



# Development Plan 2015 - 2020 Aldershot and Farnham HC

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## VISION

Aldershot and Farnham HC has a vision:

“To be the club of choice”

“To be able to play hockey in a fun, friendly and competitive atmosphere in a club that is both family orientated and sociable. Achieving this by aiming to develop and encourage players from minis to veterans and promote a vibrant playing ethos to maintain players throughout their career.”

### What is the Ethos of the Club?

#### The ethos of Aldershot and Farnham Hockey club is:

- To play our hockey seriously but it's the enjoyment that counts
- To remain a local club, inclusive to all
- To engender community spirit
- To retain, develop and provide opportunities for all throughout their hockey careers
- To act as one club with all teams equal

## Where are we now?

### TEAMS:

The club currently runs the following teams

- 6 men's teams (including 1 boys development team)
- 4 ladies teams (including 1 girls development team converted ladies 3 season 2014/2015)
- Boys Under 18's team playing in Hampshire Cup
- Boys Under 14's & U12's (in leagues and playing in festivals)
- Girls Under 14's & U12's (in leagues and playing in festivals)
- Mixed Under 10's & U8's (entering tournaments)

The men's teams compete in the following leagues;

- M1 – Hampshire Area Division 1
- M2 – Hampshire Area Division 4
- M3 – Hampshire Area Division 5
- Cannons – Surrey Open Division 3
- M4 – Surrey Open Division 4
- M5 – Hampshire Area Division 9
- Boys Under 14 team – Wessex Under 14 Division 1
- Boys Under 12 team – Wessex Under 12 Division 1 North

The ladies teams compete in the following leagues;

- L1 – Hampshire Area Division 1
- L2 – Hampshire Area Division 2
- L3 – Hampshire Area Division 3
- L4 – Hampshire Area Division 6
- Girls Under 14 – Hampshire Under 14 Division 2A
- Girls Under 12 – Hampshire Under 12 Division 1
- Girls Under 12 B – Hampshire Under 12 Division 2

There are under 8's and under 10's mixed tournament teams which take place an average of monthly throughout the season. There are also separate U12 and U14 girls and boys friendly 7 aside festivals which are organized throughout the season.

### MEMBERSHIP:

There are currently 170 registers adults playing and 215 juniors from 6 to 14 years.

### COACHING:

We have 16 qualified coaches including:

Level 3 x 1 (paid coach)

Level 4 x 2

Level 1 x 11

**UMPIRING:**

11 registered Level 1 umpires, with a pool of circa 7 volunteer umpires.

**VOLUNTEERING:**

We currently have volunteers and administrative support for each of our Level 1 and 2 coaches at the Junior academy as well as an array of administrative support on both the main AFHC Committee and the minis sub-committee.

**PITCHES:**

The club is a partner in, and the main user of, Heath End School AstroTurf pitch and has exclusive use on a Saturday (allowing for 4 home games); Sunday mornings and 3 mid-week training nights. As a partner, the Club has helped to fund the relaying of the AstroTurf to a standard suitable for national competition entry during the summer of 2014.

The club also has access to a second pitch at the army garrison AstroTurf if there are more than 4 home matches as well as access to a third set of AstroTurf facilities at Frensham Heights School which is used for Sunday Youth training, matches and festivals.

**CLUBHOUSE & FACILITIES:**

The club is the prime user of Aldershot Cricket Club during the Hockey Season and has been for many years, this agreement provides the club with good quality changing and showering facilities. The club house furniture was refurbished in 2011 with a new brewery also coming on board during the same year, and offers more than adequate facilities to support the growth of our club. Pitch-side we also now have the addition of toilet facilities adjacent to our home pitch.

**SWOT ANALYSIS:**

<p><b>Strengths</b>                  Newly resurfaced astro                  Good club atmosphere                  Active and inclusive social scene                  Strong catchment area                  Demographics of area                  Large club for the area                  Large youth academy                  Good relationship with local schools                  Introduced strategy for introducing juniors (girls and boys) into adult teams</p>	<p><b>Weaknesses</b>                  Pitch a short drive from clubhouse                  No Changing facilities at the pitch                  Training participation could be improved</p>
<p><b>Opportunities</b>                  Large and respected youth academy with ability to transition into adult teams                  Good relations with army personnel and management                  Third local pitch facility                  Club hockey tours to be promoted                  Links with higher performing clubs within local area to help progress players</p>	<p><b>Threats</b>                  Reduction in playing numbers in ladies section (although back to hockey has improved this)                  Other local clubs with club first &amp; youth development                  Top elite players migrating to higher playing level clubs within local area</p>

Please see page 27 for a summary of glossary and terms.

