Red Text – indicates achievements

| **Key area of work** | | **OSHC Outcome(s)** | **Measure of Success** | **Lead** | **2018/ 2019** | **2019/2020** | **2020/2021** | **2021/2022** | **2022/2023** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **GREAT LEADERSHIP** | | | | | | | | | |
| Achieve Clubs 1st accreditation and ensure framework is in place to deliver re-accreditation | Clubs 1st Accredited Club with plans for maintaining status. Best Practices adhered to as common practice. | | Club always has current Clubs First Accreditation.  Club Passes Internal Audit each year. | Chairman | Run QA Audit for Club; Review Development Plan; Update Annual Priorities and Publish to Club  All on track – Dev Plan updated for next 5 years | Complete Clubs First Re-Accreditation | Run QA Audit for Club; Review Development Plan; Update Annual Priorities and Publish to Club | Run QA Audit for Club; Review Development Plan; Update Annual Priorities and Publish to Club | Complete Clubs First Re-Accreditation |
| Provide Leadership Opportunities and Develop a pathway for young leaders | Identify Young Leaders within the Club and Help to Support their Development into Committee Positions | | Sustainable Junior Committee in place  Regular recruitment of new Juniors into Committee & Integration into Main Committee | Chairman | Invite Young Leaders to Main Committee Meetings to Shadow specific roles  Young Leader Committee leading on fundraising and Junior engagement (End of Year Awards) – rep to be nominated to attend meetings from Sep 2019 | Get Young Leaders to run Recruitment Programme for Future Leaders | Ensure Reward & Recognition framework in place for Young Leaders | Establish mechanism for identifying and supporting Young leaders as part of their development within the club from U12. | Run Junior Awards Evening, organised by Junior Committee |
| Ensure Club has sustainable infra-structure | Succession Plan for Committee Positions Developed and Maintained | | Succession Plan always in place for Positions | Chairman | Recruit Development Officer  Not achieved – roll over to next year | Hand over Management of Succession Plan to Club Development Officer | Ensure communications framework in place to advertise opportunities | Review Effectiveness of Succession Plan and amend as required | TBC |
| Formal adoption of England Hockey policies by Club | Ensure EH policies are adopted as required. | | Club Passes Internal Audit Each Year | Secretary | Ensure EH policies are re-visited at least once a year and changes adopted where necessary  Summer Committee Meeting used to confirm adoption | Ensure EH policies are re-visited at least once a year and changes adopted where necessary | Ensure EH policies are re-visited at least once a year and changes adopted where necessary | Ensure EH policies are re-visited at least once a year and changes adopted where necessary | Ensure EH policies are re-visited at least once a year and changes adopted where necessary |
| Ensure decision making process is transparent, documented and clear | Hold regular Committee meetings (Monthly), and Selection meetings (Weekly) – along with Disciplinary meetings as required | | Meeting Minutes Published on Club Website  Club Passes Internal Audit each year | Secretary | Run Audit Process & Act upon Actions  Actions completed on time and minutes published regularly | Run Audit Process & Act upon Actions | Run Drop in sessions for Junior Section and Adult Section to discuss longer term plans for the club | Run Audit Process & Act upon Actions | Run Audit Process & Act upon Actions |
| Ensure Long Term Financial Sustainability | Deliver Annual P&L which reflects a Positive Contribution over any 2 year period  Maximise non-playing Income | | Ensure that the Playing P&L delivers a Net Zero result | Fundraising Officer | Reduce playing margin deficit to <£15k  Net margin deficit of approx. £20k; increasing cost base of venue impacting ability to reduce net deficit | Reduce playing margin deficit to <£15k | Reduce playing margin deficit to <£12k | Reduce playing margin deficit to <£10k | Reduce playing margin deficit to <£7k |
| Support the Club’s Growth Plans by delivering the Silz Mixed Festival | Continue to develop the Silz Festival to deliver increased participation from entrants and helpers, and look to increase profit levels | | £3000+ profit delivered each year  350+ participants each year  +ve Feedback collected from event (Net Promoter Score) | Fundraising Officer | Maximise Profits from Silz Festival  Collect feedback from Attendees about how likely they will be to recommend OSHC as a club to people moving to the area  Profit margins reduced due to increased costs. Positive feedback from all attendees about recommending the club | Maximise Profits from Silz Festival  Specifically target Festival as method of player recruitment via Aston University links | Review attendance numbers at Festival and whether format needs to be changed or additional marketing completed to hit financial targets  Identify if other clubs/teams should be targeted to market club to (BCU?) | Complete any additional actions identified for Festival  Maximise Profits from Silz Festival | Maximise Profits from Silz Festival |
