

# **Club Development Plan (2024-2027)**

**Wilmslow Hockey Club**

**24<sup>th</sup> November 2024**

# Club Development Plan (2024-2027). Version 2.2

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### 1 Plan purpose

[Source: Buddle guidance]

This Development Plan aims to set out the Club's vision and aims for the future and the actions we'll take to achieve them. It acts as a roadmap to support the growth and development of the Club over the next 3 years.

This Development Plan aims to:

- Provide a clear direction and purpose for everyone to work towards.
- Help set out how we will attract and retain members and volunteers.
- Demonstrate to stakeholders (including funders) that the Club is well-run and plans to grow.
- Help secure the Club's future sustainability.
- Help ensure the efficient and effective use of resources.
- Help the Club to mitigate foreseeable challenges and risks.

The Development Plan is a working document which can change over time as new needs and actions are identified.

The Development Officer owns and manages the Development Plan, but there are separate responsibilities assigned for each action.

### 2 Plan scope and contents

This Development Plan covers:

- The Club Purpose and Values
- Assessment of the Club's current situation (SWOT analysis)
- The Club's aims, actions and measure of success in response
- Our approach to monitor progress against the Development Plan and update it as needed.

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### 3 Club Purpose and Values

The Club Purpose and Values were established in 2022 as a way to align Club Leadership and Members on the sort of Club we want to be and to guide policies and decisions. We use our annual Club Survey to receive feedback on the purpose and values, as well as how well we are living up to them.

#### 3.1 Our Club Purpose

**To promote a supportive, social & family environment for all to learn and play hockey at all levels**

This has been adopted as the over-arching principle which guides everything we do as an amateur community sports club. This purpose is embodied in our club values which inform decision-making and everyday activities across the club.

#### 3.2 Our Club Values

- **Enjoyment** - we want everyone to enjoy their experience at the club with friendships, social events and competitive or social hockey
- **Welcoming** - we offer a friendly, inclusive, safe and welcoming environment to help everyone feel at home at the club
- **Respect** - we treat our sport, fellow members, opposition players, umpires, coaches and volunteers with the respect we would expect ourselves
- **Growth** - we aspire to grow the hockey skills and performance of all players, captains, umpires and volunteers - and to increase local participation in hockey and our club
- **Inclusivity** - we offer fairness, inclusiveness, equality of access and take steps to recognise and address inequalities

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### 4 Assessment of the Club's current situation

Representatives from the Committee have assessed the Club's current situation and summarised it in the form of a SWOT Analysis:

#### 4.1 SWOT Analysis

Strengths: things we do well	Weaknesses: what we could do to improve
<ul style="list-style-type: none"> <li>Financial reserves, sponsorship income and fundraising</li> <li>Own pitch co-located with clubhouse, bar and parking</li> <li>Sound governance and CASC compliance</li> <li>Expanding ladies and junior sections (esp lower ages)</li> <li>Planning permission secured for a second pitch</li> <li>Competitive membership and match fees</li> <li>Club Purpose and Values established &amp; largely adhered to</li> </ul>	<ul style="list-style-type: none"> <li>Limited continuity of strong coaches from year to year</li> <li>Insufficient umpires, reliant on a small number of people</li> <li>Declining Men's section performance and membership</li> <li>Few U15 boys with very few entering adult teams</li> <li>Limited # volunteers for committee and other roles</li> <li>Limited member engagement in AGM and decisions</li> <li>Not incorporated: unlimited liability for committee and members; could impact fund-raising</li> </ul>
Opportunities: chances to improve	Threats: things that could negatively impact the club or members
<ul style="list-style-type: none"> <li>Involvement of younger members in running the club</li> <li>Growth through more involvement in schools (esp. WHS)</li> <li>Growth through Talent Centre (&amp; ClubMark) accreditation</li> <li>Use coaching and facilities to host performance events, masterclasses or tournaments</li> <li>Offer more ways to play hockey e.g. walking, Flyerz</li> <li>Community engagement and partnership</li> <li>Sponsorship from a large local organisation</li> <li>Second astroturf pitch development</li> </ul>	<ul style="list-style-type: none"> <li>Safeguarding and privacy risks through use of WhatsApp</li> <li>Phoenix fees will rise significantly due to energy costs</li> <li>Phoenix council structure/membership not sustainable</li> <li>Rising Cost of Living makes hockey a luxury many can't afford</li> </ul>

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### 5 Action Plan

The Action Plan is intended to address the most important aspects of the SWOT analysis and is divided into separate areas of focus.

