

Timperley Hockey Club Sections Merger - Proposed Blueprint

1. Introduction

- 1.1. Out of the work to prepare the 2015 - 2018 Hockey Development Plan grew the idea that there would be a number of benefits for: Men's; Women's and Academy hockey at Timperley, if they were to merge into one well managed and co-ordinated hockey section in lieu of the Men's and Women's sections that presently exist. It was also considered that a single hockey section could also help address many of the current challenges identified.
- 1.2. A small working group made up of one representative from each of the Men's and Women's Hockey Sections and the Academy were brought together to consider and propose, how the merging of these three elements could be achieved. The brief was to develop the principles of a high level draft blue print for a new management and operational structure for hockey at Timperley. The responsibility for continuity, recruitment of volunteers, solutions, actions and achievements remain that of the current committees.
- 1.3. The working group has been named 'The Blueprint Group' or 'BG' and was selected by nomination from the sections and was made up of:

John McGuire - Men's Hockey
Caroline Small - Women's Hockey
Shelagh Everett - Academy
- 1.4. What follows is the output from the BG, taking account of the draft outline Hockey Development Plan, England Hockey best practice and 80 collective years' experience of the BG through their involvement with hockey at Timperley.
- 1.5. As with any proposed merger it is appreciated that there will be a wide range of views, some based on recent experience and others on the past. We would urge both committee, and members, to consider first, the principle of merging and the proposed approach. Once this is complete, a range of more detailed work will be required to gain a greater appreciation of each sections operation, how to manage the integration over time and priority actions to ensure preparations are in place to commence the 2015/16 season.
- 1.6. This document is designed as a starting point. It is detailed in parts to set out a potential framework to help build the shared understanding and trust to enable members to work together at pace over the next few months to start the new season as a single hockey section / club.

2. Context

- 2.1. Sport England works closely with England Hockey to develop guidance and support tools to ensure Hockey clubs can thrive and run efficiently. This enables clubs to access capital funding, support for planning permission and develop new or existing facilities to support their common objectives. Timperley Hockey Club's draft Development Plan 2015-18 is aligned directly to England Hockey's key

objectives and aspires to operate within a clearly recognised framework and set of standards that promote the national strategy 'A Nation where Hockey Matters'. The development and growth of an emerging Hockey Club will benefit from recommended organisational structures within essential safe policies and procedures to protect the membership and playing experience of all those involved and increase the opportunity for future investments.

2.2. England Hockey's main objectives are set out below and show common themes where Timperley Hockey Club can aspire to develop:

- **Grow participation** - Develop links with educational establishments, engage over 40's and Women, improve playing experience and the competition framework.
- **Deliver international success** - Single system hockey, Talent ID, A Coach development strategy.
- **Increase visibility** - Events to raise the profile of clubs and Hockey within the community, develop social opportunities and effective lines of communication.
- **Enhance infrastructure** - Increase recruitment of and upskill and motivate volunteers, develop facilities, develop officials, review strategies to develop all resources.
- **Be a strong and respected governing body** - Be a part of a recognised National Governing Body for sport at all levels, Apply to England Hockey for sponsorship, funding, grants and discounts. Improve representation in leagues and with governing bodies that the club are affiliated to e.g. Cheshire, North and County hockey.

2.3. Benefits of 'one' Hockey Club

To raise aspirations:

- Shared aspirations and objectives to meet the Timperley Sports Development Plan and emerge as a collective membership where 'Hockey Matters'.
- Aspire to develop Timperley Hockey club as a recognised provider for Club Hockey both locally, regionally and nationally.
- Raise the profile within the club of opportunities to be successful and celebrate this success collectively.

Efficiency:

- To ensure hockey at Timperley is structured and organised to meet the requirements of all its collective members in a framework that is recognised by England Hockey, North Hockey Association and the Cheshire Hockey Association.
- To standardise the work of the committee members with clearly defined objectives and avoid duplication.
- Attract members to volunteer in clearly defined roles within the committee and roles to support the committee. Thereby increases the pool of members to draw

upon talent, skills, experience and expertise both on and off the pitch to support the operations and administration of 'one' hockey club.

- Limitations or gaps within sections currently could be addressed and resolved to support the management and administration.
- Coherent and collaborative approach to applications to reach kite mark standards as required by NGB, Local councils and authorities and any other awarding body.

Financial stability:

- Develop sustainable and transparent budgets to run a hockey section efficiently.
- Share resources and improve efficiency in terms of committee members, coaching, officials, facilities, equipment, fundraising and sponsorship, planning and auditable documents.
- Develop clear, collaborative and efficient transition process for juniors to play senior hockey.
- Shared interest and support for all playing sections.
- Co-ordinated and standardised approach to playing hockey - Fees, disciplinaries, Development strategies, child welfare.
- Increase the attraction of sponsors.
- Collaborative approach to preparing bids and securing funding incomes
- A coordinated approach to fundraising events to maximise the opportunity.

Communications and social opportunities:

- Develop social interaction between more members of Timperley Hockey club to enhance the overall experience of playing at Timperley.
- Unifying the sections to give them strength and worth as one Timperley Hockey section.
- A holistic view of services THC can provide and promote to its members and any new target audience. E.g, Coaching and playing experience, socials, parent involvement, to develop officials, coaches, volunteers and use communication lines that are common to all.

