

## Brooklands HC Development Plan 2022- 2027



### ***Establish Brooklands HC as one of the leading Hockey Clubs in England***

- *Build a financially strong and sustainable delivery model (club)*
  - *Cater for every member from grass roots to the elite*

## Plan Review Date 1<sup>st</sup> September 2024

Written and agreed by Brooklands HC Committee and Brooklands HC Executive Team, with the support and approval of Brooklands Sports Club (BSC) Ltd

### **Current Club Position**

- a) Unique in the North West of England with Men's First and Second team in the NHL and the Women's First team in the Vitality Women's National League. All senior men's and women's teams play in the NWH Leagues.
- b) Proven record at running Junior team's boys and girls in national competitions with outstanding recent success, with the boys U18 team being National Champions. Teams at U14, U16 and U18 are run, with teams playing in national and local competitions i.e., Greater Manchester league at the Armitage Centre.
- c) Proven record at integration of Juniors from pre-school to senior teams with dedicated training seasons for specific age groups, a transparency for parents via selection criteria and a team of dedicated helpers and coaches for Sunday morning and weekday sessions. This is supported by strong parental volunteer contribution and support.
- d) Facilities are excellent with changing facilities for multiple teams of both sexes on site. An on-site water-based pitch and use of pitches at the Armitage Centre, Manchester. Experience of hosting an EH Performance Centre and teams from Manchester University and Manchester Metropolitan University as well as local schools.
- e) An established governance and welfare track record. A group of qualified coaches and assistants Bi. -Annual qualification and DBS checks by the Sports Club and annual certification by BHC. The hockey section has a club welfare and safeguarding officer as does the Sports Club, both of whom have undertaken EH courses in child safety and safeguarding.
- f) A firm financial model wherein the hockey section raises funds for day-to-day activities and the Sports Club assists or targets facility development due to costing. Provision is made for facility replacement in the Sports Clubs accounts, the Club partners with a tenant gym operator, which provides a significant rental income that allows the club to have a strong long-term financial framework, to allow significant input of the Clubs money to assist with grant aided developments.
- g) Finally, we work with several external bodies, other than those outlined above. We have provided coaches for local primary and secondary schools, part of Trafford SSP, run club open/taster days in conjunction with BSC, holiday camps utilising England and elite hockey players.

## **General Provision**

AGE GROUP	TRADITIONAL PLAYERS (M/F)			INFORMAL PLAYERS (M/F)			COMMUNITY PLAYERS (M/F)		
GENDER	MALE	FEMALE	OTHER	MALE	FEMALE	OTHER	MALE	FEMALE	OTHER
5 - 10	41	41	0	0	0	0	200	200	0
11 - 13	50	48	0	0	0	0	50	50	0
14 - 16	20	22	0	0	0	0	50	50	0
17 - 18	19	18	0	0	0	0	0	0	0
19 - 21	16	8	0	0	0	0	0	0	0
22 - 25	20	9	0	0	0	0	0	0	0
26 - 35	14	10	0	0	0	0	0	0	0
36 - 45	10	3	0	0	0	0	0	0	0
46+	11	0	0	0	0	0	0	0	0

## **Disability Provision**

Blind/ Visually Impaired- No Opportunities exist at present. Coaches would require specific training. See Action Plan.

Deaf/ hearing problems - As above. See Action plan

Behaviour / learning disability - As above. See Action Plan

Physical Impairment – The Sports Club and Pitch is easily accessible for those with physical impairment/wheelchair users. The Club and pitch area has specialist equipment for accessibility for wheelchair users. The provisions of the Equality Act are fully addressed within the club vis changing and bar access. The Club has addressed and assisted autistic juniors to fully take part in club activities mindful of privacy issues. The club has small game Nets and hockey sticks available for those with a disability.

## Membership

The Hockey Club (both men and women) has due to the Pandemic lost a number of senior and middle aged players to other sports and activities. We are a very young club with a large throughput of players due to University Links and employment and scholastic opportunities. We do not have a cadre of much senior players/ administrators as other local clubs. This is slowly being rebuilt with parents with children coming back to hockey with the potential, many being hockey players themselves of rebuilding our Masters teams. In that area we do field a Masters over 40 side and have had a number of players play for our national Masters Teams at international tournaments.

We would hope to grow our membership in specific areas:

- Masters.
- Local Schools outreach
- University -Men and women
- Elite Hockey Schools where we have links- Repton, Rossall, Manchester Grammar.
- Working with Trafford SSP to provide coaching for local schools/ organisations.

