

Guildford Hockey Club Vision, Goals and Future Plans

Key Stakeholder Consultation

29th January 2019



GHC Vision

– Unchanged from 2017 AGM

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 and at the top level for the best Senior and Junior players - whether through **playing, coaching** or **umpiring**.

GHC Strategy/Goals – Unchanged from 2017 AGM

The Club Vision is a high level indication of the sort of club that GHC wants to be and what it wants to deliver to its membership. However, it is by its nature not explicit about;

- The club's immediate Strategy/Goals
- Operationally what is being done to achieve these Goals

The Club 2017 Goals were

That over the next 3-5 years GHC should be aiming to become

A National League Club with;

- Ladies 1s and Mens 1s playing in the Investec Conference Leagues, supported by a further 4-5 teams in the Ladies Section and 5-6 in the Mens Section.
- A Junior Section that provides the opportunity for players of all abilities and ages ... to participate to the best of their ability, including opportunities to play at the top level for the best Junior players.

As of Jan 2019 excellent progress is being made towards these ambitious goals

How did we get here? 2015-2017

- In early 2015 a financial review of GHC’s position established that the existing club “business” was unsustainable and the board pushed for a new 3-5 year plan to set GHC on a sound financial and sustainable path.
- In April 2015, a working group of GHC members brainstormed a future for GHC (Goals²⁰¹⁵) and defined a plan to achieve them (Strategy).
- Various elements of this plan were championed and implemented over the intervening and considerable progress has been made against the original highly ambitious goals
- The Goals²⁰¹⁵ were critically reviewed at 2017 AGM and it was agreed that whilst we were achieving Growth in Participation and Enhanced Success in Juniors we had not achieved the required growth/forward momentum in Elite Senior hockey
- New Goals²⁰¹⁷ were set at the 2017 AGM

Team	Goal
Mens 1s	2018 – Finish Top 4, 2019 – Promotion, 2021 – National League Conference
Mens Section	2019 – Increased Adult playing members(+10%) with 7 Teams
Ladies 1s	2018 – Promotion, 2021 – National League Conference
Ladies Section	2019 – Increase to 6 Teams including Vets side
Boys Elite	2018 – Get Boys U18, U16 and U14 teams through to Nationals
Boys Section	2019 – Increase Boys section membership to 300
Girls Elite	2018 – Get Girls U18, U16 and U14 teams through to Nationals
Girls Section	2019 – Increase Girls Section membership to greater than 350

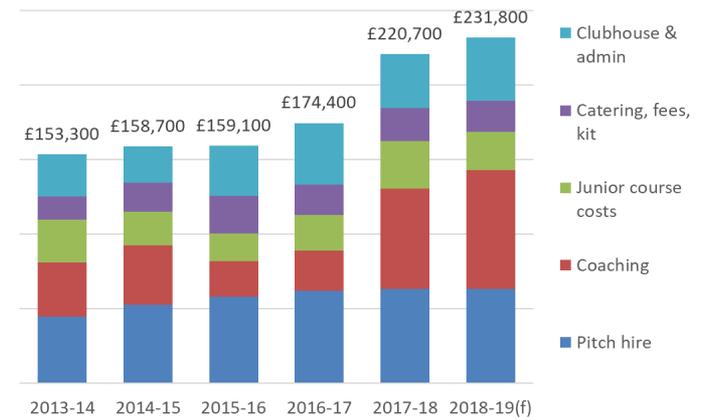
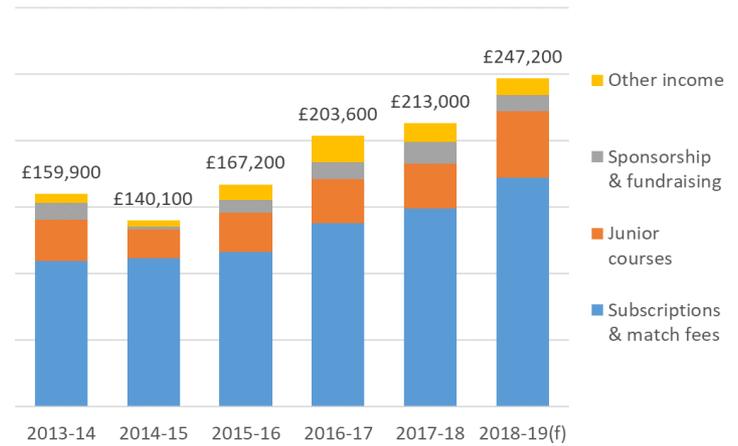
How are we going against Goals^{2017?}

- At the mid-point of the 2018 season, both M1 and L1 **Elite** sides are on target for promotion – 2021 National League targets remain achievable and realistic
- **Participation** targets for all sections are all being met
- **Junior** Performance and Development programmes/opportunities at GHC continue to grow supported by the appointment of a Director of Junior Coaching during 2017 season
- **Financial** performance continues to be healthy supported by increased sponsorship, social fundraisers, increased junior coaching courses/programmes and in 2018/19 increased membership fees
- **Volunteer** numbers remain healthy and have increased year on year

Team	Goal	
Mens 1s	2018 – Finish Top 4, 2019 – Promotion, 2021 – National League Conference	<input checked="" type="checkbox"/>
Mens Section	2019 – Increased Adult playing members(+10%) with 7 Teams	<input checked="" type="checkbox"/>
Ladies 1s	2018 – Promotion, 2021 – National League Conference	<input checked="" type="checkbox"/>
Ladies Section	2019 – Increase to 6 Teams including Vets side	<input checked="" type="checkbox"/>
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GHC Financial Performance²⁰¹³⁻²⁰¹⁸

- Graphs on the right indicate financial performance through to the close of season in 2017/18, were presented at 2018 AGM and include the forecast for 2018/19
- Profit forecast for the 2018/19 season has been upgraded to £15k based upon success of supplementary junior training courses (summer performance; holiday; mid-week; schools liaison)
- Balance sheet forecast for April 2019 shows net current assets of £46,600.



