



Development Plan 2023 - 2026

Leeds Adel HC



VISION

Leeds Adel Hockey Club has a vision:

“To be the leading community club in Leeds, helping players of all ages and abilities to develop their full potential”

What is the Ethos of the Club?

Our three year plan continues our focus on the development of the club, the teams and our members.

A club is there to serve its members, but equally a club is only as good as the members. The club must be successful to attract and retain the members that it requires for its success. At Leeds Adel, we see success as being:

- A standard of hockey available for all whether elite, social, novice, or junior;
- A community in which all members are equally value and respected;
- All members gaining value from their membership and having fun;
- A meritocratic approach to team selection;
- Being a respected and respectful member of the hockey community; and
- Having a positive impact on the local community.

Our aim is to develop a virtuous circle whereby the more teams and the more members, the greater the development and investment potential, which leads to greater success, which all leads to more teams.

The key to initiating this growth is the enjoyment and success of the teams in the club, which is based on the strong foundations coming from our continually expanding junior section.

Where are we now?

Leeds Adel Hockey Club is a section of the Adel War Memorial Association and has been in existence for over 75 years.

The Club uses facilities primarily on its own site, the club's ground at Adel with one Astroturf pitch – last re-laid in 2014 and the main clubhouse. Due to the number of adult teams we accommodate for Saturday league games we do also on occasion Saturday's utilise the Astroturf pitch at Grammar School at Leeds (GSAL).

Membership and Participation

The club currently runs six men's, five ladies' teams playing regular league hockey at weekends. In addition to this we have two mixed teams which enter the England Hockey Championships each year and a Men's O40s masters team. The Men's 1st XI are the highest place team in the Club, playing in the Yorkshire & North East Men's Premier Division. The remainder of teams play at a high standard with an even spread throughout the divisions of the Yorkshire and Yorkshire & North East Leagues. As the Club has teams playing at all levels throughout the men's, ladies and mixed leagues/ cups we can find a standard of hockey suitable for virtually any players, from complete novices, to more elite performers.

As of 2023 there are 142 full adult members, with an additional 35 adult concessions, 18 life/ coach/ social members and 139 juniors of all ages. This represents a significant increase, particular in adult members, since the last development plan. Members are primarily Leeds-based, although a number live in Bradford district, Wharfedale and beyond. Membership of each of the Men's and Ladies section is almost at capacity for our current facilities, with a small turnover of members each year.

The junior section offers coaching and playing opportunities for boys and girls of all ages with teams playing in Yorkshire Youth Hockey Leagues, Club League, and England Hockey In2Hockey competitions from under 10 to under 16 age groups. Over the years, a number of juniors have played representative hockey at county and regional level and one at England level. Eligible junior players are given opportunities to play in senior sides on Saturdays. For our junior players, potential conflicts between the demands of playing for schools and clubs remain, in addition to the competition between alternative sports such as football and rugby. We currently have a weekly school outreach programme – providing hockey facilities for three local schools who have no hockey facilities of their own - on a Thursday evening. This is run by two of our members who are also teachers at two of these schools. This will ensure the welfare of our younger players is kept under constant review in partnership with key individuals at their schools.

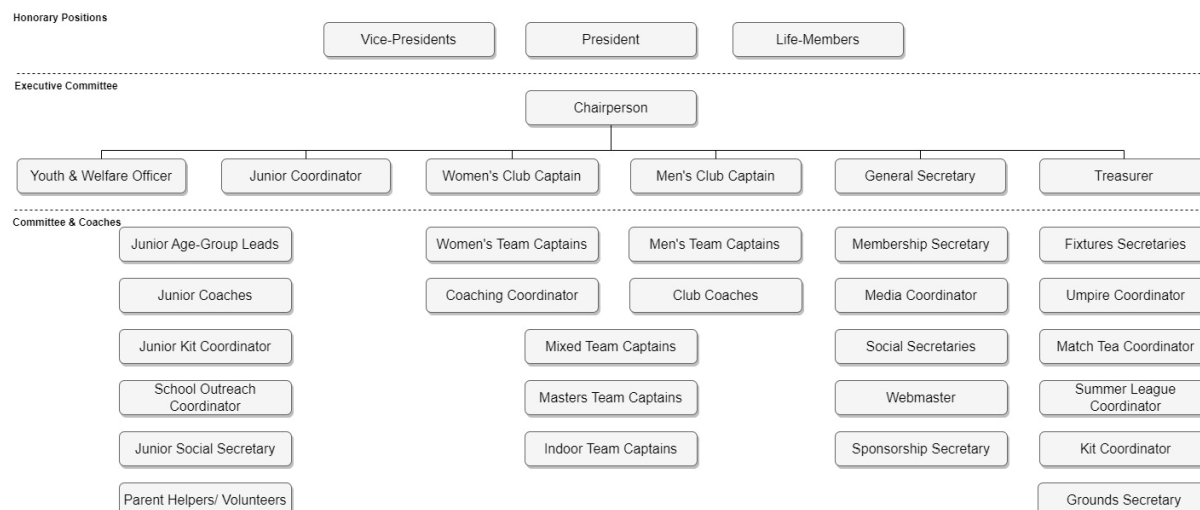
The club runs 3 Hockey Heroes courses each year – primarily for 5-8 year old children. These are very popular, and act as a great introduction to young people playing hockey. Many Hockey Hero graduates have moved into our U10 teams in recent years.