2022-23 Week Day Evenings

	MON		TUES		WED		THUR		FRI	
Time / End	CP	Tennis	CP End	Tennis	CP	Tennis	CP	Tennis	CP	Tennis
16:30-17:00					Lacrosse	Lacrosse			Hockey 1:1	
17:00-17:30	Lacrosse	Hockey 1:1			Lacrosse	Lacrosse			Hockey 1:1	Possible Hockey use
17:30-18:00	Lacrosse	Hockey 1:1	U12/14s	U12/14s	Lacrosse	Lacrosse	U16s	U16s	Hockey 1:1	
18:00-18:30	Ladies 3s/4s	Ladies 3s/4s	U12/14s	U12/14s Mens 3s	Lacrosse	Lacrosse	U16s	U16s	Hockey 1:1	
18:30-19:00	Ladies 3s/4s	Ladies 3s/4s	Mens 3s	Mens 3s	Lacrosse	Lacrosse	Ladies 1's	Ladies 1's	GMcr Acad	GMcr Acad
19:00-19:30	Men's Club	Ladies 3s/4s	Ladies 1/2s	Mens 3s	Lacrosse	Lacrosse	Ladies 1's	Ladies 1's	GMcr Acad	GMcr Acad
19:30-20:00	Men's Club	Men's Club	Ladies 2s	Ladies 1's	Lacrosse	Lacrosse	Ladies 1's	Men's 1s/2s	GMcr Acad	GMcr Acad
20:00-20:30	Men's Club	Men's Club	Ladies 2s	Ladies 1's	Lacrosse	Lacrosse	Men's 1s/2s	Men's 1s/2s	GMcr Acad	GMcr Acad
20:30-21:00	Hockey	Lacrosse	Men's 1s	Men's 1s	Lacrosse	Lacrosse	Men's 1s/2s	Men's 1s/2s	Lacrosse	Lacrosse
21:00-21:30		Lacrosse	Men's 1s	Men's 1s	Lacrosse	Lacrosse	Men's 1s/2s	Men's 1s/2s	Lacrosse	Lacrosse
21:30-22:00		Lacrosse	Men's 1s	Men's 1s	Lacrosse	Lacrosse	Men's 1s/2s	Men's 1s/2s	Lacrosse	Lacrosse

Mens 3s 25 only 6-6:30pm

Men's 1s/2s structure TBC

2022/23 BHC current pitch use – Sunday am 9-12pm Junior activity

## **Facilities**

- A) Club has a water-based pitch, built with the Support of Club funds, EH Grants and Hockey Foundation Funding.
- B) The Club also has Access to Pitches at the Armitage centre which are sand dressed and Manchester Girls Grammar School.
- C) The Club has an on-site Club house with changing facilities for both sexes with an on-site Gym and Pool. There are recreational facilities ie a bar/ food to make the club user friendly for spectators, parents and supporters.
- D) A dedicated viewing area with Disabled access and stand.
- E) Lighting at 350 lux for training with hours of usage 9am to 9:45 pm.
- F) There is pitch furniture for small games, variety of goals and a number of adult goals to allow multiple use of the pitch.
- G) No Charge is made on the section for usage at present nor ever has been.
- H) No other sport markings are allowed on the Hockey pitch despite it being used for lacrosse training and junior cricket. . As at the last detailed assessment of numbers and usage, a footfall of 70,000 used the pitch over a year, the majority being hockey players. This includes the club, its partners and all age groups.
- I) The Pitch at the club is used for league cup games, junior and senior training, Hockey camps, Sunday morning junior training and EH performance Centre usage.
- J) The Sports Club is supportive of facility development and makes provision in its account for replacement of artificial surfaces and strict terms of usage.
- K) There are available times on the pitch during the week that can be utilised for school/organisational use - Daytime, early evening 4 until 6, Friday evenings. In short capacity for development usage.
- L) There are Charges for external organisations, but these are reduced for hockey sessions linked to the sections development and are competitive with other local clubs who charge far more.

## **Finance:**

- A) The Hockey section-men and women cover its day to day expenditure from Match Fees, varied as to age/ status ie a student. Membership income goes to the Sports Club including Corporate Income from Manchester University.
- B) Sponsorship income- largely used to finance the Elite teams.
- C) Match Fees to cover food / drink for oppositions/ officials.
- D) Raffle Income - 125 Club.
- E) Pitch Hire - The Sports Club assist as it does on League fees.
- F) The Sports Club do not charge for pitch usage. Hire charges go to the Sports Club not the Section.

- G) Pitch running Costs-met by the Sports Club, as are facility equipment costs
- H) The Hockey Sections prepare Accounts each year that are Submitted to the Club Treasurer for approval to ensure financial probity, sound management and avoidance of debt.
- I) The club allocate annually an amount to assist with junior development depending on need and numbers - this is usually around £1000.
- J) The section also seeks grants from organisations for Junior development/ school coaching ie Chris Todd Fund- CHA £500 last season.

