



Shaping Our Future Strategy 2018 - 2022

London Wayfarers
One Club, One Vision, One Family.

Purpose



"To improve lives through hockey"

Vision



This is what we want our club to be/have:

- 1 A reputation for delivering an exceptional, inspirational and fun experience for all on and off the pitch.
- 2 An inclusive, accessible and sociable membership, a strong community with a one club identity.
- 3 Enduring development for players, coaches, umpires and volunteers of all ages and capabilities.
- 4 Successful in the competitions we enter and produce elite hockey players.
- 5 An effective and inspiring leadership team that cultivates our values and motivates our members.
- 6 Strategic partnerships focussing on quality and delivering benefits to our club.

Vision



To summarise we want London Wayfarers to:

‘Be London’s most admired hockey club’

Values



London Wayfarers is a hockey club for everyone and we all share these core values:

- R** RESPECT
- A** AMBITION
- I** INCLUSION
- S** SPORTSMANSHIP
- E** EXCELLENCE

R A I S E OUR GAME!

Values



What does raising our game involve?

RESPECT - Every person in our club contributes

We show respect to all those involved in our club, giving back and getting involved in making it a better environment, appreciate we are all part of one club.

AMBITION - We have a strong desire to achieve

We want to be successful, driven by passion and the opportunity to develop hockey and life skills. We are bold, like the challenge and forge the future whilst remembering our past. We will not be held back by bureaucracy or barriers.

Values



INCLUSION – We will include everyone

We will engage with local communities, we will be looking diversify our membership, ensure everyone feels welcome and there's opportunity for all.

SPORTSMANSHIP – Living our values through fairness and integrity

Win with humility, lose with grace, be transparent and open in governance, selection etc., be accountable from management to player level. Enjoy the experience, have fun!

EXCELLENCE – Be consistently great in everything we do

Be the best we can be on the playing field and off the pitch in managing the club, coach development, interaction with stakeholders etc. Inspire and be inspired!

Strategic Priorities



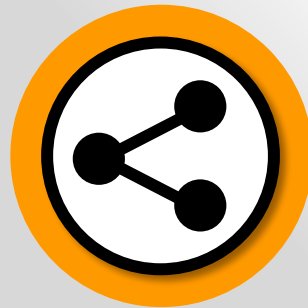
**Great
Hockey**



**Our
People**



**Our
Community**



**Great
Brand**



**Strong
Partnerships**



FOCUS AREAS AS WE GROW AND DEVELOP

Strategic Priorities - Great Hockey

Statement:

We will create enduring development plans for players, coaches and umpires of all ages and capabilities. We will be successful in all competitions we enter and be known for having produced elite hockey players. Our hockey offering will be modern, relevant, fun, deliverable and aligned to the expectations of all those involved in our club.

Strategic Priorities - Great Hockey

We will create the very best hockey experience:

Ways to Play

expansive hockey offering for all; performance, social, camps, summer, indoor, Back to Hockey

Develop our Own

players, coaches, umpires, volunteers, clinics, tournaments, life skills

Performance

pathways to develop all levels, be ambitious, elite / performance / social

Quality

measure experiences, focus on quality, expert coaching, recognition, badges

Strategic Priorities - Great Hockey

Recommended actions, milestones and key ongoing activity:



**Creating the very best
hockey experience for all
at London Wayfarers!**

1

Determine hockey offering and expansion for 5 year period.

2

Build **professional coaching structure**; appoint **Director of Hockey** and develop hockey leadership group.

3

Men's 1s and Ladies 1s in **National League**. Juniors active at national level. All senior sides to achieve promotion.

4

Pre-defined KPI's to assess and improve performance levels of players, teams and coaches.

5

Creation of Elite, Performance and Development squads in junior and senior sections.

6

20% annual growth in junior players qualifying for regional teams.

7

Development programmes for coaches and umpires, encourage and drive qualifications

8

Increase coaching ratios per team; **a skilled coach for every team.**

Strategic Priorities - Our People



Statement:

Our people deliver our vision. We will have effective leadership, our culture will endorse appropriate behaviours, all will be aware of our commitments and responsibilities and encourage participation. We will create a positive and fun environment in which everyone will be expected to be actively involved and motivated.

Strategic Priorities - Our People

Our people deliver an exemplary experience:

Effective Leadership

role models,
inspirational,
approachable,
succession
planning, positive
outlook

Competent Workforce

appropriately
skilled people in
relevant roles,
commitment to
invest in their
development

Volunteers

understanding of
role requirements
and supported to
ensure their
contribution is both
effective and openly
appreciated

London Wayfarers

proud of our club,
enthusiastic and
supportive
ambassadors on
and off the pitch,
from current
members to alumni

Strategic Priorities - Our People

Recommended actions, milestones and key ongoing activity:



Everyone wants to contribute and be part of making this the most admired hockey club!

