



**ST. IVES HOCKEY CLUB**  
**DEVELOPMENT PLAN 2011-2015**

Version 2  
Dated 02 August 2012

## **Executive Committee 2011/2012**

|           |             |
|-----------|-------------|
| Chairman  | M Forsdick  |
| Secretary | S di Lustro |
| Treasurer | J Foxcroft  |

|                               |            |
|-------------------------------|------------|
| Men's Section Representative  | K Shah     |
| Ladies Section Representative | V Leighton |
| Junior Section Representative | M Clinton  |

|            |              |
|------------|--------------|
| Club Coach | Helen Clarke |
|------------|--------------|

### **Correspondence Address**

C/o One Leisure St Ives Outdoor Complex,  
California Road,  
St Ives,  
Cambridgeshire,  
PE27 6SJ

### **Website**

[www.stiveshockeyclub.co.uk](http://www.stiveshockeyclub.co.uk)

### **Home Fixtures Venue**

One Leisure St Ives Outdoor Complex,  
California Road,  
St Ives,  
Cambridgeshire,  
PE27 6SJ

## References

- A. SIHC Roles and Responsibilities for Volunteers
- B. SIHC Executive Committee Meeting Dates – 2011/2012 Season
- C. SIHC League representation – 2012/213 Season
- D. SIHC Financial Policy – Club Subscriptions and Match Fees
- E. SIHC Qualification – Training Guide
- F. SIHC In Year Priorities and Objectives



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## HISTORICAL BACKGROUND OF ST. IVES HOCKEY CLUB

The Club was formed by the full merger of the St Ives Junior Hockey Club, St Ives Ladies Hockey Club, St Ives Men's Hockey Club, and the St Ives Mixed Hockey Club, through the adoption of the St Ives Hockey Club Constitution dated 1<sup>st</sup> May 2004.

Prior to this, the Men played as Huntingdon Hockey club which was formed in 1932 with the ladies playing as St. Ives Ladies, foundation date unknown.

The Club has experienced both prosperous as well as lean spells across the teams which has resulted in its current status of a well supported family oriented club. It is a testament to the committee, players and supporters of the Club that have ensured its survival whilst other clubs around are finding it difficult to attract members.



## VISION

To provide opportunities to everyone in the local community to participate in hockey whatever their ability or aspirations

### St Ives Hockey Club Ethos

St Ives Hockey Club (SIHC) is a community driven Club who strive to provide opportunities for everyone in the local community to participate in hockey, whether it be as a player, coach, official or volunteer helper.

The Club is developing a strong junior platform offering opportunities for young people to learn the skills, train and play for fun or competitively. The Club also endeavours to provide the opportunity for the adult players to compete at a variety of levels commensurate with their ability. SIHC has a good social base for all members to enjoy ranging from Club barbecues through to formal dinner nights.

#### Commitment

SIHC is committed to its vision and its underpinning ethos to all members both current and future

#### Excellence

The Club is committed to providing the best possible environment for both on and off field development and sustainability

#### Teamwork

SIHC members are team players and do whatever it takes to achieve both team and Club goals. All members have the TEAM approach; **T**ogether **E**veryone **A**chieves **M**ore

#### Coaching

SIHC is dedicated to providing help to both current and future coaches to ensure that members improve their abilities and achieve their goals. They provide a safe and supportive environment from which hockey is delivered in a safe and friendly manner within the local community.

#### Fun

SIHC is keen to deliver an atmosphere of fun and enjoyment in all of the activities that they conduct



## Club Management

In accordance with the St Ives Hockey Club Constitution the Club is managed by a Management Team; consisting of, as a minimum, Chairman, Treasurer, Secretary, Club Welfare Officer, Communications Officer, Web Master, Men's Section Representative, Ladies Section Representative, Junior Section Representative, Ladies Fixtures Secretary and Men's Fixtures Secretary all of whom are elected at the Annual General Meeting and who hold office for 12 months.

This Management Team oversees the operational management of the Club along with any other officers elected at the AGM. In order not to make the committee too ineffective St Ives Hockey Club have decided to separate the committee into effective working groups to ensure the smooth running of the club These working groups are :

1. An Executive Committee consisting of Chairperson, Secretary, Treasurer, Men's Section Representative, Ladies Section Representative, Junior Section Representative, Mixed Representative, Head Coach and Communications Officer which meet every 4 – 6 weeks.
2. A General Working Committee, consisting of all the above plus other required officers as elected at the AGM which meet every 8 – 12 weeks. The General Working Committee meetings are convened directly after an Executive Committee meeting to reduce time, and
3. A selection committee consisting of Ladies Fixtures Secretary, Men's Fixtures Secretary, Umpire Liaison Officer, Men's Section Representative, Ladies Section Representative and Team Captains which meets every week during the season.

An organisational chart of St Ives Hockey Club can be found in Reference A.

For Planning and organisational purposes Executive Committee meetings are planned at the beginning of each season. A list of St Ives Executive Committee Meeting Dates can be found at Reference B.





## Where Are We Now

### Facilities

St Ives Hockey Club plays all of its home fixtures at the One Leisure St Ives Outdoor Complex, California Road, St Ives, Cambridgeshire, PE27 6SJ. The facility is run by Huntingdonshire District Council (Hunts DC) and consists of a single, sand based pitch with changing facilities and refreshment bar. Only having one pitch available for matches games are staged over the whole day with the Men's and Ladies having push pack priority over other teams. Times are allocated by the Fixtures Secretary after liaison with the centre staff. A good working relationship has been developed with Hunts DC ensuring that St Ives Hockey Club get primacy on Saturday bookings during the season.

