

VISION

Rickmansworth HC has a vision:

Rickmansworth Hockey Club wants to become a Centre for Sporting Excellence in the local area.

By increasing participation at all levels of hockey in the local community, it will enhance the health, fitness and well being of the community at all ages.

We aim to improve the quality and quantity of playing and coaching of hockey whilst also assisting in the growth and development of other sporting and community activities through formal links with other clubs and schools.

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1 What is the Ethos of the Club?

Rickmansworth Hockey Club's is a family friendly club whose aim it is to provide competitive hockey for all in a social atmosphere. The club has had players from the same family over 3 generations

The club is committed to talent development. The number of players it puts forward to the county JDC (Junior Development Centre) and JAC (Junior Academy Centre) continues to increase. After a sustained focus on the junior section we have gone from seven players in 2011 in the county system to the current (2015) 25 players involved, two in Regional and have one in the national training squad.

The club is committed to community cohesion and plans to run Satellite Clubs across Three Rivers promoting hockey to 14-25 year olds, women and girls and disability groups.

2 Where are we now?

Senior Section

Currently the club runs 4 men's teams and 2 ladies' teams. The teams play in the following divisions

Mens 1s	East Div 4SW
Mens 2s	East Div 6SW
Mens 3s	East Div 7SW
Mens 4s	East Div 9SW
Ladies 1s	5 Counties Div 1
Ladies 2s	5 Counties Div 4

The men's 1st XI played in Div 1 in the 95-96 season.

The ladies 1st XI played in the East Div2 in the 2002-2003 season.

The senior teams have dropped a number of leagues in the last 10 years and both sections have dropped teams in this period although since the 2013-14 season has seen the re-introduction of the men's 4th XI. This has been mainly due to the growing junior section and an increasing number of 14 and 15 year olds playing in the senior sides.

The ladies section currently is on the verge of creating a 3rd teams

Junior Section

The club has had a junior section for many years, although this was with only occasional matches and often low attendance. Considerable efforts have been made in the last 5 years and the section now has 60+ players. Where we once had mainly U10s and U12s, the section now has spread into the U14 and U16 ages. Currently the junior section has 5 teams playing in junior leagues.

Social

The social side has lapsed in recent years, with our home pitch over 3 miles from the clubhouse there are a growing number of players who turn up at the pitch and go home straight from the pitch. A number of social events are run annually, including quizzes, wine tastings and an end of season dinner. We have good clubhouse facilities and need to be using them more.

The club does run a successful mixed tournament every summer with 20-24 teams visiting the club each year.

Facilities

We do not have our own pitch and hire a pitch at St Clement Danes school. This is over 3 miles from the clubhouse. Both the cost of hiring the pitch and its distance from the clubhouse impact the club severely. Pitch hire costs are high and this limits the amount of bookings the club can afford.

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We do have a clubhouse with bar, changing facilities and a hall that can be hired out. The clubhouse isn't used as much as we would like, and without more use it is difficult to improve the facilities.

In August 2013 the club received planning permission to build an all weather playing surface on the adjacent Scotsbridge playing fields. This project is critical to the success of the club both in terms of growing the number of teams that play hockey as well as increasing the clubhouse use that could in turn enable us to improve the facilities.

Volunteers / Roles

The club is mainly run by a small core of players/members. Finding coaches / umpires and captains has been a struggle, although the club is actively some of England Hockey's recommendations to become more inclusive to encourage more members to get involved. The team believes with improved facilities, this would create a new impetus and this would help change the members views of getting involved in the club.

3 Opportunities

Key to the growth and survival of the club is having our own Artificial Grass Pitch (AGP) otherwise known as an astro-pitch.

The AGP would provide an increase in community, school and hockey usage of the existing playing fields site to include evenings and weekends beyond its current use as a grass football pitch where the grass pitches are unplayable or when lighting is needed.

When not required for the hockey club, the AGP will be available for community football and rugby use including training and for informal matches across evenings and weekends. The AGP will also be able to host school hockey matches, curriculum and extra-curricular PE classes and host School Sports Partnership events and competitions.

Three Rivers District has a population of 89,000 residents, of which the Public Health Profile (2014) shows 24% of the population is obese and 63.9% of the population is classified as overweight. The AGP will allow the club to engage in the countywide Active Together programme offering walking hockey to 50+ residents. Targeting inactive older residents to become healthier and reduce physical inequalities.

The AGP will give the hockey club more access to pitch space and could field teams at U16 and U18 boys and girls age groups. These groups currently play in adult teams due to limited availability at the current facilities used by the club. Located less than a mile from two senior schools the AGP will allow the hockey club to attract 10 – 30 new players from the school each year by delivering extra-curricular clubs to the 14-18 age groups. We would expect to grow the 14+ junior boys and girls' section by five teams within five years.

The club is an active member of the Three Rivers Community Sports Network and would use the local coaching bursary scheme to train up additional volunteers to support the clubs ambitious development plans.

