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# Market Harborough Hockey Club

## 5 Year Strategic Plan

April 2019



Next Review: September 2019, then Annually



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## Executive Summary

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Market Harborough Hockey Club was formally founded in 1949, although evidence of Symingtons (our original name) can be traced back to 1927. We were initially formed as a Mixed Club, based at Symingtons with a single team. We have 9 teams playing regular weekend fixtures, 3 Men's, 3 Women's, 1 Mixed, 1 Badgers and a Women's veterans' team. We also have a range of junior tournament and age group youth sides. The club now primarily uses the All Weather Pitch at Welland Park Academy (constructed circa 1995), and typically uses the pitch between 5 and 7 days a week. We have recently expanded our offering to include Indoor Hockey at Robert Smyth Academy. We are also affiliated with EHB and a number of leagues in Leicestershire/East Midlands.

The opportunity to expand further with the currently available facilities locally is limited and our strategic ambition is to identify and build an incremental pitch within Market Harborough along with long term sustainable access to a permanent base over the next 20+ years.

With the continued growth of the town and an expected 12,000 plus additional residents by 2025, we expect more families to move to Market Harborough and we strive to ensure that Market Harborough Hockey Club remains a friendly and inclusive club which, not only offers the opportunity for all to take part in sport, but is an integral part of community life. Current facilities will likely preclude us being able to meet medium term demand.

It is expected that the plan detailed below will be adopted and updated within the next 6 months as it becomes more embedded, then updated annually to achieve the objectives laid out in the detailed objectives.

## Our Vision and Values

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### Our Purpose

The objectives of the club are:

1. To make hockey the sport of choice in Market Harborough creating a supportive, nurturing, fun and competitive environment where people of all abilities are welcomed, regardless of gender, age, race or religion.
2. To affiliate with the relevant hockey governing body.

### Our Vision

To offer a safe and fun environment providing opportunities to play hockey for all ages and abilities, promoting sporting activity and our club as a focus for the local community.

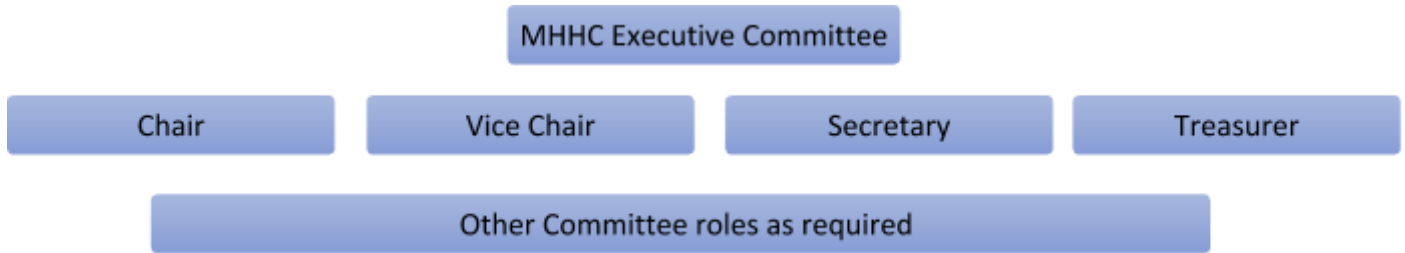
### Our Values

Our ethos is to encourage individuals of all abilities to enjoy playing Hockey in a safe, friendly, respectful, and inclusive environment; whilst developing skills, team spirit and encouraging fitness.

# Organisational Structure

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## Club Executive Committee Structure



## Club Teams

MHC Senior Teams 2018/19			
Men's	Womens	Vets	Mixed
Men's 1	Women's 1	Womens O35s	Mixed A
Men's 2	Women's 2		
Men's 3	Women's 3		

MHC Junior Teams 2018/19			
Badgers	Juniors		
	U14 Mixed	U14 Girls	U14 Boys
	U12 Mixed	U12 Girls	U12 Boys
	U10 Mixed	U10 Girls	U10 Boys
	U8 Mixed		

## Club 2019 Priorities

Based on the detail below, the following are the Market Harborough Hockey Club's top immediate priorities for 2019:

1. Maintain current Hockey product quality & range of offering to current and new members.
2. Identify and secure additional playing capacity within Market Harborough

