. • To start a social team and veterans hockey • Planned new sports centre across the road providing a 'club house' home? • Existing huge influx of young players bodes well for future, but need to focus on how to keep and develop young players so they continue to love hockey and are coached to a high standard. • Be known for excellence in coaching at all levels • Create an interactive club atmosphere not just separate teams (e.g. annual Club tour). • More senior teams and in higher leagues • Move to top five of East Midlands clubs 	<ul style="list-style-type: none"> • Over expansion on limited facilities • Other clubs in area • Loss of key members of club, coaches, committee members – affecting the overall running of the club but also the influx of juniors. • Declining in volunteers may lead to administrative, coaching and umpire instability for the Club • Lack of pitch space may lead to a decline in membership and prohibit the growth of the club • Football and Rugby tend to be more prevalent in the area , causing hockey to side stepped with regards local radio broadcasts and local sponsorship • With the lack of celebrating success as other clubs do we are in danger of players moving clubs sports to get the recognition they deserve • Lose junior members to other clubs or hockey entirely • Do not attract senior players because of facilities and lack of 'club feel' • The Magnus pitch deteriorates further • Lose support of primary school league

Member Surveys

In 2012 and 2015, member surveys went out to gauge opinions from players, coaches and parents of junior players. At the end of the 2015/16 season we also opened a coaching survey for the adult section. The results of these surveys can be found on the website.

The main areas for improvement from these surveys were Facilities and Social Aspects. The coaching survey is still underway at time of writing, but changes to the 2016/17 season have already been enacted.

Club Objectives

The club’s objectives are detailed in the club constitution:

- The recruitment and development of children, young people and adults into the sport of hockey as players, leaders/coaches, umpires and administrators.
- The provision of playing, leading/coaching, umpiring and administrative opportunities at a participation, development and performance level.
- To provide equity of opportunity across all areas of the club, to encourage inclusion by minority groups.
- To provide a safe, effective and child friendly environment in which to play and learn hockey.

Club Vision

Our club vision is:

Championing hockey; advocating excellence

Key goals for the next 3-5 years

During the next three years, the Club has the opportunity to further cement its positions as a leading hockey club in the County and the Region.

Our key goals are to:

- Provide opportunities at every level for our members, current and future
- Support our teams and members to be the best that they can be
- Maintain a playing facility suitable for competitive hockey
- Ensure that the management of the club is fit for purpose
- Establish Newark Hockey Club as a recognised and hot-spot of hockey activity in the East Midlands

Challenges for the next development plan

The club has grown substantially over the past few years and continued success requires greater focus and management on the issues at hand. The success of the club should move to success on the field as well as continuing and growing a family atmosphere.

The next few years present several major challenges for Newark HC.

In particular:

- To ensure that the flow of volunteers is maintained, and those leaving or standing down are replaced to ensure that the activity around them continues
- To secure playing, and social, facilities either at our current “home” or at a new venue
- To maintain and extend the playing success of Ladies’ and Men’s’ sections in increasingly competitive leagues, and with competing interests of members
- To maintain the successful development of hockey, coaches and umpires across the Club
- To adapt the Club to the demands of outside pressures – such as England Hockey visions, local demand and sport in general

Where do we want to be by 2020?

Growth in the number of teams can only happen if the facilities improve and increase. As a club we cannot do this without significant investment in the facility stock in the local area. This is somewhat out of our hands, however we continue to input into the various strategies and work with the organisations that are working hard to provide up to date facilities for sport in Newark and district.

Therefore the number of members and teams we wish to grow may not look ambitious but they are realistic under these circumstances.

Members	Male	Female	Total
Number of adult members (over 18s)	40-50	40-50	80-100
Number of academy members (13 – 17s)	50+	50+	100+
Number of junior members (5 – 12s)	80+	80+	160+
Number of adult teams	4	4	8
Number of junior teams	U8s to u16s	U8s to u16s	*TBC

The level of growth we wish to see is hard to predict due to the facilities we currently operate from. We cannot expand without a change in the use of the facilities both in Newark and outside of the town. We do wish to see a growth in the number of adult players to bolster our current teams – especially with loss of members due to university and work – and a growth in junior and academy members to enable a succession plan for those that go on to the adult section.