3. Assumptions

To create a blueprint as a starting point, without getting down in specific or technical details, we have made the following assumptions:

- 3.1. That Timperley Sports Club (TSC) Rules do in prevent the Men's and Women's section's and Academy working together, and therefore work can progress prior to the formal any requirement amendment to the TSC Rules and Constitution

- 3.2. That to progress a formal merger and create of one hockey section there will need to be a change to TSC Rules and Constitution and following approval by the TSC Executive, the required changes will need to be approved by TSC members at an AGM or EGM.
- 3.3. That as a minimum there will remain in post a Chair, Secretary and Treasurer for both Men's and Women's sections until a TSC AGM/EGM and Rule change is confirmed and that ideally this will be the current post holder or nominee agreed by the respective committee.
- 3.4. Men and Women's Chair's will continue to represent their respective sections, and any agreed joint views of hockey, at the TSC Executive until the Rules are changed.
- 3.5. That other members of the existing (2014/15) Men's, Women's and Academy committees will continue in their role until such time as the new committee is set up and support the transition and handover, potentially taking on new roles.
- 3.6. That the Men's and Women's section's and Academy committee's will review the proposals and input to the final blueprint document so that it can be presented to members at a joint members meeting, ideally with a recommendation from the respective committee.
- 3.7. That at the joint meeting (fully paid up members) members of each section will be asked to vote on the merger to gain maximum support and buy in the future approach and elect as many positions on the go forward committee as possible.
- 3.8. That there will need to be a number of discussion between hockey sections and the Academy includes finances, and key principles, and with TSC Executive members on wider implications pitch allocation; TSC fundraising (car boot sales).
- 3.9. That each section will ensure it communicates directly to its members as a minimum by email on the planned merger (in addition to information on the hockey website) to raise awareness and identify potential committee and role holders.

4. Proposal

- 4.1. The proposed organisation model to create a new single hockey club would be based on four distinct functions with a number of clearly defined job roles. The four functional areas all need to work together to support the ongoing development of what is a large and successful hockey club.
- 4.2. The four functions are:
 - Management
 - Administration
 - Operational support
 - Operations, playing & player development
- 4.3. This approach will help focus and breakdown the range of activity needed to run a large and successful hockey club and hopefully attract a wider range of people to get involved and support different elements. The agreed committee structure would provide the relevant co-ordination of the functional activity.

4.4. Broadly the functions will cover the following:

- Management function
This group will carry overall management responsibility, including overseeing the development of the hockey club strategy, and will be supported by the administrative functions.
- Administration function
Reporting to the Management Group, generally these roles will develop and manage the administrative activity to run the club in an efficient and effective way.
- Operational Support function
Reporting to the Management/Administration Groups, these role holders are hands on, providing a range of support for the teams and playing members as well as supporting the fundraising and social needs of the club
- Operations, playing & player development function
These groups are at the heart of supporting the growth and development playing participation and standards within the club through the coaching/training and player development and running of teams

4.5. The proposed model setting out the four functions, proposed roles and committee roles are illustrated Appendix 1. More detail on the proposed Hockey Committee is set out below in section 4.9

4.6. A summary of the proposed roles within the model, and their responsibilities, are set out in Appendix 2.

4.7. Whilst combined, there appear to be a large number of roles, in practice most of these are currently being undertaken in duplicate. The majority of role holders will not have to attend the main committee, unless required, and focus on their specific roles working in small groups within and across the Men's, Women's and Academy activity.

4.8. There are a number of new roles and in summary these address gaps that have been identified in the current arrangements or the changes. In summary, the new roles are follows:

- Men's and Women's Club Captain to replace the current Chair and focus on the playing and development rather than administration
- Hockey Develop Co-ordinator, to work with coaches and club captain to develop players, coaches, umpires and help develop a strong clear strategy for hockey at Timperley
- Communications Co-ordinator to bring together a more cohesive approach to how, what and when we communicate. Communications has been identified by all as an area to improve
- Volunteer Co-ordinator, Umpire Co-ordinator, Young Leader Co-ordinator, and Ground Rep as other new roles proposed share responsibilities and give focus to areas not currently covered by the respective sections.

4.9. Hockey Committee

In order for the club to be managed effectively, regular committee meetings shall be held, it is recommended on a monthly basis, and comprise a core hockey committee made up of:

- Chair
- Vice Chair* (recommended, but not essential in year 1)
- Secretary
- Treasurer
- Development Co-ordinator
- Communications Co-ordinator
- Men's Club Captain
- Women's Club Captain
- Academy Co-ordinator

There will be times, linked to the annual planner and other ad hoc events, when other volunteers are required to attend the committee meetings. This should be limited by invitation and be task or report specific. E.g. Child Welfare Officer, Social Secretary or Head Coach.

* From year 2 onwards, it is recommended that the Vice Chair is elected from the alternate (former) section to the Chair to provide balance of representation.

The role of the Hockey Committee would include:

- to provide strategic direction to the Timperley Hockey Club (THC) and ensure we provide an attractive offering to our members and prospective members both immediately and in the longer term.
- to provide a clear framework for the playing groups (Men's, Women's and Academy) and operational roles / groups to operate within includes relevant policies and processes
- to provide support, guidance and oversight as required to the playing groups and operational roles / groups
- to provide oversight of the clubs finances and other administrative activities including setting, monitoring and reviewing budgets
- to encourage members to play an active role in the THC and Timperley Sports Club (TSC) and ensure succession planning
- to represent the interests of THC within TSC and support and participate in the operation and development of TSC
- to ensure THC is represented across the range of hockey groups in the local area and region, and continue to develop effective relationships with England Hockey (EH)

5. Setting up the new Hockey Committee

5.1. The core Hockey Committee (set out in 4.9) along with as many supporting roles as practical, should be elected formally at the joint meeting (inaugural meeting) and those wishing to stand must be nominated and seconded by current TSC members.

If there is a contested post, a secret ballot will be arranged at the AGM on a first past the post basis.

- 5.2. Other support roles, or vacancies arising during the season, may be co-opted by the main committee based on a recommendation from the Volunteer Co-ordinator.
- 5.3. All role holders must be current members of Timperley Sports Club and either current or former hockey section members or the parent of an Academy player. In exceptional circumstances other members may be considered and recommended by the core committee.
- 5.4. All roles shall be undertaken on a voluntary basis and there is no fee or honorarium, all reasonable expenses will be reimbursed in line with the agreed Policy.
- 5.5. Appendix 2 sets out outline descriptions of the anticipated roles and responsibilities expected from each of the role holders. This will help create clarity for any potential nominees stepping onto the committee. England Hockey has produced a template set of full role profiles and materials and these are available to draw on and have been used for a number of the roles.