## Club Objectives

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### Club Quality

	Objective	Achievement Targets	Timescales	Responsibility	Approx Costs
1a	Gain ClubMark Accreditation	ClubMark accredited	By Summer 2019	Chair & Committee	Nil (directly).
1b	Maintain club Safeguarding Policy	Reviewed and Maintained	Year 1 and Annually	Welfare Officer	
1c	All Team Officials, coaches and committee to be DBS checked	DBS list maintained and updated Maintain a good coverage of appropriate DBS checks aligned to EHB recommendations	Review every 6 months	Welfare Officer	
1d	Maintain a good disciplinary record	No red cards received in each season	Year 1 and Annually	Team Captains	
1e	Maintain EHB and league affiliations	Reviewed and Maintained	Year 1 and Annually	Secretary	
1f	Maintain a reasonable coach/helper to player ratio at training	Maximum coach/helper to player ratio 1:25	Year 1 and Annually	Committee and Coaches	

### Club Ways to Play / Hockey offerings

	Objective	Achievement Targets	Timescales	Responsibility	Approx Costs
2a	Maintain existing Saturday league teams: 3 Men's, 3 Women's, 1 Mixed. 1 Badgers	Maintain a minimum of existing teams presence in each discipline	Annually until additional pitch capacity available	Committee, coaches & Team Captains	Affiliation – EHB & League £800 Kit, Equipment, First Aid £1000
2b	Hockey Academy	Offer a minimum of 1 series of junior focussed Hockey Academy sessions	2019 and Annually	Committee	Cost Neutral
2c	Hockey Holiday (Summer) Camps	Offer a minimum of 1 camp per year locally	2019 and Annually	Committee & Coaches	Cost Neutral
2d	Indoor Hockey	Indoor hockey is available for minimum of 10 weeks in 2019, with future targets tbc	2019 and Annually	Committee	Cost Neutral

2e	<b>Back to Hockey</b>	Run and advertise a minimum of once a year, even at a loss to the club	Annually, or as they are launched	Committee	Apprx £100 per year
2f	<b>This Girl Can</b>	Run and advertise a minimum of once a year, even at a loss to the club	Annually, or as they are launched	Committee	Apprx £100 per year
2g	<b>Other EHB/local authority initiative</b>	Are fully assessed at launch and annually.	Annually, or as they are launched	Committee	
2h	<b>Summer league (internal)</b>	Annually	Non competitive social summer hockey is available to aged 13+	Committee	
2i	<b>Summer social Hockey (small sided games)</b>	Informal sessions are available for a minimum of 12 weeks/year	Annually	Committee	
2j	<b>Juniors specific sessions</b>	A minimum of 1 hour per week during term time is available specifically to dedicated U13 use	Review if facilities situation changes	Committee	
2k	<b>Badgers Training sessions</b>	Maintain Badgers specific training sessions minimum 1.5 hours / week during season	Review if facilities situation changes		
2l	<b>Training Sessions</b>	Maintain Womens, Mens and Mixed specific training sessions minimum 1.5 hours / week during season	Review if facilities situation changes		
2m	<b>Juniors tournaments</b>	Juniors tournaments are offered as per published agreed schedules	Annually, review	Committee	

## People Development Objectives

	<b>Objective</b>	<b>Achievement Targets</b>	<b>Timescales</b>	<b>Responsibility</b>	<b>Costs</b>
3a	<b>Develop a pipeline of Coaches</b>	<ul style="list-style-type: none"> <li>Retain current coaches</li> <li>Recruit volunteers into coaching roles</li> </ul>	Year 1 and annually	Committee and Coach Mentor	Level 1 Coaching £50 CRC £10
3b	<b>Develop a pathway for Young Leader Volunteers to support coaching, umpiring and club management</b>	Work with young players to support a number of new young volunteers each year	Annually	Volunteer Coordinator	
3c	<b>Maintain clear job descriptions for all club officials</b>	Reviewed and maintained	Year 1 and Annually	Chair with Committee	