### Membership

The Club is proud of its size considering the close proximity of other well established Hockey Clubs including Peterborough Hockey Club, Cambridge City Hockey Club and Bedford Hockey Club all of who play a higher standard and more diverse range of hockey levels therefore attracting larger numbers to their clubs. Also, the Ladies Section of the Club has to compete with another local Ladies Team in Huntingdon Ladies Hockey Club, however, this has not reduced the number of females joining. St Ives Hockey Club has a good junior programme which it is developing to ensure sustainability of all of its teams throughout the club.

The club is currently comprised of the following makeup

|                 | Players * |    | Officials * |   | Coaches * |   | Volunteers * |   |
|-----------------|-----------|----|-------------|---|-----------|---|--------------|---|
|                 | M         | F  | M           | F | M         | F | M            | F |
| 5 yrs – 10 yrs  | 33        | 24 |             |   |           |   |              |   |
| 11 yrs – 15 yrs | 33        | 28 |             |   |           |   |              |   |
| 16 yrs – 18 yrs | 16        | 12 |             |   |           |   |              |   |
| 19 yrs – 21 yrs | 8         | 4  |             |   |           |   |              |   |
| 22 yrs – 30 yrs | 14        | 15 | 1           |   | 2         | 3 |              |   |
| 31 yrs – 39 yrs | 20        | 9  | 4           |   | 2         | 1 |              | 3 |
| 40 yrs – 45 yrs | 7         | 2  | 2           |   | 3         |   |              | 3 |
| 45 yrs +        | 20        | 13 | 5           | 5 | 6         | 3 |              | 1 |

Players – Club members actively playing for SIHC having paid their annual subscriptions

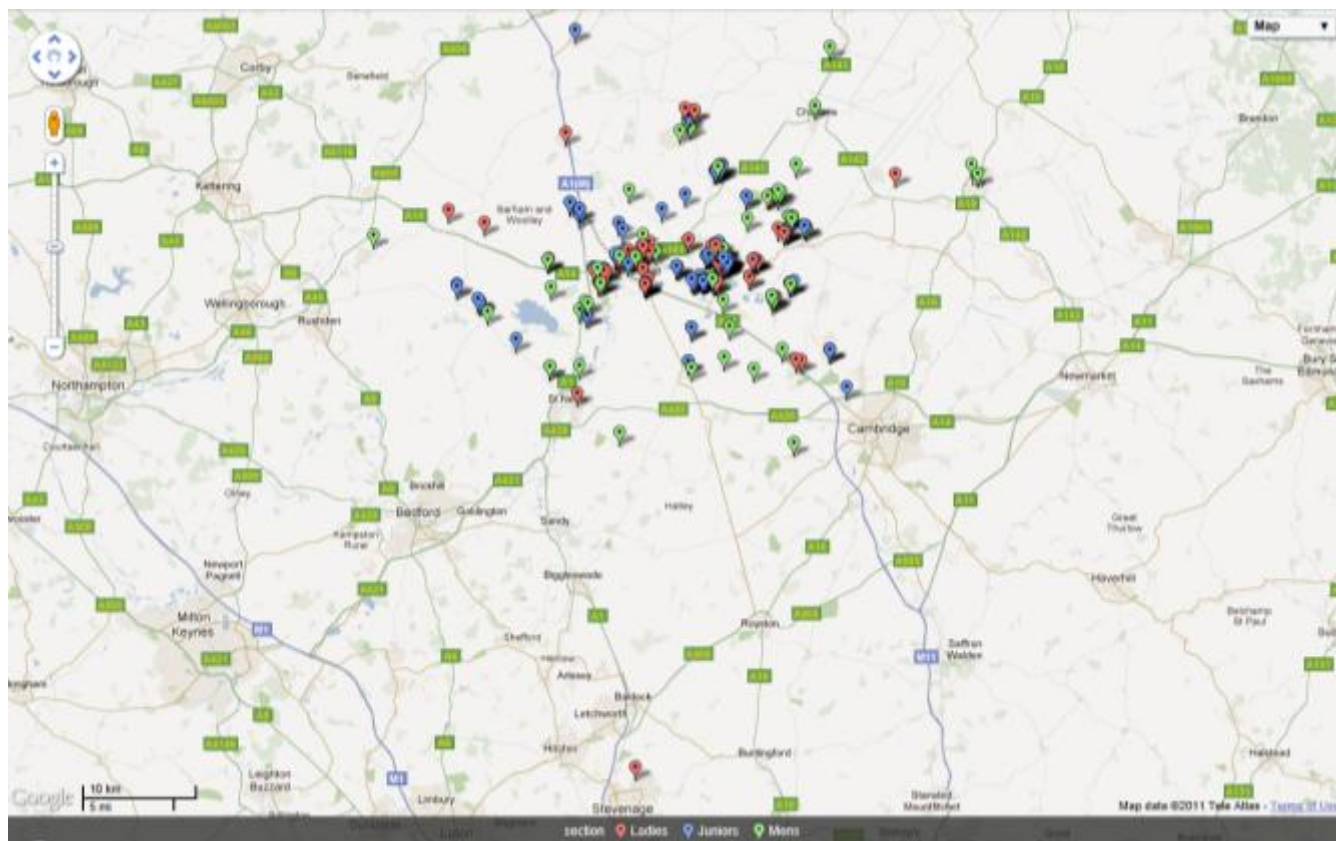
Officials – Members associated with SIHC who actively officiate fixtures

Coaches – Qualified staff including sports leaders who actively support the delivery of coaching sessions

Volunteers – Anyone who actively supports the club but is not included in the previous columns