#### 5.1 Attract New Members

Aims	Actions	Timescales	Responsibility	Resource	Success measures
<b>5.1.1</b> Increase number of boys at U15s (currently 2) to 6 for 2025/2026 season (and 10 for 2026/2027 season)	<b>“School engagement”</b> Advertise hockey training direct to schools using existing contacts. Find and fund a coach to: <ul style="list-style-type: none"> <li>• help Wilmslow High School initiate boy’s hockey at the school</li> <li>• operate in other local schools.</li> </ul>	Secure coach in time for 2025/26 season	Junior Club Captain	Time commitment of Junior Club Captain to undertake coach-search: advertise, interview and select. Time commitment of Junior Club Captain to maintain the relationship with the school and meet any requirements of the partnership e.g. insurance, DBS checks Time commitment and cost of coach to support WHS and other schools during school time or after school	Coach appointed to support WHS and other schools Active partnership with WHS sports department

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Aims	Actions	Timescales	Responsibility	Resource	Success measures
<b>5.1.2</b>  Increase number of junior (U8, U11, U13) members by 10% each season	<b>“Bring-a-friend”</b>  Run “Bring-a-friend” training events so that existing members/parents bring potential new members to enjoy hockey and join the club.  Remind parents/guardians to encourage friends to join the club.	Twice per season: December and March	Junior Club Captain	Use existing training slot, pitch booking and coaches  Time commitment from junior coaches to promote, plan and run the event  Time commitment from Junior Club Captain (or delegate) to capture names & contact details to secure new members.	Number of new members signed up within 2 weeks of each event.
	<b>“Club Open Day”</b>  Expand junior content of existing Club Open Day: schedule dedicated junior age-group sessions, competitive games with other clubs, entertainment	September each year	Junior Club Captain	Time commitment from Junior Club Captain and Junior Coaches to plan the sessions as part of Club Open Day  Time commitment from Social Media team to promote junior sessions as part of Club Open Day wider promotions.	Club Day held once pa  Strong social media response to promotions

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Aims	Actions	Timescales	Responsibility	Resource	Success measures
	<b>“Summer Camp”</b>  Repeat the successful “Summer Camp” for new and existing junior members (as last year) – a series of ~8 weekly training events	April/May (before holidays start)  1hour per week for 8 weeks	Junior Club Captain	Cost of pitch bookings  Time commitment from junior coaches to promote, plan and run the event  Time commitment from Social Media team to promote the Summer Camp	30+ attendees
	<b>“School Taster events”</b>  Offer and run taster events for 3-4 local primary schools (+ potentially WHS?) to increase awareness of hockey and recruit juniors	Early in the season	Junior Club Captain	Time commitment from Junior Club Captain to contact schools and make arrangements.  Time commitment from volunteers or coaches to run events	3 events per year
<b>5.1.3</b>  Increase the number of adult male players to enable 4 regular men’s teams for 2026/2027 season	<b>“Dad drive”</b>  Promote “Parents Hockey” to Parent’s/Guardians of existing and new junior members. Aim to encourage ex and new players/umpires into hockey – at the same time as their kids are playing.	Jan/Feb/Mar	Junior Club Captain	Use existing training slot, pitch booking, coaches  Time commitment from 1-2 extra volunteers each evening  Time commitment from Junior Club Captain to promote event and encourage attendance	Initial small attendance grows to 10+ in 2025

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Aims	Actions	Timescales	Responsibility	Resource	Success measures
	<p><b>“Target recent leavers”</b></p> <p>Contact recent Men’s leavers to understand their reasons for leaving and to try to tempt some back.</p> <p>Review reasons with Committee and decide on appropriate actions</p>	<p>Nov 2024</p> <p>Repeat at least annually</p>	Secretary	<p>Time commitment from Secretary to identify leavers, send questionnaire and present results to Club Captains.</p> <p>Time commitment from Club Captains to assess results and present actions/decisions/ recommendations to the committee.</p>	<p>Questionnaire sent to all men’s leavers 40+</p> <p>Results analysed and any resulting actions documented in Committee minutes.</p>
<p><b>5.1.4</b></p> <p>Attract new members via advertising</p>	<p><b>“Online recruitment”</b></p> <p>Promote club benefits to recruit new members via Social Media</p>	Ongoing	<p>Social Media Lead</p> <p>Website Lead</p>	<p>Time commitment from Social Media Lead/Team to post regular recruitment adverts, alongside regular posts to demonstrate our social, family-friendly ethos</p> <p>Time commitment from Website Lead to maintain News and Home pages with up to date information</p>	<p>4+ recruitment posts pa</p> <p>10+ website news updates pa</p>

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Aims	Actions	Timescales	Responsibility	Resource	Success measures
<b>5.1.5</b> Attract University teams	<b>“University players”</b> Contact UoM, MMU hockey clubs: promote our club for those who are perhaps not getting the hockey they want at University (or who may settle in the areas in the future)	Jan	Secretary	Time commitment from Secretary to contact university clubs. Time commitment from Social Media Lead to target university players	1-2 student recruits pa

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### 5.2 Retain Existing Members

Aims	Actions	Timescales	Responsibility	Resource	Success measures
<b>5.2.1</b> Retain 100% of juniors as they transition to adult teams	<b>“Junior transition”</b> Continue our “Transition Roadmap” (documented elsewhere) whereby Year 6 players are identified as a transition group into Beavers/U13s ; similarly Beavers into Adult hockey. We introduce them as a group (not one at a time) to the next level with support.	Ongoing	Junior Club Captain – with Mens and Ladies Club Captains	Time commitment from coaches to identify players and readiness and plan for their introduction at the next level	Full complement transition to next level each year (no drop-outs)
<b>5.2.2</b> Inspire juniors with role models	<b>“Cool teenagers”</b> Involve older teenagers in the training of the younger players – as role models for skills, performance and commitment, or as side-line coaches for matches.	Tuesday evening training (Or could do a dedicated Sunday event)	Junior Club Captain	Use existing training slots, pitch bookings and coaches. Time commitment from volunteer teenagers (ideally players who are already playing in adult teams) to attend their training evening early for the younger players	2-3 teenager volunteers each week