| Support Financial Sustainability of Club | Increased “clean” money to spend on development opportunities | | Minimum £1000 of sponsorship/ grants delivered each year | Fundraising Officer | Secure Shirt Sponsors and Coach Jacket Sponsors  Sponsorship secured for Ladies Shirts, Warm Up Tops and Coach Jackets - £1500 in total | Secure Shirt Sponsor for Men’s Shirts | Secure £1000 Grant Funding | Secure Sponsor for Junior Section | Work with membership database to identify further commercial revenues / partnerships |
| A summary four-year development plan and an annual action plan to be maintained for review at AGMs | Plans to be produced and reviewed periodically. | | 80% of Annual Objectives met | Chairman & Club Development Officer | Maintain Rolling Plans & Objectives Monitored  Dev plan maintained and | Maintain Rolling Plans & Objectives Monitored | Complete full review of Club SWOT Analysis and Dev Plan and re-write elements as required | Review Club Committee Structure to check suitability.  Maintain Rolling Plans & Objectives Monitored | Implement any changes as required from previous year review.  Maintain Rolling Plans & Objectives Monitored |
| **APPROPRIATE AND SUSTAINABLE FACILITIES** | | | | | | | | | |
| Work closely with OSA to deliver improved facilities and an optimum playing and socialising environment | Affordable and Available Pitches to Support Existing Membership and Growth Plans | | Increase in Playing Membership not restricted by Pitch Availability  Growth Plans aligned with Local Playing Pitch Strategy | Facilities Officer | Appoint Facilities Officer  Mike Waters in place and seconded to main committee. Meeting monthly on Clubhouse & Grounds committee | Ensure Delivery Plans for Clubhouse/Grounds are fed back into OSHC Planning and Actions taken to mitigate risks | Review existing capacity against future growth plans to identify needs. | Look to influence Silhillians site development to support second hockey surface | Look to influence Silhillians site development to support second hockey surface |
| Work with Local Partners to provide Flexible Additional Pitch Options | Affordable and Available Pitches to Support Existing Membership and Growth Plans | | Have commercial agreement in place for flexible and affordable pitch options with local providers to support Growth Plans | Chairman | Review plans in line with pitch strategy at The Silhillians (see above item)  Rugby 3G pitch plans cancelled due to lack of RFU funding so pitch strategy being revisited | Review plans in line with pitch strategy at The Silhillians (see above item) | Establish longer term commitment from Solihull School / The Silhillians about pitch availability | TBC | TBC |
| **INSPIRED AND EFFECTIVE PEOPLE** | | | | | | | | | |
| Ensure that the club provides opportunities for personal development | Organise attendance on Level 1 Umpiring Courses, and Coaching Courses & Workshops | | Deliver Optimal Coach and Umpire Ratios  1-12 Player / Coach  1 “Regular” Umpire per 2 teams | Coaching Co-ordinator  Club Umpire Developer | Establish Internal Development Plans  ST delivered Umpiring Workshop (with Andrew Scott) and Coaching workshop to Junior Coaches | Review progress against plans and adjust plans as required | Review development plans in line with Governance implementation by England Hockey and adjust as appropriate | Review progress against plans and adjust plans as required | Review progress against plans and adjust plans as required |
| Attract more volunteers to support club development | Recruit more volunteers, and put a Volunteer Co-ordinator in place | | All Committee Positions Filled (Both Senior & Junior) | Chairman | Run specific Recruitment Events Calendar throughout the year – partnering with external organisations where required  Worked with TSB & Sported but programme did not go anywhere | Identify two people within Junior Parents to act as “recruiters” and develop plan for getting more help on board | Review progress against planned actions and adjust as appropriate | Identify two people within Junior Parents to act as “recruiters” and develop plan for getting more help on board | Review progress against planned actions and adjust as appropriate |
| Volunteer Recognition | Establish Suitable Recognition System for volunteers | | Volunteers continue in roles for at least as long as it takes to find successors (see Succession Planning) | President | Run programme of Volunteer support events to assist with roles within the club  Two evenings runs, and multiple volunteers recognised at End of Season Dinner | Look for opportunities to nominate volunteers for National / Local recognition | Look for opportunities to nominate volunteers for National / Local recognition | Review effectiveness of volunteer recognition programme | Make amendments to recognition programme if required |