The men's section now have a growing Masters contingent, with plans to expand this to the ladies section this year. Several of the men regularly playing masters have been selected for regional and national teams in the last year across age groups from Over 35 to Over 80.

The Club has a strong volunteer ethos, and is keen to promote organic growth of members. This can be seen through regular volunteer attendance at junior training by senior members. Likewise, where feasible the club provides opportunities to members wishing to develop coaching and umpiring skills – last year we had thirteen members start coaching courses, and ten members taking their level one (unassessed) coaching courses.

The committee structure of the Club has recently been updated in line with EH best practice, and to account for specific issues at our club. The template for the committee is shown below.

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Membership at Adel is amongst the most inexpensive in the region. As part of our last development cycle we altered our membership payment methods – switching to a fully-inclusive membership. This has given the club greater financial certainty and encouraged members to take part in more activities as they are all included in their overall membership. It is part of the Club's philosophy to ensure that prices remain affordable and competitive with our neighbouring hockey clubs. Where members are unable to meet the financial obligations of being a club member we offer flexible payment regimes, reductions and other methods to pay for membership. We pride ourselves in offering "hockey for all".

In 2023, an updated constitution was agreed at the AGM. This was updated to fall in-line with our charity umbrella organisation – the Adel War Memorial Association – and account for changes in rules that became apparent to be required during the COVID-19 pandemic.

The club follows all England Hockey best practice, especially with regard to child protection. We have a Welfare Officer who is tasked with being the responsible person for educating and vetting all those in positions of responsibility.

Coaching sessions are held for ladies and men's teams on Tuesday and Wednesday evenings respectively. Junior training sessions run every week on Thursday and Friday evenings and are split according to age groups. All sessions are over seen by certified coaches.

In recent seasons the club has been on a run of league titles and promotions. During the 2021/22 season the club had 5 teams promoted, 4 of these as champions of their league. The Men's teams currently sit slightly higher on average in the league structure than the Ladies. In 2019 our Mixed team reached the semi-finals of the EH Mixed Championships Plate Competition – narrowly losing out to National League Horsham. The event was a highlight club activity with dozens of supporters making the trip to Lee Valley for the matches. Subsequently, 4 members were selected for the England Mixed Team. Our Juniors continue to see improvement in numbers and standard. Our U10 girls in 2023 came runners up in the County Cup competition.

The club has had good sponsorship links over the past few years. Currently Vision Properties – a Leeds based Estate and Lettings Agency supports the club on an annual financial basis. Additionally, they offer members premium packages at no extra charge and give additional money to the club upon each referral mentioning "Leeds Adel Hockey Club". Additionally, they are hands-on as a sponsor by running several events over the year – including those showcasing important matches at the club. The club also has an arrangement with other sponsors for advertising space pitch side.

Coaches and Umpires

The Club has nine Level 1 certified coaches and seven Level 2 coaches, one of whom is a paid employee of the Club.

There are also 33 qualified umpires at Adel, including 3 Level 2 umpires, who regularly officiate Club matches.

The Club works with all prospective and existing coaching and officiating members to ensure they are able to benefit from CPD. New volunteers are provided with the opportunity to try their hand at both umpiring and coaching before taking on any learning opportunities. Currently the club has a bespoke coaching development pathway as arranged

with England Hockey specifically aimed at those coaching for the first time. Last year 13 current members took advantage of this programme.

