



CASE STUDY

# CLUB LEADERSHIP: HYKEHAM TOWN FC

OVERVIEW

The way in which one club is structured and operates can be vastly different to another. However, whatever the differences, the common denominator is ensuring the club is operating to its maximum effectiveness, with future sustainability in mind.

Future thinking was undertaken by the committee at Hykeham Town FC to understand the future pathway they wanted the club to take and what strategic club leadership structure would allow them to achieve this. This was underpinned by the club’s vision, identified under three key strands, as below:

*“The club has progressed quickly due to the success of our senior sides. To ensure we sustain these teams and allow the club to take a more planned approach, we felt it was time to look at our leadership model. The aim was to create a more strategic structure to support every aspect of the club: the implementation of player pathways, commercial and marketing success, facility development, etc..”*  
Chris Funnel – Director of Football



### CULTURE

Unity, passion and a desire to achieve. #HTFCUnite



### INNOVATION

Encourage creativity and forward-thinking. #HTFCFuture



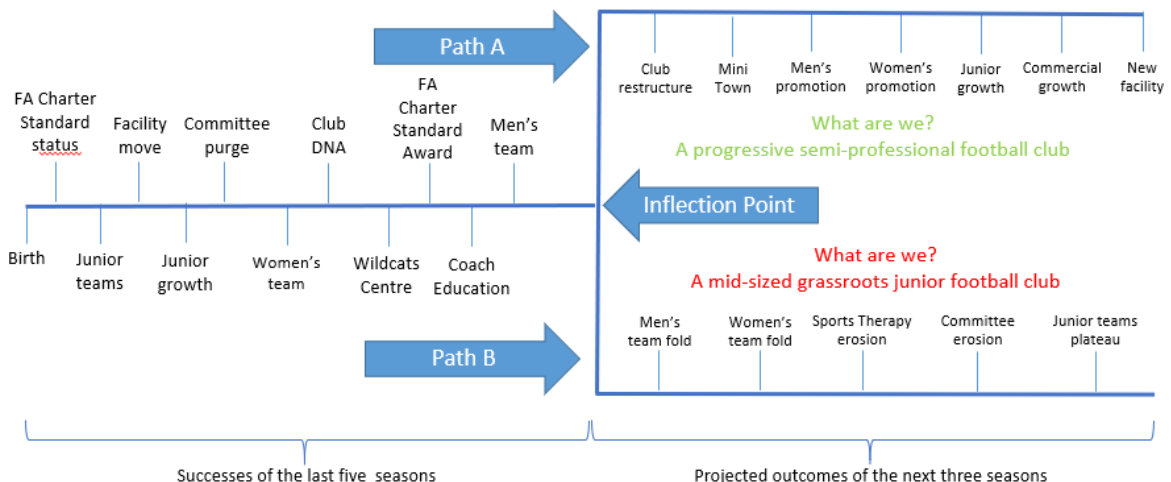
### SUSTAINABILITY

Stable and sustainable growth of the club’s teams, members and finances. #HTFCGrowth

## WHERE ARE WE NOW?

The club committee needed to recognise where they had come from and, more importantly, determine where they wanted to go:

STEP 1



**“The club is rapidly growing and evolving. As result, we need a club structure that meets the scalability and business demands of the next level.”**

## STEP 2

### WHERE DO WE WANT TO BE?

The club had progressed quickly, based the success of its senior men’s and women’s sides, and wanted to ensure it could sustainably support continued progression and that this support was thought-through. Operating in a more strategic way was vital to support the future vision.

## STEP 3

### HOW DO WE WANT TO GET THERE?

The club will face a period of transition with the goal of implementing the new leadership model in the 2020/21 season. The model was devised and driven by committee members who recognised that the amount of work being undertaken was too onerous and needed to be shared.

In addition, the club knew that Plan A (described on previous page) was their chosen path, but that there were strategic imperatives to be delivered. These included a new facility, youth team growth and increased revenue streams.

The new leadership model therefore needed to allow committee members to be more strategic in their work and to ensure future volunteer recruitment was based on their desired outcomes for the club.

The committee has begun to identify key individuals within the club that can support specific areas of work, such as the day-to-day running of the junior section. As a result, a sub-committee has been created with a reporting structure back into the board.

## STEP 4

### HOW DO WE KNOW WE ARE THERE

The club plans to measure its milestones by setting clear and smart long, medium and short-term goals. These will not only relate back to the overall vision but support the aims and ambitions the club wants to achieve in the next three seasons.

As a result of the club’s open-mindedness, a recent merger with Lincoln United now sees two vibrant clubs and forward-thinking committees working together to support the whole community.

## KEY CLUB INFORMATION



The club has been in existence for five seasons and currently affiliated to Lincolnshire FA.



There are 12 teams in total: two senior sides and 10 junior teams which comprise five female teams, one male team and six mixed teams.



The senior men’s team plays at Step 7 and the women’s team plays at Step 6.



The committee is run by eight individuals, of which three are female.



The club volunteers (including coaches) totals 28, of which nine are female.

***“Don’t be afraid to engage in honest and open conversations. If the club is together, everyone will have the club’s best interests at heart. Encourage individuals to be objective, rather than subjective. Furthermore, start with the endpoint, i.e. what’s the long-term vision for the club? What do you need to get there? Once this has been identified, work backwards and devise short, medium and long-term aspirations with key objectives to support achieving each one.”***

Chris Funnel – Director of Football