Strategic Priorities - Our Community



Statement:

Our club will be inclusive, sociable, have a strong playing and volunteer community and importantly a one club identity. We will create an exceptional, inspirational and fun experience for all both on and off the pitch.

Strategic Priorities - Our Community

We will ensure our community thrives and improves lives:

One Club

identity,
volunteering, club
house & facilities,
more than hockey

Club-wide Year Plan

activities both on
and off the pitch,
involve more
people

Including All Audiences

encourage
participation,
engage with our
community, create
communication
touch points

Safe- guarding Our Club Culture

create a positive
inclusive
environment,
celebrate success,
recognise and value
hard work and
contributions

Strategic Priorities - Our Community

Recommended actions, milestones and key ongoing activity:



London Wayfarers is our sporting home, our community!

Strategic Priorities - Great Brand



Statement:

Our brand is inspirational and our reputation aspirational; an image we are proud of because it embodies our values. Clearly defined, we will consistently communicate effectively with all our stakeholders fostering mutually beneficial relationships.

Strategic Priorities - Great Brand

We will ensure our brand and reputation are maintained and enhanced:

Brand Guidelines

live & breathe them, consistent communication framework, engaging and inclusive, agreed methods and frequency

Future Conscious

forward thinking using latest tools and new technology to reach all audiences

Our Values

fun, excellence and ambition are at the core of our values, brand & culture, being aspirational and inspirational is essential

Activities

initiatives and events will build and foster community & brand, the right channels for the right audiences

Strategic Priorities - Great Brand

Recommended actions, milestones and key ongoing activity:



1

Create a robust **consistent brand guidelines toolkit** (logo, design, do's and don'ts). Assign ownership and share with key stakeholders and team leaders.

2

Develop a **social media strategy** to promote our club and activities consistently.

3

Create a **framework for club communications** with agreed methods and frequency.

4

Communicate the club values, RAISE, extensively and adopt agreed and correct behavioural language across all touch points.

5

Develop a **calendar of events across all sections**, continuously reinvent and invite innovative speakers and GB hockey players and coaches to participate and inspire.

6

Enhance **brand identity with increased visual presence** across all areas of the club.

London Wayfarers to be the most attractive hockey brand in the country!

Strategic Priorities - Strong Partnerships



Statement:

It is essential that we develop our partnerships to realise all available benefits and so advance our club interests. Through effective partnerships we will optimise our membership experience and consequent revenues to achieve our goals. Our key partners will be varied, cover a number of areas and support our brand values.

Strategic Priorities - Strong Partnerships

We will create effective partnerships:

Being Local

engage with local community via a schools outreach programme and local authorities to increase participation

Good Relationships

develop good relations with universities, schools, GB players, governing bodies, partner with an overseas club

Commercial

deliver value to members through sponsorships and local businesses

Quality

less is more in partnership management, prioritise quality over quantity

Strategic Priorities - Strong Partnerships

Recommended actions, milestones and key ongoing activity:



Creating extra value for our members and club!

1

Decide on **key partnership areas** to develop that will benefit our club and help deliver our long term aspirations.

2

Create a **partnerships management brief** to ensure continuity and strong relationships developing over a period of time.

3

Develop **sponsorship strategy** to attract commercial partners and drive revenues.

4

Build strong relationships with England Hockey and other governing bodies to promote our club & initiatives as well as help grow our sport across the region.

5

Engage with England Hockey and others to **explore collaboration on community outreach programmes** such as Hockey Futures to help increase participation.

6

Identify partner schools and universities to help enhance the quality and number of players within our club.

7

Explore opportunities to partner with foreign hockey clubs to exchange knowledge, experiences and emerging coaching and playing philosophies.

Foundations for Success



**Great
Hockey**



**Our
People**



**Our
Community**



**Great
Brand**



**Strong
Partnerships**



Safeguarding & Welfare

Governance & Control

Task Forces & Working Groups

Evidence & Feedback

FOUNDATIONS FOR SUCCESS

Foundations for Success

Safeguarding & Welfare

Safety First
Matters

Aware of
Obligations

Risk
Assessment

Environment

Governance & Control

Transparency

Due Diligence

Legal Structure

Communication

Financial
Stability

Task Forces / Working Groups

Set Up

Structure and
Accountability

Reporting
Structure

Evidence & Feedback

Innovation

Processes

Transparency

Stay Informed



The real work starts now... In the upcoming months we will start developing plans to realise our vision of becoming the most admired club in London!

You can be part of that! Do you want to get involved or do you have any questions please get in touch via chairman@londonwayfarers.com

www.londonwayfarers.com



londonwayfarers



LondonWayfarers



@LdnWayfarersHC