The hockey club's 'Back to Hockey' session is very successful in encouraging adult players back to sport but is not able to expand. The new APG would enable the club to expand this offer

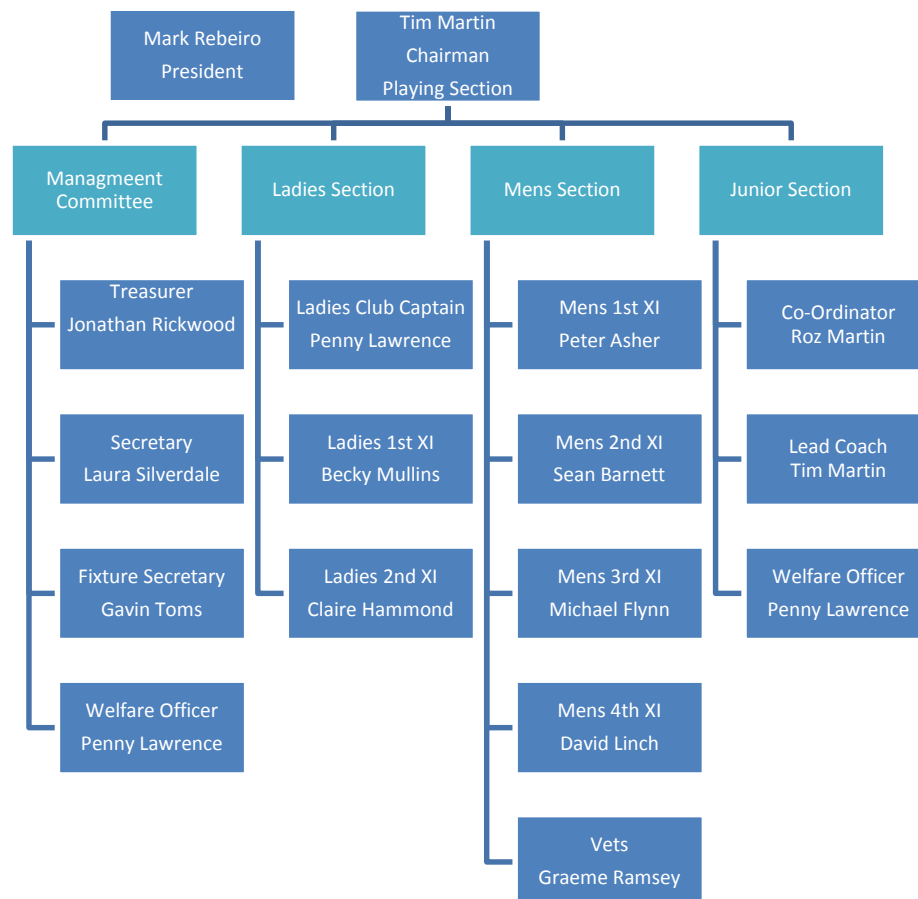
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further in partnership with Three Rivers District Council through their 'Get into' Sport programme by providing new and additional sessions targeting adults in sport. The hockey club would expect to grow its senior men's and women's sections by three teams within five years.

The new AGP would enhance the sporting experience by providing an improved playing surface with a switch from the old style sand filled pitches to a sand dressed pitch. Facilities located next to the existing clubhouse would encourage existing participants to watch matches, as well as, providing better facilities on site and ensuring the long-term sustainability of the Hockey club by proving regular rental income. A new AGP will provide additional community usage and access to facilities address the shortfall in space in Rickmansworth as identified in the Three Rivers District Council Playing Pitch Update 2010 report.

4 Club Structure

Current Club Structure

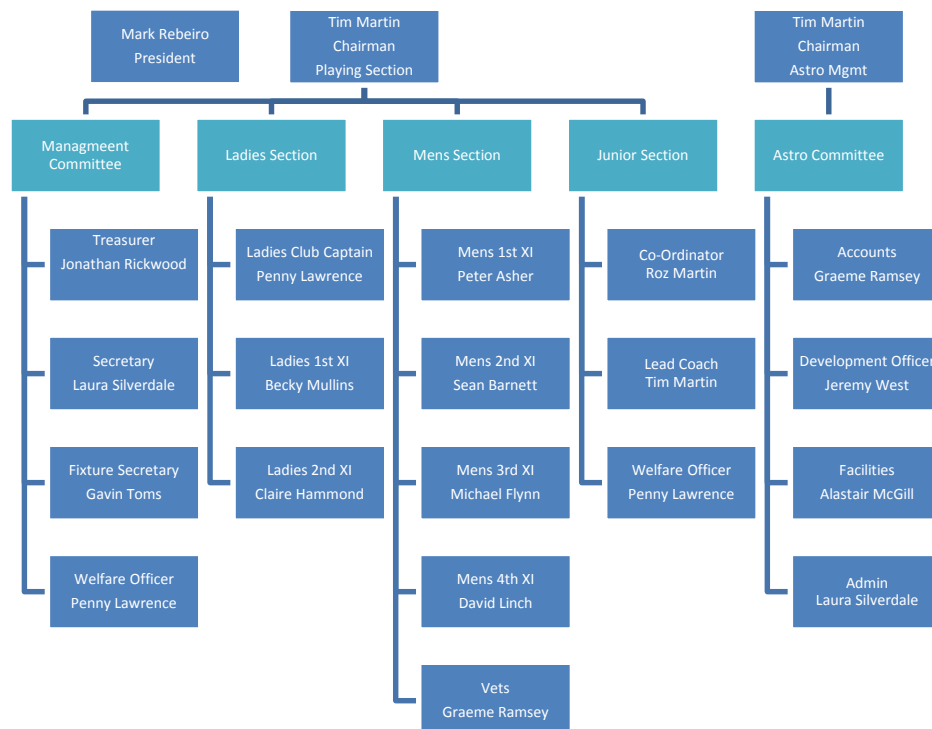


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Proposed Structure with Astro Mgmt

With the introduction of an AGP it is proposed to introduce an additional committee group to focus on the management of the AGP

The overall committee structure would then look as follows:



5 Managing the Artificial Grass Pitch (AGP)

Bookings / Admin

The aim is to introduce an online booking system. An online system would increase accessibility to all groups and at the same time reduce admin effort required to run the pitch.