**1.0 Developing the Playing Programme**

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
1.1	Junior Competition	To maintain a junior academy for 6 – 14 year olds and to provide good development opportunities for all of the children in the junior section through training and match play	On going	Youth Co-ordinators	Covered by existing arrangements	Participating in annual Farnham community games and good links with local schools	Good numbers of juniors within the Junior Academy	Annually
		To run an U8 and U10 mixed youth festival for all local clubs	Annually	U8 and U10 coaches with admin support and parental support	Covered by existing arrangements	Invitations are sent to local clubs	Annual Tournament, with other local clubs	Annually
		To attend local U8 and U10 mixed youth festivals	On-going	U8 and U10 coaches with admin support and parental support	Covered by existing arrangements	Invitations are sent to local clubs	Teams entering local tournaments	Annually
		To maintain U12 boys and girls teams in respective Hampshire hockey leagues	On-going	U12 Girls and Boys coaches with admin and parental support	Covered by existing arrangements	Maintaining good links with local schools	Teams entered into the leagues	Annual
		To maintain U14 boys and girls teams in respective Hampshire hockey leagues	On-going	U14 Girls and Boys coaches with admin and parental support	Covered by existing arrangements	Maintaining good links with local schools	Teams entered into the leagues	Annual
		To ensure the progression of boys over 13 into the Mens Development Team (“Cannons”)	On-going	U14 Boys coaches Hockey Manager Cannons Captain	Covered by existing arrangements	N/A	Boys over 13 developing playing in adult games	Annual

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
		To ensure the progression of girls over 13 into the Ladies Development Team (Ladies 3's)	On-going	U14 girls coaches Hockey Manager Cannons Captain	Covered by existing arrangements	N/A	Girls over 13 developing playing in adult games	Annual
		To enter Under 18s County Cup Competitions to give Juniors aged 13- 18 the ability to play as a youth team.	2014/15 season	Under 14s coaches; Team Captains	Identify players within adults and junior sections	Encourage junior players to join team.	Teams entered into cup competitions	2015
1.2	Adult Competition							
1.2.1	Ladies	To maintain 4 ladies teams playing in county leagues	On going	Hockey Manager	Covered by existing arrangements	Maintain active recruitment of new players in to the ladies section.  Encourage junior players to play within adult section when they reach age limit and maturity to do so.	Four ladies teams playing in county leagues on a weekly basis.	Annually
		To progress the 1s into the regional South league.	2016 season	Lead Coach	Covered by existing arrangements	Maintain a positive and welcoming club environment Ensure excellent coaching to attract and maintain players	First team playing in South 3B league	2015
		To improvement movement between teams, especially youth progression	On-going	Hockey Manager	Covered by existing arrangements	Inviting youth players to adults training when they have reached an appropriate age and standard	Youth players progressing through the adult teams	Annual

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
		To introduce and maintain a ladies development side.	2014 season	Hockey Manager	Use ladies 3s div 3 team, change to development team.	Liaise with Under 14s coach to introduce talented 13/14 year olds to league hockey. Minimum 7 under 16s in squad.	Youth players progressing to play in adult leagues.	2015 season
		To add fifth ladies team	2017 Season	Hockey Manager	4 <sup>th</sup> team gain promotion to Div 5	Maintain active recruitment of new players in to the ladies section. Back to Hockey sessions in the off season.	Fifth ladies team	Annually
1.2.2	Mens	To maintain 6 mens teams playing in county leagues, both in Hampshire and in Surrey.	On going	Hockey Manager	Covered by existing arrangements	Maintain active recruitment of new players in to the mens section.  Encourage junior players to play within adult section when they reach age limit and maturity to do so.	Six mens teams playing in county leagues on a weekly basis. Maintaining links with both Surrey and Hampshire Hockey Associations.	Annually
		Aim for Mens 1s to be playing in regional league	2017 season	Hockey Manager and Coaches	Covered by existing arrangements	Maintain a positive and welcoming club environment Ensure excellent coaching to attract and maintain players	Playing in Regional League	Annually
1.2.3	Mixed	Maintain Club Summer League	On-going	Captains Fixtures Secretary Hockey Manager	Covered by existing arrangements	Publicize with current teams and encourage new players	Successful summer league	Annually