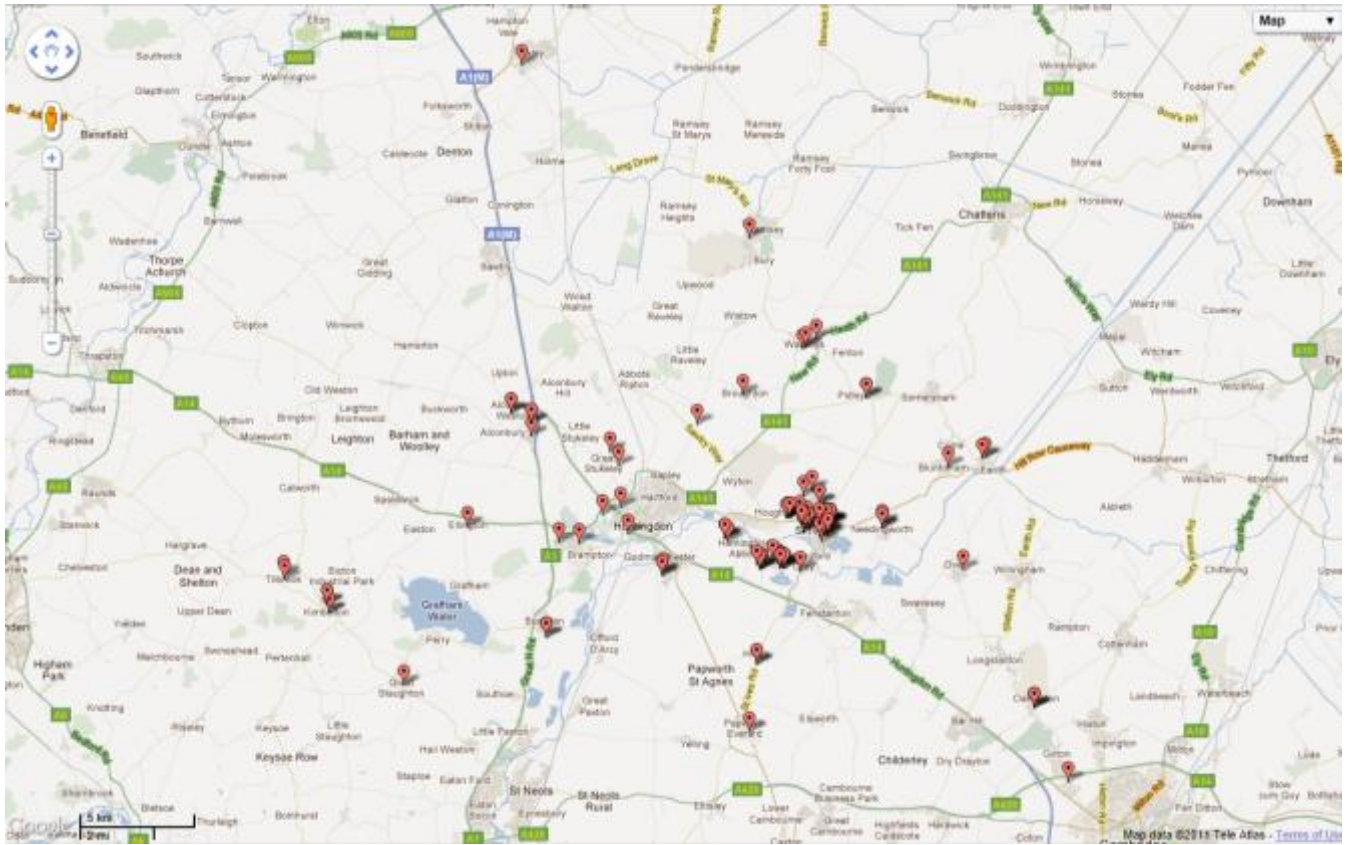
The following map shows the geographic spread of all playing members registered with St Ives Hockey Club



St Ives Hockey Club has teams representing them in the a variety of leagues. Details of leagues and previous years standings can be found at Reference



