



Development Plan 2021 - 2024 Aldershot and Farnham HC



VISION

Aldershot and Farnham Hockey Club has a vision:

“To be the leading club in our community”

“To deliver enjoyable and competitive hockey at all ages and levels of ability. To encourage and foster excellence in all that we do, be it playing, coaching or umpiring. To provide a fun, sociable, diverse and inclusive environment that nurtures the talent and ambition of the individual throughout their hockey career.”

What is the Ethos of the Club?

The ethos of Aldershot and Farnham Hockey club is:

- To act as one club where all members are treated as equals
- To create a culture of excellence that nurtures and welcomes everyone
- To play our hockey seriously but also enjoy ourselves
- To provide opportunities for development and progression at all levels and all ages
- To provide a social and engaging space

Where are we now?

TEAMS:

The club currently runs the following teams

- 7 men's teams
- 5 ladies' teams
- Boys Under 18, U16, U14 and U12 teams
- Girls Under 18, U16, U14 and U12 teams
- Mixed Under 10s & U8s playing in tournaments and festivals

Due to England Hockey reorganisation due to start in September 2021 we are still awaiting finalisation of league composition for men's, ladies and junior hockey.

There are locally based Under 8s and Under 10s mixed tournament teams which take place an average of monthly throughout the season.

MEMBERSHIP:

We have been adversely impacted in junior numbers at U8s and U10s by Covid-19. For the season 2020/21 our membership breaks down as: 145 playing adults, 289 juniors from 6 to 17 years of age, and 211 parent/guardian members.

COACHING:

We have 16 qualified coaches including:

Level 3 x 1 (paid coach)

Level 2 (sessional and club coaches) x 5

Level 2 (part qualified) x 2

Level 1 x 7

UMPIRING:

20 registered England Hockey South East full and associate umpires, with a pool of volunteer club 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 Junior 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), Sundays 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 and third pitch at the Army Garrison Astroturf which is used for mid-week adult training sessions, mid-week junior sessions, Sunday Junior training, adult

Saturday matches, Junior matches and festivals. Additional spill over pitches are available at Frensham Heights School.

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 offers more than adequate facilities to support the growth of our club. At the Army Garrison we have access to an indoor meeting area, club café, changing rooms and toilets. Pitch-side at Heath End we have the addition of toilet facilities adjacent to our home pitch.

SWOT ANALYSIS:

<p>Strengths</p> <ul style="list-style-type: none"> High quality and coherent coaching framework across adults Commonality of coaching principles across adult hockey Large club for the area Large junior academy offering focused elite coaching Transition strategy for juniors to adults High quality Astro Wide provision of equipment to enhance accessibility Good club atmosphere Active and inclusive social scene Strong rapidly growing catchment area Demographics of area with exception of post grad Sponsorship and engagement with local businesses Summer hockey Hockey camps 	<p>Weaknesses</p> <ul style="list-style-type: none"> Pitch a short drive from clubhouse Lack of off pitch facilities at Heath End Lack of coherent previous outreach activity with local schools Umpire engagement Shortage of coaches impacting coaching development
<p>Opportunities</p> <ul style="list-style-type: none"> Development and delivery of coaching principles throughout juniors Talent Centre Development of outreach programme with local community and local schools aimed at improving participation and diversity Improve website to highlight opportunities England hockey restructuring Further develop hockey camp/skills programmes Training more coaches Increase club kit options 	<p>Threats</p> <ul style="list-style-type: none"> Reduction in playing numbers Other local clubs with a talent centre Nomadic nature of adult players Loss of coaches Post Covid take up Lack of volunteer engagement

1.0 Developing the Playing Programme

No	SUB HEADING	OBJECTIVES	WHEN	WHO	HOW	ACHIEVEMENT INDICATORS	REVIEW DATE
1.1	Junior Competition	Taking advantage of the new South East regional structure to enter teams in England Hockey Championships at higher levels than previously.	September entry.	Coaches Admin and parental support	Feedback from player forum Maintaining good links with local schools to increase junior participation numbers. Review strength of age groups prior to the start of the season.	Expand entries by 1 age group per year	April strategy meeting for September entry.
1.2	Adult Competition	To develop our new Mens Back to Hockey initiative.	Commencing June 21	Back to Hockey Coaching Mens Club Captain	Annual course to run in May/June each year. Advertise through social media and clubsparks. Provide back to hockey matches against local clubs.	Additional players through Back to Hockey. Aim for 10 B2H mens players. B2H games, tournaments with local clubs.	Summer committee
		To begin and develop our veterans team.	September entry	Mens/Ladies Club Captains Fixtures Secretary	To review player numbers for the veterans league and national cups.	Veterans teams playing in friendly local leagues.	Annually
1.4	Training	To introduce and develop a coherent and structured training programme across the age groups that delivers clear pathways for development and progression where appropriate into adult hockey. This includes the provision of uniformed coaching plans and the use of first team players.	New for September 2021 Ongoing	Junior Chair Elite Coach Coaching Team	Develop training plans to be delivered consistently across the club using core skills and common language. Develop and maintain good links with local schools. Promotion of the club through hockey camps, increase participation at hockey camps. Regular coaching the coaches sessions. Online coaching videos of the core principals made available to all coaching staff and players.	Consistent training across all age groups. Increased numbers of juniors in adult teams.	Half termly

