



Guildford Hockey Club

Vision 2024 and Development Plan



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1. What is GHC?

Guildford HC – A Brief History

Guildford Hockey Club was founded in 1912 and has offered hockey to the Guildford area ever since.

Originally based at the Guildford Cricket Club when the game was played on grass, the Club worked with Sport England, Surrey County Council and the Royal Grammar School Guildford in the late '90s to secure funding for new astro pitches.

Funds were raised for the building of a new clubhouse; the club and clubhouse have been located at Broadwater School with access to two astro pitches since 1998.

For most of its history, the club played at the top of English Hockey. The Men's 1st XI were Cup Champions in 1978, 1995 and 2001 and were Runners-up in 1980. They were runners-up in the Men's Premiership Tournament in 2001.

The club produced Olympians Danny Hall, Guy Fordham and Don Williams.

The Women's section have achieved 12 promotions in the past 4 seasons.

The Junior Section was started more than 40 years ago and in the past 8 years has grown from 100 players to nearly 700. Junior teams have won 6 outdoor and 2 indoor national titles in recent years.

The club has a long tradition of volunteerism and emphasis on the social aspect of hockey in addition to on-the-pitch excellence.

Double Olympian Dan Fox was hired as Director of Hockey ahead of the 2019/20 season.

1. What is GHC?

Guildford – “A Great Place to Play”

Our Vision:

Great Hockey for Everyone

Our Mission statement:

Guildford Hockey Club exists to be a Club:

- focussed on **social and competitive hockey** that caters for players of **all abilities and ages**.
- that is a **friendly and social** organisation where people know each other and enjoy their membership.
- that supports the aspiration *for all members to participate* to the best of their ability - whether through **playing, coaching, umpiring or helping in other ways**.

Our Mottos:

“Guildford – A Great Place to Play”

“Great Hockey for Everyone”

1. What is GHC?

Guildford – “A Great Place to Play”

Our Values:

Teamwork – listening, learning, leading together

Creativity – finding new and imaginative ways to play

Passion – caring about what we do and how we do it

Respect – kindness, because everybody matters

A great hockey club is more than just a club – great hockey clubs make great people.

2. Where are we now?

GHC: Progress 2014-2019

- Hockey
 - Expanded provision of pro coaching across club including Director of Hockey role
 - Added three women's teams
 - Added three men's teams
 - Increased junior member numbers from 450 to 670
 - Six national titles including 4 outdoor, 2 indoor
 - M1s and W1s both in South Prem/Div 1
 - Women's teams achieved 12 promotions
 - Men's teams achieved 4 promotions
 - Pro coaching numbers grew from 1 to 15
- Off the pitch and behind the scenes
 - Financial Stability
 - Expanded sponsorship programme from M1s to whole club
 - Increased number and consistency of social events (until covid)
 - Volunteer numbers grew from 60 to 115
 - Coach Education Programme, Umpire Education, Young Leaders
 - Beginning of a Schools Outreach Programme

2. Where are we now?

GHC SWOT Analysis

Strengths

- Clubhouse and home facilities; reputation as a “proper club”
- Massive goodwill with 100+ volunteers helping
- Well respected, high-level, active Director of Hockey
- Good level of sponsorship coming in; good network and proposition upon which to build
- Range of ways to play including top regional league to vets (Men), Back2Hockey, Flyerz, summer and juniors U6-18
- Men’s and Women’s 1s at same level
- Good news to share: six national titles in recent years, numerous league promotions, new teams added;
- Coaching and Helpers programme; growing ability to train people to engage and help
- Growing network of pro coaches

Opportunities

- Geography: opportunities to link with local organisations involved in hockey: Surrey Uni, Spartans, Charterhouse, Cranleigh, Prior’s Field, RGS, state schools, local primary schools, sports/fitness/health organisations
- New ways to play can open access to new people in the community Flyerz, Walking, B2H
- New club management tool teamo can help make jobs and communication easier
- New England Hockey Talent Development pathway
- Clubmark accreditation can help open doors to funding: Sport England, Inspired Facilities Fund, Active Surrey, National Hockey Foundation
- Planning permission for practice area; longer term investment needs to be found to fund this and/or expand the project to a third pitch
- More ways we can engage the community: Walking hockey, small sided friendly leagues, more spring/summer options