There are a number of systems available that can manage online bookings such as

- Sports Booker
- BookingBug
- BookingLive
- WebBookings
- ClubNet

A selection process will be undertaken to ensure the system meets the requirements for the AGP Bookings

Key requirements would be :

- Online access
- Booking whole or part of the pitch
- Single and Block Bookings
- Different Rates for different user groups and for different times

Additional requirements

- Support for Online payments before use as well as payment via invoice

Rickmansworth Hockey Cub Development Plan 2016 - 2021**Access / Security**

Primary access to the pitch will be from Rickmansworth Sports Club grounds. The Sports Club will provide the necessary parking facilities and changing facilities for the AGP.

To ensure the correct parking facilities are used, potentially a fenced off access from Rickmansworth Sports Club grounds to the gate at the entrance to the AGP will be erected. This would ensure parking at Sctosbridge Mill and by the Tennis courts will not be impacted by AGP users.

With more than one gated entrance it will also be possible to dedicate one of the access points to the schools use and therefore place this closer to the school entrance.

The club will ensure the considerable investment in the AGP is protected with the facilities being secured when not in use. Ensuring the pitch is locked up will be added to the responsibilities of the staff that currently lock up the Sports Club.

There is a potential option to share the facilities management with Rickmansworth School who already have the function set up

Maintenance

A well-maintained pitch:

- Optimises playing conditions;
- Minimises potential for injury;
- Maximises longevity of the pitch.

A major advantage of synthetic turf over natural grass is a greatly reduced maintenance requirement. However, this does not mean no maintenance. It is extremely important that sufficient maintenance is performed to ensure the pitch is kept in top condition.

Prohibitions, Monitoring and Inspection

Positive action is required and activities which are prohibited will be identified and a notice of them posted clearly and prominently. Adequate supervision will be maintained to ensure these actions and prohibitions are adhered to by all players and users and that failure to observe them will result in appropriate sanctions.

Prohibitions include:

- no smoking;
- no animals;
- no golfing or other similar pursuits;
- no chewing gum (but note that this can sometimes be removed with the use of dry ice -CO₂);
- no food or drinks (except water);
- no glass containers or bottles;
- no studded boots, sharp tags on boots or stiletto heeled shoes.

Periodic monitoring and inspection will be incorporated into routines.

Preventive Maintenance

Periodic monitoring and inspection actions include:

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- Close watch and early action for algae invasion on unfilled pitches;
- Constant vigilance for moss on filled pitches;
- Attention to seam separation, rips and tears in turf and observation of worn areas;
- Frequent collection of foreign material from the pitch area (litter, canteen waste, tape, gum, etc);
- Sweep up grass, leaves, twigs and cones regularly;
- Clean up organic materials such as food, mud, etc;
- Empty bins frequently to ensure they do not overflow;
- Cross-brush a filled pitch regularly;
- Repair minor damage promptly;
- Report more serious damage or repair problems immediately to manufacturers;
- Attend to any watering system problems promptly;

If lines or seams come loose, they will be repaired as soon as possible; as a loose seam running a few centimetres can quickly become several metres unless quick action is taken;

Routine Care of Turf Carpet (Sweeping/Brushing)

This will be done by the club. It involves minor maintenance requiring no specialised equipment:

- Remove litter, grass, leaves, twigs, cones, other organic materials and coarse dirt;
- Use a synthetic lawn rake, a sweeper or a blower (when using a sweeper or blower on a filled pitch, make sure not to sweep up or re-distribute too much of the sand);
- On filled pitches (including "dressed" pitches) regular sweeping with a triangle brush is highly recommended; do not use metal brushes;
- Remove micro-grindings which tend to "cake" when combined with heavy rainfall; use a plastic or wooden snow-shovel;
- When using machines with engines, take care not to leak oil; if a tractor is used, check that tyre pressures conform to limits set.

Major Treatment of Filled Pitch (Rejuvenation)

Periodically, a basic maintenance procedure should be carried out to cleanse the pitch:

- The amount of sand is checked;
- Seams and woven-in lines are checked for tears and loose parts;
- Weeds are removed; the perimeter of the pitch is treated with herbicide;
- All loose refuse and coarse impurities are cleaned from the surface;
- The sand filling is extracted, cleaned and brushed back in;
- The pitch is brushed again to remove all remaining loose refuse;
- Any "spots" are supplied with extra sand;
- As the turf wears, less sand is required to fill it so that any surplus can be removed, cleaned and stored for later filling of low spots.

Guidance for maintenance costs has been provided by England Hockey and have been included into the business plan

Costs

Maintenance	0.5%	3,036
Electricity		4,000
Caretaker & admin		8,000
Other		2,000

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Total	<u>17,036</u>
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Sinking fund

The business plan includes consideration for a sinking fund, and this is also a pre-requisite for a number of the funding sources.

England Hockey provide guidance as to the expected costs that should be set aside

Whilst many pitches do not wear out significantly, it is recommended to allow for the replacement of the playing surface after a 10 year period.

The business plan includes the accrual of £140,000 over the first 10 years of operation

6 Projected Pitch Usage

The usage of the pitch needs to reflect a number of aims:-

- Generate sufficient income for the pitch to be a viable on going facility for the community
- Deliver against the targets of increased sporting participation
- Reflect the investment of the various groups and entities that have invested into the pitch

Generally any school usage and club / community usage would not overlap and as such this creates a good basis for partnership between the groups

Outside of school hours during the week the pitch will be available for

- The hockey club for training
- Local youth football teams for training
- Casual use for community groups

During the weekend, in the hockey season, the pitch will be available for

- Saturday morning school matches (9:00 – 11:00)
- Rickmansworth Hockey club home league matches on Saturdays
- Junior fixtures as well as Junior training on Sundays.