No	SUB HEADING	OBJECTIVES	WHEN	WHO	HOW	ACHIEVEMENT INDICATORS	REVIEW DATE
		Provision of AFHC Elite Talent Centre in blocks of elite sessions throughout the season accompanied by individual player profiling	New for September 2021	Talent Centre Working Group	Use EH structure to deliver TC within the club To publicise via email, social media and newspaper and existing members Feedback from Player Development Forum	Good high-quality participation that develops players appropriately and integrates them with adult teams in a way that prioritises their development.	4x a season aligning with termly delivery
		Expand Junior Academy sessions for players with elite attitude.	Ongoing	Junior Chair and Head Coach and mens and ladies club captains	To publicise via email, social media and newspaper. Increase existing members uptake and increase non-member participation.	Development and enjoyment of players, regular attendance of c. 15-20 players	Annually
		To identify talented young people and support them within the club and support them through the Talent Centre programme and into the Single System	New for 2021	Talent Centre Working Group	Feedback from Head Coach and player profiling. Player development forum	Increased number of talented young people attending DC, AC, PC, England and playing in the higher adult teams.	Half termly

2.0 Developing People/Volunteers

No	SUB HEADING	OBJECTIVES	WHEN	WHO	HOW	ACHIEVEMENT INDICATORS	REVIEW DATE
2.1	Players	Aim to provide regular verbal individual player feedback at all levels based on the 5 coaching principles.	New for 2021 and ongoing	Lead age group coaches	Working with player development forum to develop feedback. Promoting the achievement of junior team players	Identifying players to attend JDCs and player progression between teams.	Half termly
		Development of player profiles that focus on the mental and physical well-being of the junior and that delivers appropriate stretch and consolidation.	New for September 2021	Talent Centre Working Group and age group coaches	Base player profile on England Hockey profile used in TC development. Disseminate to TC Working Group	Healthy happy juniors. Progression of juniors to adult teams and TCWG	End of each half term.
		Regular watching of games by first team players and Head Coach to facilitate player feedback. Talent Centre Working Group to discuss juniors	At least once a month	Club Captains & Head coach Talent Centre Working Group	Promoting the achievement of adult team players. Communication of club captains, coaches to discuss players and movement.	Player retention, greater movement of players through the adult teams	Monthly
		Support Back to Hockey players by providing friendly matches to encourage them to play in the club league teams.	Ongoing	Team Captains Back to Hockey Head coach	Offer friendlies during the summer. Enter into local development leagues. Integrate B2H players into wider club through friendlies.	An increase in number of B2H players joining league teams.	Summer committee meeting
2.2	Coaches	Invest in developing existing coaches into sessional and club coaches.	Ongoing	Main Committee	Organised and paid for bespoke coaching. Promote the benefits of coaching qualifications. Fund EH coaching courses.	Increase the number of EH trained coaches developed each year by 1.	Annually
		To develop more Introduction to Hockey and Engaging Games coaches	Ongoing	Main Committee/Junior Chair	Offer annual bespoke coaching Workshop from EH. Promote the benefits of coaching qualifications	Increase the number of new coaching qualifications achieved each year to 5.	Annually

