



Development Plan 2015 - 2020



Wokingham Hockey Club

ENGLAND
HOCKEY

This development plan outlines the club's direction from 2015- 2020 and should be read in conjunction with the Wokingham Hockey Club Annual Priorities Document produced in July each Year. Wokingham HC vision statement;

“A well run, open and inclusive hockey club providing playing and development opportunities for all players and responsive to club members and volunteers”



What is the Ethos of the Club?

Wokingham Hockey Club is an inclusive club welcoming players of all abilities and ages to enjoy the playing and social aspects of hockey. The clubs focus is on providing a platform for the passion of hockey to grow and to support players to develop to their best ability and 'be all they can be'.

The aims and objective outlined in the Club Constitution:

1. To offer coaching and competitive opportunities in hockey.
2. To promote the club within the local community.
3. To manage the running of the Wokingham Hockey Club clubhouse.
4. To ensure a duty of care to all members of the club.
5. To provide all its services in a way that is fair to everyone.
6. To ensure that all present and future members receive fair and equal treatment.

Where are we now?

Reduced number of adult player numbers in previous years are now recovering and are complemented by the growing junior membership. The Club has managed to broadly maintain its position across each league although has struggled to field full teams in the lower sections of the club on occasion.

Players			
	Male	Female	Total
Adults	51	33	84
U18	4	4	8
U16	6	13	21
U14	8	11	19
U12	9	13	22
U10	16	19	35
U8	14	12	26
Total Members	108	105	213

Table 1 Players

Competition Level		
Section	Team	Competition Level
Men's	1	MBBO Regional 2
	2	MBBO Div 3
	3	MBBO Div 7
	Vets	Wessex SuperVets
Ladies	1	Trysports Premier 1
	2	Trysports Div 2
	3	Trysports Div 5
Juniors (Colts)	U8	Thames Valley Minis - mixed
	U10	Thames Valley Minis - mixed Berkshire County Tournament, Southern Counties Finals (boys and girls)
	U12	Thames Valley Minis - mixed Berkshire County Tournament, Southern Counties Finals (boys only)
	U14	Girls – Development League Boys – Mercian Development League
	U16	Boys – friendlies only / adult leagues
	U18	Players play in adult leagues

Table 2 Competition Standard

Single System (2014/15)			
		Boys	Girls
JAC	U13	3	
	U14	1	
	U15	3	
	U16		1
	U17	2	
JRPC	U13		
	U14		
	U15		
	U16		
	U17	1	

Table 3 EHB Single System participation

Roles within the club are fully resourced and there is a good sense of purpose for the forthcoming years.

Current Club Roles	
Chair	Men's Club Captain
Treasurer	Ladies Club Captain
Secretary	Mixed Captain
Communications Coordinator	Bar Treasurer/ Steward
Fixtures Secretary	Team Captains (7)
Membership Secretary	Club Steward
Social Secretary	Health and Safety Officer
Youth Development Officer	Fundraising Secretary
Umpires Coordinator	Welfare Officer & CRB Liaison
Webmaster	Volunteer Coordinator
Development Coordinator	Junior Team Managers
Junior Club Captain (new 2015/16)	Young Leaders

Table 4 Roles within WHC

Umpires, Coaches and Young Leaders			
Role	Level	Number	Name
Umpires	Level 1	7	Alan Baines, Michelle Richards, Jenny Jones, John Barlow, Tom King, Charlotte Temmink, Rik Temmink
	Level 2		
	Level 3	0	
Coaches	Regular Unqualified	3	Mike Bowyer, Richard Wallace, Lara Pesce, Anna Hills, Mary King, Dave Badger, Jenny Cave
	Sessional	1	Rik Temmink
	Level 1	2	Bruce McCulloch, Alison Longfield Jenny Jones
	Level 2	4	Tom King, Steve Simpson, Jas Njhar Luce Streak
	Level 3	0	
Young Leaders		2	RB, MH (U16's)

Table 5 Umpires, Coaches and Young Leaders

The structure of the club is outlined in the organizational chart below, red positions are those required by England Hockey.