6. Administrative Support

- 6.1. Regardless of the recent increase in the use of technology to support the administration of hockey there remains the need for strong basic administrative disciplines and processes.
- 6.2. The outline Hockey Development Plan includes consideration of the appointment of a part time administrator to support the Committee. Whilst in the short term this may appear to offer a simple solution to many areas it also creates potential problems. The new hockey organisation and structure has, as yet, no set processes, policies or ways of doing things. Therefore to create a clearly defined administrative role that can meet the overall requirements at this early stage would be unrealistic.
- 6.3. The Blueprint Group therefore recommends that the new structure operates for one season prior to appointing any paid roles outside coaching and instead, the committee uses the time to establish the new model, set up structures and key processes and focus on the transition needs. Only after this time will it become clear what the scope of work would be for an administrator.
- 6.4. Three key considerations that need to be resolved before appointing a paid/non paid Administrator or similar paid roles:
 - The administrator must have defined duties and not become a cop out for committee members to dump the hard stuff.
 - What would be the impact on unpaid volunteers when they see an administrator being paid. Watch out for the slippery slope! There will be no going back.
 - Is a paid role affordable? Until all financial fact finding has been completed and budgets agreed for the 2015/16 season we should not blindly jump in.
 - Who will manage the role

- 6.5. The BG recommends that the basic processes are put in place first and the new ways of working together embedded before any paid roles outside of coaching, are introduced. This will allow time to scope the administrator requirements that may extend beyond administration and include wider activities to develop hockey and support the hockey development plan.

7. Transitional Plan

- 7.1. The 2014/15 committees can't just disband at the end of this season. There is an important need to ensure that the transition from three sections to one is carefully managed. This closed season, more than any recent season, there is no room for complacency in managing this transition.
- 7.2. There is a great deal of recruitment, planning, development and allocation of tasks to be carried out over the closed season. The extent of this should not be underestimated. The first major task will be to select the new committee. It may be that an interim committee is appointed until such time that a) the new committee is formally elected at an inaugural joint meeting or b) a one off formal election process is created outside the normal AGM
- 7.3. We propose that the existing committees are retained by the new committee, role by role, to provide a comprehensive handover. Where two or more roles are being condensed into one then the multiple current role holders should all be involved in the handover. A proposed approach is set out in Appendix 3.
- 7.4. The handover will include:
- Cross sectional fact finding of current status including policies, procedures, fees, previous budgets
 - Evaluation of best practice taken from each section, England Hockey or other clubs best practice
 - Identification of all required tasks associated with the current role(s)
 - Agreement of methodology to used going forward
 - It may be that existing role holders go on to become new role holders and/or assistants
- 7.5. To assist with the planning a draft transitional plan has been prepared and is set out in appendix 4. This plan has been broken down to help prioritise the new hockey section needs leading into the 2015/16 season. It is expected that the new committee will use this as a starting point, and develop it further based on agreed actions.
- 7.6. It is suggested that a Q and A sheet is developed to support the process and a draft is set out in Appendix 5.

8. The Next Steps

9th April - 26th April: John McGuire, Caroline Small & Shelagh Everett present 1st Draft Blue Print to Men's, Women's & Academy Hockey Committees and gather initial feedback.

27th April: Review 1st Draft Blue Print and initial feedback at joint meeting of Hockey Development Group & Blue Print Group

28th April - 25th May: Produce final draft based on feedback. This may also require some meetings between sections / groups where clarity or assurance may be required. Women's AGM (9th May) and Men's AGM (tbc) to discuss merger and agree to progress.

20th May - 30th June: Men's, Women's and Academy set up a working group to progress and complete activities set out in the Transitional Plan to prepare for both the new season and the set up of the new structure subject to agreement

28th May: Submit proposal (based on final Blueprint) to TSC Executive to setting out the section's wish to merge.

Early June: Club to issue notice of EGM to propose change to Club Constitution and Rules.

Mid June: Men's & Women's sections to hold joint general members meeting to approve the merger and elect or appoint initial Hockey Committee (if deemed necessary at the JDG/ BG meeting on 27th April)

Mid/ Late July: Club EGM to consider and approve Merger.

In parallel with this time line, the current hockey committees will complete all activity to close out the 2014/15 season and continue to plan for 2015/16 season and feed this in to the joint working, prior to the establishment of the new Hockey Committee.

Other Useful Information

The merger of sports clubs and sections of sports clubs is not new. This process has been carried out many times before across many sports.

There are a number of websites that can provide further information to assist the new committee in successfully achieving the merger.