No	SUB HEADING	OBJECTIVES	WHEN	WHO	HOW	ACHIEVEMENT INDICATORS	REVIEW DATE
		To introduce a coach development programme for coaches and parent helpers	Club day 2021 and ongoing	Head Coach Junior chair Coaches	On pitch workshop groups led by Head Coach. Initial workshop to be held at club day. Videos available online showing the coaching principles and core skills to be shared with age group and club coaches. Give coaches and helpers more confidence in the core skills. Invite coaches to watch sessions led by our head coach to help develop their coaching craft.	Coaches gain confidence. Common coaching principles developed throughout the club. Core skills progress from U8s to adult teams.	Half termly
		To encourage young leaders to support coaching in the younger age groups	Ongoing	Junior Chair	Create a young leader coaching workshop aimed at DoE helpers Introducing young leaders to coaching	Increase the number of young leaders supporting coaching	Annually
2.3	Umpires	To increase the number of umpires within the club both Junior & Adults	Ongoing	Umpire liaison officer	Introducing players & non-players to umpiring. Provide opportunities within training sessions for umpires. Shadowing of experienced umpires, opportunity to be mic'd up to an umpire coach for immediate game feedback.	Number of new umpires	Annually
		To run a biennial leadership or young umpire course with a target of 3 members of the club on the course	2021 Season	Umpire liaison officer Club captains Coaches	Encourage junior members to become umpires. Provide opportunities within training sessions for umpires.	Number of junior umpires	Bi-Annually

No	SUB HEADING	OBJECTIVES	WHEN	WHO	HOW	ACHIEVEMENT INDICATORS	REVIEW DATE
		Introduce club radios for umpire use for coaching and games.	2021 season	Umpire liaison officer	To research the most effective radios for use on the pitch. Work with Umpire liaison and club umpire developer to coach aspiring umpires in training games and league matches. Umpire feedback for experienced umpires to allow for continuous development.	Use of radios. Feedback and coaching of umpires more rapidly available to developing umpires.	End of 2021 season
		Create opportunity for 1 young umpire to be able to push for England Hockey Young Umpire Program.	2022 Season	Umpire liaison officer	Working with County Junior Development team Encourage Junior members to take the step to county	CYUAG participation	Annually
2.4	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. Work with local community.	Ongoing	All Committee	Annual membership form requires that club members and junior members parents / guardians volunteer for 3 duties a season.	Running the tea tent with volunteers from the register on a weekly basis. Volunteers for taking registrations. Hosting junior festivals with the help of volunteers.	Annually
		To encourage low-income players by maintaining low membership fees	Ongoing	Membership officers	Provide a membership bursary for those members that require financial support.	Increase diversity of membership levels.	Annually

3.0 Policy Development

No	SUB HEADING	OBJECTIVES	WHEN	WHO	HOW	ACHIEVEMENT INDICATORS	REVIEW DATE
3.1	Equality	To develop our club membership to more accurately represent the local demographics.	Ongoing	Main committee Membership officer	Look to establish links with local schools in both Farnham and Aldershot. Aim to start hockey clubs within schools in Aldershot in less social economic areas.	A more representative club. Increased junior membership from deprived social economic areas.	Annually
3.2	Welfare	To achieve re-accreditation with Clubmark	1 year	Clubmark steering group	Covered by existing arrangements N/A	Clubmark re-accreditation	Start of 2021

4.0 Facility & Equipment Development

No	SUB HEADING	OBJECTIVES	WHEN	WHO	HOW	ACHIEVEMENT INDICATORS	REVIEW DATE
4.1	Pitch	To upgrade the dug outs at Heath End	2021 Season	Main Committee	Design to be shared with Heath End & liaison with the school	Improved dug outs	Annually
		To plan for the future development of Heath End pitch	Ongoing	Main committee	Liaison with the school and investigate other pitch opportunities within the local area. Sponsorship fundraising to be linked to potential pitch fund.	Future development of suitable pitches	End of season strategy meeting
		Develop and improve club kit provision for all members	2021	Main committee Kit working group	Establish a working group to review kit provision, source alternative and addition kit offering. Work with webmaster to offer kit purchase online. Adapt kit provisions for members.	Adequate kit available for members to purchase.	2022
		To explore for the provision of a club house at Heath End pitch	New	Main committee	To cost a business plan for the running and maintenance of a new single storey club house. Look at designs and planning permission. Work with Heath End to establish the usability of a club house on the school ground in current unused field ground.	Planning permission and designs drawn up. School in agreement with design.	Strategic meeting.

5.0 Finance Development

No	SUB HEADING	OBJECTIVES	WHEN	WHO	HOW	ACHIEVEMENT INDICATORS	REVIEW DATE
5.1	Day to Day	Improve the efficiency and collection of annual subscriptions and match fees with reviews in November, January and March	Ongoing	Team captains Treasurer Membership officers	No cost to achieve, only a cost for failure. Regular reminders to all members as part of team selection and registration, monthly reminder of monies owed sent by email. Help and support offered to members struggling to pay. Offer members the ability to pay in instalments, via online payments or card payment at the pitch.	Collection efficiency. Increased revenue collected.	Annually
		Approach local companies/businesses for sponsorship as part of sponsorship programme	Off season	Main committee Communication officer	Look for new local business partners to join the annual sponsorship programme. Publicize club achievements in local press and the winner of the first team sponsor.	Increased sponsorship links and revenue. Increased publicity.	Annually