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Aims	Actions	Timescales	Responsibility	Resource	Success measures
<b>5.2.3</b> Understand why people leave	<b>“Leaver’s questionnaire”</b> Use the leaver’s questionnaire for every member who leaves (from adult teams only) to identify themes and issues to act upon.	Ad-hoc as people leave & each October (for those who don’t return)	Membership Secretary	Time commitment from Membership Secretary to identify leavers, send questionnaire and present results to the Committee.	Results analysed and any resulting actions documented in Committee minutes.
<b>5.2.4</b> Understand level of member satisfaction	<b>“Member survey”</b> Carry out a member survey to assess various aspects of member satisfaction, issues and gather feedback	Annually: send pre-Christmas, analyse during Dec/Jan	Membership Secretary	Time commitments from <ul style="list-style-type: none"> <li>Secretary to prepare and send the survey.</li> <li>Committee members to promote high response rate</li> <li>Membership Secretary to analyse results, present to the committee and communicate to members</li> <li>Committee to discuss survey results and decide on actions to take as a result</li> </ul>	Increase Net Promoter Score (NPS) from 20 to 30 within 3 years.

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### 5.4 Develop Players and Umpires

Aims	Actions	Timescales	Responsibility	Resource	Success measures
<b>5.3.1</b> Adult player development	<b>“Ongoing coaching/training”</b> Continue Tuesday night (ladies) and Wednesday night (men’s) training with coaches	Weekly during the season	Men’s Club Captain Ladies Club Captain	Cost of pitch bookings, coaches.	Attendance Team results in their league
<b>5.3.2</b> Junior player development	<b>“Ongoing coaching/training”</b> Continue Tuesday night junior training with coaches	Weekly during the season	Junior Club Captain	Cost of pitch bookings, coaches	Attendance
	<b>“Junior Masterclasses”</b> Run Masterclass coaching with specialist coaches and invite other clubs to send their juniors (doubles as a recruitment event!)	Easter (when season ends) 2 day event	Junior Club Captain	Cost of pitch bookings Investigate and hire specialist coaches (e.g. Bowden team) Time commitment from Social Media team to promote the event	50+ attendees

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Aims	Actions	Timescales	Responsibility	Resource	Success measures
<b>5.3.3</b> Umpire development	<b>“Umpire training - juniors”</b> Run a parents + juniors umpire training course in the clubhouse and an umpiring try-out session same day	Once/twice per season	Junior Club Captain	Cost of pitch booking Cost of umpire training (online) Time commitment from trainer (volunteer?)	2 parents subsequently umpire 3 fixtures each during the season 3 juniors subsequently umpire 2 fixtures each during the season
	<b>“Umpire training – adults”</b> Run an adult umpire training course in the clubhouse and an umpiring try-out session same day	Once/twice per season	Club Captains – Mens/Ladies	Cost of pitch booking Cost of umpire training (online) Time commitment from trainer (volunteer?)	3 adults subsequently umpire 3 fixtures during the season

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### 5.5 Sustain the Club

Aims	Actions	Timescales	Responsibility	Resource	Success measures
<b>5.4.1</b> Increase number of (younger) volunteers	<b>“Succession Planning”</b> Create a succession plan for all the key committee roles well ahead of the AGM. Target younger members of the club for new ideas and approaches.	January	Chair	Time commitment from Chair and Committee members to sound out potential volunteers and create the succession plan	Succession plan updated each January
<b>5.4.2</b> Engage with community organisations	<b>“Community engagement”</b> Seek opportunities to support and engage with local charity or social organisations (Year 1 target is Clink Restaurant)	Ongoing	Chair	Time commitment from Chair to explore opportunities and Social Media Lead to promote the club to local organisations.	One new arrangement pa
<b>5.4.3</b> Progress the second astro	<b>“Break ground new astro”</b> Start car park development to demonstrate start of construction	Pre summer 2025	Astro Development Lead	Funding to start the car park – potentially from WPAL, WHC and/or Running Festival funds.	Planning permission extended indefinitely.

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### 6 Monitoring and improving the plan

Following the review and acceptance of this version of the Development Plan, a further consultation shall be held with all members. The plan will be published on the website and members invited to review, comment and attend a drop-in meeting to express their views. The resulting updated Development Plan will be re-published on the website.

Every quarter, the Development Officer will review the progress of the actions with the action owners and present a summary to the Committee for review. The Development Officer shall recommend changes to the Development Plan based on feedback from members, action owners and members of the committee. Each time the Development Plan is amended, the latest version shall be posted on the website and a summary of the changes shared with members.

A high-level summary of progress against the Development Plan shall be presented at each AGM.