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
		To improvement movement between teams, especially youth progression	On-going	Hockey Manager	Covered by existing arrangements	Inviting youth players to adults training when they have reached an appropriate age and standard	Youth players progressing through the adult teams	Annual
1.3	Training	To maintain and expand the Youth academy. Training is provided to the juniors on Sunday mornings. A capacity limit has been established for the age groups to ensure that the ratio between the number of players, the number of coaches and the pitch space is appropriate.	On-going	Youth Co-ordinators	Covered by existing arrangements	Maintaining good links with local schools	Appropriate ratio of players to coaches and pitch space at each age group	Annually
		Ensure that qualified coaches are available for the youth academy training at each level	On-going	Hockey Manager and Main Committee	Covered by existing arrangements	Encourage Adult team players to be involved in coaching and to take coaching qualifications	Attendance at coaching course	Annually
		To identify talented young people and support them within the club and through the Single System	On-going	Lead age group coaches and adult coaches	Not applicable	Not applicable	Increased number of talented young people attending JDC, JAC, JRPC and playing in the higher adult teams.	Annually
		To introduce Goal Keeper specific training at both adult and youth academy levels	2015 Season	Hockey Manager	Covered by existing arrangements	Encourage Goal Keepers	Increased numbers of goal keepers available to support teams	Annually

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
1.4	Back to Hockey	To run a ladies successful Back to Hockey program to attract more members to the club	Each Summer	Hockey Manager and adult coaches	Covered by existing arrangements	Publicized through Farnham Sports Council, England Hockey and through existing club members and parent contacts.	Number of Back to Hockey Program attendees joining the club and playing adult hockey.	Annual
		To introduce a male back to Hockey program to attract more members to the club.	Each summer	Hockey Manager and adult coaches	Use business plan for ladies back to hockey	Publicized through Farnham Sports Council, England Hockey and through existing club members and parent contacts.	Number of Back to Hockey Program attendees joining the club and playing adult hockey.	2015



## 2.0 Developing People/Volunteers

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
2.1	Knowing your community	Maintain a log of Community Background information, including details of the local population, Transportation links, local schools, other sports clubs and hockey clubs	On-going	Clubs Mark Sub Committee	Covered by existing arrangement	N/A	Up to date Community Background document	Bi-annually
2.2	Players	Maintain regular verbal individual player feedback at all levels	On-going	Lead age group coaches	Covered by existing arrangements	Promoting the achievement of youth team players	Identifying players to attend JDCs and player progression between teams.	Annually
		Regular watching of games by hockey manager to facilitate player feedback Regular captains meetings with hockey manager	On-going	Hockey Manager, Team Captains & Lead coach	Covered by existing arrangements	Promoting the achievement of adult team players	Player retention	Annually
		Support Back to Hockey players by providing friendly matches to encourage them to play in the club league teams.	On-going	Hockey Manager Team Captains Back to Hockey Lead coach	Covered by existing arrangements	Promoting ladies league teams	Number of Back to Hockey Players joining league teams	Annually
2.3	Coaches	Aim to develop 1 existing level 1 coach per season to Level 2	On-going	Hockey Manager	Covered by existing arrangements	Promote the benefits of coaching qualifications	Number of Level 2 coaches developed each year	Annually
		To develop more Level 1 coaches	On-going	Hockey Manager	Covered by existing arrangements	Promote the benefits of coaching qualifications	Number of Level 1 coaches developed each year	Annually