6.0 Developing the Club PR & Communication

No	SUB HEADING	OBJECTIVES	WHEN	WHO	HOW	ACHIEVEMENT INDICATORS	REVIEW DATE
6.1	Members	<p>To establish a coherent social media strategy for the club.</p> <p>Create engaging and clear content for both the adult and junior sections.</p> <p>Re-launch the internal FB group and create a new public FB page. Revamp and update Instagram and Twitter accounts.</p> <p>Increase the number of followers and interactions across all social media platforms.</p> <p>All the above will allow us to increase our engagement across the club, raise our profile in the local community and as a hockey club in the South East.</p>	Relaunch September 2021 and will be ongoing improvement throughout 2021/22 season	Communications officer	<p>Create a unique and consistent brand across social media, using the Club logo, colours and common theme to establish an 'identity'.</p> <p>Use a template and font for posts to ensure uniformity, creating an easily recognisable brand.</p> <p>Regularly posting across social media, with a minimum of three unique posts on Instagram and Facebook a week.</p> <p>Promote club activities to the local community, beyond the club, using community Facebook groups and paid/sponsored posts to extend reach.</p> <p>Encourage members to use the internal FB group for match report and promote engagement with the public social media pages.</p>	<p>A recognisable brand for the club.</p> <p>New players joining the club (feedback form for how they heard about the club?)</p> <p>New juniors attending Junior Camps.</p> <p>Wider community engagement. In the 2021/22 season:</p> <ul style="list-style-type: none"> ○ Increase number of followers on Instagram by 10% (Started Sept.2021 with 560) ○ Instagram – achieve 50 'likes' on a post by end of 2021/22 season. ○ Launch new Facebook public page, gain 200 followers ○ FB public page – achieve 30 'likes' on a post (same time frame as above). 	Annually

No	SUB HEADING	OBJECTIVES	WHEN	WHO	HOW	ACHIEVEMENT INDICATORS	REVIEW DATE
		To review the social membership to allow for greater engagement and membership opportunities.	Ongoing	Social secretary Membership secretary	Review members who only are occasional attendees such as university students. Establish the need for any additional membership types and financial implications of this.	Membership increased for those who are occasional leading to greater social inclusion.	Annually
6.2	Public	To complete a poster / email campaign to advertise the club within the local community	Ongoing	Communications officer Main committee	Covered by existing arrangement Identify good locations for local advertising	Club more easily recognized	Annually
		To introduce a range of discrete marketing materials and work with local colleges to assist	2 years	Communications officer	Cost of design services to be included Publicize within the club	Club more easily recognized	Annually
		To increase local press coverage and maintain a regular slot in the local paper for results from the previous weekend.	Ongoing	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	HOW	ACHIEVEMENT INDICATORS	REVIEW DATE
7.1	Building a Family Environment	To re-establish the provision of the tea tent weekly on Sundays	New	Tea tent team Volunteer coordinator	Use volunteers from parental membership to run weekly tea tent. Use volunteer coordinator to devise rota and ensure participation. Purchase of provisions for the tea tent.	Catering at training and festivals	Monthly
		Open up club social activities to parents / families of members	Ongoing	Communications Officer, Main Committee	Engage the Junior members parents / guardians and members to attend club socials. Work with parents to establish social events that parents wish to attend.	Parents & children attending social events	Annually
		Encourage Mums, Dads and Guardians to attend Back 2 Hockey Sessions and advertise in local area	Ongoing	Back to Hockey Coach, Junior Chair, Main Committee	Engage the Junior members parents / guardians Advertise back to hockey sessions at junior sessions.	Parents & Guardians participating in Back 2 Hockey	Annually
7.2	Improve Relations Between Teams and Sections	To coordinate 3 official social events per season at the ACC and encourage participation	New	Social secretary	To establish 3 key club social events. Work with club members to identify socials events which are attractive to the wider club membership. Engage all members	3 well attended official social events per season	Annually
		To encourage use of the clubhouse after each adult game, including hosting of opposition teams and returning following away games	Ongoing	Captains Club captains	Work with captains to ensure players return to the club house following games. Establish a more welcoming environment.	Good attendance a clubhouse	Annually

No	SUB HEADING	OBJECTIVES	WHEN	WHO	HOW	ACHIEVEMENT INDICATORS	REVIEW DATE
		Introduce taster sessions in school and deliver Hockey Heroes/ QuickSticks programmes	Sep 2021	Junior Chair, coaching teams	Reach out to local schools to offer onsite hockey coaching. Run hockey heroes during the season advertising in local schools.	Club coaching in local schools Hockey heroes run annually.	Annually