During the weekend, outside the hockey season, the pitch will be available for

- Social / summer hockey
- Community Use

The pitch floodlights will be available up till 9:30pm Monday – Saturday and up till 7:30pm on Sundays as per the planning conditions.

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Summary of Pitch Usage

Key

	School
	Hockey Club
	Community
	Off Peak Hours

Term Time Hockey Season

From	To	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
09:00	10:00							
10:00	11:00							
11:00	12:00							
12:00	13:00							
13:00	14:00							
14:00	15:00							
15:00	16:00							
16:00	17:00							
17:00	18:00							
18:00	19:00							
19:00	20:00							
20:00	21:30							

Term Time Non-Hockey Season

From	To	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
09:00	10:00							
10:00	11:00							
11:00	12:00							
12:00	13:00							
13:00	14:00							
14:00	15:00							
15:00	16:00							
16:00	17:00							
17:00	18:00							
18:00	19:00							
19:00	20:00							
20:00	21:30							

Non-Term Time Hockey Season

From	To	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
09:00	10:00							
10:00	11:00							
11:00	12:00							
12:00	13:00							
13:00	14:00							
14:00	15:00							
15:00	16:00							
16:00	17:00							
17:00	18:00							
18:00	19:00							
19:00	20:00							
20:00	21:30							

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Non-Term Time Non-Hockey Season

From	To	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
09:00	10:00							
10:00	11:00							
11:00	12:00							
12:00	13:00							
13:00	14:00							
14:00	15:00							
15:00	16:00							
16:00	17:00							
17:00	18:00							
18:00	19:00							
19:00	20:00							
20:00	21:30							

6.1 Current Pitch Booking Projections

Status as at 7th March 2016

Pitch Usage	Hours Per Week	Weeks Per Year	Total Hours	Rate	Total	Status
Hockey						
Ricky Hockey	10	20	200	£ 65	£ 13,000	Confirmed
Ricky Hockey Summer	2	14	28	£ 65	£ 1,820	Confirmed
Ricky Summer Tournament	12	1	12	£ 65	£ 780	Confirmed
			240		£ 15,600	
Other						
Christchurch Crusaders Football Club	1	46	46	£ 75	£ 3,450	Letter From Club
Glen Rovers GAA Club	1	48	48	£ 75	£ 3,600	Letter From Club
Chorleywood Common Youth Football Club	2	32	64	£ 75	£ 4,800	Letter From Club
Youth Football Training	3	32	96	£ 75	£ 7,200	To be confirmed
Summer Hockey League	4	7	28	£ 100	£ 2,800	Planned for Summer 2017
Five Aside Soccer	4	32	128	£ 75	£ 9,600	To be confirmed
			410		£ 31,450	
School						
School Sports	5	39	195	£ 40	£ 7,800	To be confirmed
Grand Total			845		£ 54,850	

Rickmansworth School have confirmed they would like to be a school time user of the pitch, they will provide an update shortly in terms of the number of hour's usage they require. This would be dependent upon agreeing the rates.

7 Community Plan

Within the stated aims of the pitch usage, the club is keen to promote groups that increase sports participation in the 14-25 age group.

- The hockey club agrees to make the facility available for community use, including to organised (local) sports clubs / organisations and for casual use.
- Casual use means availability for any individual(s) or groups to book the Sports Facilities up to 7 days in advance for use on a pay-as-you-play basis, where space is available.
- The hockey club shall not reduce the level of community access without consultation of the Sports Development Officer.

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- The club will support TRDC sports development programmes and would make the pitch available for free for the following off peak hours
 - For up to 50 hours per year for the first 5 years and then upon review for the next 5 years.
 - For community groups as proposed by Three Rivers District Council.
 - For non-profit use only
 - Additionally the club would promote Hub events run for the local Primary School. To support this the club would make upto 15 hours of available school hours for these events.
- A 25% discount will be made available for TRDC priority groups.
 - This would be limited to 100 hours per year with a review after 5 years.
 - The bookings would be subject to availability
 - This means those groups identified by the council as being under represented for the particular activity engaged in including but not limited to women and girls, minority groups, disabilities and older adults.
- The hockey club shall work with the Local Authority Sports Development team to provide a range of opportunities and pathways for the community in line with appropriate sports development strategies, including making a contribution to local participation targets for sporting and physical activity.
 - This may include existing initiatives and will also include new and local activities.
- Every 3 years the Hockey Club will provide an update to their Community Development plan in consultation with the Council's Sport Development Officer
- To provide a yearly financial update (Should the council agree to fund any shortfall)