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
		To introduce a mentoring system for coaches	On-going	Lead Coach	Covered by existing arrangements	Promote the benefits of coaching qualifications	Coach development	Annually
		To encourage young leaders to support coaching in the younger age groups	On-going	Hockey Manager	Covered by existing arrangements	Introducing young leaders to coaching	Number of young leaders supporting coaching	Annually
2.4	Umpires	To increase the number of young umpires within the club	On-going	Age Group Lead coaches and Umpire liaison officer	Covered by existing arrangements	Introducing young players to umpiring	Number of young umpires	Annually
		Access for young umpires to shadow experienced umpires to allow them to continue development of umpiring	On-going	Umpire liaison officer	Covered by existing arrangements	Introducing young players to umpiring	Number of young umpires	Annually
		To run a biannual level 1 umpire course with at least 3 member of the club on the course	On-going	Umpire liaison officer	Covered by existing arrangements	Encourage club members to become umpires	Number of umpires increasing biannually	Bi-Annually
		To run a biannual leadership or young umpire course with at least 3 members of the club on the course	2015 Season	Umpire liaison officer	Covered by existing arrangements	Encourage youth members to become umpires	Number of youth umpires	Bi-Annually
		Create opportunity for 1 young umpire to be able to push for CYUAG (County Young Umpiring Action Group)	2016 Season	Umpire liaison officer	Working with County Youth Development team	Encourage youth members to take the step to county	CYUAG participation	Annually
2.5	Admin	Set up and maintain administrative support for each of the Youth age groups	1 year	Youth co-ordinators	Covered by existing arrangements	Develop job descriptions and fill admin posts then establish a succession plan	Number of Admin Helpers in Junior Section	Annually

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
		Maintain a youth sub-committee to meet bi-monthly	2015 season	Youth co-ordinators	Covered by existing arrangements	Attract admin helpers to youth sub-committee	Smooth running of youth section	Annually
		Maintain executive committee with monthly meetings	On-going	Committee	Covered by existing arrangements	Attract members to join the committee	Smooth operating of the club	Annually
		Add a youth representative (under 18) to executive committee	2015 season	Youth co-ordinators, Chairman	To provide mentoring to youth representative	Attract a member of the youth section to committee	Youth representative on committee, youth views represented	Annually
		Create one membership database incorporating youth and adults. Allow for collection of data in one place	2015 season	Membership secretary, youth membership	Create an online membership form for both adults and youth	Use web development expertise within club	One centralized database	2016 season
		Create an access point for youth and medical data for all coaches and captains with youth responsibilities	2015 season	Membership secretary, youth membership, Welfare Officer	Create an online access point for contact details and medical information	Use web development expertise within club	Online secure database accessible by captains and coaches	2016 season
2.6	Volunteer Coordination	To ensure that all club members and junior members parents / guardians are notified that the club is run by volunteers and encourage increased numbers of volunteers	On-going	All Club Coaches / Captains	Covered by existing arrangements	Annual membership form requests that club members and junior members parents / guardians identify if they are willing to volunteer	Number of volunteers	Annually
2.7	Welfare Officer	Ensure that the club always has a club welfare officer and that the procedures are clearly established and followed	On-going	Hockey Manager and Club Welfare Officer	Covered by existing arrangements	Identify and promote the role of club welfare office	Club Welfare Officer in post	Annually

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
2.8	General members	To maintain the membership data base in a suitable format and within data protection rules	On-going	Membership officers	Covered by existing arrangements	N/A	Up to date database	Annually
		To clearly advertise membership rates to members	On-going	Membership officers and Communications Officer	Covered by existing arrangements	Maintain Website	Membership fees clear to all members	Annually
		To maintain the club e-letter linked via the website	On-going	Communications Officer	Covered by existing arrangements	Maintain Website	Regular Club E letters	Annually
		To encourage low income players by maintaining low membership fees	On-going	Membership officers	Covered by existing arrangements	N/A	Membership levels	Annually
		To maintain and increase current membership levels to represent the local population	On-going	Membership officers	Covered by existing arrangements	Maintain Website and close relationships with local organisations	Membership levels	Annually

### 3.0 Policy Development

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
3.1	Insurance	To ensure AFHC meet all England Hockey requirements as to appropriate levels of insurance to cover	On-going	Treasurer	Covered by existing arrangements	N/A	Insurance	Annually
		To ensure that all level 1 umpires are affiliated to HHUA	On-going	Umpire liaison officer	Covered by existing arrangements	N/A	Level 1 umpires affiliated to HHUA	Annually
		To ensure that pitches have an up to date risk assessment	On-going	Main Committee	Covered by existing arrangements	N/A	Up to date risk assessment	Annually
		To ensure that visual risk assessment are carried out prior to use of all facilities	On-going	Captains, coaches and umpires	Covered by existing arrangements	N/A	On-going visual risk assessment	Annually
3.2	Admin	Monthly committee meetings	Monthly	Main committee	Covered by existing arrangements	N/A	Monthly Committee Meetings	Annually
		To ensure all club data comply with appropriate data protection legislation	On-going	Membership officers Main committee	Covered by existing arrangements	N/A	Current data protection policy	Annually
		To ensure all members advise relevant medical information annual and that relevant coaches and captains are aware	On-going	Membership officers Main committee	Covered by existing arrangements	N/A	Up to date members database holding relevant medical information	Annually
3.3	Equality	To maintain and apply England Hockey Equity Policy	On-going	Main committee Welfare officer	Covered by existing arrangements	N/A		Annually
		To ensure that coaches within the club have attended equity training	On-going	Main committee Hockey manager	Covered by existing arrangements	N/A		Annually