Weaknesses

- Financial situation is stable but some uncertainty for this season around covid and subs
- Massive admin and maintenance tasks to keep the club running – some of the work falls on too few people
- Volunteer force running from season to season means re-starting each season is a huge task; Director of Hockey was instrumental in re-jigging the summer programme and getting us covid-ready for 2020/21 and needs more helpers in certain areas
- Lower than desired numbers in the Adults 18-35 year old range
- Need more board members from different parts of the club to be able to better balance strategic and executive tasks; also for transition over longer term

Threats

- National league becoming ‘professionalised’ – how much more budget might we need to be sustainable in the Conferences (M and W)
- Growth of other sports: football 6s, cycling, running, “triathlons are the new golf”, cricket for girls, basketball, roller derby, etc
- Covid has hit some local small business owners too hard to be able to donate/support
- Junior section has outgrown the pitch space we have at the club; good relations with local schools (Charterhouse, Prior’s Field) except that covid has highlighted that we do not have full control over when we can hire there

2. Where are we now?

What GHC Members say the club does well...

- Welcoming, friendly, fun, encouraging (24)
- Management, organisation (15)
- Coaching (13)
- Opportunities to play (11)
- Training (9)
- Player management/development (6)
- Communications (4)
- Facility (4)
- Social Events (3)
- Beer (2)
- Other (1) – “Everything”, “most things”, value for money
- (19 did not fill in this field)

2. Where are we now?

...and what the club could do better

- Team selection (17)
- More Social events (9)
- Training (8) – mostly more individual training opportunities
- “Nothing” (6)
- Clubhouse (4)
- Comms between coaches and players (4)
- Match proximity (3)
- Umpiring (3)
- Subs (3)
- 2 Replies each: Coordination across teams in section, Fundraising, More volunteers, More matches
- 1 Reply each: Player retention, Player recruitment, Fixture management, Social media, Match reports, Adults
- (50 did not fill in this field)

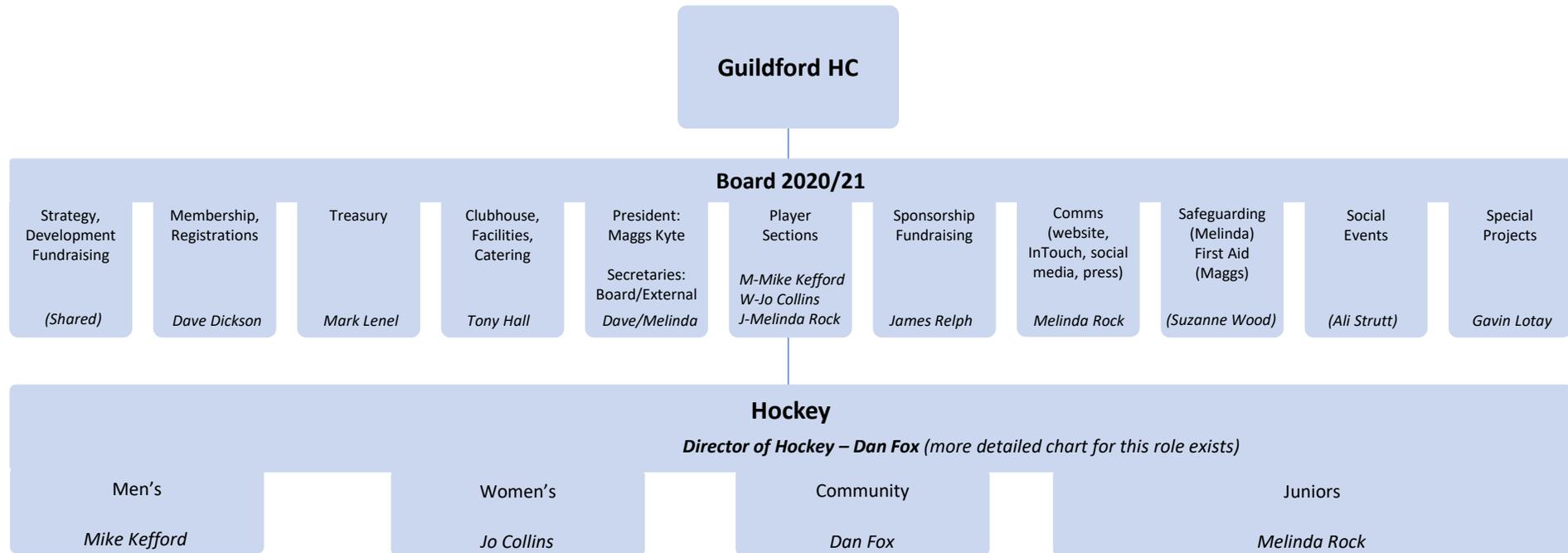
2. Where are we now?