***Partnerships:***

- a) Manchester University – Formal Agreement. Provision of coaching assistance, access to players, use of the Water-based pitch for BUCS.
- b) Sale Grammar school – Formal agreement- Provision of Coaching assistance and use of the Pitch for training/ games.
- c) Ashton On Mersey school -use of the pitch-no formal agreement.
- d) Manchester Grammar school- use of the pitch for Training / games.
- e) Manchester High school for Girls- reciprocal usage. No formal agreement.
- f) Manchester Metropolitan University -usage for games.
- g) Trafford Sports Partnership. Usage for games/ training.
- h) EH performance Centre usage weekends- no formal agreement.
- i) Manchester Talent Academy – Friday night/ weekend usage.
- j) Informal usage for Masters Hockey Trails NW AREA.

## Club Vision over review period to 2027



### Increased Participation

- Enhanced Club Junior Programme with competitions at all levels and cutting edge coaching delivery
- Schools community programme Build on local current links +links to elite private Schools- Repton, Rossall etc.
- Enhanced University partnership programme that brings more players into the club
- Back to Hockey, Walking Hockey & Rush Hockey to target casual players
- Target 20 – 45 age group as a priority
- Running and working with local bodies for a number of Flyerz sessions. Zoom meeting with clubs who have done work in this area and assess/ finance training required for coaches/ equipment.
- Guidance from EH for initiatives for participation.

### Increased Visibility

- Extensive Social Media use (Facebook and Twitter)
- National, Regional and Local press exposure and publicise our appearances in these
- Advertising within local press and schools
- Promotional activities year round
- Marketing of Premier League games (signage, posters, email drop and contacts – can we build a fan base in the NW?)
- Highlights package available
- Branding and Merchandise

### Achieve National Success

- Develop an ongoing, year-round ‘Performance Programme’
- Aspirational for players to progress into or be attracted to
- “Semi professional ideals” (Performance team)
- Enhanced support services (insurance for players, use of contacts for sport psych, enhanced S and C provision)
- Clear development and talent player pathway developed for players and junior members
- Sustainable and clear coaching structure for key teams
- Sustainable and creative income/ expenditure

### Enhanced Infrastructure

- Facility Development – Long term plan (2 pitches, smaller training area, development of spectator facilities)
- Ongoing grant procurement aligned to long term plan with BSC
- Stable partnerships with key stakeholders



### Stronger Club

- Sponsorships and Partnerships developed (packages devised and dedicated leads on this). Increased support from the University Link. Grants for Players to come to Manchester University.
- Revenue Generation Plan (inc. match fee plan)
- Welfare and Equality – Clubmark maintained, and T/C accreditation achieved
- Umpiring, Coaching, Managing and Volunteers up skilled (grants/ funding sourced to support as well as mentors established) – clear need for better Safeguarding & First Aid training within club
- Enhanced Social Scene building on current foundations
- Build and Strengthen the BHC Network

## Action Plan

### ***Club Management and Governance***

<b>OBJECTIVE</b>	<b>Action</b>	<b>Led by</b>	<b>Review</b>	<b>Timescale</b>
Maintain Strong Committee Structure	Succession Planning/ Recruitment/ Parental Inclusion	Current Ctte Members / Club Development Ctte	Annually	3 years
Maintain Constant welfare/ safeguarding checks	Links with Club Safeguarding officer. Publish Awareness Club/ EH safeguarding police/ reporting procedures. Upskill key role holders in safeguarding & first aid training	Club / section safeguarding Officers	Annually	Ongoing
Establish Clear Roles to achieve Club Vison	Publicity role, Director of Hockey/Hockey Development Role, BSC Development Role, Partnership role etc on Ctte. SPOCS on each aspect of the Plan	Hockey Section Chair and Ctte.	Annually	3 years
Have a clear/ transparent Selection and junior development policy	Use social media/ club communication platforms to make juniors / parents aware of policies that impact on them including grievance procedures	Hockey section Ctte, Coaches, Junior Coaches, Junior Ctte	Annually	12 months

## **Workforce / Coaches / Officials / Volunteers**

To improve numbers, quality, and participation in anticipation of increased participation following the Action Plan