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
		To maintain and ensure that club membership represents local demographics	On-going	Main committee Membership officer	Covered by existing arrangements	N/A	A more representative club	Annually
3.4	Welfare	To achieve re-accreditation with ClubsFirst in the 2014/2015 season	1 year	Club first steering group	Covered by existing arrangements	N/A	Re-accreditation	2016
		To adhere to all of England Hockey safeguarding and protecting young people in hockey guidance and to ensure that all volunteers, captains, coaches, and umpires are DBS checked every 3 years in accordance with England hockey guidelines	On going	Main committee Welfare officer	Covered by existing arrangements	N/A	DBS checks of all volunteers, captains, coaches, and umpires working with young people every 3 years	Annually
		To ensure all club coaches & captains complete the Online Safeguarding accreditation every 3 years	On going	Main committee Welfare officer	Covered by existing arrangements	N/A	Online Safeguarding Accreditation for all club coaches & captains every 3 years	Annually
		To ensure all members are aware of the clubs policies and procedures and that they are available via the club website	On going	Main committee Welfare officer	Covered by existing arrangements	N/A	All policies and procedures on club website	Annually
		To ensure all members are aware of England hockey policies and procedure that the club adhere to	On going	Main committee Welfare officer	Covered by existing arrangements	N/A	Awareness of policies and procedures	Annually
		To ensure that the Club welfare officers are known throughout the club	On going	Main committee Welfare officer	Covered by existing arrangements	N/A	Identified on Club Website and correspondence	Annually
		To ensure all players are aware of welfare reporting procedures	On going	Welfare officer	Covered by existing arrangements	N/A	Identified via relevant correspondence	Annually

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
3.5	DBS	To maintain England Hockey DBS checking Service Registration	On going	Welfare officer	Covered by existing arrangements	N/A	Current DBS Checking service registration	Annually
		To maintain a register of individuals working with young people which tracks current DBS status and renewal dates.	On going	Welfare officer	Covered by existing arrangements	N/A	Register of individuals working with young people with DBS status and renewal dates	Annually
3.6	Ethics	To ensure that all players adhere to England Hockey Ethics policy	On going	Main committee	Covered by existing arrangements	N/A	All players aware of the EH ethics	Annually
		To ensure that England Hockey Ethics policy is displayed within the clubhouse & on AFHC website	On going	Main committee	Covered by existing arrangements	N/A	EH ethics policy displayed	Annually
3.7	Health and Safety	To maintain and update the clubs emergency procedures in line with guidance from pitch venues and ACC	On going	Fixtures secretary, Heath End Coordinator, Chairman	Covered by existing arrangements	To liaise with venues and ACC for any updated local emergency procedures. Amend procedures when required.	Emergency procedure updated	Annually
		To maintain risk assessments for all playing venues and ACC	On going	Fixtures secretary, Chairman	Covered by existing arrangements	Liaise with venues and ACC for any changes to equipment, risk factors	Annually updated risk assessments	Annually
		To maintain sufficient 1 <sup>st</sup> aiders within the club and run 1 <sup>st</sup> aid training as appropriate	On going	Welfare Officer	Covered by existing arrangements	Engage members and parent / guardians of youth members to become 1 <sup>st</sup> aiders	Sufficient 1 <sup>st</sup> aiders	Annually