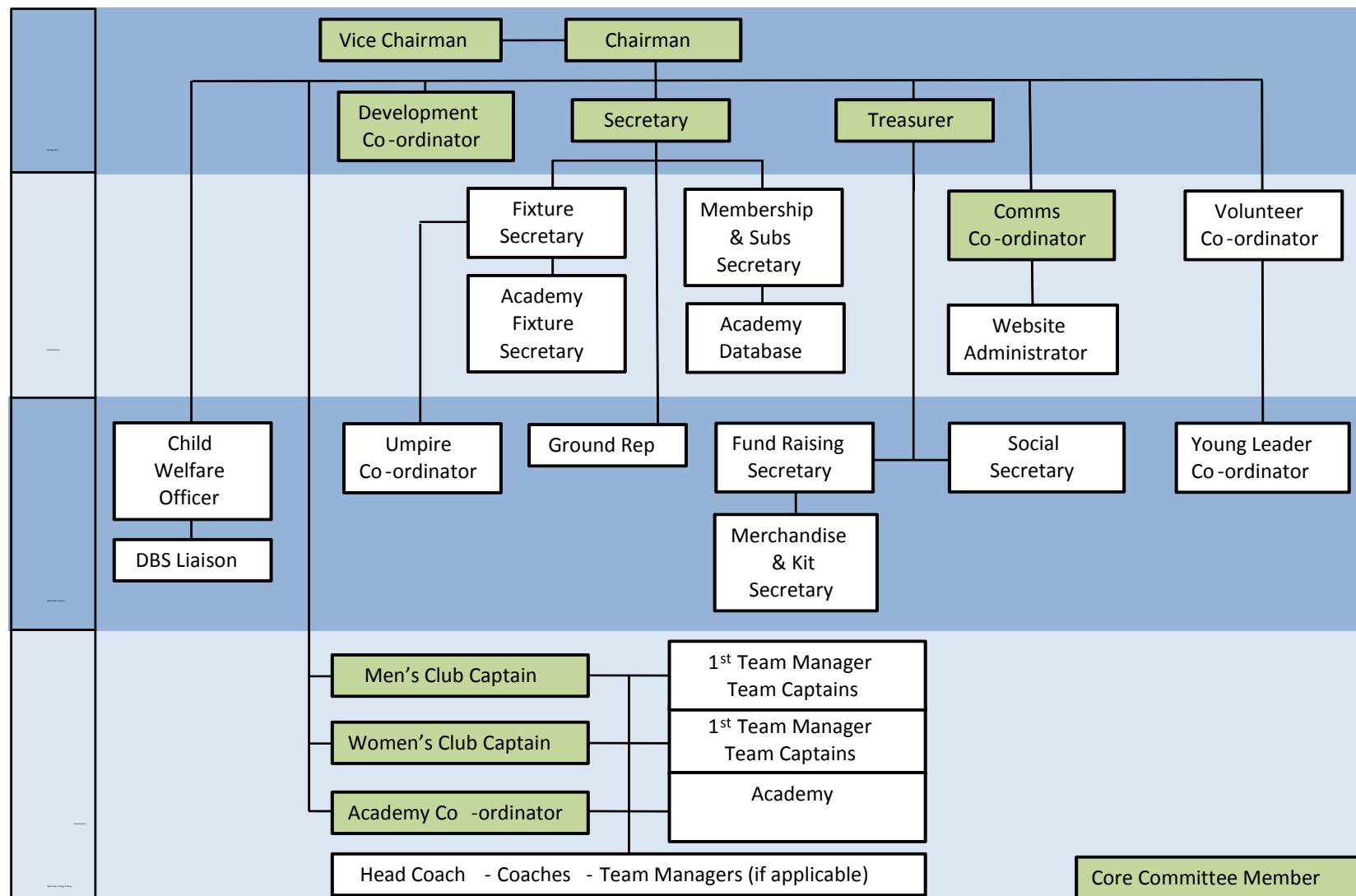
- England Hockey ClubsFirst templates and good practice:
<http://www.englishockey.co.uk/page.asp?section=103>
- Club Matters at Sport England <http://www.sportenglandclubmatters.com/>

APPENDICES

- Appendix 1 Proposed Model / Structure Chart
- Appendix 2 Outline roles and responsibilities
- Appendix 3 Committee Transition
- Appendix 4 Transitional Plan and Priorities
- Appendix 5 Draft Questions and Answers sheet

Appendix 1

Timperley Hockey Club – Proposed Merger Structure



April 2015

Timperley Hockey - (Draft) Outline Roles and Responsibilities

Appendix 2

* denotes member of the core Hockey Committee

1. Chair*

- Chair the committee meetings.
- Lead the committee in making decisions for the benefit of the whole hockey club including disciplinary matters.
- Represent an unbiased view point allowing free discussion to take place.
- Give the casting vote on unresolved section matters.
- Ensure club representation at County, Regional and National levels.
- Delegate selected tasks or project leadership to the Vice Chair.
- Represent or delegate representation of the hockey section on the Club Executive committee

2. Vice Chair*

- Support the Chair in the overall management of THC, act on their behalf as required and chair committee meetings in their absence
- Lead the specific activity, projects or working groups as agreed by the Chair and or Committee, eg: Clubmark reaccreditation; developing a hockey handbook and supporting policies and procedures
- Provide support to committee members or role holders as required

3. Secretary*

- To be the principal administrator for the hockey section, dealing with all contact and correspondence, EH & regional contact for onward distribution of information within the section.
- Prepare meeting agendas, record, distribute and retain meeting minutes.

- Co-ordinate the development of hockey policies and procedures manual and handbook(s) working with Communications Co-ordinator to ensure Club and team captains, and players have the relevant information and awareness
- Define allocation of administrative duties across members of the section
- Work Define allocation of administrative duties across members of the section
- Work alongside the Treasurer to ensure that all affiliation/ registration documents are accurate and paid on time.
- Oversee the work of the Fixture Secretary and ensure that different hockey requirements are effectively managed including pitch allocations, match day catering and bad weather/cancellations.

4. Treasurer*

- Control and manage the finances of THC
- Co-ordinate the development and approval of an annual budget for the section is set, including fees and related policies
- Keep detailed (paper and electronic) records of all accounts and control the expenditure within the agreed budget constraints
- Hold & manage the hockey section bank account and act as principal signatory on the club bank account and register other signatories as agreed with the Chairman & Secretary
- Prepare annual balance sheet and P&L reports for the AGM, and prepare regular reports and financial forecasts for the Hockey Committee throughout the year
- Oversee the work of the Subscriptions and Membership Secretary to ensure that effective processes are in place to collect and reconcile the collection of subs and fees and that member data bases are maintained and managed in an effective and secure way. Taking cognisance of data protection rules.
- Provide financial advice and guidance to those roles with responsibility for fundraising and kit/merchandise.
- Ensure that any payments made to players/ coaches/ volunteers etc are done so in line with HMRC guidelines.