8 Artificial Grass Pitch – Construction Budget

Construction			Blakedown	Revised budget
Prelims			8,535	17,898
Earthworks			9,336	13,805
Drainage			14,450	13,650
Sub-base			78,700	110,970
Kerbing			4,790	4,419
Pitch base			89,432	64,393
Shockpad			32,196	32,554
Surface			120,976	122,411
Fencing			38,483	34,526
Floodlighting			53,875	44,381
Reinstatement			1,680	2,240
Access path & Bridge	100	50.00	5,000	5,000
Electrical Supply			22,200	22,200
sub-total			479,653	488,447
Equipment				
Hockey goals	1	2,643.75	2,644	3,000
Footy goals	1	2,557.13	2,557	3,000
Mini-goals	2	1,984.50	3,969	4,000
Netting	1	1,968.75	1,969	2,000
Maintenance machinery			5,200	5,000
Performance test			2,081	2,000
Floodlight machine			2,582	2,500
Goal storage large	2	2,563.68	5,127	5,000
Goal storage small	-	1,238.91	0	1,239
Shoe clean		500.00	0	500
Player dug-outs	2	4,000.00	8,000	8,000
Ancillaries			34,129	36,239
Fees				
Project management				15,000
Ground Survey				5,000
Legal				5,000
				25,000
TOTAL				549,686
VAT				109,937
TOTAL inc VAT				659,623
Contingency				32,981
TOTAL inc VAT + Contingency				692,604

9 Current Funding Status

Funding Status		
Sport England	£233,800	Accepted as a stage 2 project
Hockey Foundation	£75,000	Applied for, committee review 20th April
Council S106	£50,000	Agreed in principle
Council Loan / Grant	£115,000	Requested, awaiting decision
Rickmansworth HC Sinking Fund	£57,000	Raised
Rickmansworth HC Fund Raising	£50,000	50% Raised
Private Loan	£100,000	Confirmed
Other Grants / Sponsorships / Loans	£12,000	Other funds to be raised
Total	£692,800	

10 Financials

10.1 Pitch Usage

For planning purposes the following assumptions have been made for pitch usage

Rickmansworth Hockey Club Astro pitch

Day 10am - 6pm
 Evening 6pm - 9:30pm
 Sundays 6pm - 7:30pm

	Hockey season - term time			Hockey season - school hol			Not hockey season - term time			Not hockey season - school hol			
	Weeks pa	15		Weeks pa	5		Weeks pa	24		Weeks pa	8		
Week day	Day	Evening	Total	Day	Evening	Total	Day	Evening	Total	Day	Evening	Total	Total
Available hours	40	17.5	58	40	17.5	58	40	17.5	58	40	17.5	58	2,990
<i>Sold hours</i>													
School	5.0	0.0	5.0	0.0	0.0	0.0	5.0	0.0	5.0	0.0	0.0	0.0	
Hockey Club	0.0	2.0	2.0	0.0	2.0	2.0	0.0	1.0	1.0	0.0	0.5	0.5	
Other	0.0	8.0	8.0	0.0	8.0	8.0	0.0	8.0	8.0	0.0	8.0	8.0	
	5.0	10.0	15.0	0.0	10.0	10.0	5.0	9.0	14.0	0.0	8.5	8.5	
	13%	57%	26%	0%	57%	17%	13%	51%	24%	0%	49%	15%	
Weekend	Day	Evening	Total	Day	Evening	Total	Day	Evening	Total	Day	Evening	Total	Total
Available hours	16.0	5.0	21.0	16.0	5.0	21.0	16.0	5.0	21.0	16.0	5.0	21.0	1,092
<i>Sold hours</i>													
School	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Hockey Club	8.0	0.0	8.0	8.0	0.0	8.0	0.0	0.5	0.5	0.0	0.0	0.0	
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	8.0	0.0	8.0	8.0	0.0	8.0	0.0	0.5	0.5	0.0	0.0	0.0	
	50%	0%	38%	50%	0%	38%	0%	10%	2%	0%	0%	0%	
Total per week													Total p/a
<i>Sold hours</i>													
School	5.0	0.0	5.0	0.0	0.0	0.0	5.0	0.0	5.0	0.0	0.0	0.0	195
Hockey Club	8.0	2.0	10.0	8.0	2.0	10.0	0.0	1.5	1.5	0.0	0.5	0.5	240
Other	0.0	8.0	8.0	0.0	8.0	8.0	0.0	8.0	8.0	0.0	8.0	8.0	416
Total	13.0	10.0	23.0	8.0	10.0	18.0	5.0	9.5	14.5	0.0	8.5	8.5	851
	23%	44%	29%	14%	44%	23%	9%	42%	18%	0%	38%	11%	21%

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10.2 Income

Based upon the above usage and the following rates, the projected revenue would be:-

Income	Hours	Rate	Total
School	195	40	7,800
Hockey club	240	65	15,600
Other	416	75	31,200
Total	851		54,600

Taking the following into consideration

- Year 1 generates 50% on normal trade and year 2 generates 75%
- The hockey club use would be as per our current usage for Year 1, with increases following year 1
- Pitch usage increase as per projected increased participation

We would project the following usage

Income	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
School	3,900	3,900	3,900	3,900	3,900	7,800	7,956	8,115	8,277	8,443
Hockey club	15,600	16,700	17,800	18,900	20,000	21,100	22,200	23,300	24,400	25,500
Other	15,600	23,400	31,200	31,824	32,460	33,110	33,772	34,447	35,136	35,839
Total	35,100	44,000	52,900	54,624	56,360	62,010	63,928	65,862	67,814	69,782

10.3 Expenditure

Using the costs detailed in the maintenance section :

Costs		
Maintenance	0.5%	3,036
Electricity		4,000
Caretaker & admin		8,000
Other		2,000
Total		17,036

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Taking the following into consideration

- The hockey club provides the caretaker and admin roles through voluntary roles, fully for the first 4 years and partially for year 5
- An increase in costs based upon inflation