8.0 Developing Links

No	SUB HEADING	OBJECTIVES	WHEN	WHO	HOW	ACHIEVEMENT INDICATORS	REVIEW DATE
8.1	County Sports Partnerships & Local Authorities	To maintain and develop further links with local schools and colleges through promotion of outreach programmes and hockey camps	Ongoing	Junior Chair & Outreach Officer	Maintain good relationships with local schools and colleges	Expansion of membership	Annually
		To maintain links with the Farnham Sports Council	Ongoing	Club Chair	Presence on Farnham Sports Council	Presence on Farnham Sports Council	
		To develop and maintain opportunities for Juniors to complete their Duke of Edinburgh and Sports Leader awards within the club	Ongoing	Junior Chair, Coaching Team, DoE coordinator	Maintain good relationships with local schools and colleges. Involve junior DoE helpers in coaching sessions.	Increased numbers of DoE helpers and junior coaches. DoE helpers increased confidence in leading small group exercise overseen by lead coach.	Annually
		To contact the new primary school in the Wellesley development in Aldershot to suggest club/school links	New initiative	Main committee	Link with developers Advertising opportunities with developers	Potential new junior players	Annually
8.2	Umpire	To develop and maintain links with England Hockey to use club facilities for further umpire training. Develop links with South East umpiring.	New and ongoing	Umpire liaison officer	Develop links with South East umpiring. Work with current umpires in the club.	Umpire Training	Annually
8.3	Single System pathways	To create and maintain a process that identifies and evaluates junior players capable of progressing to DC/AC/PC as a result of the talent centre & junior academy sessions and programme. Including individualised player profiles	New	Head Coach, Junior Chair	New for September 2021 Regular watching of players. Completion of player profiles to ensure welfare of the players along with the strengths required to progress through the single system.	Players sent for assessment, increased participation of club members at all levels of the single system	Half termly

No	SUB HEADING	OBJECTIVES	WHEN	WHO	HOW	ACHIEVEMENT INDICATORS	REVIEW DATE
		To maintain links with SC and SE regions to support the SSP with club coaches	Ongoing	Head coach, junior coaches, Junior Chair	Coaches working with the SSP.	Club Coaches involved in SSP	Annually

9.0 Ongoing BAU Activities

No	SUB HEADING	OBJECTIVES	WHEN	HOW			ACHIEVEMENT INDICATORS	REVIEW DATE
9.1	Junior Competition	To maintain a junior programme for Year 1 – 18-year olds and to provide good development opportunities for all of the children in the junior section through training and match play	Ongoing	Junior Chair & Junior Forum	Covered by existing arrangements	Outreach programme via Hockey Heroes and QuickSticks	More diverse and growing number of juniors	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	Ongoing	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	Ongoing	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	Annually
		To maintain U14 boys and girls teams	Ongoing	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	Annually
		To maintain U16 boys and girls teams	Ongoing	U16 Girls and Boys coaches with admin and parental support	Covered by existing arrangements	Maintaining good links with local schools	Teams entered into the leagues	Annually

		To maintain U18 boys and girls teams	Ongoing	U18 girls and boys coaches Admin and parental support	Covered by existing arrangements	Maintaining good links with local schools	Teams entered into the leagues	Annually
		To maintain U14, U16, U18 boys and girls teams in the appropriate Cup competitions	Ongoing	Coaches Admin and parental support	Covered by existing arrangements	Maintaining good links with local schools	Teams entered into Cup competitions	Annually
		To ensure the progression of boys over 13 into the Mens Senior Teams	Ongoing	Boys Junior coaches Mens Club Captain	Covered by existing arrangements	N/A	Boys over 13 developing playing in adult games	Annual
		To ensure the progression of girls over 13 into the Ladies Senior Teams	Ongoing	Girls Junior coaches Ladies Club Captain	Covered by existing arrangements	N/A	Girls over 13 developing playing in adult games	Annual
9.2	Ladies	To maintain 5 ladies teams playing in county leagues with plans to look at increasing to 6	Ongoing	Club Captain	Covered by existing arrangements Friendly games to be arranged to facilitate development of 6 th XI	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.	Five ladies teams playing in county leagues on a weekly basis. Maintaining links with both Surrey and Hampshire Hockey Associations, whilst moving to the transition of the new England Hockey Structure	Annually
		To maintain Ladies 1s within top 2 tier of South-East League	Ongoing	1 st XI Coach & Club Captain	Covered by existing arrangements	Maintain a positive and welcoming club environment Ensure excellent coaching to attract and maintain players	Playing in Tier 4 & 5 of England Hockey League	Annually