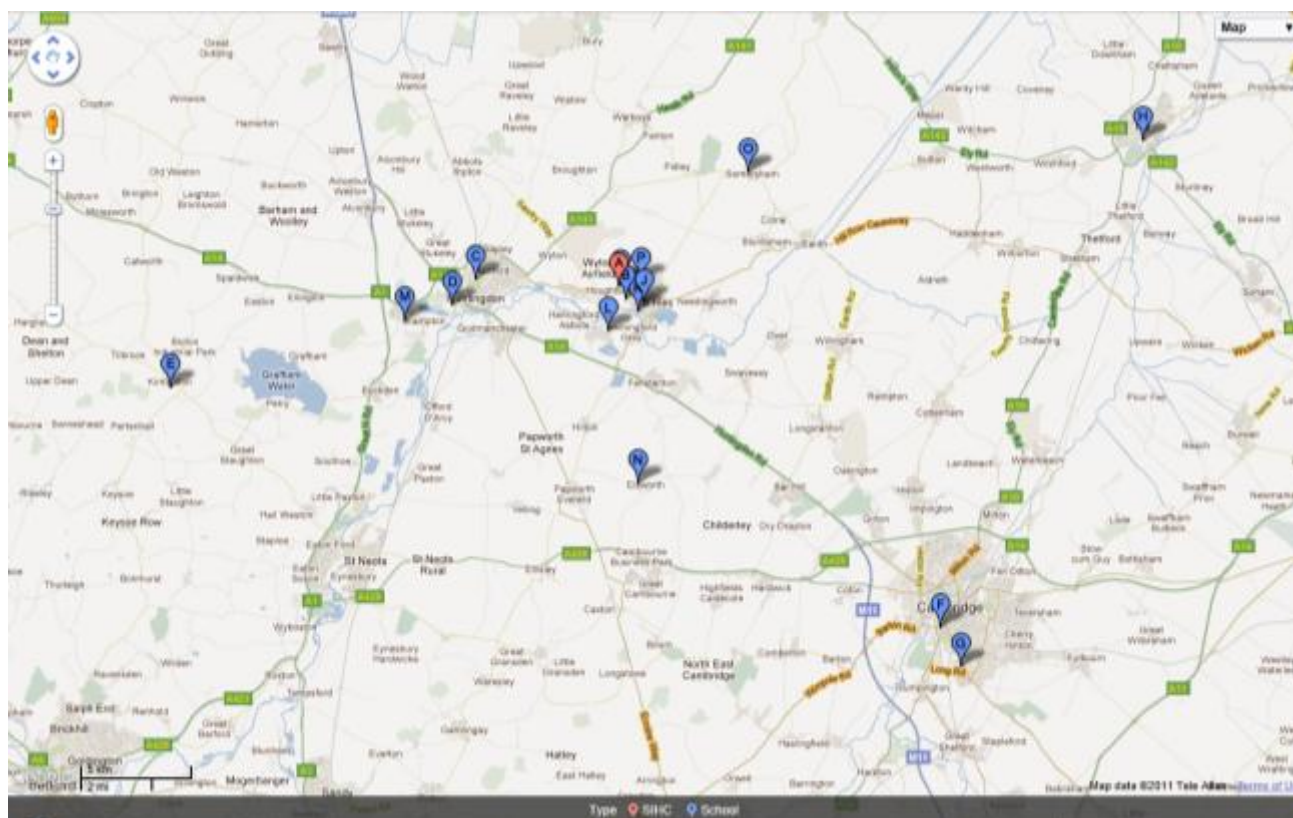
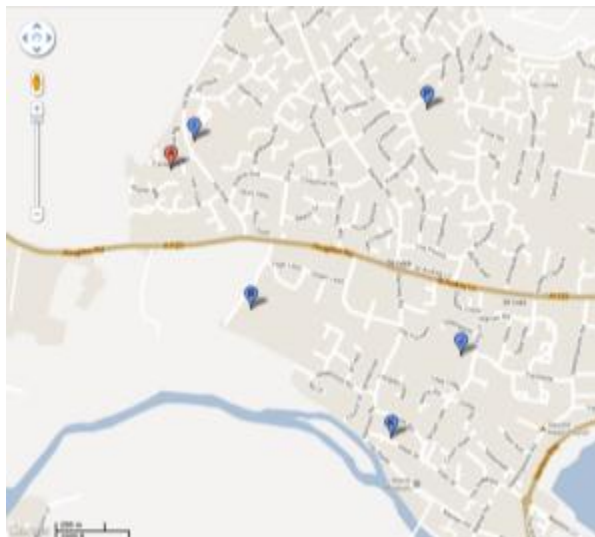
The following map shows the geographic spread of all Junior Section playing members registered with St Ives Hockey Club



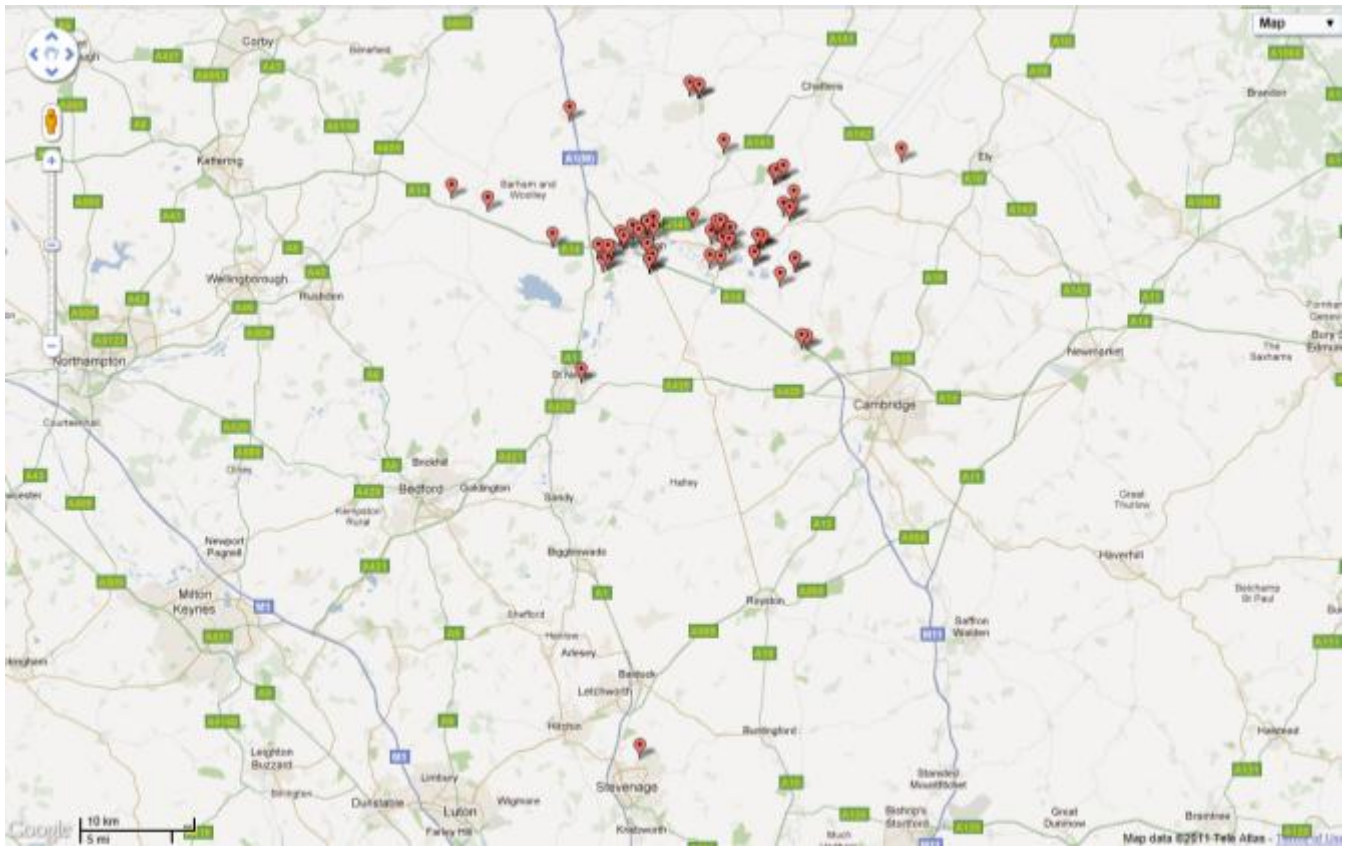
Of the junior section, the following schools are represented :