We would project the following costs

Costs	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Maintenance	3,036	3,112	3,190	3,269	3,351	3,435	3,521	3,609	3,699	3,792
Electricity	4,000	4,100	4,203	4,308	4,415	4,526	4,639	4,755	4,874	4,995
Caretaker & admin	0	0	0	0	4,415	9,051	9,278	9,509	9,747	9,991
Other	2,000	2,050	2,101	2,154	2,208	2,263	2,319	2,377	2,437	2,498
Total	9,036	9,262	9,493	9,731	14,389	19,275	19,757	20,250	20,757	21,276

10.4 Loan Service

The cash flows assume a loan servicing requirement of

Loan	212,000
Term years	10
Interest rate	5.0%

Our current understanding is that the council loan would be interest free and could indeed be converted into a grant

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Loan servicing	10,600	31,800	30,740	29,680	28,620	27,560	26,500	25,440	24,380	23,320
Bal b/f	212,000	212,000	190,800	169,600	148,400	127,200	106,000	84,800	63,600	42,400
Capital repayment	0	21,200	21,200	21,200	21,200	21,200	21,200	21,200	21,200	21,200
Bal c/f	212,000	190,800	169,600	148,400	127,200	106,000	84,800	63,600	42,400	21,200

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10.4.1 Alternative Loan Service

Should there be an increase in grant and therefore a reduced loan, this would have a significant impact on the business plan

With the loan servicing reduced by approximately 50%

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Loan servicing	5,600	16,800	16,240	15,680	15,120	14,560	14,000	13,440	12,880	12,320
Bal b/f	112,000	112,000	100,800	89,600	78,400	67,200	56,000	44,800	33,600	22,400
Capital repayment	0	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200
Bal c/f	112,000	100,800	89,600	78,400	67,200	56,000	44,800	33,600	22,400	11,200

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10.5 Projected 10 Year Cash Flow

The projected 10 year cash flow would be as follows (this includes the baseline info for the loan)

Inflation		2.5%									
		Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
10 year cash flow		1	2	3	4	5	6	7	8	9	10
Income		35,100	44,000	52,900	54,624	56,360	62,010	63,928	65,862	67,814	69,782
Running costs		9,036	9,262	9,493	9,731	14,389	19,275	19,757	20,250	20,757	21,276
Net income		26,064	34,738	43,407	44,893	41,971	42,735	44,171	45,612	47,057	48,506
Loan servicing		10,600	31,800	30,740	29,680	28,620	27,560	26,500	25,440	24,380	23,320
Cash movement		15,464	2,938	12,667	15,213	13,351	15,175	17,671	20,172	22,677	25,186
Opening cash		0	15,464	18,402	31,069	46,282	59,633	74,808	92,479	112,651	135,328
Closing cash		15,464	18,402	31,069	46,282	59,633	74,808	92,479	112,651	135,328	160,515
Transfer to sinking fund (non cash)	2.6%	0	15,600	31,200	46,800	62,400	78,000	93,600	109,200	124,800	140,400
Net position		15,464	2,802	(131)	(518)	(2,767)	(3,192)	(1,121)	3,451	10,528	20,115
Bal b/f		212,000	212,000	190,800	169,600	148,400	127,200	106,000	84,800	63,600	42,400
Capital repayment		0	21,200	21,200	21,200	21,200	21,200	21,200	21,200	21,200	21,200
Bal c/f		212,000	190,800	169,600	148,400	127,200	106,000	84,800	63,600	42,400	21,200

Notes:

- The projected cash flows show that the pitch would be sustainable with the loans being serviced and a suitable sinking fund set up to support pitch replacement
- Should the council provide a grant rather than a loan the project would become viable with fewer hours of pitch usage from 21% usage down to 14% usage. Alternatively it would be possible to make the pitch available to the school / other groups for a further reduced rate

11 High Level Objectives

SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
		Date when the objective will be completed	Who in the club will take the lead	What will the costs be for this objective?	How will you raise awareness of the objective? How will you let the club know about it? Where/ how will you find new people to be involved?	How will the club know the objective has been met	Date when the objective will be reviewed (must be completed)
Partnerships	To establish a proactive partnership with Rickmansworth, St. Clement Danes & Joan of Arc Schools to become the lead organisation in hockey development for the area.	May 2019 (5 yrs)	Club Management Committee (CMC), supported by Club Development Officer (CDO)	5 yr Business Plan to be developed	Public partnership launch. Marketing Plan. Club – “In the community programme”.	Local pride in club’s achievements Public recognition for programme off the pitch. Ongoing support for partnership Record of achievements on & off the field.	Ongoing monthly review at committees
Partnerships	To develop partnerships with a range of public, education, business & voluntary organisations to support the club’s contribution to community sport, health	Ongoing	CMC, Dev Committee & CDO.	Club’s project & ongoing business plan requires financial support to ease sustainability.	Increase club’s community profile through wider involvement in the local area & organisations.	Sponsorship, Project funding support	Quarterly review at CMC

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SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
	& wellbeing & social cohesion.						
Facilities	To achieve partnership support from Sport England, England Hockey and the Hockey Foundation (EHB & HF) for the funding of the new pitch.	April 2016	CMC, Dev Committee & CDO.	Project Management & pre works costs. Est. £20k within Project cost plan.	Internal & external marketing & fundraising campaign.	Funding awards Planned	Ongoing monthly review at committees
Facilities	To work with Three Rivers District Council to lease land	To coincide with project delivery programme	Dev Committee & CDO.	Funding allocation required to support financial promotion scheme	Marketing / Invitation plan to be specifically developed and implemented.	Funding made available for use by club.	Ongoing monthly review by Dev. Committee
Facilities	To create a new 'clubhouse' base through the provision of a pitch for those using the facilities	October 2016	CMC, Dev Committee & CDO	Project Cost approx £500,000 (plus VAT), incl. project management & pre award costs.	New Project Drive initiated in May 2013. Regular reporting to committees, club website & direct emailing	Club Pitch available for use. Agreed joint pitch use programme with club, schools and other community groups.	Ongoing monthly review at committees.
Club Transformation	To manage effectively the transition period before & until new home/facilities available	Oct 2016	CMC, Dev Committee & CDO	Non project costs to be managed within normal annual revenue budget	Work with members to review pricing structure & operate transitional subs/match fee rates.	Clubs day to day finances remain operationally neutral & with no loss of membership or good will.	Quarterly review at CMC