Coaches	Male	Female	Total*
England Hockey have changed the way coaches progress – so this measure will change in the coming years	Unqualified – 8 Level 1 – 5 Level 2 – 4 Level 3 - 1	Unqualified – 4 Level 1 – 4 Level 2 – 2 Level 3 - 0	Unqualified – 12 Level 1 – 9 Level 2 – 6 Level 3 - 1

Umpires	Male	Female	Total*
	Unqualified – 5 Level 1 – 10 Level 2 – 1	Unqualified – 5 Level 1 – 4 Level 2 – 0	Unqualified – 10 Level 1 – 14 Level 2 – 1

* As previously mentioned we have to address a lack of female representation in coaching and umpiring, and also engage more of those that get qualified/trained in order to keep them active and reduce the burden on others. This, and the general drive to get more volunteers, requires further work and thinking.

Teams

- Men’s 1st XI - East Midlands Premier (MRHA 1st XI League)
- Men’s 2nd XI - East Midlands Premier (MRHA 2nd XI League)
- Men’s 3rd XI - East Midlands Premier (MRHA 3rd XI League)
- Men’s 4th XI – East Midlands Premier (MRHA Central League)

- Ladies 1st XI - Midlands Division 1 (Midlands Women's Hockey League)
- Ladies 2nd XI – Feeder East (Midlands Women's Hockey League)
- Ladies 3rd XI – Premier Division (Notts Women's Hockey League)

- Ladies 4th XI – Division 1 (Notts Women's Hockey League)

FOCUS AREAS

We will focus on the development of four key areas, and develop actions to help us achieve these aims. The four focus areas are People, Marketing, Management and Finances.

People

Our members, players and participants are vital to the success of the club. Knowing our members, what they want and what motivates them, is important. It will help us to communicate more effectively with them and allow us to provide the experience and services they want from the club. At present, we get some informal feedback from members and base our understanding of what they want and need on this. We don't actively seek out our members views.

Knowledgeable and enthusiastic coaches are a vital ingredient in a vibrant and successful club. Our clubs coaches will form an important part of our overall offer to members and potential members and may have a significant impact on the experience of players and participants. We understand the need to review our coaching structure and help coaches to develop. But we don't have a plan or process to do this regularly.

Without the time, energy and commitment of volunteers, grassroots sport would not happen. Managing our volunteers, inspiring them in their roles and supporting them are all important if we want to sustain their interest and involvement in our club. For volunteers, we don't currently ask about their want and needs. Our understanding is based on what we expect them to want, and not what they may actually require.

Being welcoming and inclusive is a strong feature of many healthy and successful clubs. If all our members feel valued and receive equal opportunities they are more likely to remain a member and promote our club to others. We understand a little about inclusivity but recognise at the moment there is more we can do.

A wide range of volunteer roles are required to make a community sports club run smoothly and effectively. However, if a volunteer is going to commit to fulfilling one of these roles at our club it is important that they know what they are committing to. Some volunteer (and staff) roles are defined. All roles need to more clearly defined, and the responsibilities communicated properly.

Our club has a responsibility to ensure it is safe for our members and volunteers. It may also have other responsibilities that can include tax and legal obligations. It is important our club knows what it is responsible for and how to manage these obligations. At the moment the club doesn't clearly understand its obligations to volunteers (and staff).

Marketing

If our club is looking to attract more members and participants we will need to understand our market. We need to think about who our potential members are, what they want and what might prevent them from participating in our sport. The more we get to know and understand current and potential members the greater chance we have of providing them with a positive experience. At the moment we don't understand our market and potential customers. And we're not sure how to start going about this.