GHC Member Comments

- Great club – fantastic development having a full time Director of Hockey
- Strong communal club that welcomes people
- Dan Fox is great – enthusiastic, has kept the feeling of a friendly, family club
- A well managed and resourced club
- Thank you to all of the people who take on roles during the season
- Really committed and lovely coaches who have been with the club for a very long time; contributes to a very friendly atmosphere and good coaching!
- Great community and everyone is friendly
- It's great! I love being at Guildford
- Great club, well managed and well coached by all involved
- Great place to play and be involved with. People are very friendly and welcoming
- I'm extremely happy with my club
- Lovely club, lovely people, great team feeling
- GHC is a friendly, relaxed, fun, committed club who achieve because of this
- It's a really friendly place and you can have loads of friends there
- Overall a great club – very friendly and great value for money
- Overall GHC do an amazing job...their organisation and coaching is second to none
- GHC is brilliant and we love it!
- It is an absolute pleasure to be a member of the club
- I love it so much, it's great!!!
- Friendly but professional club.
- It's the best club.
- Best club ever
- I love my hockey club
- Very welcoming and well structured/organised

2. Where are we now?

GHC Sections, Teams and Programmes



- M1 – South Prem 1 (Coach Dan Fox)
- M2 – Surrey Div 1 (Coach Neil Francis)
- M3 Shadows – Surrey Div 3 (Coach Steve Greene)
- M4 – Surrey Open Prem (Phil Meakin)
- M5 Krakens – Surrey Open Div 4 (Mike Kefford)
- M6 – Surrey Open Div 4 (Andrew Austin)
- M Cavaliers – Surrey Open Div 5 (Mike Fitter)
- M O40s – London Hockey League O40 Div 1 (Lawts)
- M Supervets Gondoliers – Wessex Supervets Fixtures Alliance (Nigel, Stephen)
- Back to Hockey (Mike Fitter)
- W1 – South Div 1 (Coach Shay O’Connell)
- W2 – South Prem (Coach Kirsty Rostron)
- W3 – Surrey Div 5 (Coach David Jennings)
- W4 – Surrey Div 7 (Coach Rachel Dann)
- W5 – Surrey Div 8 (Coach Dave Dickson)
- W6 – Surrey Div 12 (Coach Maggs Kyte)
- Back to Hockey
- W1 – Indoor National Div 2 (Coach Shay O’Connell)
- Flyerz Disability Hockey
- Schools Outreach Programme
- Surrey Youth Games
- Alumni Outreach
- Mixed Hockey
- Boys Under 18
- Boys Under 16
- Boys Under 14
- Boys Under 12
- Boys Under 10
- Girls Under 16
- Girls Under 14
- Girls Under 12
- Girls Under 10
- Under 8 Boys & Girls
- Goalkeepers
- 30+ League Teams (U8-18)
- 9 EH Cup Teams (U14-18)
- 16 In2Hockey Teams (U10-12)
- Indoor

GHC Men’s, Women’s and Junior Sections are supported by dozens of volunteers including: Senior Team Captains, Junior Age Group Squad Managers, Junior Age Group Lead Coaches, Assistant Coaches, First Aiders, Communications, Fixtures Secretaries, Match Reporters, Match Fee Collectors, Goal movers, Social Event Coordinators, Photographers, League Registrations, Attendance Takers, and more...