5. Hockey Development Co-ordinator*

- To oversee the hockey development plan, working with the hockey committee, Volunteer Co-ordinator, Club Captain(s), Head Coach(es) and the EH Hockey Development Officer, identify and maximise development opportunities for all members of the club including players, coaches, umpires, parental involvement and support.
- To co-ordinate training / coaching requirements including pitch time and work with Club Captains, Coaches and the Club to agree the annual plan/allocations in liaison with the Club Chairman.
- Develop a clear player framework linked to playing and coaching opportunities at the club across all ages / gender (Academy through to Veterans) and abilities (from Elite performance to social hockey).
- Identify training and development opportunities and courses and qualifications to support club members and volunteers to do their roles and prepare an annual plan and projected budget for consideration

6. Club Captains* - Report to Management

- Provide leadership, and be the principal point of interface between the playing teams and the hockey club committee including proposals for the ongoing development of senior hockey for all abilities as part of the overall hockey strategy and development plan
- Liaise with team captains and coaches to obtain information for reports at the committee meetings.
- Ensure that team captains, and as relevant coaches, review weekly, the performance & development of players to ensure they given the right opportunities to move between teams including Academy to Senior hockey transition.
- Delegate responsibility for collection and handing in of match fees and supporting collection of subscriptions, fees and member data
- Co-ordinate inputs, requirements and proposals for Men's / Women's hockey to the relevant Role to support the planning, operation and strategy development for hockey at Timperley including: season objectives for teams; player pathways; inputs to budgeting; coaching plans and pitch, facility and equipment requirements
- Maintain discipline and behavioural standards of the players, coaches and team managers both on and off the pitch, and as required attend disciplinary hearings
- Actively encourage and promote participation in the club from the membership and uphold the reputation of the club through personal example and club behaviour, including social media.

7. Academy Co-ordinator*- Reports to Management Committee

- Be the principal point of interface between the Academy and the hockey club committee, including proposals for the ongoing development of junior hockey as part of the overall hockey strategy and development plan
- Liaise with Academy coaches and team managers to obtain information for reports at the committee meetings for all teams and with Club Captains to support the management and transitional of Academy players into the senior teams
- Working with the Hockey Development Co-ordinator, ensure that the Head Coach and Academy coaches have an agreed programme to support the development of players to ensure they given the right opportunities to move between teams/coaching groups and through to seniors transition.
- Co-ordinate the required administrative support (and volunteers) for Academy registration (annual Registration Day, weekly coaching sessions and as required at mini tournaments) to ensure smooth running of all activities, record keeping and documentation in line with relevant policies and best practice and provide a safe, friendly and welcoming environment
- Prepare and submit proposals to develop the Academy including budget and other requirements as part of the annual planning process
- Support the Volunteer Co-ordinator, by actively encourage parents to get involved in the Academy and wider club activities, and set up small working groups as required to support the academy's range of activities
- Ensure that the Academy coaching rota is in place for all coaching sessions to ensure adequate ratio's of qualified / non-qualified coaches are in place and work and as required work with the Head Coach and Coaching co-ordinator to ensure the coaching programme, plans and player pathways reflect the strategy and development of players of all abilities
- Agree with the Head Coach and coaching team the teams to be organised annually and co-ordinate the appointment of parent managers and coaches for each team and ensure all involved are aware an adhere to the relevant club policies and processes including collection of match fees

8. Communications Co-ordinator* - reports to the Management Committee

- Ensure that the club has a high level communications plan to improve the range and frequency of communications including: website; social media; newsletter, handbooks, noticeboards (and presence within the TSC clubhouse) and be responsible for its delivery including a range of regular communication updates

- To raise the profile and awareness of the hockey club locally and in the region including developing relationships with the local media providing regular updates and news items.
- To work with the Website Co-ordinator to maximise the effectiveness of the hockey section website and review options for the format, use and content required on the website
- Ensure that notices, information, events and successes are communicated to all across the hockey section, TSC and where relevant externally
- Liaise with Club Captains and Academy Co-ordinator to ensure that the external image of the club is joined up and has a 'professional' appearance
- Liaise with Club Captains and Academy Co-ordinator to generate news items and identify 'team reporters' to pages up to date and feed in news it
- Keep an archive record of all media coverage.

9. Fixture Secretary - reports to the Secretary

- Act as the key fixtures contact for relevant senior hockey leagues and ensure all league fixture administration is completed including maintaining and updating Fixtures Live.
- Work with the Academy Fixture Secretary to co-ordinate their requirements including allocating pitch times.
- Co-ordinate and communicate fixtures for different teams via Fixtures Live and the club website.
- Schedule a programme of friendly fixtures to provide more playing opportunities working with the respective club captains.
- Handle match cancellations.
- Handle fixture queries and bad weather management throughout the season.
- Confirm match arrangements with opposition and league/ competition allocated umpires in line with competition requirements or where agreed ensure each team has a contact name on Fixtures Live to complete.
- Delegate responsibility for reporting match results to the leagues to the club captains/ team captains.

- Co ordinate requirements for after match teas.
- Provide fixture details to the Umpiring Co-ordinator to allow the Co-ordinator to allocate umpires for all matches where they are not allocated by the relevant league(s) or EH.

10. Subs & Membership Secretary - reports to the Secretary

- Maintain confidential and data protection compliant database of all levels of membership and within the Data Policy provide captains and manager player information and emergency contact details (for all Under 18's) and relevant medical information.
- Work with Academy Database Administrator.
- Retain all application forms / electronic data in line with the Data Policy.
- Collect and record and bank or pay over the bar all subscriptions due.
- Provide monthly report on subs collection status to the Treasurer in time for committee meetings.
- Identify any poor payers for escalation to the Management Committee where appropriate action can be agreed.

11. Volunteer Co-ordinator - reports to Management Committee

- Drive the recruitment of volunteer supporters and manage, grow and recognise their contribution
- Provide and ensure volunteers are aware of development opportunities, e.g. coaching, umpiring or committee roles.
- Maintain a volunteer register of past, connect current and potential volunteers and skills / interests and use to help match requirements (roles, projects or events) with volunteers to where is support needed. Work with the Young Leader Co-ordinator to involved young members (13-18)
- Liaise with DBS Co-ordinator to ensure where required all external DBS checks have been completed.