Effective planning is crucial to the success of our marketing efforts. A plan will help we stay focused and organised. We'll find our marketing is more likely to be successful when we've taken time to identify what we want to do and when we want to do it. The club doesn't currently have a plan for marketing activities.

If we want to attract and retain members and participants a good starting point is to understand what our market is, what they want from our club and what their motivations for participating are. At present the club has a vague idea what participants want or need and some understanding of how to attract or keep them. We could be better at doing this though.

Marketing our club is essential for helping we maintain and grow volunteer numbers. Developing a marketing plan to manage our efforts will help us to think about what volunteers want, what our club offers and how we can get the right message out to the right people. The club currently has no plan to attract or retain volunteers in the club with relevant skills and experience.

Sponsorship can be a great way to generate income and form a partnership with a local business or organisation. Sponsorship isn't free money however. It requires time and resources to be successful and we'll need to be clear on what our club can offer a potential sponsor and why they should be interested in our club. When it comes to getting sponsors we have some ideas about who to approach but have no plan of how to get them on board.

Sports clubs generally operate more successfully when they work together with other parties. Building links in our local community can help our club to survive grow and flourish. But making relationships that last takes time and we need to know who we want to work with, what we can offer and how to approach them. We have some ideas about working with local organisations. But at the moment we have no plan of how to develop these relationships.

Management

Good planning place to make this happen. It is important that our club is structured, from a legal perspective, in a way that best suits our needs now and in the future. Get this right and our clubs structure will provide the protection and financial benefits we need. Get it wrong and there could be financial and legal implications for the club and our members. We don't understand how the club is structured legally and what this means.

A club's success is largely down to an effective committee. Having appropriate policies and procedures in place, and communicating these effectively to everyone involved, will play an important role in the running of our club and help to protect club members and officers. The clubs' current policies and procedures could be improved and better communicated.

Our club's facilities are vital, giving us a place to meet, participate and socialise. Good facility management is about making the most of the facilities we have and creating a safe and welcoming environment for our members. Currently the club manages the facilities OK on a day to day basis but only has a vague plan for the future, as we do not own, or have a major say in the running of our playing facilities.

Finances

Clubs who are successful in the long term are built on sustainable finances and so all sports clubs should have a budget. Our budget will underpin all of our clubs activities and plans, in the short and long term. Currently the club has a vague budget. We focus on the short term but need to plan for the future.

Generating enough income is vital for our clubs success now and in the future. Our income needs to be sustainable and the best way to do this is to ensure it comes from a variety of sources. The club is trying to diversify its sources of income but it is hard to do.

When generating income is hard for clubs, managing our costs becomes even more important. Running our club in an efficient way can help we make the most of even a limited budget. We have some idea how to manage costs but could be a lot better at this.

Finances are often a big challenge for clubs. But whatever our situation, it's important the right people in our club understand the finances. This means important financial information needs to be set out in a clear and easy to understand way. Having a clear system for recording and reporting our clubs finances will really help. The club has an effective way to record the finances. We could be better though at sharing information with members.

Grant funding can be a great way to give our club a much needed boost. To be successful for funding we'll need to meet the criteria and demonstrate clearly how the funds will be used and why that's important. We don't understand what makes a successful funding application.

SUMMARY

Newark Hockey Club is a volunteer run sports club. It has grown exponentially over the past few years and we have, or starting to, outgrow our facilities, our resources and structure – which is starting to have some low-key detrimental effects on the membership. Our members demand certain standards as any membership would of their gym or leisure facility.

To produce this plan of action we have sought views from our members, volunteers and external sources such as England Hockey and other clubs. We have outlined our strengths and weaknesses and identified how we can improve on these. There are plenty of opportunities in the near future, and we stand ready to capitalise on these when we are needed to, whilst keeping understandably cautious of potential threats, including becoming a victim of our own successes.

The future is bright for Newark Hockey Club and this plan will guide us forward over the next few years.