2. Where are we now?

Recent Developments and in process

	2019/20	2020/21 NB *many of our 20/21 plans have been affected by covid
1. Leadership	<ul style="list-style-type: none"> • Director of Hockey role • New Board process; more strategic focus; better definition of roles; +1 member but -2 • Started Clubmark 	<ul style="list-style-type: none"> • Completing Clubmark • Recruit more resource for certain areas
2. Facilities	<ul style="list-style-type: none"> • Re-laid Water-based pitch • Discussions with BW as it moves to Academy status • Created plan for practice area 	<ul style="list-style-type: none"> • Clubhouse improvements: painting, images, trophies • Practice area planning permission granted; start fundraising
3. People	<ul style="list-style-type: none"> • Coach Education • Umpire Training • Young Leaders Programme • Parents Presentation 	<ul style="list-style-type: none"> • Young Leaders Plus • Parent Webinar and Parent Alliance Programme
4. Ways to Play	<ul style="list-style-type: none"> • Men's Back 2 Hockey • New Men/Junior Development Team (Cavaliers) • Expanded indoor programme 	<ul style="list-style-type: none"> • Start Flyerz* • Expand summer programme*
5. Welcoming and Social	<ul style="list-style-type: none"> • Built upon Social Programme from previous 2 years • Appointed new Social Secretary • Appointed Social Media Manager 	<ul style="list-style-type: none"> • More social days and events (NB – not been possible due to covid though we do have covid safe match teas)*
6. Local	<ul style="list-style-type: none"> • Built upon Sponsorship Programme • Built upon Schools Outreach Programme 	<ul style="list-style-type: none"> • Continue Schools programme*
7. Stretch	<ul style="list-style-type: none"> • Junior Skills Camps • Mid-week Junior Skills + S&C • Specialist GK training for juniors and adults 	<ul style="list-style-type: none"> • Junior Skills Camps* • Mid-week Junior Skills + S&C* • Specialist GK training for juniors and adults*

3. Where do we want to be?

What Makes a Great Club (1)...

1. Having great leadership .	
2. Having appropriate and sustainable facilities .	
3. Having inspired and effective people within the club.	
4. Providing different ways to play that meet players' needs.	
5. Being friendly, welcoming and social .	
6. Being local with strong community connections.	
7. Stretching and developing those that want it.	

3. Where do we want to be?

What Makes a Great Club (2)...

1. Leadership

- What is the **vision** for your club? How do you communicate this to everyone in the club? Is it understood and bought into?
- What do you need to do to achieve your vision? What **resources** do you need – people, budget, facilities, partnerships, marketing?
- Does your club have a **development plan** in place?
- What is the **leadership structure** within the club?
- **How long** have your leaders had their roles?
- What **skill sets** do you need to make your club successful? How do you identify and recruit future leaders and do you have a succession plan?
- Is the leadership within your club as **effective** as it could be? How could it be improved?
- How are tasks **delegated** throughout the club?
- How does your club **communicate** with members? How do you get **feedback** and act on it?
- How often does your leadership team **consult** with the different types of members?
- What **information** do you use to regularly make decisions within leadership meetings?
- Do you have the right **organisational policies** in place? When were they last reviewed?
- Do you have good **financial controls** and a **medium-term plan**?
- Do you **network** with other clubs to share good practice or attend local forums?

2. Facilities

- What are the state of the **pitches** you use? When are they due to be replaced? Are you aware of the facility **maintenance** programme?
- How much money do you pay in **pitch rental** per year? Do you have a priority booking arrangement or partnership agreement in place?
- What do you have an **influence** on in terms of your facilities?
- Do you have a **long-term commitment** to the pitch/changing/social space you use? If so, what does this look like? How senior is the person you deal with at the venue you use? Do you know the owners as well as the operators?
- What are your **plans for facilities** in the future (SWOT)? Are these plans viable and realistic, and is England Hockey aware?
- Is the **community** around you changing and can this provide opportunities – are there housing plans, planning issues or other potential sites?
- For asset owners, are you maximising the potential at your current facility?
- Do the **financial structures** in your multisport club ensure hockey revenue (often one of the larger sections) is fairly treated?
- Playing Pitch Strategy – did you club complete the survey and input into the supply and demand for hockey? Have you identified future needs?