Figure 1 WHC Organisational Chart

Club Finances					
	2013/14 Actual	2014/15 Actual	2015/16 Projected	2016/17 Projected	2017/18 Projected
Income	38,531.44	37,853.83	46,124.80	47,047.30	47,988.24
General Expenditure	(35,733.10)	(32,891.07)	(39,047.19)	(39,437.66)	(39,832.04)
Capital Expenditure	-	-	(15,000.00)	-	-
Profit/Loss	2,798.34	4,962.76	(7,922.39)	7,609.63	8,156.20
Cash Reserves	25,489.91	30,576.39	22,654.00	30,263.63	38,419.83

Table 6 WHC Club Finances

During the 2015/16 season WHC has made an investment in a complete refurbishment of the club house in order to bring it up to a higher and more hospitable standard. Over the next three years WHC aims to grow their membership revenue each year by increasing the number of members in the club. WHC aims to make a small profit from membership each year in order to increase the cash reserves available. Some of these cash reserves will be retained as a contingency to cover unexpected cost and the remainder will be used for medium to long term project in order to improve the facilities available to the club.

Strengths Weakness Opportunities and Threats for Wokingham Hockey Club.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Good quality outdoor facility available for club use. • Large junior membership. • Friendly club • Newly refurbished clubhouse • Enthusiasm and drive of new committee. 	<ul style="list-style-type: none"> • Reducing adult membership due to life stage of current members and lack of new members • Communication to members and parents/guardians. • Lack of qualified coaches for adult and junior coaching sessions. • No provision for indoor training. • No formal school links
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Maximise functionality available on pitch to improve communications with membership • Improving links with Wokingham Borough Council increasing opportunities to use indoor sports facilities • Broaden target audience for club events to include all membership of club • Grays Farm Development and Cattle Masterplan 	<ul style="list-style-type: none"> • Lack of Clubs First accreditation restricts opportunities • Club membership options restrict players with other commitments who may otherwise play • Poor attendance at club social events • Small number of Junior members move to local National League Club in the hope of higher quality coaching • Junior members leaving sport at transition to adult hockey stage

Table 7 WHC SWOT Analysis

Following assessment of the WHC SWOT, the current position of the vision for the club the committee have identified 5 key areas of development; Drive, Link, Grow, Engage and Play. In order to progress these sub groups have been formed to ensure delivery of the development plan and yearly priorities will be identified and outlined within the WHC Annual Priorities Document refreshed following the appointment of the new Committee in June each year.

In order to achieve our objectives throughout the 5 year plan the subgroups have been established. It is recognised that in order to achieve our objectives that consideration of cross cutting themes, such as membership and communications etc. are the responsibility sub group lead to liaise with relevant committee members.

Focus Group	High Level Objective	Lead (Bold) & Members
Drive	Implement an improved and sustainable approach to leadership, management and administration of the club. To track Yearly tasks	Chair Vice Chair Club Captains
Link	To undertake public relations and communications and sponsorship opportunities and implement improved sustainable approach for 2015-16	Communications Sponsorship Kit Webmaster Social / Membership Junior Comms Lead
Grow	To manage and review finances and membership of the club including options and payment mechanisms (when requested) and implement improved sustainable approach for 2015-16	Vice Chair Treasurer Membership Junior Lead Youth Development Fixtures
Engage	To enable centralised two way communication, and provide a player voice on the committee, liaise/manage; captains selection, player issues in collaboration with Welfare Officer if required and implement improved sustainable approach for 2015-16	Club Captains Webmaster Communications Vets Captain Junior Captain Colts Team Manager Bar Steward
Play*	Improve Player Development (fitness, coaching and playing) opportunities at all levels. Include Youth Section sub group-who's' responsibilities include to liaise/ manage colts coaches, team managers, selection, junior training, school links, communication and player issues in collaboration with Welfare Officer if required. Implement improved sustainable approach for 2015-16	Club Development Officer Youth Development Communications Men's Ladies Captains Welfare Officer Youth Development Officer Youth Sections sub group – Junior Captains Chair Volunteer Co-ordinator Junior Comms Lead Young Leaders

*Due to the breadth of this goal the Youth Section will be represented at Player Development meetings by the Youth Development Officer, however Youth Section specific meetings will need to run outside of the Player development Sub Group at the same frequency.