| Strong Coach Offering for All Sections within the Club | Recruitment of Players / Training Opportunities for Talent over and above of general offer | | Reduced “churn” in player numbers; Increased Player Satisfaction with coaching offer; players joining club due to strength of coaching | Coaching Co-Ordinator | Recruit new Ladies Coach  Establish Friday Night Academy  ST leading ladies programme  Overseas Coaches providing Friday night academy as aspirational coaching offer – 9 players from other clubs attending | Monitor Player “Churn” and highlight specific areas of focus for coaching.  Look to widen coaching offer further where appropriate. | Work with parents of talented players to identify further development opportunities and broaden coaching offer | Monitor Player “Churn” and highlight specific areas of focus for coaching.  Look to widen coaching offer further where appropriate. | TBC |
| **DIFFERENT WAYS TO PLAY** | | | | | | | | | |
| Increase the number and range of opportunities for players, young or old, to play competitive hockey | Develop Juniors competitive structure and increase participation of Club sides in the EHB competitions | | Provide Competitive Opportunities for all key Junior Age Groups | Men’s and Ladies’ Captains; Youth Development Co-ordinator | Review Opportunities for Competitions against Membership profile to identify future targets  U8 Programme expanded, with U16 Girls highlighted as an additional age group to target next year  Masters teams @ Over 40s and Over 50s entered into EH Champs. | Review Opportunities for Competitions against Membership profile to identify future targets  Implement Summer 6s programme | Establish longer term strategy for entering EH Championships at all age groups, and additional playing opportunities for U8, U10, U12 and U14 outside of Warks. Festival format | Implement plan for increased offer  Identify opportunities for entering a Ladies Masters team | Identify further opportunities for adult teams e.g. M2, L2 etc. |
| Provide More Flexible Offering for non-regular players | Increased options for casual players to play | | Regular Pay and Play Programme available annually | Club Development Officer | Provide Schedule of Options for the Year by September of each season to support marketing  Not delivered – needs further review | Provide Schedule of Options for the Year by September of each season to support marketing | Develop plan for playing options to be delivered during the working hours in term time (target market, times, coaches etc.) | Launch daytime offer  Review any further opportunities for Pay and Play | Implement additional opportunities if they exist; if not, look to maximise attendance at daytime offer |
| Work with Local Partners to Support additional ways to Play | Establish new Competition framework as required to support further ways to play | | Every member of the club has the opportunity to play in at least 4 (U12) or 10 (Over 12) Fixtures per season | Chairman &  Club Development Officer | Work through the cycle of Plan > Do > Check > Act cycle for number of opportunities  Fixture calendar expanded for all juniors | Work through the cycle of Plan > Do > Check > Act cycle for number of opportunities | Work through the cycle of Plan > Do > Check > Act cycle for number of opportunities | Work through the cycle of Plan > Do > Check > Act cycle for number of opportunities | Work through the cycle of Plan > Do > Check > Act cycle for number of opportunities |
| Deliver hockey away from main facility | Deliver Satellite Club programme | | 100+ players taking part in hockey away from Club  5 players per year joining club from external programmes | Club Development Officer | Survey Players to understand future requirements and likelihood / barriers for joining mainstream club  Survey of ladies’ section completed | Deliver Satellite Programme + First Year of Hockey Heroes project | Deliver Satellite Programme + Second Year of Hockey Heroes project | TBC | TBC |
| **BEING FRIENDLY, WELCOMING AND SOCIAL** | | | | | | | | | |
| Club Socials | Provide a diverse and entertaining programme of Social events to encourage participation with the club and to raise funds | | Attendance at Socials is > 20 per event  Member Feedback each season rates socials with >70% positive feedback | Social Committee | Run one social event every 2 months during season + one social during the season away from clubhouse  Welcome Social, Quiz, Dinner, Christmas Social all run | Build a Social Calendar that provides activities throughout the year, plus contributes a total of £500 profit to the club each year | Build a Social Calendar that provides activities throughout the year, plus contributes a total of £500 profit to the club each year | Build a Social Calendar that provides activities throughout the year, plus contributes a total of £500 profit to the club each year | Build a Social Calendar that provides activities throughout the year, plus contributes a total of £500 profit to the club each year |