12. Fund Raising Secretary - Reports to the Treasurer

- Create and lead a team whose main task is to generate funds for the hockey club. The targets will be agreed in the pre-season budget.
- Seek and secure sponsorship opportunities.
- Work with the Social Secretary to maximise opportunities for events and evaluate set up and running costs against revenue received.

13. Social Secretary - Reports to the Treasurer

- Develop a draft annual social events plan, for approval by the committee, reflecting the wider hockey membership and act as lead co-ordinator to plan and organise social events.
- Play a key role in bringing players across all the teams together along with committee members, umpires, parents and other club members and volunteers in a social environment.

14. Facilities & Ground Rep - Reports to the Secretary / Development Co-ordinator

- Maintain a record of all hockey equipment (centrally stored and held by captains/coaches) and complete a quarterly inventory (July, October, January and April) to assess requirements, loss or damage and provide a reports and recommendations to the Secretary/Development Co-ordinator for consideration by the committee
- As required, source equipment that meets requirements and provides good value for money within agreed budgets
- Check equipment, facilities and store rooms at intervals not great than 3 weeks to identify and advise the Club Manager of any remedial works or needs and to ensure storage areas continued to be used appropriately.
- Liaise with the Club Manager regarding an annual plan for routine maintenance and for non-routine requirements. E.g. Damage noted, preparation for one off events.
- Ensure that coaches, team managers and captain have hockey first aid kits and that these are regularly maintained and available on match days.

- Ensure that Risk Assessments are undertaken, remain relevant and are available for inspection by the Club Executive / Manager.

15. Umpire Co-ordinator - Reports to Fixture Secretary

- Act as principal point of contact for the EH and local Umpiring Associations.
- Clarify which matches will have league provided umpires and which must be supplied by the club and the standard required.
- Maintain an up to date register of club umpires along with their qualification, and those interested in becoming an umpire.
- Co-ordinate the allocation of umpires to matches including league, cup and friendlies as required
- Promote and assist the development of umpiring within the hockey club working with umpire associations and umpire developers.
- Share rule changes across the club and include the Communications Officer in cascading the information.

16. Child Welfare Officer (Lead) - reports to Management Committee

- Assist the section to fulfil its responsibilities to safeguard children and young people in line with England Hockey policies and guidelines.
- Assist the section to implement the child welfare actions set out in the Hockey Development Plan including training.
- To be the senior point of contact for staff, volunteers, parents and children where concerns about children's welfare, poor practice or child abuse are identified and identify at least two other CWO's to provide wider points of contact.
- Be the first point of contact for the EH's Child Welfare Officer.
- Implement the EH's reporting and recording procedures.
- Maintain contact details for local social services, police and Area Child Protection Committee.
- Promote EH's best practice guidance/ code of ethics & behaviour within the club and anti- discriminatory practice through the hockey club.

- Ensure confidentiality is maintained.
- Work with the DBS Liaison Officer to ensure all relevant checks have been completed and records kept.

17. Academy Fixture Secretary - Reports to Fixture Secretary

- Working with the Fixture Secretary, co-ordinate the organisation of Academy fixtures including: friendly fixtures for Badger, Beavers, Vixens and any other team requiring fixtures including attending Cheshire Academy Fixture Consortium meeting; GMJHL entries; Academy EH competition entries and scheduling of any Timperley Mini Hockey tournaments
- Work with the Fixture Secretary to agree pitch allocations, arrangements for bad weather, team refreshments. If qualified umpires are required, work with the Umpire co-ordinator if required.
- Ensure all relevant administration is completed including ensuring all information on Fixtures Live, Club Website are up to date and that Team Managers and Coaches have all required information

18. DBS Liaison - reports to the Child Welfare Officer

- Under the direction of the CWO, ensure that all required relevant accreditation and systems are in place to complete on line DBS checks for THC relevant volunteers and role holders
- Handle personal data and information in a secure and confidential manner when completing the necessary checks following the EH guidance and relevant policies
- Maintain records and a scheduled of accredited individuals and provide updates to the CWO / Committee.

19. Merchandise and Kit Co-ordinator - reports to the Fund Raising Secretary (or Treasurer)

- Under the direction of the Fund Raising Secretary or Treasurer, set up the processes with the Club Kit suppliers to ensure orders and deliveries are managed in an effective and timely manner. Work with the Communications Co-ordinate information about kit and merchandise is well communicated across all club channels and on the website

- Monitor and review the relationship with the Club Kit supplier and act as the main point of contact, providing reports and any recommendations as required
- Identify opportunities to improve or increase the range of kit / merchandise to meet club / member needs

20. Website Administrator - reports to the Communications Co-ordinator

- In line with the Communications Plan, and working with the Communications Co-ordinator maintain, develop and act as overall Web Master for the club website www.timperleyhockeyclub.com including controlling the granting of access and administration rights to other members and maintaining and developing the core content
- Identify opportunities to improve the effective use of the website functionality, or other web based tools, to support the running of the section and bring forward recommendations / proposals
- Monitor website analytics and ensure the website content is kept up to date, promote website traffic through social media and other communications, and moderate the quality and relevance of all web content

21. Young Leader Co-ordinator - Reports to the Volunteer Co-ordinator

- Co-ordinate and organise activity to encourage Young Leaders (ages 13-18) to get involved in supporting the activity of THC including assisting with coaching, umpiring, helping organise mini tournaments and supporting coaches / team managers with Academy or wider roles across the club
- Identify and source relevant training or development activities to support Young Leaders
- Work with Young Leaders to help them make the most of volunteering to support their personal and hockey development

22. Academy Database Co-ordinator - reports to Membership and Subs Secretary

- Maintain and manage on an on-going basis the Academy database and player records and parental consent documentation in effective, timely and secure manner in line with EH guidelines and data protection requirements.