		To continue improvement movement between teams, especially youth / junior progression	Ongoing	Coaches, Junior Chair Ladies Club Captain	Covered by existing arrangements	Inviting junior players to adults training when they have reached an appropriate age and standard	Junior players progressing through the adult teams	Annual
		To maintain Ladies Back to Hockey	Ongoing	Back to Hockey Coaching Ladies Club Captain	Annual course to run in May/June each year.	Back to Hockey sessions in the off season.	Additional players through Back to Hockey. providing Back to Hockey matches against local clubs.	Annually
		To enter teams in the regional Cup	Annually	Ladies Club Captain Fixtures Secretary	Covered by existing arrangements	To review player numbers for the most appropriate cup to be entered.	A ladies' team in a national cup competition.	Annually
9.3	Mens	To maintain 7 mens teams playing in county leagues, both in Hampshire and in Surrey.	Ongoing	Club Captain	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.	Seven mens teams playing in county leagues on a weekly basis. Maintaining links with both Surrey and Hampshire Hockey Associations, whilst moving to the transition of the new England Hockey Structure	Annually
		To maintain Mens 1s within top 2 tier of South-East League	Ongoing	1 st XI Coach & Club Captain	Covered by existing arrangements	Maintain a positive and welcoming club environment Ensure excellent coaching to attract and maintain players	Playing in Tier 4 & 5 of England Hockey League	Annually

		To continue improvement movement between teams, especially youth / junior progression	Ongoing	Coaches, Junior Chair Mens Club Captain	Covered by existing arrangements	Inviting junior players to adults training when they have reached an appropriate age and standard	Junior players progressing through the adult teams	Annual
9.4	Mixed	Maintain Club Summer League	Ongoing	Captains	Covered by existing arrangements	Publicize with current teams and encourage new players	Successful summer league	Annually
		To enter a mixed team into the National Cup competition.	Ongoing	Club Captains Fixtures Secretary	To review player numbers for the most appropriate cup to be entered.	A mixed team in a national cup competition.	Annually	
9.5	Training	Ensure that qualified coaches are available for the junior training at each level	Ongoing	Junior Chair Main Committee Head Coach	Bespoke Coaching workshop run by EH. Small group coach training to be delivered by head coach	Encourage Adult team players to be involved in coaching and to take coaching qualifications	Attendance at coaching course. Attendance at head coach workshop	Annually
		To maintain Goal Keeper specific training for adult and juniors	Ongoing	Club Coach	Covered by existing arrangements and where required looking to recruit hired coach	Encourage Goal Keepers	Increased numbers of goal keepers available to support teams	Annually
9.6	Umpires	Access for new and developing umpires to shadow experienced umpires to allow them to continue development of umpiring	Ongoing	Umpire liaison officer	Covered by existing arrangements	Introducing players & non-players to umpiring	Number of new umpires	Annually
		To run a biennial level 1 umpire course with at least 3 members of the club on the course	Ongoing	Umpire liaison officer	Covered by existing arrangements	Encourage club members to become umpires	Number of umpires increasing biannually	Bi-Annually

9.7	Admin	Maintain executive committee with monthly meetings	Ongoing	Committee	Covered by existing arrangements	Attract members to join the committee	Smooth operating of the club	Annually
		Maintain administrative support for each of the junior age groups	Ongoing	Junior chair	Covered by existing arrangements	Encourage more parents to get involved	Admin Helpers in Junior Section for older age group	Annually
		Maintain an access point for youth / junior and medical data for all coaches and captains with junior responsibilities.	Ongoing	Membership secretary, 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	Annually
		To maintain the mandatory parents' volunteer rota for junior training	Ongoing	Membership secretary			Weekly volunteers to help run junior training/ tea/tents/festivals etc	Annually
9.8	Welfare Officer	Ensure that the club always has an appropriate welfare structure in place and that the procedures in place.	Ongoing	Chair and Club Welfare Officer and deputies	Covered by existing arrangements	Identify and promote the role of club welfare office	Club Welfare Officer in post	Annually
9.9	General members	To maintain the membership data base in a suitable format and within data protection rules	Ongoing	Membership officers	Covered by existing arrangements	N/A	Up to date database	Annually
		To clearly advertise membership rates to members	Ongoing	Membership officers and Communications Officer	Covered by existing arrangements	Maintain Website	Membership fees clear to all members	Annually
		To maintain and increase current membership levels to represent the local population	Ongoing	Membership officers	Covered by existing arrangements	Maintain Website and close relationships with local organisations	Membership levels	Annually