#### 4.0 Facility & Equipment Development

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
4.1	Pitch	To maintain links with Heath End School to ensure pitch, goals, dugouts and surrounding areas are maintained	On going	Hockey manager	Covered by existing arrangements	N/A	Pitch, goals, dugouts and surrounding area maintained	Annually
		To maintain links with other local pitch owners, including the Army and Frensham Heights School to ensure sufficient pitch time is available for training and matches	On going	Hockey manager	Covered by existing arrangements	N/A	Sufficient pitch time for training and matches.	Annually
		To add seating area to the Heath End pitch	2017 Season	Main Committee	Source of external funding needs to be identified and liaison with the School	N/A	Seating area at Heath End Pitch	Annually
		To upgrade the dug outs at Heath End	2017 Season	Main Committee	Source of external funding needs to be identified and liaison with the School	N/A	Improved dug outs	Annually
		To maintain the toilets at Heath End	On-going	Main Committee	Liaison with the School	N/A	Maintained toilets	Annually
4.2	Club House	To maintain links with of the Aldershot Cricket Club and use of the club house	On going	Main committee	Covered by existing arrangements	N/A	Use of Aldershot Cricket club House	Annually
		To ensure that appropriate changing is available for male, female and juniors, including shower facilities.	On going	Main committee	Covered by existing arrangements	N/A	Use of Aldershot Cricket club House	Annually
4.3	Floodlighting	To ensure floodlighting is inspected and approved annually	On going	Main committee	Covered by existing arrangements	N/A	Appropriate and approved floodlighting at Heath End School	Annually



No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
		To maintain place on the School Astro committee and ensure good links with the school	On going	Main committee	Covered by existing arrangements	N/A	Good links with Heath End School	Annually
4.4	Coaching and Playing Kit	Look at local businesses to sponsor new kit and equipment	On going	Main committee Communications officer	Look for new local business partners to sponsor kit and equipment	Publicize club achievements in local press	Adequate kit to support teams.	Annually
		Maintain involvement with Sainsbury's Active Kids voucher scheme	On going	Communication officer	Remind all members regularly	N/A	Value of Sainsbury's active kids vouchers	Annually

## 5.0 Finance Development

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
5.1	Day to Day	Improve the efficiency and collection of annual subscriptions and match fees	On going	Team captains Treasurer Membership Sec'	No cost to achieve, only a cost for failure	Regular reminders to all members as part of team selection and registration	Collection efficiency	Annually
		Ensure that team captains take greater responsibility for the collection of match fees and chasing debtors within their teams	On going	Team captains Treasurer	No cost to achieve, only a cost for failure	Regular reminders to all members as part of team selection	Collection efficiency	Annually
		Regular banking of match fees	On going	Team captains	No cost to achieve, only a cost for failure	Regular reminders to team captains	Banking efficiency	Annually
		Introduce payment of match fees and subs via paypal	2017 Season	Team captains Treasurer Membership Sec'	To be developed	Publicity to members	Collection efficiency	Annually
5.2	Fundraising & Sponsorship	Approach local companies/businesses for sponsorship	On going	Main committee Communication officer	Look for new local business partners to sponsor kit	Publicize club achievements in local press	Sponsorship	Annually
		Maintain involvement with Sainsbury's Active Kids voucher scheme	On going	Communication officer	Remind all members regularly	Coaches and Team captains, plus newsletter and website	Value of Sainsbury's active kids vouchers	Annually
		Maintain Easyfundraising e-store to raise funds for the club?	On going	Communication officer	Remind all members regularly	Coaches and Team captains, plus newsletter and website	Value of spend and raise e-store funds	Annually
		Maintain involvement with Lucozade voucher scheme	On going	Communication officer	Remind all members regularly	Coaches and Team captains, plus newsletter and website	Value of Lucozade kids vouchers	Annually

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
		Regular review of fundraising and grant opportunities	1 year	Communication officer	Identify specific requirements where appropriate	N/A	Fundraising and grants to meet club needs	Annually
		Establish a person responsible for the role of Fundraising and Grants within the club	1 year	Main committee	N/A	N/A	Person responsible for Fundraising and grants	Annually