| Engagement for New Members | All new members are welcomed with a welcome pack and a “buddy” to ask questions to directly | | “Retention” rate for all new members is 100% (all expressing an interest join the club) | Club Captain(s) | Recruit volunteer to own player recruitment and retention  Frankie Levey in role for Ladies; work to do for Men’s Section  100% retention in Ladies (5 new players); 60% in Men (3 from 5) | Review plans as required | Review Membership Benefits / Subscription initiatives to encourage/welcome new members | TBC | TBC |
| Acting on Regular Member Feedback | Run annual Membership Feedback processes | | Annual Feedback reviewed against Development Plan each year | Club Development Officer | Run Annual Membership Questionnaire and align with Development Plan as required  Survey Run as planned | Run Annual Membership Questionnaire and align with Development Plan as required | Run Annual Membership Questionnaire and align with Development Plan as required | Run Annual Membership Questionnaire and align with Development Plan as required | Run Annual Membership Questionnaire and align with Development Plan as required |
| Club Comms to All Members and Perspective Members | Develop Club Website and encourage all officers and players to use it  Develop Other Communication mechanisms to ensure coverage across all members | | All Members have Confirmed email addresses on the Website  No queries about detail which club members could obtain themselves off the website | Webmaster & Club Captains | Deliver comprehensive and ongoing communication strategy  Website Comms working well – work still to do with those that do not use the website regularly! | Review Strategy and update as required. Investigate alternative communication options e.g. Facebook Live | Monitor use of website/app, and run campaigns to promote as necessary | Monitor use of website/app, and run campaigns to promote as necessary | TBC |
| Ensure kit offer for members provide positive impression of the club to both members and non-members | Kit options which are accessible, market the club well, and meet the needs of both existing and new members | | No complaints about kit from membership  All teams wearing the same/similar kit in fixtures | Kit Secretary | Ensure Ladies section have two full playing kits available for Saturdays  Agree fulfilment plans for Junior Kit / Club Shop with Invictus  Shop running effectively; ladies shirts delivered on time and to budget | Refresh Men’s playing shirt stock as required | Review club kit offer to see if additional items can be provided / are desired by the club members | Provide Ladies 3rd team Kit; plus spare Youth team kit/s (U16s) | Work with kit provider to deliver profit to OSHC through sales via online club shop |
| Maximise “Family” spend within the club | Money provided to hockey club from Loyalty Spend in Clubhouse | | £500 / year from Loyalty Card spend | Fundraising Officer | Launch Membership Card Scheme  Completed | Market Benefits to Members and incentivise spending | Review amounts being spent on cards and identify possible opportunities | TBC | TBC |
| Three Generation Families | Increased attachment and promotion of club by members | | Increase in number of 3 generation families (Target = 10) | Director of Hockey | Monitor current levels of 3 Gen families  Completed (4) | Complete review with existing 3 Gen Families, and potentials to identify key principles for the club to deliver against | Develop long term strategy | Implement Year 1 of Strategy | Implement Year 2 of Strategy |
| **LOCAL WITH STRONG COMMUNITY LINKS** | | | | | | | | | |
| Establish stronger links with Local Schools | Create Club School Link (CSL) with local schools (once Clubs 1st achieved); and deliver coaching to local schools as introduction to hockey | | Links with at least 5 schools, with a target of 4 new players joining the club from the Satellite clubs each year | Club Dev. Officer | Run Satellite Clubs in 5 venues  Clubs run at Arden and Solihull Schools, along with sessions at Sharman’s Cross School; plus Aston University | Run Satellite Clubs in 5 venues | Monitor transition of players through to club from Satellite Clubs and identify any opportunities for improvement | Implement any agreed actions from review | TBC |
| Ensure club is considered as key development centre within  the County | Ensure OSHC is included within delivery plans of the Player Pathway | | The Silhillians is used as a venue for at least one delivery location within the Player Pathway to ensure visibility of club within local talent | Chairman | Deliver at least one Development Centre of Academy Centre from the club each year  Solihull DC and 3 x AC Age Groups run at Silhillians  Club also hosted County In2Hockey tournament at Solihull School  Hosted U13 Elite training dates | Deliver at least one Development Centre of Academy Centre from the club each year | Deliver at least one Development Centre of Academy Centre from the club each year | Deliver at least one Development Centre of Academy Centre from the club each year | Deliver at least one Development Centre of Academy Centre from the club each year |