Specific objectives within each development area are outlined in the following section and will be reviewed annually and the Annual Priorities for WHC will be refreshed to be responsive to the club requirements.

1.0 Developing our Players

Players

No	SUB HEADING	OBJECTIVES	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS	REVIEW
P1	Recruitment	Increase membership by 15% (c.10 people)	Sept 2015	Grow	£200 budget	10 additional members (net, i.e. including leavers)	August 14
P2	League Position 15/16	Consolidate league positions	Sept 2016	Play		Men's 1's Promotion Men's 2's & 3's maintain leagues Ladies 1 promotion Ladies 2's & 3's maintain leagues	Dec 2015
P3	League Position 15/16	Develop League Positions where applicable	March 2016	Play		Men's 1's maintain league Men's 2's & 3's promoted Ladies 1's maintain League Ladies 2's & 3's gain promotions	Dec 2016
P4	League Position 16/17	Consolidate	March 2017	Play		Men's 1's maintain league Men's 2's & 3's Maintain league All ladies teams maintain league	Dec 2017
P5	League Position 17/18	Consolidate (and add new teams)	March 2018	Play		Men's 1's promotion Men's 2's & 3's Maintain league Ladies 3's promoted. Other teams tbc	Dec 2016
P6	Add new teams 18/19	Have a further men's team and a further Ladies team	Sept 2018	Play, Grow	Recruitment budget each year and league fees	Add a men's 4 th team and make the men's 2's a true feeder quad, likewise for the ladies	Sept 2018 (and each year)
P7	Team Selection	Continue selection meeting with all captains and make sure no issues with selection throughout the club	Sept 2015	Play, Engage		No Selection problems	Dec 2015
P8	Communication	Increase communication between all membership using Facebook and website specifically	Dec 2015	Link, Engage	£200	Increased attendance at sessions and reduced time required by volunteers	Sept 2015
P9	U14 Development	Enter U14 Girls and Boys into development leagues, establish Tech Sessions to support development	Jun 2015	Play, Engage		League Fixtures played	Sept 2015
P10	Formalise progression	Develop links with Berkshire Single System	Sept 2015	Play, Engage		Increased representation at JDC, JAC and JRPC	Sept 2014, and yearly thereafter

P11	School/Club Links	Continue working School/Club Link (SCL)	Sept 2014	Link		Additional colt members from local schools (c10 players)	March 2014
P12	Youth Section Sub Group	Establish Youth Section Sub Group	Sept 2015	Play		Committee set up and more parents volunteering	Sept 2016
P13	Player Pathway	Develop a pictorial version of the player pathway for members	Sept 2015	Play		Published on welcome pack and website	Sept 2015

Coaching

No	SUB HEADING	OBJECTIVES	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS	REVIEW
C1	Player Development	Install a true player development program	Sept 2016	Play, Engage	Online resource from England Hockey	Players named and development programme laid out	Jan 2016 and yearly there after
C2	Increase attendance at training	Target mens 2's and Ladies 1's squads specifically	Sept 2015	Play, Engage	Coaching resource available	Training numbers 30 for ladies and 35 for men	Jan 2016
C3	Qualification	Increase qualification and skill levels amongst coaches, including cascade internal training by senior coaches	Dec 2016	Play, Engage	EHB Coaching	2 additional Level 2 coaches and 3 additional Level 1 coaches	Jan 2016
C4	Appoint coaches	Increase quality and availability of coaches for adult and junior sections	Summer 2015	Drive, Play	Est budget £4,500	Appointment made, increase in number of players selected into single system for juniors and attendance at training / increased technical ability of players measured through position in league at end of the year/feedback from players	Jan 2016

2.0 Developing our Facilities and Volunteers

Facilities and Volunteers

No	SUB HEADING	OBJECTIVES	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS	REVIEW
A1	Appoint a Volunteer co-ordinator	Appoint volunteer coordinator	July 15	Chairman		Volunteer coordinator in post	Sept 2015
A2	Emergency Procedures for Venue	Establish Emergency procedures for the club and display in public area	Sept 15	Health & Safety	None		