		To maintain membership bursaries for members in need of financial support. To provide access for economically disadvantaged children via subsidised junior memberships, free sessions/taster courses.	Ongoing	Membership secretary, Main Committee, Junior Chair	Covered by existing arrangements	Confidential bursaries and support funded through membership fees	Members with financial difficulties being able to maintain playing and membership. Opening up access to broader socio-economic groups	Annually
		To maintain a monthly newsletter to communicate with members	Ongoing	Head Coach, Communications Officer	Attract local sponsors	Run annual sponsorship programme	Monthly newsletter	Annually
9.10	Insurance	To ensure AFHC meet all England Hockey requirements as to appropriate levels of insurance to cover	Ongoing	Treasurer	Covered by existing arrangements	N/A	Insurance	3.1
		To ensure that all level 1 umpires are affiliated to EHO	Ongoing	Umpire liaison officer	Covered by existing arrangements	N/A	Level 1 umpires affiliated to EHO	
		To ensure that pitches have an up to date risk assessment	Ongoing	Main Committee	Covered by existing arrangements	N/A	Up to date risk assessment	
		To ensure that visual risk assessments are carried out prior to use of all facilities	Ongoing	Captains, coaches and umpires	Covered by existing arrangements	N/A	Ongoing visual risk assessment	
9.11	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	Ongoing	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	Ongoing	Membership officers Main committee	Covered by existing arrangements	N/A	Up to date members database holding relevant medical information	Annually
9.12	Equality	To maintain and apply England Hockey Equity Policy	Ongoing	Main committee Welfare officer	Covered by existing arrangements	N/A		Annually
		To ensure that coaches within the club have attended equality training	Ongoing	Main committee Welfare officer	Covered by existing arrangements	N/A		Annually
		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	Ongoing	Main committee Welfare working group	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	Ongoing	Main committee Welfare working group	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 club's policies and procedures and that they are available via the club website	Ongoing	Main committee Welfare working group	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	Ongoing	Main committee Welfare working group	Covered by existing arrangements	N/A	Awareness of policies and procedures	Annually
		To ensure that the Club welfare officers are known throughout the club	Ongoing	Main committee Welfare working group	Covered by existing arrangements	N/A	Identified on Club Website and correspondence	Annually

		To ensure all players are aware of welfare reporting procedures	Ongoing	Welfare officer	Covered by existing arrangements	N/A	Identified via relevant correspondence	Annually
9.13	DBS	To maintain England Hockey DBS checking Service Registration	Ongoing	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.	Ongoing	Welfare officer	Covered by existing arrangements	N/A	Register of individuals working with young people with DBS status and renewal dates	Annually
9.14	Ethics	To ensure that all players, coaches and members adhere to England Hockey Ethics policy	Ongoing	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	Ongoing	Main committee	Covered by existing arrangements	N/A	EH ethics policy displayed	Annually
9.15	Health and Safety	To maintain and update the clubs' emergency procedures in line with guidance from pitch venues and ACC	Ongoing	Main Committee	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	Ongoing	Chair and Junior Chair, Welfare Officer	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 st aiders within the club and run 1 st aid training as appropriate	Ongoing	Welfare Officer	Covered by existing arrangements	Engage members and parent / guardians of junior members to become 1 st aiders	Sufficient 1 st aiders	Annually
9.16		Ensure that team captains and junior squads managers/admins take greater responsibility for the chasing debtors within their teams	Ongoing	Team captains Treasurer Junior squad managers /admins	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	Ongoing	Team captains Junior squad managers / admins	No cost to achieve, only a cost for failure	Regular reminders to team captains	Banking efficiency	Annually
		Maintain payment of match fees and subs via electronic payment methods	Ongoing	Team captains Treasurer Membership officers	To be developed	Publicity to members	Collection efficiency	Annually
		Ensure team captains and junior managers update website for incurred match fees on day of activity	Ongoing	Team captains Club Captains	No cost to achieve, only a cost for failure	Regular reminders to captain, junior coaches to ensure correct reporting of players	Collection efficiency	Annually
9.17	Fundraising & Sponsorship	Maintain sponsorship programme and annual kit sponsorship opportunities	Ongoing	Main committee	Identify new opportunities for sponsorship. Maintain close links with current sponsors	Publicise sponsors to members. Advertise club and funding opportunities.	Ongoing sponsorship	Annually
9.18	Pitch	To maintain links with Heath End School to ensure pitch, goals, dugouts and surrounding areas are maintained	Ongoing	Chairman & Fixture Secretaries	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 Farnborough 6 th Form College, to ensure sufficient pitch time is available for training and matches	Ongoing	Chairman & Fixture Secretaries	Covered by existing arrangements	N/A	Sufficient pitch time for training and matches.	Annually
		To maintain the toilets at Heath End	Ongoing	Main Committee	Liaison with the School	N/A	Maintained toilets	Annually
9.19	Club House	To maintain links with of the Aldershot Cricket Club and use of the club house	Ongoing	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.	Ongoing	Main committee	Covered by existing arrangements	N/A	Use of Aldershot Cricket club House	Annually
9.20	Floodlighting	To ensure floodlighting is inspected and approved annually	Ongoing	Main committee	Covered by existing arrangements	N/A	Appropriate and approved floodlighting at Heath End School	Annually
9.21	Coaching and Playing Kit	Maintain and increase links with club kit supplier	Ongoing	Main committee Kit officer	Look for new local business partners to sponsor kit and equipment		Adequate kit available for members to purchase	Annually
		Regular review of grant opportunities	Ongoing	Club Secretary	Identify specific requirements where appropriate	N/A	Fundraising and grants to meet club needs	Annually