SWOT Analysis

STRENGTHS	WEAKNESSES
Well managed Astroturf pitch with excellent dugouts New LED lighting system Excellent clubhouse, grounds, and bar Sociable atmosphere Excellent attendance at all events Large number and varying ability of adult teams Long established and well-known in area A good number of willing volunteers Self-sufficient in funding for renewal of facilities	Changing facilities – some poor in condition and limited changing space due to wider sports use Pitch-time – as at membership capacity Storage space Ladies 1 st XI not playing at high enough level to attract best players High turnover of Men’s/ Ladies 1 st XI coaching staff Recent changeover in committee members – loss of organisational memory
OPPORTUNITIES	THREATS
Increase financial support through further sponsorship Continue to expand junior section, and retain players as they reach older age-groups. Talent Centre status – approved for 2023/24 cohort. Strong Ladies participation, potential for 6 th XI Lots of new coaches that need developing at the club Lots of new umpires that need developing at the club	Other local competition such as Leeds HC, Ben Rhydding HC and Harrogate HC Loss of junior members to Leeds HC at U14/ U16 Development of land adjacent to the pitch Inflation – particularly having an effect on affordability of match-day teas.

Leeds Adel HC – The Future

Aims

In order to fulfil our vision of being the leading community club in Leeds, we would aim to achieve the following key aims over the period of the Development Plan:

- Sustainable promotion for the leading playing sides;
- Organic growth through attracting new arrivals to the adult section at all levels;
- Continuing to grow the number of junior members; and
- Develop officials and coaching volunteers by offering suitable CPD opportunities.

Objectives

The following section of the Development Plan outlines how Leeds Adel HC will seek to implement these aims over the period of the Plan.

1.0 Developing the Playing Programme								
No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
1	Junior Competition	Ensure that each junior age group has a suitable number of teams entered into the Yorkshire League competitions	By September each year	Junior Coordinator	No costs anticipated	Fixtures advertised through regular junior and Club communications	All fixtures completed at the end of the season.	April each season
2		Investigate potential touring opportunities (hosting or otherwise) to given juniors wider exposure to hockey	By December each year	Junior Coordinator	Will be met by Club & additional costs to members	Opportunities advertised through regular junior and Club communications	Hosting of, or taking part in junior touring event	April each season
3	Adult Competition	Improve league position of Ladies and Men's 1 st XI. Work towards regaining place in National League – Conference North	Ongoing	Club Captains, Men's and Ladies Head Coach	Coaching costs. Additional travel & associated NL costs.	Men's/ Ladies 1 st XI Captain and Head Coach to communicate objective	Promotion to National League – Conference North	2026
4		Introduce Ladies 6 th XI.	2024-25	Ladies Club Captain	Additional team entry, travel, teas and pitch hire cost.	Social media – internal and external. Local magazines and news articles.	Introduction of 6 th team in 2024-25 – fulfilment of all fixtures.	April 2025
5		Establish a regular Women's Masters Team	2023-24	Ladies Club Captain, Masters Captain	Costs met through current subscription	Advertise through social media (internal and external). A particular focus on mums returning after a break due to children	Entry into EH competitions and friendly fixtures being fulfilled	April 2024
6	Adult Training	Maintain high quality of Men's and Ladies training	Ongoing	Club Captains, Coaches and all team captains	CPD for coaches – funded by the club	Use of all media outlets and nudges towards attendance and participation in training	Sustained participation and strong feedback from members	Ongoing, reviewed each season

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7	Juniors	Improve the number of players and quality of junior teams – particularly U12-U16	Ongoing	Junior Coordinator and Coaches	CPD for coaches – funded by the club	Regular parental communication, feedback and encouragement	Increasing numbers of juniors. Higher standard of play. Decrease in numbers lost to local teams.	Ongoing, reviewed each season
8		Develop Junior Committee – encouraging parents to become more involved	Ongoing	Chair & Junior Coordinator	No anticipated costs	Social media and email communication. Word of mouth.	Increasing number of parents taking on voluntary roles.	Ongoing, reviewed each season
9		Integrate junior players where appropriate into senior teams	Ongoing	Junior Coordinator and Club Captains	No anticipated costs	Social media and email communication. Word of mouth.	Successful integration of juniors in the senior teams and progression of those juniors.	Ongoing, reviewed each season
10	Mixed	Offer a variety of social and competitive matches and training opportunities for those interested in mixed hockey	Ongoing	Club Captains, Mixed Captains	No anticipated costs	Social media, email communication. Word of mouth.	Regular attendance to Monday evening mixed training sessions. Successful fulfilment of mixed fixtures.	Ongoing, reviewed each season