|   | School          | Distance from SIHC |
|---|-----------------|--------------------|
| A | SIHC            |                    |
| B | St Ivo          | 0.5 miles          |
| C | St Peter's      | 5.6 miles          |
| D | Hinchingbrooke  | 5.9 miles          |
| E | Kimbolton       | 20.9 miles         |
| F | Perse Girls     | 17.2 miles         |
| G | Perse Boys      | 18.4 miles         |
| H | Kings School    | 18.7 miles         |
| I | Thorndown       | 0.1 miles          |
| J | Eastfield       | 1.1 miles          |
| K | Westfield       | 1.3 miles          |
| L | Hemingford Grey | 3.8 miles          |
| M | Brampton        | 8.7 miles          |
| N | Elsworth        | 9.4 miles          |
| O | Whitehall       | 1.3 miles          |
| P | Wheatfields     | 0.8 miles          |

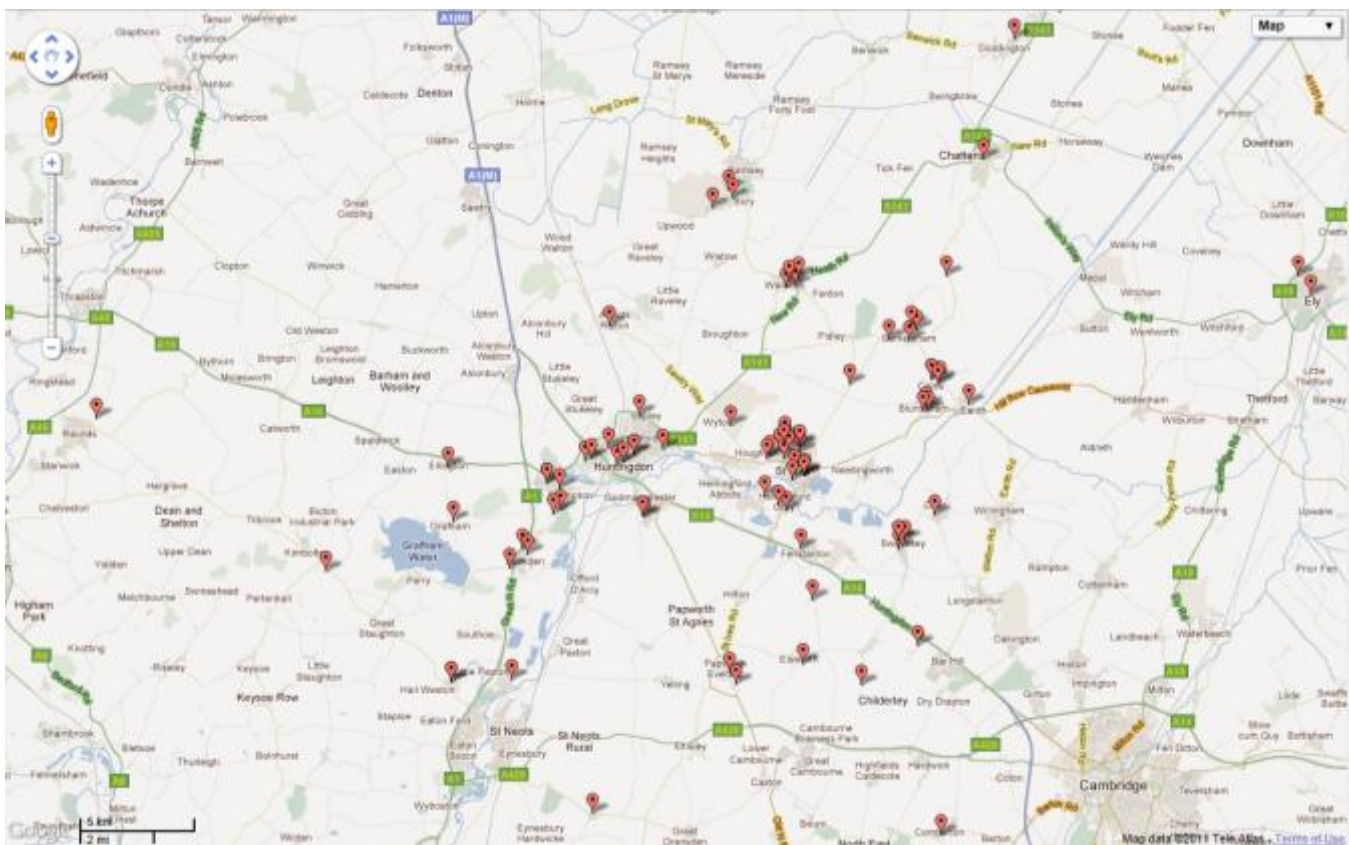
**St Ives Insert**



The following map shows the geographic spread of all Ladies Section playing members registered with St Ives Hockey Club



The following map shows the geographic spread of all Men's Section playing members registered with St Ives Hockey Club



## Subscriptions and Match Fees

Subscriptions and Fees are set at the Annual General Meeting. Fees for the upcoming season can be found at Reference D.