3. People

- Do you know what needs to be done for your club to **run effectively**? Some clubs know what they need to do (and when) but it's not effectively done. Who currently does this?
- What specific **skill sets** do you need to make your club function effectively?
- Where does your club **workforce** come from and how do you approach them? Are there opportunities for improvement or untapped potential? Does your club utilise your associated workforce (e.g. parents or family members)?
- Why do people in your club volunteer? What **reward and recognition** do they want?
- Are there areas where there is an **over reliance** on one individual to cover many tasks? Is there a succession plan?
- Are there roles where there is only one person in the club who knows or is trained to do this (single point of failure)? Is there a **succession plan**?
- Where roles are paid is there clarity in **management and employment structures**? What is the long-term strategy with paying roles and how financially sustainable is it?
- How do you provide **training and development opportunities** if people want them? Do you budget for this?
- Do you maximise the use of **technology** to reduce volunteer workload and increase effectiveness?

4. Ways to Play

- **How many members** have you got? How much do they play?
- **What ages** do you lose members? Why do they stop playing for the club?
- Where would you like to see **more members** within your playing structure?
- Do you do targeted **recruitment** or general recruitment?
- If I wanted to play hockey at your club what **opportunities** would be available to me?
- What is the **demographic** of your club and how does it relate to the local community?
- What are the **membership options** for your club? Is it good value for money?
- Does your club have plans in place for **retaining** the existing membership + **recruiting** new members?
- How many new club members do you need to recruit each season to **replace** those that leave?
- Do you **contact the leavers** to gain **feedback** as to why they left? Do you act on the feedback?
- What **'informal' activity** do you offer? Do you just offer formal training and Saturday league hockey?

5. Friendly, Welcoming and Social

- What **social activities** do you currently do? Who does this engage?
- What **experience** are you trying to create for the different types of club members (e.g. existing adult and junior members or informal members such as Back to Hockey players)?
- How would someone become **aware** of your club? What would this initial contact look like? How would I **communicate** with your club if I was interested?
- What is the **experience for new people**? How would they rate their experience with you so far?
- How many new members do you **retain** after a season?
- How do you use **social media**? What is used for **internal communication** and how do you present yourself externally?
- How do you stay in contact with **past players**, particularly players that leave to go to **university**?
- What is your current **membership model**? Does this cater for people that only want to be involved in the club socially?

6. Local w Strong Community Connections

- How does your club currently engage with the **local community**? Where are the gaps?
- Does your approach differ depending on who you talk to? Do you utilise your **membership** to do this effectively?
- Are you **politically aware** who the **important people** are in your community and what they could do for your club – university vice chancellors, headmaster, local MPs, town councillors, directors of sport, chief leisure officer, school sport managers etc?
- How do you approach **sponsorship** within your club? Do you have a strategy or agreed approach? What does the sponsor get in return?
- How **visible** is your club in the local community?
- Are you aware what **opportunities** are available to engage the local community and businesses?

7. Stretching and Developing

- How do you **identify talent** within your players/coaches/umpires? What do you do with this information?
- Who leads on **supporting individuals** that want to progress? What training/support do they have?
- How do you **differentiate** in your training sessions? Could a player who wanted to train more often do so?
- Do you need to **link into other clubs** to ensure there is the most complete talent pathway for your players, umpires and coaches?
- Do you have anything in place to develop your **aspiring coaches and umpires**? How does this work?
- How do you support players that come in and out of the **Player Pathway**?
- How do you support and develop members in **administration roles**?

3. Where do we want to be?

Guildford – “Great Hockey for Everyone”