| Increase exposure and image of Club within local community (schools, media etc.) to attract both junior and senior players | Work with various forms of media to advertise club and raise profile | | Exposure of club maximised through all local recognised media for CSP, County HA, local Council etc. | Publicity Officer | Run engagement events in local area to raise awareness  Attendance at Knowle Fun Run with hockey stand | Build on current resources (inflatable pitch, speed gun etc.) to use at local events and target 2 events per year to attend. | Survey Members about what they think of the club engagement plans. Amend Communication plan in line with findings from Player Survey | Identify opportunities for better positioning of club within local community – survey locals, speak to schools etc. | Implement actions as identified from previous year’s review |
| Support Local Charities | Increase revenue streams provided by club to designated charities | | Two events per year that make contributions to chosen charities | Social Committee | Run two events for Charity within the year  Money raised for Hockey for Heroes (Dinner) and Meningitis Now (Quiz) | Run two events for Charity within the year | Run two events for Charity within the year | Run two events for Charity within the year | Run two events for Charity within the year |
| Local and National Promotion of Club | Regular promotion of club across different audiences with clear entry routes identified | | Club reported on within local or national media once a month (minimum) | Publicity Officer | Feature in local media once a month  No publicity officer in place so work to do! | Feature in local media once a month | Feature in local media once a month + feature in National Media once a year | Feature in local media once a month + feature in National Media once a year | TBC |
| **STRETCHING AND DEVELOPING FOR MEMBERS** | | | | | | | | | |
| Achieve Success on the hockey pitch for each of the club teams in order to attract new players | All Teams to be playing at a standard which stretches the players within the teams and portrays the club in a favourable way compared to other local clubs | | 1st and 2nd Teams to be playing in a division which reflects a level representative of the Top 40% of Warwickshire Clubs e.g. if 20 Clubs, must be one of the top 8. | Men’s and Ladies’ Club Captains | Review progress against targets and in line with Player Feedback  M1 and L1 promoted;  L1 8th Club of 20; M1 11th of 18 | Update Development Plans in line with progress made in recent years | Update Development Plans in line with progress made in recent years | Review if Player Development Strategy is delivering against plans | Amend plans as required to meet objectives |
| Support Coaching framework (for player coaches and umpires) | Ensure co-ordinated Coaching plan for delivery to ALL members, offer opportunities for Coach development, and deliver an Umpire support framework | | Plan in place which details coaches allocated to various delivery programmes and also individual development plans for each coach and umpire | Coaching Co-ordinator | Agree Development Plans for all coaches  Junior Coaches attended COP event with England Hockey and discussions followed around further development | Review progress against plans and update as appropriate | Develop integrated and repeatable Umpiring pathway linked to coaching offer to support development of umpires from novice through to L1 course | Review progress against plans and update as appropriate | Complete review of players across all age groups to check coach and umpire development is delivering against player expectations |
| Promote Player Development through the Player Pathway | Regular participation in Player Pathway at all levels by Junior membership providing stretch | | Comms sent every year to at least 10% of the Junior membership about stretch opportunities via Player Pathway | Junior Co-ordinator | Ensure details around Player Pathway and player progression are provided to all club members within Welcome Packs (in a cost-effective manner)  Completed | Review player development to check that the necessary stretch is being provided to keep players engaged and also to raise the playing standards at the club | Review club engagement with current pathway to identify any improvements/ changes as required, | Implement actions as identified in previous year | TBC |
| Develop non-playing Personnel | Ensure relevant people within membership are provided with suitable CPD to develop required skills | | Succession plan fully populated for all vital club roles (non playing) | Chairman | Actively manage completion of CPD within Succession Plan  No action | Actively manage completion of CPD within Succession Plan  Update planning as required | Consult with Membership (and Parents) to identify any additional skillsets not being employed within club which could help enhance/improve overall delivery | Review Club Constitution to determine if Executive Committee needs updating in light of skills analysis from previous year | Complete any identified actions from previous year’s review |