## **Training/Fixtures**

St Ives Hockey Club training and fixture schedule is as follows :

| <b>Day</b>       | <b>Team</b>                 | <b>Venue</b>  | <b>Time</b>   |
|------------------|-----------------------------|---|---------------|
| <b>Monday</b>    | Junior Section              | One Leisure St Ives Outdoor Complex                         | 18:00 - 20:00 |
|                  | Senior Men's                |   | 20:00 - 21:30 |
|                  | Senior Ladies               |   |               |
| <b>Tuesday</b>   |                             |   |               |
| <b>Wednesday</b> | Men's 1 <sup>st</sup> Team  | One Leisure St Ives Outdoor Complex                         | 19:00 – 21:00 |
|                  | Men's 2 <sup>nd</sup> Team  |   |               |
|                  | Ladies 1 <sup>st</sup> Team |   |               |
|                  | Ladies 2 <sup>nd</sup> Team |   |               |
| <b>Thursday</b>  |                             |   |               |
| <b>Friday</b>    |                             |   |               |
| <b>Saturday</b>  | League Fixtures             | <b>Home Fixtures</b><br>One Leisure St Ives Outdoor Complex |               |
|                  |                             | <b>Away Fixtures</b><br>Various                             |               |
| <b>Sunday</b>    | Mixed                       | <b>Home Fixtures</b><br>One Leisure St Ives Outdoor Complex |               |
|                  |                             | <b>Away Fixtures</b><br>Various                             |               |

Training is coordinated by a head coach who liaises with Section representatives and Team Captains to ensure that any identified areas for



## Coaching Strategy

The Aspiration of the Club is to implement a training programme that covers the whole club to ensure continuity of progression from junior to senior level. In developing a Coaching Development Strategy for St Ives Hockey Club the aim is to demonstrate a link to overall strategic aims stated in this document

### **Aims**

The aims of St Ives Hockey Club are to :

1. Increase the number of active, appropriately qualified and skilled coaches to deliver quality coaching sessions,
2. Deliver an appropriate number of coaching hours in the player and coach pathways to ensure continuity of development across the club,
3. Increase participation, retention and standards across the player and coach pathway ,
4. Provide a pathway to enable talented players to excel

### **Benefits**

Specific benefits throughout the club with a robust but flexible coaching strategy can be broken down into two areas; players benefits and coaches benefits.

#### Players

1. Support from better quality coaching and better informed coaches will improve personal and team performances,
2. Retention of players as satisfaction will hopefully be increased by an improvement in coaching, and
3. Talent identification will be enhanced through implementation of a Lead Coach, coaching meetings and a structured communication pathway providing more opportunity for players to reach their potential

#### Coaches

1. Coaches more likely to feel sense of direction and achievement through structured communication with Team Captains providing specific coaching requirements,
2. Coaches may be more likely to achieve their potential through Club support and correct structured utilisation,
3. Access to appropriate CPD (continuing professional development) with Club support, and
4. Access to the technical and tactical resources through Club support

A list of coaches can be found at Reference E.



## Development Plan Summary

Annually, at the final Senior Management Meeting held before the Annual General Meeting the Committee will review Development Plan achievements over the previous year and produce a summary point brief for Club members to be delivered at the AGM by the Chairman. The committee will also identify Aims and Objectives for the upcoming year; these will reflect achievements from the previous year and be decided upon in conjunction with the overall club Long Term Plan. These Aims and Objectives will also be presented to the membership at the AGM.

The Current Development Plan Summary can be found at Reference F.





## Five Year Development Plan

| No  | Heading                                 | Topic  | When                    | Who  | Business Plan   | Marketing Plan  | Achievement Indicator                                     | Review Date                        |
|---|---|--|-------------------------|--|---|---|---|------------------------------------|
| <b>1.0 Developing the Playing Programme</b> |   |  |                         |  |   |   |   |                                    |
| 1.1   | Junior Section                          | Local Festivals and Tournaments  | Sept 12 onwards         | Junior Coordinator<br>Junior Coaches   | Cost of entering tournaments, cost of coaches.  | Promote to current junior members and parents through junior newsletter. Promote on website.  | Number of participants. Success rates                     | April 2013 (end of 12-13 season)   |
| 1.2   | Transition Sessions                     | Develop extension sessions to integrate juniors to seniors. Talent Identification                              | Sept 12 onwards         | Junior Coaches<br>Transition Coaches   | Research pitch time, Identify pitch cost<br>Research coach availability<br>Identify Coach costs | Promote to current junior members and parents through junior newsletter. Promote on website.  | Number of participants. Fast tracking of talented players | April 2013 (end of 12-13 season)   |
| 1.3   | Adult Playing Sections – Ladies General | Enter Women's Leagues  | Ongoing<br>Jul          | Fixtures<br>Secretary<br>Treasurer<br>Ladies Section Representative          | Raise funds through membership<br>Pay entry fees<br>Book pitches                                | Notify all club of aims at AGM and then throughout the season through newsletters and website | Minimum 3 teams entered and sustained within leagues      | Monthly management meetings<br>AGM |
| 1.4   |   | Ladies 1 <sup>st</sup> XI – remain established in current league, attract new players and retain current squad | 12-13 Season<br>Ongoing | Ladies Coaching Team, Ladies 1s<br>Captain and Ladies Section Representative | Raise funds through membership<br>Pay entry fees<br>Book pitches                                | Notify all club of aims at AGM and then throughout the season through newsletters and website | End of season league table                                | Monthly management meetings<br>AGM |
| 1.5   |   | Ladies 2 <sup>nd</sup> XI – remain established in current league, attract new players and retain current squad | 12-13 Season<br>Ongoing | Ladies Coaching Team, Ladies 1s<br>Captain and Ladies Section Representative | Raise funds through membership<br>Pay entry fees<br>Book pitches                                | Notify all club of aims at AGM and then throughout the season through newsletters and website | End of season league table                                | Monthly management meetings<br>AGM |