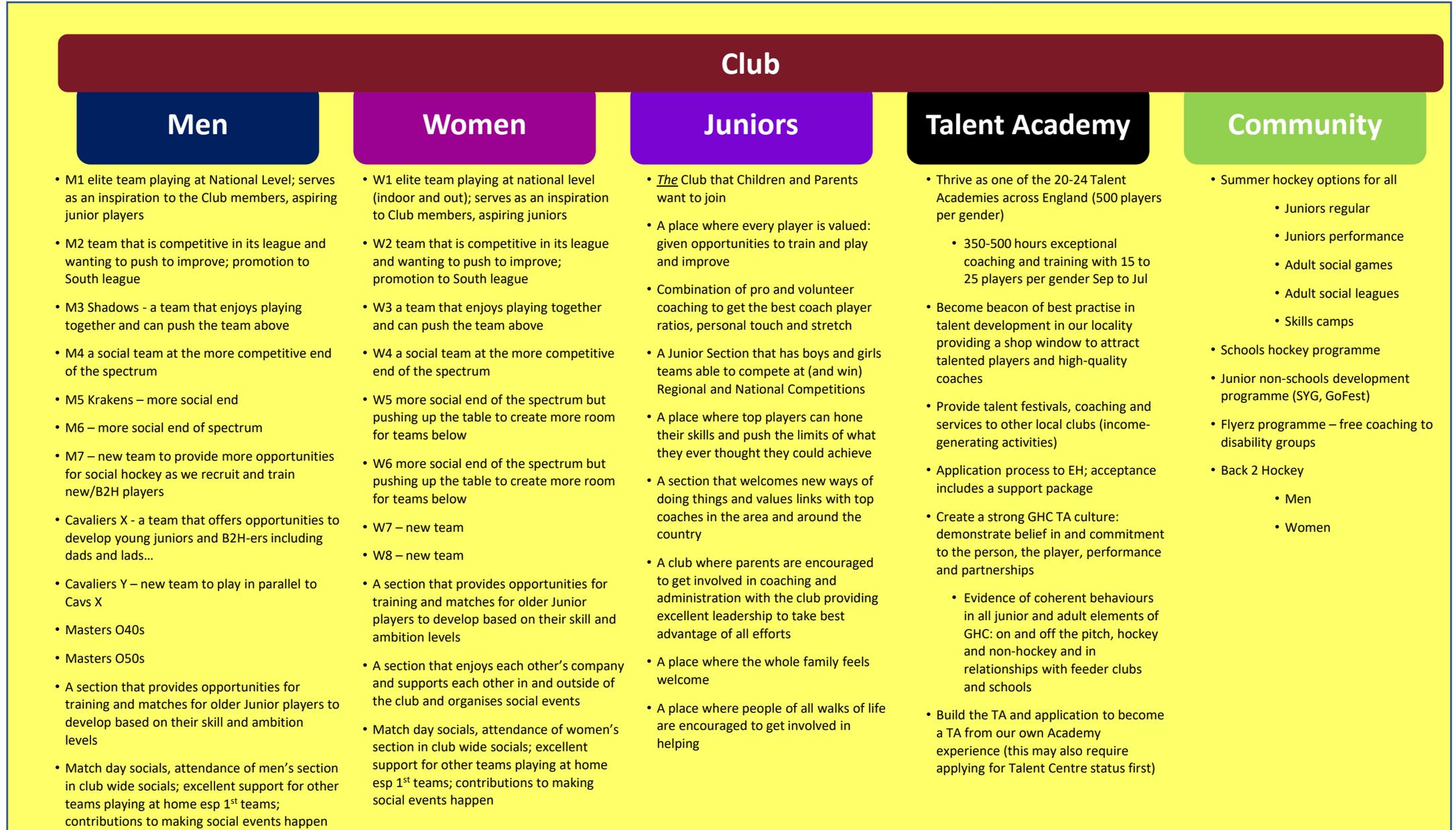
Our Vision 2024:

To be the pre-eminent club for Men, Women and Juniors in the newly formed England Hockey South East region with:

- Men’s and Women’s 1st teams in the National League Conference
- Men’s and Women’s 2nd teams top three in the Regional leagues
- 11 Men’s teams and 8 Women’s teams
- Community hockey: Back2Hockey, Flyerz, Walking Hockey, Masters Hockey, Schools Hockey
- Junior section of 750 U6-18s with top teams competing at the top of Tier 1
- An England Hockey Talent Academy
- Reputation for:
 - the best coaching and coach development programmes
 - players and teams that opposition enjoy playing
 - providing a valuable service to the community