## 6.0 Developing the Club PR & Communication

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
6.1	Players	To maintain and improve the club website with up to date information and match reports	On-going	Communications officer Captains	N/A	N/A	Club members more aware of clubs activities	Annually
		To improve use of Facebook and Twitter to share club news	On-going	Communications officer Captains	N/A	N/A	Club members more aware of clubs activities	Annually
6.2	Parents	To maintain and improve the youth section of the club website with up to date information and match results	On-going	Communications officer Youth Co-ordinators	N/A	N/A	Youth members more aware of clubs activities	Annually
6.3	Members	To maintain the clubs Facebook & Twitter pages to advertise social events	On-going	Communications officer	N/A	N/A	A greater social inclusion	Annually
		To ensure that all club Vice Presidents and Life members are sent e-letters or newsletter	On-going	Main committee Communications officer	N/A	N/A	Life members feel more involved in the changes within the club	Annually
		To encourage social members to join the club	On-going	Social secretary	N/A	N/A	A greater social inclusion	Annually
6.4	Public	To complete a poster campaign to advertise the club within the local community	On-going	Communications officer Main committee	Covered by existing arrangement	Identify good locations for local advertising	Club more easily recognized	Annually
		Continue to participate in annual Farnham Community Sports Day to publicise the club	On-going	Communications officer Main committee	Covered by existing arrangement	Have leaflets and banners available for the day	Club more easily recognized	Annually
		To introduce a range of discrete marketing materials to promote the club such as car stickers	2 years	Communications officer	Cost of design services to be included	Publicize within the club	Club more easily recognized	Annually

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
		To increase local press coverage and maintain a regular slot in the local paper for results from the previous weekend.	On-going	Communications officer Main committee	Covered by existing arrangement	N/A	Club more easily recognized	Annually

## 7.0 Developing the Social Aspect

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
7.1	Building a Family Environment	To expand annual club day at the start of each season	On-going	Main committee Hockey manager	Covered by existing arrangement	Email to all members	Attendance at annual club day	Annually
		To encourage parental participation in the youth academy	On-going	Youth Subcommittee	Covered by existing arrangement	Email to all youth members parents / guardians	Parental participation	Annually
		Providing adequate catering facilities at the annual youth tournament to encourage family support	On-going	Main committee	Identify options for providing catering facilities at youth tournaments	Engage the youth members parents / guardians	Catering facilities	Annually
		Open up club social activities to parents / families of members too	On-going	Social committee	Covered by existing arrangement	Engage the youth members parents / guardians and members	Parents & children attending social events	Annually
		Encourage Mums, Dads and Guardians to attend Back 2 Hockey Sessions	On-going	Youth Subcommittee	Covered by existing arrangement	Engage the youth members parents / guardians	Parents & Guardians participating in Back 2 Hockey	Annually
		Continue U14 end of season friendly against parents, guardians and coaches	On-going	U14s Lead Coach and Youth Subcommittee	Covered by existing arrangement	Engage the youth members parents / guardians	End of season friendly	Annually
		Continue end of season Junior awards ceremony and BBQ	On-going	Youth Subcommittee	Covered by existing arrangement	Engage the youth members parents / guardians	Attendance at ceremony and BBQ	Annually

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
7.2	Improve Relations Between Teams and Sections	Expand annual club day at the start of each season	On-going	Main committee Hockey manager	Covered by existing arrangement	Email to all members	Attendance at annual club day	Annually
		To coordinate 3 official social event per season at the ACC and encourage participation	On-going	Social secretary	Covered by existing arrangement	Engage all members	3 well attended official social event per season	Annually
		To maintain annual dinner dance at the end of each season	On-going	Social secretary Main committee	Allowance in business plan plus ticketing	Engage all members	A well run and attend end of season do	Annually
		To encourage use of the clubhouse after each game, including hosting of opposition teams and returning following away games	On-going	Captains	Covered by existing arrangement	Engage all members	Good attendance a clubhouse	Annually
		To maintain the social summer mixed hockey league which mixes all levels and sections	On-going	Hockey manager Social secretary	Covered by existing arrangement	Engage all members	Good participation in summer league	Annually
		Maintain club coaching in schools	On-going	Coaching Team Hockey Manager	Covered by existing arrangement	Maintain Good relationships with local schools	Club coaching in local schools	Annually
		Continue to host & support Schools Community partnership Hockey Tournaments @ Heath End	On-going	Coaching Team Hockey Manager	Covered by existing arrangement	Maintain Good relationships with local schools	Schools KwikStix Hockey Tournaments	Annually
		Continue Christmas Club Friendly	On-going	Social secretary Main committee	Covered by existing arrangement	Engage all members	A well run and attend Christmas Friendly	Annually