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SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
Club Growth	To grow & develop club in response to new facilities & opportunities	2017/18/19	CMC, Dev Committee & CDO	General uplift in expend & income. (Business planning)	Marketing regime to promote externally to reflect club ethos & vision	Increased nos. teams in response to demand. (Aim for 3 more) Increased junior participation from school children.	Annual end of season review/AGM
Team Performance (Adults)	To improve Men's & Ladies 1 st X1's league status plus sequential league positioning below, of all adult teams through improved coaching & selection processes.	2018/19	Club Senior Captains (1 st & 2 nd X1's) & Coaching Team	Identified allocation in revenue budget, but potential to move to paid coaching costs.	Communicated Team Selection & Player Development Policies via website.	Men's 1 st in ??? Ladies 1 st 's in??? All other teams in higher divisions than currently. Continued boys and girls representation in county, regional & Nat. squads.	Weekly Selection process inc. player feedback.
Coaching	To ensure coaching standards & supply amply cover club demand & expectations	Ongoing	Coaching Team	Budget includes paid senior coaching team plus allocation to support 4xL1, 2xL2 & 1xL3 course costs. Coach development plan underwritten by finance	Consider attracting or training up L3 standard coach & host coaching events/seminars/promote coaching course take up.	Level 3 Coach leading club player dev. programme. Sufficient qual. coaches to amply cover coaching programme demand. Joint coaching & player development role between club & schools.	Quarterly review at CMC

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SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
Umpires/ Officials	To ensure club has sufficient suitably qualified umpires and officials to amply cover club & Herts requirements.	Ongoing	Lead Umpire.	Budget includes Ump. expenses plus allocation to support 6xL1, 2xL2+ course costs? Plan as coaches above, plus incl. Technical Delegates.	Promote umpiring course take up & make umpiring a natural part of junior training structured programme. Leading to involvement in Herts Umpires/ regional Umpires Assns.	Sufficient qual. Umps. to meet 2X L8 min./league team plus 1 to county pool.	Quarterly review at CMC
Juniors	To ensure junior hockey continues to thrive & provide clear supported pathway to adult hockey, working within EHB's single system principles.	Ongoing	Junior Head Coach & team	Ongoing CRB & other normal revenue costs	Designated junior section on website & inc. interaction with adult section/club as a whole.	Continuing demand for access to junior coaching & match prog. & junior representation in club adult & jun. county, regional & national teams.	Ongoing monthly review at CMC.
Juniors	To encourage talented juniors to maximise EHB's single system.	Ongoing	Junior Head Coach & team	Funding support in exceptional circumstance.	Promote & nominate into Herts JCD, JAC & JRPC.	Increasing nos. & levels of representation in county, region/national teams.	Annual end of season review/AG M
Engagement with Schools.	To ensure club integrates with local schools' to enhance junior hockey development.	Ongoing	CDO plus Schools Liaison rep.	External funding available to support.	Regular meetings with School Heads of PE/Sport, School Games Organisers	Club providing coaching support to school/club links programme. Increase junior membership from schools.	Quarterly review at CMC.

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SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
						Development of town based satellite club.	
Club Management	Demonstrate “best practice” club management through achieving of ClubsFirst status	Oct 2017 then 3 yearly	CMC	Budget for costs of Safeguarding, CRB & H&S.	Designated Club Policies inc. ClubsFirst section on website.	Accreditation achieved by Oct 2017.	Ongoing monthly review at CMC.
Volunteer helpers/Administrators /Managers	Ensure club’s volunteers are integrated into club, well managed & supported.	Ongoing	CMC	Budget to include leadership & volunteer training. All positions have job spec. fully documented and aids/ training provided.	Promote club ethos & recognise contribution made by all volunteers	All club officials & key worker posts filled. Succession plans in place. Pool of volunteers available to support club’s coaching, development & social activity.	Quarterly review at CMC.
Club Supporters	Encourage and sustain ongoing relationship with past members, Vice Presidents, supporters and sponsors of the club through communication and involvement. Recognise the value and inclusion of non member club supporters in the “life of the club”.	Ongoing	CMC, whole club.	Nominal	Include in communication formal & informal plans.	Attendance and participation in club activities and events. Positive public profile and vibrant social side/friendly feel of club.	Annual & end season review.
Communications	Ensure clubs’ internal & external communications are visible, up to date & effective.	Ongoing	CMC & webmaster	Nominal in revenue budget.	Commitment to use of website as first point of contact/comms.int	Increased website use, inc. info/news & member engagement.	Ongoing monthly review at CMC.

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SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
					ernally & externally.		
Membership	Ensure club membership data is current & well managed.	Ongoing	CMC & webmaster	Nominal in revenue budget.	Promote & maintain member compliance with data management system	Members keep personal details up to date. Selection, availability & subs. payment systems implemented.	Quarterly review at CMC.