## Financial Management

	Objective	Achievement Targets	Timescales	Responsibility	Costs
4a	Ensure an appropriate club financial reserve is available to fund any exceptional costs	The value of the reserve account at the end of the season is a minimum of the cost of pitch hire for the previous season.	Ongoing	Treasurer and Committee	
4b	Identify and develop additional funding so support facilities development objectives	<ul style="list-style-type: none"> <li>Identify opportunities for additional funding</li> <li>Develop plans to secure funding</li> </ul>	2019	Treasurer, Fundraising Team and Committee	
4c	Ensure minimum of 98% of subs are collected.	<ul style="list-style-type: none"> <li>Maintain value for money fee for all players (signed and training).</li> <li>Declare any written off monies owed to the club of subs to members.</li> </ul>	Year 1 and ongoing	Treasurer and Committee	
4d	Renew Sponsorship deals to a minimum of the amount secured in 2018 for 3 years	Raise a minimum of the same amount as achieved in 2018	By Autumn 2021	Treasurer, Fundraising Team, Kit Officer & Committee	
4e	Develop opportunities to increase revenue stream to reinvest into facilities and equipment	Not currently achievable			
4f	Maintain online banking and payment options with 2 bank signatories	Ensure online payments remain available to members	Ongoing	Treasurer	
4g	Review opportunities to gain charity status and if financially viable develop and implement plans to achieve	Prepare a plan Year 1 for implementation Year 2 if approved	Year 1/2	Treasurer	
4h	Financial stability	<ul style="list-style-type: none"> <li>Break even each year as declared on the balance sheet at the AGM</li> <li>Ensure most activities break even</li> </ul>	Annually	Committee and Treasurer	
4i	Account independently checked	<ul style="list-style-type: none"> <li>Ensure all accounts are checked by an individual that is not the treasurer (NB this is an informal process)</li> </ul>	Annually	Treasurer	
4j	Maintain Committee Meeting Minutes	Reviewed and maintained with all key decisions captured	Year 1 and Annually	Secretary	
4k	All committee meetings have published minutes	Reviewed and maintained	Year 1 and Annually	Secretary	
4l	Provide a balance sheet and profit and loss account to members annually alongside AGM minutes	Reviewed and maintained	Year 1 and Annually	Treasurer	

## Facility Development

	Objective	Achievement Targets	Timescales	Responsibility	Costs
5a	Identify suitable incremental pitch for sustainable growth	Pitch within MH identified and built OR Pitch outside MH identified and split use proposal put to members Clear business case demonstrated and funding gained	By end 2019	Committee and Facilities sub-committee	
5b	Identification of a permanent home as or within a community hub	Plans for a sustainable future base agreed by the club and funding plans put in place.	From June 2019 and ongoing	Committee & Fundraising Team	
5c	Ensure relationship with Welland Park Academy remains strong and facility quality is maintained	Maintain ability to self invoice Maintain occasional use of ancillary facilities free of charge Maintain current discount vs list hire charge	Annually	Committee	
5d	Manage cost increases at Welland Park Academy through managing the relationship and constructively challenging increases	No increases above inflation	Annually	Committee	

## Local / Community Hub

	Objective	Achievement Targets	Timescales	Responsibility	Costs
6a	Maintain an inclusive culture to training sessions to encourage individuals of all abilities to join in a sporting activity.	<ul style="list-style-type: none"> <li>Encourage attendance all sessions and support B2H, This Girl Can and other initiatives.</li> <li>Agree concession subs or further as appropriate if there are specific individuals facing hardship to afford hockey.</li> </ul>	Year 1 and ongoing	Committee, Coaches	
6b	Promoting sporting activity in the community	Take part in minimum of 3 community projects a year to promote sport in the local community.	Year 1 and ongoing	Fundraising team, Coaches, Events team, Committee	
6c	Develop links with local Schools	Sessions completed onsite at Schools that drive incremental Junior growth	2018/19 – Min 6 sessions 2019/20 – target tbc 2020/21 – target tbc 2021/22 – target tbc 2021/22 – target tbc	Committee & coaches	Circa £200 required per 6 sessions



## Sociable

	Objective	Achievement Targets	Timescales	Responsibility	Costs
7a	<b>Maintain current digital presence</b>	Regular and varied content via web, Facebook, Twitter, Instagram and email as appropriate to members and non members	Ongoing	Website coordinator	Approx £250 pa
7b	<b>Banners</b>	Maintain banner presence at key sites	Ongoing	Committee	£60 per banner
7c	<b>Harborough Mail presence</b>	Maintain a weekly presence in the Harborough Mail	Ongoing	Secretary	n/a
7d	<b>Develop regular social events for members and families throughout the year</b>	<ul style="list-style-type: none"> <li>Organise minimum of 3 social events throughout 2018/19</li> <li>Review based on facilities plan for future years.</li> </ul>	Year 1	Events Team, Committee	

## Stretching

	Objective	Achievement Targets	Timescales	Responsibility	Costs
8a	<b>JDC nominations</b>	Ensure a minimum of 10 nominations per year for JDC sessions to represent MHHC at County level junior hockey	Annually, September	Coaches	None
8b	<b>Coaching Quality</b>	Minimum one Level 1 equivalent Coach in club involved in each section Currently: Mixed & Juniors – Ant Czaicki Men's – Christian Howard Women's - David Richardson	Review annually	Committee	
8c	<b>Outperform EHB growth target of doubling Junior participation over next 10 years</b>	On Target for EHB target - 10 new Juniors/year	Review Annually based on pitch capacity – this will hit a capacity limit within 12-18 months & needs balancing vs coaching quality.	Committee, Junior coaches, and Badgers Captain	