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2.0 Developing People/Volunteers								
No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
1	Links to schools	Expand Hockey Out-reach programme and encourage players to join Leeds Adel HC	Ongoing	Junior Coordinator and Outreach programme coaches	Pitch time (given pro-bono). Equipment provided.	Within local schools. Utilise teachers already in club and in schools where hockey not routinely offered.	Regular participation in programme and junior section by players from different schools	April each season.
2	Use of nearby education institutions	Investigate using local students who need to complete research in sports science for benefit of the Club. E.g. video performance	September 2023	Coaches and communications coordinator	Cost of camera and associated subscription	Continue good relationships with local educational facilities. Leverage relationship with Leeds Beckett.	Students working with Club to mutual benefit	April 2023
3	Selection	Ensure continued development of all players through the Club with developmental and meritocratic selection policy	Ongoing	Men's and Ladies Club Captains	No anticipated costs	Ensure that players understand the selection pathway and the criteria for playing in the elite teams	Stable squads with selection based on merit	Ongoing
4	Adult recruitment	Focus on players of a higher standard when recruiting, given high membership numbers and limited turnover.	Ongoing	Men's and Ladies Club Captains, Comms Coordinator	No anticipated costs	Advertise through all media and word of mouth	Higher standard of play at the club	Every April
5	Development for all players	Nominate junior and senior players to relevant development squads e.g. Talent Academies or Masters Squads	Ongoing	Club Coaches	No anticipated costs	Coaches to understand pathways and routes to development squads	Representative players at all levels	Every April
6	Coaching development	Coaches to be encouraged to attend relevant CPD and gain experience for additional qualifications	Ongoing	Comms coordinator and Coaching Coordinator	Fully funded by the club within coaching budget	Information provided on website and social media. Word of mouth.	Coaches progressing to next qualifications. Expansion of Adel Coaching Community.	Every April

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7	New coaches	Encourage members to take up coaching for either the junior or senior sections of the Club	Ongoing	Comms coordinator, Coaching Coordinator	Fully funded by the club within coaching budget	Information provided on website and social media. Word of mouth	Coaches progressing to first qualification	Every April
8	Promote coaching as a vocation	Ask leading u16s to take part in coaching younger age groups by helping at sessions and being mentored by senior coaches	Ongoing	Junior Coordinator	No anticipated costs	Promoted to leading young players	Coaches progressing to first qual or contributing to DoE or similar	Every April
9	Umpire development	Run session on new rules, reviewed annually if necessary	Sept 2023	Umpire Coordinator	No anticipated costs	Advertised through all media, email and word of mouth	Good awareness throughout Club of new rules	Every September
10	Umpire qualifications	Promote courses and opportunities for umpire development and qualification	Ongoing	Umpire Coordinator	Will consider funding or part funding on a case by case basis	Advertised through all media	New umpires qualifying each year	Every April
11	Volunteers and administrators	The Club needs to spread the load of administrative roles around further	Ongoing	Chairman	No anticipated costs	Advertised through all media	New or additional members of the committee or volunteer roles	Every April
12	Young leaders scheme	Leeds Adel to develop Young Leaders Scheme and engage with EH promoted projects.	2023/24	Chairman	No anticipated costs	Chairman to communicate with relevant committee members, volunteers, parents and young people	Successful instigation of programme	April 2023
13	Welfare	Welfare Officer to continue monitoring coaching activities and personnel	Ongoing	Welfare Officer	Club to meet cost of relevant certification	Website includes information about safeguarding and Child Protection	All leading youth coaches, and senior captains to have DBS	Ongoing

3.0 Policy Development								
No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
1	Insurance	Maintain valid insurance for public liability	Ongoing	Secretary	Club to meet cost of relevant insurance	Insurance details to be included on relevant section on website	Certification in place	Ongoing
2	Maintain and update Club policies	Club has a raft of policies related to safeguarding, discipline, Equality etc.	Ongoing	Secretary	Club to meet cost of relevant certification	All policies to be kept up to date on website	Policies updated and in practice	Ongoing
3	Membership data	Refine and update the membership data in line with data protection requirements	Ongoing	Membership Secretary	Costs for the use of membership software – club to cover	All members to complete new forms with relevant details including skills	Up to date information about all members	Ongoing
4	Ethics, respect and diversity	Ensure club values are clearly and routinely followed. Award annual Chairmans Respect Award to promote this behaviour	Ongoing	Chairperson	Engraving costs for award. Posters.	Social media and email communication sharing the values directly or indirectly in each.	Good feedback from members on metrics related to this.	Ongoing
5	Health & Safety	Secretary to lead an annual review of emergency procedures and ensure all captains and coaches are familiar with the policies	Sept 2023	Secretary	No anticipated costs	Regular updates to captains and coaches to ensure familiarity with policies	No preventable accidents. All captains and coaches aware of policies and procedures	Each September