## 8.0 Developing Links

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
8.1	County Sports Partnerships & Local Authorities	To maintain and develop further links with local schools and colleges	On-going	Main Committee	Covered by existing arrangement	Maintain Good relationships with local schools and colleges	Links with local schools and colleges	Annually
		To maintain links with the Farnham Sports Council	On-going	Hockey Manager	Covered by existing arrangement	Presence on Farnham Sports Council	Presence on Farnham Sports Council	Annually
		To maintain opportunities for youths to complete their Duke of Edinburgh and Sports Leader awards within the club	On-going	Main committee Hockey manager Communications officer	Covered by existing arrangement	Maintain Good relationships with local schools and colleges	Youth Coaches and volunteers	Annually
		To develop links with Grainger Development working on Aldershot Urban Development building 3850 new homes and 2 new schools	On-going	Set up subcommittee	Link with developers	Advertising opportunities with developers	Potential new players	Annually
8.2	Single System pathways	To maintain links with England Hockey to use club facilities for further umpire training	On-going	Umpire liaison officer	Covered by existing arrangement	Maintain Good relationships HHUA	Umpire Training	2015 – due to EH criteria revision
		To maintain and ensure that members of the youth academy are able to be identified and put forward for assessment	On-going	Youth co-ordinator Hockey manager	Covered by existing arrangement	N/A	Players sent for assessment and development	Annually
		To maintain links with HHA to support the SSP with club coaches	On-going	Hockey manager & club coaches	Covered by existing arrangement	N/A	Club Coaches involved in SSP	Annually



No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
8.3	Links with Schools	To maintain links with Heath End school	On-going	Hockey manager	Covered by existing arrangement	N/A	Positive relationship with Heath End School	Annually
		To maintain links with Frensham Heights school	On-going	Hockey manager	Covered by existing arrangement	N/A	Positive relationship with Frensham Heights school	Annually
		To maintain and develop further links with local schools and colleges	On-going	Youth co-ordinator	Covered by existing arrangement	Maintain Good relationships with local schools and colleges	Links with local schools and colleges	Annually
		Maintain club coaching in schools	On-going	Coaching Team Hockey Manager	Covered by existing arrangement	Maintain Good relationships with local schools	Club coaching in local schools	Annually
8.4	Further education and Higher Education Links	To maintain and develop further links with local schools colleges	On-going	Youth co-ordinator	Covered by existing arrangement	Maintain Good relationships with local schools and colleges	Links with local schools and colleges	Annually
		To develop links with the University for the Creative Arts	2 years	Main committee	Covered by existing arrangement	Poster	links with the University for the Creative Arts	Annually
		To develop links with the Farnham 6th Form College	2 years	Main committee	Covered by existing arrangement	Poster	links with the Farnham 6th Form College	Annually
		To advertise opportunities for youths to complete their Duke of Edinburgh and Sports Leader awards within the club	On-going	Main committee Hockey manager Communications officer	Covered by existing arrangement	Maintain Good relationships with local schools and colleges	Youth Coaches and volunteers	Annually

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
8.5	England Hockey, Regional and Counties Associations	To use clubhouse facilities to run umpiring training courses	On-going	Umpire liaison officer	Covered by existing arrangement	Maintain Good relationships HHUA	Umpire Training	2015 – due to EH criteria revision
		To continue to link in with HHUA/England Hockey with the use of the pitch for further umpiring training	On-going	Main committee Umpire liaison officer	Covered by existing arrangement	Maintain Good relationships HHUA / England Hockey	Umpire Training	Annually
		To continue to link in with HHA and support SSP with club coaches	On-going	Main committee Club Coaches	Covered by existing arrangement	Maintain Good relationships HHA	Club Coaches support SSP in Hampshire	Annually

## **GLOSSARY**

<b>BEM</b>	Black & Ethnic Minority
<b>CSP</b>	County Sport Partnership
<b>CSL</b>	Club School Link
<b>CSN</b>	Community Sport Network (the name for SPAAs in the majority of the country)
<b>EH</b>	England Hockey
<b>FE</b>	Further Education
<b>HE</b>	Higher Education
<b>HHA</b>	Hampshire Hockey Association
<b>HHUA</b>	Hampshire Hockey Umpire Association
<b>SPAA</b>	Sport & Physical Activity Alliance (the name for CSNs in the North West)
<b>SS</b>	Single System
<b>SSP</b>	School Sport Partnership