- Work with the Membership and Subs Secretary to co-ordinate data and membership information, and reconcile the collection of Academy subscriptions and coaching fees
- Provide access to relevant data extracts to enable coaches, club/senior team captains and parent/team managers perform their roles within EH and data protection guidelines and produce periodic reports to support planning and development to the Hockey Development Co-ordinator

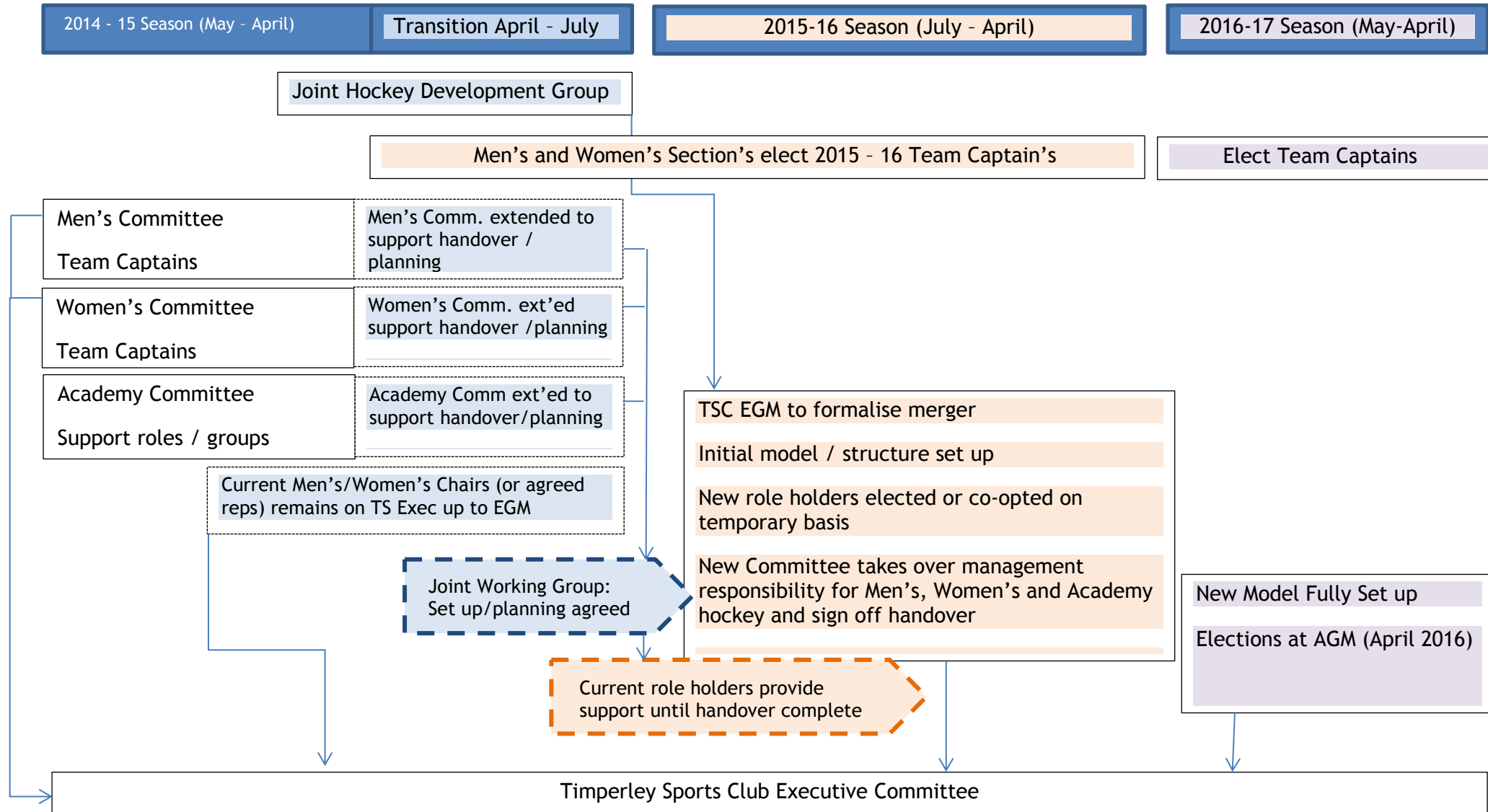
Other Roles

In addition to the elected roles, there are a number of other key roles that support the running of the club include :

- Head Coach (Currently covers Men's 1st XI Hockey and Academy)
- Qualified Coaches (senior teams and academy)
- Assistant / Support Coaches
- Umpire Developers
- Team Managers
- Parent Team Managers
- Match Day Technical Delegates (as required)

Committee Transition

Appendix 3



Transitional Plan and Priorities (initial draft to be developed further)

Appendix 4

	Planning	Pre Season	Early Season	Main Season	Season Closure
	1 st May - 30 th June	1 st July - 31 st August	1 st September - 31 st October	1 st November - 31 st March	1 st April - 30 th April
Man	<ul style="list-style-type: none"> Elect new Committee/roles Agree key assumptions / principles for 2015/16 to guide planning / activity Agree Transition Plan covering all main activities, roles etc Agree key principles with TSC Executive prior to EGM on pitch allocations, car boots etc Collect inputs/key information from sections to support planning Attend CHA / League AGM's or equivalent Agree summer training plans / pitch requirements 	<ul style="list-style-type: none"> Agree season priorities Agree Budget(s) & fees Ensure support structures / people in place Agree key policies / procedures Support process to hold Club EGM Finalise pitch allocations for new season with TSC Executive and Lax Calendar for new season key including key events, meetings Confirm playing kit supplier 	<ul style="list-style-type: none"> Ensure operational support / admin in place 		<ul style="list-style-type: none"> Hold first AGM Complete accounts for season
Admin	<ul style="list-style-type: none"> Update all THC contacts (int/ext) incl: EH, League(s), CHA, Fix Live, Web Attend relevant external fixture / league meetings Gain inputs from sections on current processes and ways of operating 	<p>Membership/data</p> <ul style="list-style-type: none"> Agree process(es) for collection of subs / member data Update data for all coaches, umpires, managers, first aiders, CWO's <p>External</p> <ul style="list-style-type: none"> EH affiliation & 	<p>Membership/data</p> <ul style="list-style-type: none"> Collect subs / section fees Update senior member data/contact details Academy Registration - player consent / details 	<ul style="list-style-type: none"> Complete transfer of all subs to club & reconcile (Nov) 	