## Five Year Development Plan

| No   | Heading                                | Topic   | When                 | Who   | Business Plan  | Marketing Plan  | Achievement Indicator                                | Review Date                        |
|------|--|---|----------------------|---|--|---|--|------------------------------------|
| 1.6  |  | Ladies 3 <sup>rd</sup> XI –Ladies 2 <sup>nd</sup> XI – remain established in current league, attract new players and retain current squad                     | 12-13 Season Ongoing | Ladies Coaching Team, Ladies 1s Captain and Ladies Section Representative | Raise funds through membership<br>Pay entry fees<br>Book pitches | Notify all club of aims at AGM and then throughout the season through newsletters and website | End of season league table                           | Monthly management meetings<br>AGM |
| 1.7  | Adult Playing Sections – Men's General | Enter Men's Leagues   | Jul 12 Ongoing       | Fixtures Secretary<br>Treasurer<br>Men's Section Representative           | Raise funds through membership<br>Pay entry fees<br>Book pitches | Notify all club of aims at AGM and then throughout the season through newsletters and website | Minimum 5 teams entered and sustained within leagues | Monthly management meetings<br>AGM |
| 1.7  |  | Men's 1 <sup>st</sup> XI 2012/13 aim to achieve promotion.<br>2013/14 aim to finish mid table.<br>2013/14 aim to finish top 5,<br>2014/15 push for promotion. | 12-13 Season Ongoing | Men's Coaching Team, Men's 1s Captain and Men's Section Representative    | Raise funds through membership<br>Pay entry fees<br>Book pitches | Notify all club of aims at AGM and then throughout the season through newsletters and website | End of season league table                           | Monthly management meetings<br>AGM |
| 1.8  |  | Men's 2 <sup>nd</sup> XI 2012/13 aim for promotion.<br>2013/14 aim to finish mid table.<br>2014/15 aim for promotion.   | 12-13 Season Ongoing | Men's Coaching Team, Men's 1s Captain and Men's Section Representative    | Raise funds through membership<br>Pay entry fees<br>Book pitches | Notify all club of aims at AGM and then throughout the season through newsletters and website | End of season league table                           | Monthly management meetings<br>AGM |
| 1.9  |  | Men's 3 <sup>rd</sup> XI 2012/13 aim for promotion.<br>2013/14 finish in top half of the table.<br>2014/15 aim for promotion.                                 | 12-13 Season Ongoing | Men's Coaching Team, Men's 1s Captain and Men's Section Representative    | Raise funds through membership<br>Pay entry fees<br>Book pitches | Notify all club of aims at AGM and then throughout the season through newsletters and website | End of season league table                           | Monthly management meetings<br>AGM |
| 1.10 |  | Men's 4 <sup>th</sup> XI 2011/12 aim to finish top 5. Maintain team as a place to introduce juniors and new players into.                                     | 12-13 Season Ongoing | Men's Coaching Team, Men's 1s Captain and Men's Section Representative    | Raise funds through membership<br>Pay entry fees<br>Book pitches | Notify all club of aims at AGM and then throughout the season through newsletters and website | End of season league table                           | Monthly management meetings<br>AGM |