		Maintain a person responsible for the role of Fundraising and Grants within the club, responsible for strategic funding for pitch versus operational funding	Ongoing	Club Secretary	Identify sponsorship and funding opportunities, and application processes.	Review grant application opportunities and look at opportunities to bring funds into club for specific purposes and requirements (e.g PPE, Kit Protection)	Person responsible for Fundraising and grants	Annually
9.22	Players	To maintain and improve the club website with up-to-date information and match reports	Relaunch in 2021	Communications officer Captains	N/A	N/A	Club members more aware of clubs' activities	Annually
9.23	Parents	To maintain and improve the junior section of the club website with up-to-date information and match results	Relaunch in 2021	Communications officer, Junior Chair	N/A	N/A	Parents and Junior members more aware of clubs' activities	Annually
		Maintain parent membership category to encourage parents to feel part of the club and engage in club activities	Ongoing	Membership officers Main committee	N/A	N/A	Improved parent engagement/ participating in club activities	Annually
		Parents to actively participate in a minimum of one volunteering role in the season	Launched in 2020 season	Membership officer	Sign up mandatory at annual membership renewal	Introduction of mandatory volunteering requirements	Increased level of volunteers at junior training	Annually
		To ensure that all club Vice Presidents and Life members are sent e-letters or newsletter	Ongoing	Main committee Communications officer	N/A	N/A	Life members feel more involved in the changes within the club	Annually
9.24	Building a Family Environment	To maintain and expand annual combined club day at the start of each season for adult and junior sections	Ongoing	Main committee, Junior Chair	Covered by existing arrangement	Email to all members, social media, newspaper, local schools	Attendance at annual club day	Annually

		Continue end of season Junior awards ceremony and BBQ	Ongoing	Junior Chair, Main Committee	Covered existing arrangement	by Engage the Junior members parents / guardians	Attendance at ceremony and BBQ	Annually
9.25	Improve Relations Between Teams and Sections	To maintain annual dinner dance at the end of each season	Ongoing	Social secretary Main committee	Allowance in business plan plus ticketing	Engage all members	A well run and attend end of season do	Annually
		To maintain the social summer mixed hockey league which mixes all levels and sections	Ongoing	Club Captains	Covered existing arrangement	by Engage all members	Good participation in summer league	Annually
		Continue Christmas Club Friendly	Ongoing	Social secretary Main committee	Covered existing arrangement	by Engage all members	A well run and attend Christmas Friendly	Annually
9.26	Links with Schools	To maintain links with Heath End school	Ongoing	Club Chair & Junior Chair	Covered existing arrangement	by N/A	Positive relationship with Heath End School	Annually
9.27	Further education and Higher Education Links	To maintain and develop further links with local schools and colleges	Ongoing	Junior Chair	Covered existing arrangement	by 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, Junior Chair	Covered existing arrangement	by Poster	Links with the University for the Creative Arts	Annually
		To develop links with the Farnham 6th Form College	2 years	Main committee	Covered existing arrangement	by Poster	Links with the Farnham 6th Form College	Annually
		To advertise opportunities for juniors to complete their Duke of Edinburgh and Sports Leader awards within the club	Ongoing	Main committee Communications officer	Covered existing arrangement	by Maintain Good relationships with local schools and colleges	Junior Coaches and volunteers	Annually