		<p>Competition entries</p> <ul style="list-style-type: none"> • League Affiliations • Finalise all Fixtures (league / friendlies) <p>Internal Operational</p> <ul style="list-style-type: none"> • Pitch allocation agreed (training/matches) • Fixtures Live updated with all league fixtures • Pre-season friendlies arranged • Academy Fixtures organised • Produce handbook for captains / team / parent managers on key processes / contacts 			
Support	<p>Comms</p> <ul style="list-style-type: none"> • Review website content agree priorities/owners to update • Confirm Communications roles and responsibilities / policies <p>Social</p> <ul style="list-style-type: none"> • Organise summer hockey / tournaments <p>CWO</p>	<p>Comms</p> <ul style="list-style-type: none"> • Generic Website content updated/refreshed • Website admin roles set up for each team • Produce Basic player/parent Handbook • Pre season comms/social media to raise THC profile attract new members <p>Social</p> <ul style="list-style-type: none"> • Plan / promote start of season event(s) in early Sept • Agree key events for season (ideally once a month) 	<p>Comms</p> <ul style="list-style-type: none"> • Targetted comms to promote start of season / registration / subs etc • All team pages on website updated with photos, info, fixtures • Introduce weekly updates/ newsletter <p>Social</p> <ul style="list-style-type: none"> • Organise start of season event (Sept) and Oct event <p>CWO/DBS</p>	<p>Comms</p> <p>Social</p> <ul style="list-style-type: none"> • Organise monthly events • Organise end of season dinner 	<p>Social</p> <ul style="list-style-type: none"> • Finalise plans summer programme of events, tournaments, leagues

	<ul style="list-style-type: none"> Plan requirements for season Review current policies and recommend any changes / updating required <p>Umpiring</p> <ul style="list-style-type: none"> Identify and met potential umpires to support development / training Use summer league for umpiring experience <p>Ground</p> <ul style="list-style-type: none"> Each section to complete inventory of current equipment / kit and propose requirements Agree any major repairs required to pitches / goals with TSC Manager 	<p>CWO /DBS</p> <ul style="list-style-type: none"> Update records and complete DRB checks for all coaches / key roles Update EH / Club policies on website Prepare basic checklist for captains / managers to go in handbook <p>Umpiring</p> <ul style="list-style-type: none"> Update umpire register / qualifications and identify training Agree approach with umpires for coming season <p>Ground</p> <ul style="list-style-type: none"> Create one inventory and propose budget requirements for kit / equipment Review storage and identify/implement improvements In line with budget sources kit/equipment Complete pre-season Risk Assessment 	<ul style="list-style-type: none"> Ensure all comms includes CWO's details / photos incl noticeboards Complete DBS checks <p>Umpiring</p> <ul style="list-style-type: none"> Roll out new processes / allocation of umpires Monitor development of new umpires 		
Playing	<p>Club Captain / Academy Co-ordinator</p> <ul style="list-style-type: none"> Ensure all key roles filled playing side Review coaching / players development plans Agree summer training plans / pitch use 	<ul style="list-style-type: none"> Agree coaching plans with coaches Deliver summer training/ academy camps Set up processes for selection Propose approach for handling disciplinary 	<ul style="list-style-type: none"> Team captain/managers briefed on key processes/responsibilities New processes set up for selection and academy player transition 		

	<ul style="list-style-type: none"> • Support Summer hockey plans • Review coaching and make recommendations for engagement of any paid coaches to be considered as part of the budget process • Agree with fixture secretary preliminary requirements for matches • Consider EH / Cheshire Cup entries 	<p>matters to Hockey Committee including proposed fees</p> <ul style="list-style-type: none"> • Confirm competition entries 	•		
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Draft / Example “Q and A” Sheet

Appendix 5

- When will the new committee structure be in place? -
 - *Create a timeline of operating responsibilities and actions demonstrating the roles and responsibilities of the club members.*
- Who is involved in preparing and agreeing the new structure?
 - *Representatives from the existing sections and the Hockey Development Group.*
- Who will be in place for the forthcoming season?
 - *Already elected committee members and recruitment of new committee members to ensure a smooth transition of responsibilities, along with former committee members providing transitional support and guidance*
- How will the positions be filled? Who can become a committee member?
 - *Club members willing and able to commit and perform the role to enhance the delivery of the objectives. Members will be encouraged to take up roles to support the committee or be a part of the committee who have a certain skill set or ambitions that lend themselves to particular roles. The structure allows for representation from all existing sections to be involved on the committee and drive through the aspirations and needs of the sections.*
- Will this structure change if it doesn't work?
 - *Roles and responsibilities to be reviewed and amend towards the end of the transitional year to continue to move forwards as one section efficiently and with the best interests of the playing members.*
- Will membership fees change ?
 - *The Timperley Sports Club membership fee is set by the TSC AGM, not the hockey sections and goes towards the overall club facilities and management. Sections currently have different approaches to match fees and section*

fees to raise funds to pay for their activity including league / EH affiliations / kit / umpires / coaching etc. The new Committee will need to agree a budget and relevant fees and if there is to be any standardised prior to the start of the new season.

- How will the existing size and scope of income and expenditure within sections be managed ?
 - *To be agreed upon by the transitional committee to show a transparent way forward that demonstrates a fair and reflective outcome.*
- How will money be spent proportionally in sections?
 - *By scrutinising and agreeing new budgets and expenditure for the Hockey club.*