<b>OBJECTIVE</b>	<b>Action</b>	<b>Led by</b>	<b>Review</b>	<b>Timescale</b>
Maintain a clear coaching policy and ethos with qualified coaches with appropriate certification- DBS, safeguarding and first aid	Set up a coaching Ctte to ensure all coaches/ teams are aware of responsibilities. Meets on a regular basis to discuss safeguarding, selection, junior integration into adult teams. Feeds back to Hockey Ctte.	Lead Coaches from Senior and Junior teams	Annually	12 months
Increase number and quality of coaches within club	Set up Coaching development fund to improve coaches at all levels and send on necessary courses to improve development	Lead Coach, Coaching Ctte, Hockey Section Ctte	Annually	2 years
Growth of parent helpers within club	Establish Parent helpers / assistants committee from stakeholders in the current club structure ie parents who are past players with children, encourage participation, assist with information vis coaching qualification, DBS checks, first aid course. To assist with increased numbers/ participation.	Junior Hockey Ctte, Hockey Ctte, Coaches.	Annually	2 years
Enhance current Umpire Development pathway	Improve awareness of external courses/ resources for umpiring and technical officials. To cover adult and juniors. Establish SPOC for external course/information. Use existing qualified Club members in training	Hockey Ctte, Junior Hockey Ctte, Umpire Dev Lead	Annually	2 years
To encourage more stakeholder participation in club activities	Establish annual fun events for parents / junior players to increase social inclusion, participation with opportunities to explain club policy, needs and plans.	Hockey Ctte, Junior Hockey Ctte.	Annually	2 years

## ***Participant Pathways – competition / Training***

<b>OBJECTIVE</b>	<b>Action</b>	<b>Led by</b>	<b>Review</b>	<b>Timescale</b>
To obtain Talent Centre (TC) Accreditation status	Providing an integrated pathway for young people to develop hockey skills. Use Clubmark to outline to external bodies the quality and environment for sport the hockey section provides.	Hockey Ctte, TC Ctte. Coaches.	Annually	12 months
Increased Player contact time	Utilise gaps in the Pitch schedule to fit in with personal time slots. One to one or small group coaching as required to improve4 skill levels, improve one to one video analysis and integrate with coaching/ training, providing a personal bespoke training plan.	Lead Coaches at elite level, external specialist courses/ coaches, Junior Hockey Ctte	Annually	2 years
Start Again initiatives to encourage greater participation	Restart Back To Hockey, Walking hockey. To do this establish a SPOC to cover specific initiatives on the Hockey Ctte.	Hockey Ctte	Annually	12 months
Initiatives to increase more diverse participation	Develop Flyerz programme. Use of club social media and local press. To develop disability access to hockey and link into relevant resources.	Hockey Ctte	Annually	2 years
Know your members	Membership survey on line to discover new helpers, expertise in relevant areas , current relevant qualifications. Feedback on club practices / policies. Suggestions on improving sociability.	Hockey Ctte	Annually	2 years
To strengthen links with existing partners and extend outreach to local primary and secondary schools	Taster days, insertion of coaches funded by the club and external grants . Use of coaches for outreach after school clubs. Formalise arrangements with secondary / higher education institution to see if scholarships / courses cannot be provided for promising players.	Hockey Ctte	Annually	2 years

## Facilities

OBJECTIVE	Action	Led by	Review	Timescale
Explore the possibility of a second hockey pitch on site in conjunction with Tennis and Lacrosse. This will allow space for increased participation and pitch contact time for junior / senior players with increased sociability for members/ supporters.	A multi-use surface suitable for Hockey with lights or at least an area large enough for training, small sided junior games. Grant funded in part. Preliminary discussions with Notts Sport have indicated this is a practicable project. In the interim to explore local options given any increase in numbers	Hockey Ctte, Brooklands Sports Club Ltd, Grant funders	Annually	5 year+
To improve the lighting on the pitch from 350 lux to 500 lux so suitable for NL night games	Working group appointed to establish longevity of current structures & lighting. Obtain initial financial costs to replace. Appoint Contractor	Club Ctte, Hockey Ctte , Crowd funding, Brooklands Sports Club Ltd, Grant funders	Annually	12 months
Add a second covered standing area to improve spectator comfort	Appoint a working group to establish costs.	Club Ctte, Hockey Ctte , Crowd funding, Brooklands Sports Club Ltd, Grant funders	Annually	2 years

## Finance / Fundraising

OBJECTIVE	Action	Led by	Review	Timescale
Establish thorough Sponsorship packages across Hockey section	Appoint a specific Sponsorship Working group dedicated to sponsorship activities	Hockey Ctte	Annually	12 months
Social media data for sponsorship packages to be advertised	Establish current figures and data on current sponsorship over social media platforms	Hockey Ctte & Social media lead	Annually	12 months

All the above would be led by the Brooklands HC Executive Ctte along with the Womens, Mens and Junior section committees to set priorities, work on the Talent Centre requirements and set the review dates and assess progress.