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4.0 Facility & Equipment Development								
No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
1	Pitch	Ensure there is appropriate funding in savings fund for renewal of playing service in 2030	Ongoing	Chairperson and Treasurer	Section usage based savings External hires income	Treasurer to maintain fund and identify appropriate investment opportunities	Fully funded renewal in 2030	Each April
2	Changing Rooms	Develop new pitch-side changing facilities with strong focus on ensuring it is suitable for all members	Ongoing	Chairperson, Nick Cooper and Andrew Grindrod	Utilise funds currently allocated to development and then club to fundraise and apply for grants	Social media, email and word of mouth to set up working group for project.	Build of facility in summer 2025 Creation of working group Autumn 2023	September 2023, then 3 monthly
3	Storage	Ensure there is appropriate storage space on site for equipment	Sept 2023	Chairperson	Club to fund new unit in clubhouse and refurbish garage space	Social media to encourage volunteers to help with refurbishment	Available space on site for tidy storage of kit.	December 2023
4	Second Pitch	Identify area for development and create business plan for the build of a second pitch on site.	Ongoing	Chairperson, Treasurer and AWMA board	No costs currently anticipated	Internal within Adel HC Committee	Start of working group after changing facilities completed.	July 2025

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5.0 Finance Development

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
1	Match fees	Match fees to be collected and paid in on a weekly basis	Ongoing	Team captains and Treasurer	Source of revenue	Captains to be vigilant and keep records of who owes what	Funding continues to be high	April 2016
2	Annual subscriptions	All members to pay the correct membership fee in full (or up to date with instalments) by the end of October at the latest	October 2015	Team captains, Membership Secretary, Club Captains	Source of revenue	Captains to be vigilant and keep records of who owes what	All players registered and paid	November 2016
3	Fundraising	New role within Club structure to review, promote and maintain fundraising opportunities for all areas of the Club	Ongoing	Sponsorship & Kit Coordinator	Source of revenue	Promote partners through website and marketing material.	New funding partners and sponsorship funds accessed	April 2016
4	Kit sponsorship	Investigate ways of achieving additional benefits through payment in kind, e.g. ball supplier, shirt sponsors, training kit partners	Ongoing	Sponsorship & Kit Coordinator	Source of revenue	Promote partners through website and marketing material.	New finding partners and sponsorship funds accessed	April 2016
5	Summer League	Continue to run three summer leagues for Men, Women and mixed. Promote with new clubs.	Ongoing	Summer League Coordinator	Source of revenue	Continual and early promotion ahead of the end of the season	Three well occupied summer league sessions	September 2015 and each Sept

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6.0 Developing the Club PR & Communication								
No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
1	Player communication	Look at communicating better with members using all media outlets	Ongoing	Comms Coordinator	No anticipated costs	Communications coordinator to engage with relevant members for content, and to regularly contact all members	Minimum of monthly updates distributed via online outlets	April 2016
2	Parent and junior comms	Help the junior coordinator to deliver regular updates to junior players, their parents and relevant volunteers	Ongoing	Comms Coordinator	No anticipated costs	Communications coordinator to engage with relevant members for content, and to regularly contact all members	Minimum of monthly updates distributed via online outlets	April 2016
3	Appoint Junior Membership Coordinator	To assist the Junior Coordinator, a volunteer is needed to deal with junior members and enquiries	Sept 2015	Junior Coordinator to appoint	No anticipated costs	Junior Coordinator to identify and approach appropriate parent/ helper	Position filled and membership well managed	April 2016
4	Adel Alumni	President to establish and operate an effective method of keeping in touch with ex-members	Ongoing	Chairperson and Comms Coordinator to support from exec	No anticipated costs, potential revenue stream	All media outlets used to promote new network and spread word amongst old members	Strong communication with and amongst Alumni	April 2016
5	Provide Club Handbook	To produce a handbook for all current and prospective members, updated each season	Sept 2015	Men's Club Captain	Some costs for hardcopy production	Provided on payment of relevant fees	Handbook produced and distributed in a timely way	April 2016

7.0 Developing the Social Aspect								
No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
1	Engaging with young families	Look at establishing 'Hockey Tots' on a Saturday morning	Sept 2015	Junior Coordinator	Potential revenue stream	Advertised through all media	Successful session, to be continued for following season	April 2016
2	70 th Anniversary	2016 is the 70 th birthday of Adel HC. Social secretaries and other committee members to look at ways of maximising interest in the events. E.g. tour to Aberdeen to reflect first ever tour.	Sept 2016	Social Secretaries	Potential revenue stream. Club to fund appropriate outlay for activities	Advertised through all media	Successful events and awareness of celebrations	April 2017
3	Improve relations between teams and sections	Continue to hold regular social events suitable for all especially at beginning of season	Ongoing	Social Secretaries	Potential revenue stream	Advertised through all media	At least 3 successful social events organised	April 2016