GLOSSARY

BEM	Black & Ethnic Minority
CDO	Club Development Officer
CMC	Club Management Committee
CSP	County Sport Partnership
CSL	Club School Link
CSN	Community Sport Network
EHB	England Hockey Board
FE	Further Education
HE	Higher Education
SS	Single System
SSP	School Sport Partnership

12 Sporting Objectives

The following highlights the sporting priorities from the Five Year Development Plan:

Sporting Objectives	How will you achieve this objective	What resources will you require to deliver this objective?	What are the implications for accessing these resources?	What are the timelines for delivery	How will you measure success (quantitative, i.e. numbers and frequencies)
Club Growth – To grow & develop the club in response to new facilities & opportunities	Establish 3 more adult teams playing league hockey	Increased pitch space & time for coaching/training & matches, team managers & experienced captains, specific introductory coaching/coaches.	Bookings management, league registration costs, increased coaches/coaches costs	1 in Yr 2, 2 in Yr 3	<p>Inc. nos. of adult members</p> <p>Increased annual throughput due to additional teams</p> <p>Nos. teams playing in Herts Hockey Leagues</p>
	Develop new expanded programme using pitch (Club & external)	<p>Pitch availability, internal & external marketing, increased equipment</p> <p>England Hockey – Rush Hockey, Get Back to programmes</p>	Increased bookings management, promotional budget, equipment & supplies.	Staged development over 3 years	<p>Increased winter pitch use for Club training & development.</p> <p>Increased summer hockey match & league programme</p> <p>New Club & external tournaments.</p> <p>New school holiday coaching programmes</p>

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					<p>New pitch hirers including schools, England hockey & other hockey organisations</p> <p>Increased recreational hockey opportunities</p> <p>Increased annual membership & throughput</p>
<p>Team Performance Adults – To improve Men's & Ladies 1st team league status</p>	<p>Increased coaching and training plan. Improved team selection & management.</p>	<p>Designated pitch time for coaching/training. New/revised (paid) coaching staff. New management arrangements.</p>	<p>Bookings management. Recruitment of new coaches & up skilling existing coaches. Leadership training.</p>	<p>By Yr 3.</p>	<p>Men's 1 in Div 3 & Ladies 1's in Premier Leagues.</p> <p>Increased team performance & membership</p>
<p>Coaching - To ensure coaching standards & supply amply cover club demand & expectations</p>	<p>Increase nos. & level of coaches delivering Club programme</p>	<p>New coaches recruited, more/higher qualified coaches. Coach development programme - courses.</p>	<p>Increased coaching & coach education costs. Improved staff management & co-ordination of coaches required. New policy on coaching standards/pay & volunteer arrangements.</p>	<p>3 in Yr 1 2 in Yr 2 2 in Yr3</p>	<p>2 new L2's & 1L3 in Yr 2 2 new L2 in Yr 3 2 new L2 in Yr 4</p> <p>Increased availability to respond to Club coaching needs & development of external coaching service</p> <p>Increased team & individual performance & representation Increased annual membership & throughput</p>
<p>Umpires & Officials – To ensure club has sufficient suitably qualified Umpires & officials to amply cover club & Eng. Hockey requirements.</p>	<p>Increase nos. & level of umpires available for matches</p>	<p>More umpires trained from within Club. Higher qualified & experienced. Umpire development programme – courses, assessments & mentoring.</p>	<p>Increased umpiring & umpire education costs. Improved staff management & co-ordination of umpires required.</p>	<p>2 in Yr 1 2 in Yr 2 3 in Yr 3</p> <p>4 probation/young umpires in training</p>	<p>6 new L1 & 6 L8</p> <p>Sufficient bank of umpires to cater for new teams/league requirements</p>

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			New policy on umpire standards/pay & volunteer arrangements		
Juniors - To ensure junior hockey continues to thrive & provide clear supported pathway into adult hockey & working within Eng., Hockey's single system.	Further develop junior coaching programme & links to Eng. Hockey. Single system for talented players.	Increased pitch availability & more trained coaches & more volunteer helpers. Improved player progress tracking & linking to Club team training & selection. England Hockey – In2Hockey, Quicksticks	Increased coaching & coach education costs. Improved junior staff management & co-ordination of coaching programme. Player performance feedback communicated through Club & to Eng. Hockey.	Yr on yr	Increased coaching space & times plus teams playing in junior leagues & competition Increased team & individual representation Nos. England hockey JAC, JDC & JRPC & representative (single system) Increased annual membership & throughput.
Engagement with Schools – To ensure Club integrates with local schools to enhance junior hockey development.	Continue to engage with local schools.	Club coaches and volunteers going into schools to support & promote curriculum and extra curriculum activity. General promotion to schools. Develop satellite clubs on school sites Designated pitch times for use by schools England Hockey – In2Hockey, Quicksticks	Working with primary and secondary School Games Organisers (SGO's) & PE staff. Club information leaflets and visits to schools Gain funding and support from CSP & Hockey Gov. Body to establish Sattelite Clubs	Yr on Yr 2 by Yr 2	Increased nos. schools working with Increase use by schools Improved Club awareness & community profile Recreational hockey opportunities Increased annual membership & throughput. Increased annual membership & throughput

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Volunteers, helpers & administrators - Ensure the club's volunteers are integrated into the club, well managed & supported.	Encourage participation in the running of the club through good communication & recognition of work undertaken.	Job description, Committee member support & mentoring. Access to volunteer training courses workshops Leadership, first aid & safeguarding courses	Specific support funding policy & budget allocation to support volunteer training	Ongoing, sufficient to ensure committee turnover and specific roles	Increased capacity & skills of volunteer pool
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