A3	Website	Ensure sustainable website is adopted – Pitchero and update as outlined in the communications and engagement plan	Jun 15	Grow, Link	£200	Web presence	
A4	Training	Provide training for volunteers in line with their roles and responsibilities	Mar 16	Link, Engage	TBC	Record of training for all volunteers and all paid coaches	Sept 15 and thereafter
A5	Asset List / Kit control	Develop an Asset list including, Sticks, Kitchen equipment, Goalkeepers kit, bar equipment	Sept 15	Grow/ Drive		Appointment and process in place	Mar 2016
A6	Health and Safety	First Aid Kits and qualified volunteers	Sept 15	Engage, Grow	£400	Increase in number of volunteers first aid qualified and all captains and teams supplied with first aid kits	Sept 2016 and ongoing training
A7	EHB Policies	Adopt and implement EHB Safeguarding and Protecting, DBS checking policies.	Jun 15	Drive		Policies on website All coaches, players, parents etc. aware of reporting procedures?	Jul 15

Finance & Sponsorship

No	SUB HEADING	OBJECTIVES	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS	REVIEW
F1	Sponsorship	Gain Club Sponsorship for either all teams or for the club as a whole	By Sept 2015	Link		Sponsorship gained and opportunities pack produced	Dec 2015
F2	Membership Fees	Implement improved financial playing options for players which is sustainable	Sept 2015	Grow		Increase membership and full payments made	Dec 2015
F3	Bar Usage	Maintain bar usage at 20012/13 level's	Ongoing	All		10k per year	ongoing
F4	Government funding	Investigate all opportunities to generate funds through the use of Government Funding	Ongoing	Grow	Use Beverly Thompson from the council, Clubs First accreditation	Improve on funds generated in previous year (£750, 2014/15)	Ongoing
F5	Forward financial planning	Make a profit of c5% turnover – re invest in club	Ongoing	Grow		Profit made and invested in savings account	Ongoing

Links with Community

No	SUB HEADING	OBJECTIVES	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS	REVIEW
L1	Wokingham Borough	Build mutually beneficial relationship with Wokingham Borough Council	Season 2015/16	Drive, Link		Invitation to WBC sports publicized events and public engagement activities	Jul 16

	Council (WBC)						
L2	Sports clubs link	Build relationship with local clubs to explore mutually beneficial events such as masterclass events	Season 2015/16	Drive		Events run	Jul 16
L3	Community usage of the club	Explore community link with the club such as walking hockey for Exercise Referral Schemes linked with WBC	Season 2015/16	Drive / Play		Potential income for the club and awareness raising	Jul 16
L4	School link	Explore links with school for player pathway	Season 2015/16	Drive / Play		Invitations into schools and direct referral from WBC and schools	Jul 16

Socials

No	SUB HEADING	OBJECTIVES	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS	REVIEW
S1	Family Destination	Become more relevant to our membership past and present	Ongoing	Engage		Include 1 or 2 different events to the social calendar aimed at families and colts (pizza night)	Dec 2015
S2	Engage more members	Increase attendance at adult socials to c.50% adult members per social	Ongoing	Engage		Develop social calendar to go on wall of club, 50 per social attendees and more of a buzz around the club	Dec 2015
S3	Club/Team Support	Engage wider range of the club in events and socials	Ongoing	Engage	Facebook / Website	Ask different teams to decide on and organise some of the socials with the aim of attracting more of our members down Try a few different social ideas aimed at some of our older/past members (cheese and wine night)	Jan 2016
S4	Annual awards	Ensure annual awards ceremonies are schedule for whole club to celebrate whole club achievements	Ongoing	Engage	Facebook / Website	Retain and increase membership, engagement	Jan 2016 yearly
S5	Colts Socials	Ensure team based and whole section have a social calendar throughout the year to embed a team atmosphere	Ongoing	Engage	Facebook / Website	Retain and increase membership, engagement	Jan 2016 yearly