3. Where do we want to be?

GHC Hockey Sections, Teams, Programmes 2024



4. How do we get there?

GHC: Great Hockey for Everyone

	Overall objective statements 2021-24; these statements characterise where we are headed – detailed plans and programmes follow
1. Leadership	<i>Continued growth in all sections and to new segments; providing an environment that inspires and makes it easy for people to get involved and help; clear projects and communications to achieve objectives</i>
2. Facilities	<i>Make the most of what we have (clubhouse, pitch agreements with Broadwater); secure access to more pitch hours to deliver growth and mitigate risk of being too dependent on a small number of facility providers</i>
3. People	<i>Inspire club members who feel ownership and want to help/get involved; people who are well-trained/competent/professional/confident and who also deliver a personal touch; a unified group; no arrogance</i>
4. Ways to Play	<i>Make enjoyable and competitive hockey for levels beginner to national league; find people who would not have otherwise been exposed to hockey and create opportunities for them</i>
5. Welcoming and Social	<i>Continue to create a place where people want to play, want to socialise, who feel ownership; a club that embraces and seeks diversity, delivers the personal touch, lacks arrogance, has unity</i>
6. Local	<i>A club with strong and increasing links to the community: schools, businesses, sport organisations, good relationships with neighbouring hockey clubs</i>
7. Stretch	<i>Coaching, training and match opportunities to stretch at all levels; retention of players from junior to senior hockey including those aiming for national teams</i>

4. How do we get there?

GHC: Great Hockey for Everyone

Development Plans 2021-2024	
1. Leadership	1.1 Safeguarding, safety and First Aid 1.2 Development Plan continuous review and communications 1.3 Fundraising for large-scale projects 1.4 EH League Restructure: be ready, help 1.5 Provide best tools for helpers 1.6 Clubmark 1.7 Online platform review, increased social media
2. Facilities	2.1 Clubhouse improvements 2.2 Increased access to pitches at BW 2.3 Re-laid Sand pitch at BW 2.4 Practice area between Blue and Green pitches 2.5 Secure relationship with current local pitches 2.6 Secure long-term access to other local facilities 2.7 Consider other options – Aldro, Cranleigh, etc. 2.8 Secure access to indoor facilities
3. People	3.1 More holistic training programme for coaches 3.2 More capable, competent, confident umpires 3.3 Helpful, proactive, supportive parents 3.4 More volunteers and helpers coming forward
4. Ways to Play	4.1 National league hockey for M1 and W1 4.2 Top of Regional league for M2 and W2 4.3 Two additional "social" teams for M and W 4.4 Grow B2H numbers 4.5 Grow Flyerz numbers 4.6 International tours for U11-13s and U16/17s 4.7 Better suited game play for U8-12s 4.8 Grow 18-30 year old numbers 4.9 Offer more summer/off-season options
5. Welcoming and Social	5.1 Create strong alumni network 5.2 Build strong, long term social programme of events 5.3 Attract new members and support through network
6. Local	6.1 Grow hockey in our area amongst primary and secondary schools 6.2 Grow hockey in our area outside of school catchment areas 6.3 Increase strength and depth of local network
7. Stretch	7.1 Train and retain our junior top-potential players (stop them leaving to other clubs whose 1s are in higher leagues) 7.2 Develop the whole player 7.3 Provide better, more personalised transition from junior to senior 7.4 Inspire senior players to continue to improve

See Excel Spreadsheet pages below for details:

- what
- how
- when
- who
- costs
- measurements
- review points

NB the spreadsheet is a living document, the pasted copies below are illustrative

5. How do we know we achieved our targets?

Strategy Review

- Success indicators
 - Member numbers (and from where they joined)
 - New teams added
 - Funds raised
 - Contracts with facility providers
 - Number and quality of partners, sponsors
 - Social media followers and engagements
 - Junior numbers in EH TA and national teams
 - Player retention
 - Coach, umpire and helper numbers
 - Social event numbers and attendance
- Strategy Team – good representation from across the club
 - MR (Juniors, Comms, Welfare)
 - MKe (Men's, Men's social hockey, Facilities)
 - DD (Women's, Membership, Juniors)
 - DF (Hockey and more)
 - JC (Women's, Social)
 - JR (Men's, M1s, Juniors, Girls, Boys, Sponsorship)
 - AL (Men's, Juniors, Wayfarers)
 - HB (W1s, Juniors)
 - CH (W2s, B2H Coaching)
 - HC (M2s)
 - AS (Social)
 - JW, KS (W1s), Eleanor, Suzy (W2s)
- Process and Dates
 - Board review – December 2020
 - Strategy team review – January 2021
 - Stakeholders meeting March 2020
 - AGM 2021 – May 2021
 - Board and Strategy team review – August 2021

Appendix – Supporting Documents

- Full organisation chart (include DF detail)
- AGM 2020 presentation
- Practice Area Plans/Visuals
- EH Talent Academy Proposal
- EH League Restructure Proposal

Background docs to include
for the strategy review team
and the stakeholders meeting