GHC Strategy/Goals²⁰¹⁹ – for discussion

That over the next 1-3 years GHC should be aiming to become a **National League Club** with;

- Ladies 1s and Mens 1s playing in the Investec Conference Leagues, supported by a further 5-6 teams in the Ladies Section and 6-7 teams in the Mens Section.
- A Junior Section that provides the opportunity for players of all abilities and ages ... to participate to the best of their ability, including opportunities to play at the top level for the best Junior players.

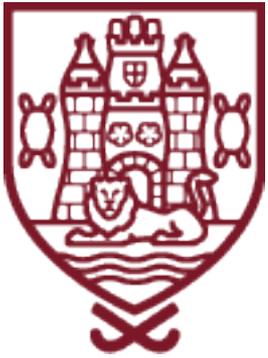
The growth that GHC has achieved over the past three years could only have been achieved through the combination of three factors:

- The off pitch Administrative work of GHC Board/Members - Volunteers
- Recruitment of high quality coaches – Employed and Volunteers
- The efforts of our players – Members

However, the breadth and depth of hockey knowledge and coordination required to run the club has now grown beyond a level that it is sustainable/wise to rely completely on a handful of key volunteers. To continue to pursue our National League goal and to continue to grow Performance and Participation opportunities for our Juniors we need to employ a professional hockey resource....

DofH Proposal

- The GHC Board believes that the club should;
Appoint a Director of Hockey (DofH) to assist in delivering the Clubs Vision and Goals over the next 3-5 years.
The DofH role will have responsibilities across all Sections of the Club, will support both Performance and Participation teams (Juniors and Seniors) and will take the leading role in developing GHCs Junior Courses/Camps, promoting the club, sourcing/supporting coaches and developing GHC player and volunteer capabilities (playing/coaching and umpiring).
- This consultation process seeks to;
 - Gain support in principle for the DofH role from key stakeholders across the club
 - Get input/feedback on the DofH Role/Responsibilities
 - Discuss the long-term affordability of a DofH appointment
- Preliminary market investigations have identified and spoken to three strong candidates;
One of these candidates is strongly aligned to GHC's values and vision for the club and would make the ideal GHC DofH so wants to move quickly to secure their employment if possible.



DofH Responsibilities

Background and Update from 2018 AGM



What will the DofH do?

DofH Responsibilities - Priority 1

- Build and lead a culture of excellence and participation throughout all sections of the hockey club, with a strong focus on learning and development to support long term individual and team success.
- Lead the recruitment of coaches and players across the junior and senior section to support the delivery of great hockey sessions, match day coaching and successful teams.
- Support the Men's and Women's 1st XI teams, actively supporting recruitment, selection and coaching.
- Create/develop a performance programme to support elite performance and player development.
- Run, promote and oversee hockey camps at each school holiday. Target increasing 2018/19 revenues

DofH Responsibilities (Continued)

Priority 2

- Support junior team managers and coaches to ensure that selection and transition between age groups is well managed
- Work with the treasurer to ensure that spending on equipment, competitions and other expenses is sustainably managed
- Support the fixtures and bookings coordinator
- Communicate effectively with key members across the club

Priority 3

- Produce and deliver a strategic plan for men's and women's and junior hockey to ensure a balance of opportunities at both performance and participation levels.
- Liaise with local schools and clubs to create meaningful links with the local community and to help deliver great hockey to club players at the club and in through their schools.
- Implement an umpiring strategy for the club to include training, developing and supporting umpiring at all levels
- Prepare regular reports and identify key performance indicators to review the performance and status of hockey at the club

DofH Responsibility Analysis

A more detailed analysis of these responsibilities and a bottoms-up assessment of the on-pitch coaching/mentoring role expected of the DofH has been undertaken – resulting in an estimate of working days per year required to deliver each one.

Estimates are primarily indicative at this stage and will require challenge and review with any DofH appointee but the key conclusions of this work are;

- The DofH will split their time approximately 15:12:73 between Adult_Elite: Adult_Other:Junior
- The role is approximately 50% admin and 50% on pitch support (Coaching, or Player/Coach Umpire mentoring/support)
- The DofH still requires significant support from volunteers – recognising that sometimes the DoFH will lead the task, sometimes work with a number of volunteers and if possible delegate the task to others
- The Operations:Development activities time split is expected to be 75:25
 - Operations activities contribute directly to the delivery/efficient running of the season's activities and Development activities are about improving the quality and increasing the scope of GHC activities
- The DofH role at GHC looks like it could be done on a 0.8*FTE basis – confidently delivering Priority 1 and 2 responsibilities but likely to place pressure on delivery of the lower priority 3 responsibilities. These are still important – but they will need to be carried forward far more by GHC volunteers and/or take longer to complete (2 seasons)