## Five Year Development Plan

| No   | Heading             | Topic   | When                    | Who  | Business Plan   | Marketing Plan  | Achievement Indicator   | Review Date                             |
|------|---------------------|---|-------------------------|--|---|---|---|---|
| 1.11 |                     | Men's 5 <sup>th</sup> XI. 2011/12 aim to finish top 5   | 12-13 Season<br>Ongoing | Men's Coaching Team, Men's 1s Captain and Men's Section Representative                                     | Raise funds through membership<br>Pay entry fees<br>Book pitches            | Notify all club of aims at AGM and then throughout the season through newsletters and website | End of season league table  | Monthly management meetings<br>AGM      |
| 1.12 | Transition Training | Recruit Coaches   | Sept 12<br>Ongoing      | Club Coach<br>Committee  | Identify cost of coaching<br>Book pitches<br>Raise funds through membership | Notify all club of aims at AGM and then throughout the season through newsletters and website | Appointment of transition of coaches.<br>Development of junior members.<br>Identification of talented players | Monthly management meetings<br>AGM      |
| 1.13 | Ladies Training     | Recruit Ladies 1 <sup>st</sup> X1 Coach   | Sept 12                 | Club Coach,<br>Ladies Section Representative,<br>Committee   | Identify cost of coaching<br>Book pitches<br>Raise funds through membership | Notify club of plans at AGM, advertise throughout club and on EHB website.                    | Lead Coach identified for start in Sept.  | Monthly management meetings             |
| 1.14 |                     | Recruit a coach for the Ladies 3s/4s/5s from current bank of coaches.<br>Develop Coaching Plan to achieve 1.3 – 1.6 | Sept 12                 | Club Coach,<br>Ladies Section Representative,<br>Committee<br>Club Welfare Officer                         | Identify cost of coaching<br>Book pitches<br>Raise funds through membership | Interview potential candidates at level 2. Draw up contracts<br>Ensure documentation complete | Ladies 1 <sup>st</sup> Team coach appointed   | Sep 12<br>Monthly management meetings   |
| 1.15 | Men's Training      | Recruit coaches to support Men's coach at training.<br>Develop Coaching Plan to achieve 1.3 – 1.6                   | Sept 12                 | Club Coach<br>Men's Section Representative<br>Committee  | Identify cost of coaching<br>Book pitches<br>Raise funds through membership | Notify club of plans at AGM, advertise throughout club.                                       | Coaches identified for start in Sept.   | Sep 12<br>Monthly management meetings   |
| 1.16 |                     | Recruit Men's 1 <sup>st</sup> X1 Coach  | Jul 12                  | Committee<br>1 <sup>st</sup> X1 Manager<br>1 <sup>st</sup> X1 Team Captain<br>Men's Section Representative | Identify cost of coaching<br>Book pitches<br>Raise funds through membership | Advertise throughout club and on EHB website  | Men's 1 <sup>st</sup> Team coach appointed  | Complete<br>Monthly management meetings |



## Five Year Development Plan

| No                                      | Heading                   | Topic  | When                 | Who  | Business Plan  | Marketing Plan  | Achievement Indicator  | Review Date  |
|---|---------------------------|--|----------------------|--|--|---|--|--|
| 1.17                                    | Recruitment               | Back to Hockey   | Jul 12<br>Annually   | Club Coach<br>Committee  | Organise and deliver<br>Back to Hockey<br>sessions   | Advertise through<br>Living Sport, HDC,<br>Club website   | Increase in<br>membership  | Sept 12<br>Annually                                |
| 1.18                                    | Tournaments               | Junior Triangular<br>Tournaments   | Apr13                | Junior Section<br>Representative<br>Coach                            | Identify cost of<br>running tournament   | Advertise through<br>Club and County<br>websites  | Tournament<br>delivered in<br>Apr13 and<br>annually<br>thereafter  | Dec 12<br>Apr 13<br>AGM                            |
| <b>2.0 Developing People/Volunteers</b> |                           |  |                      |  |  |   |  |  |
| 2.1                                     | Knowing your<br>community | Research Community –<br>Identify any “Tim” Sporty<br>Male Professional or “Mary”<br>Sporty Female Professional,<br>buying a house and settling<br>in the area. | Sept 12              | Committee  | Identify cost of raising<br>profile of club through<br>use of local media                    | Website, Posters,<br>Local newspaper.<br>High profile fund<br>raising events  | Increase<br>membership of<br>both playing<br>and non-<br>playing<br>members  | Sept 12  |
| 2.2                                     |                           | Develop Club School Link<br>Development Plan<br>document for schools work  | Sept 13              | Committee<br>Junior Section<br>Representative                        | Identify cost of<br>running club led<br>school events  | Discuss at AGM<br>invite schools into<br>discussions. “Coach<br>in Schools”   | Increase<br>number of<br>juniors   | April 2014   |
| 2.5                                     |                           | Develop transition Sessions  | 2012/2013<br>Ongoing | Committee,<br>Head Coach,<br>School Liaison                          | Identify cost of<br>coaching<br>Book pitches<br>Raise funds through<br>membership            | Notify junior<br>members of aims at<br>AGM and then<br>throughout the<br>season through<br>newsletters and<br>website.<br>Inform schools of<br>sessions | Increase in<br>skill level of<br>junior<br>members<br>progressing<br>into senior<br>squads<br>Identification of<br>talented<br>players | Monthly<br>management<br>meetings<br>AGM           |
| 2.6                                     | Players                   | Regular Selection Meetings   | Sept 12<br>Ongoing   | Section<br>Representatives<br>Team Captains<br>Fixtures<br>Secretary | Ensure suitable<br>venue available for<br>selection<br>Adherence to club<br>selection policy | Ensure notification<br>through website  | Player<br>retention  | Weekly selection<br>meetings<br>Bi-annually<br>AGM |
| 2.7                                     |                           | Develop Player feedback<br>on selection policy   | Sept 12              | Players<br>Team Captains   | Identify player<br>satisfaction  | Verbal feedback<br>through team<br>captains to selection<br>committee   | Player<br>retention  | Weekly selection<br>meetings<br>Bi-annually<br>AGM |



## Five Year Development Plan

| No   | Heading | Topic  | When                  | Who  | Business Plan  | Marketing Plan   | Achievement Indicator                                     | Review Date                        |
|------|---------|--|-----------------------|--|--|--|---|------------------------------------|
| 2.8  |         | Player Recruitment   | Sept 12<br>Ongoing    | Section<br>Representatives<br>Club Coach<br>Coaches                        | Identify means to promote club and attract new players. Identify any cost of advertising | Develop Club Website. Promote club through website and local media articles                | Increase membership club playing members                  | Sept 12<br>Jan 13<br>Apr 13        |
| 2.9  |         | Mentoring  | Sept 12               | Club Coach<br>Men's 1 <sup>st</sup> Team<br>Coach<br>Transition<br>Coaches |  | Assess progression of talented players and identify suitable mentors and mentoring paths   | Increase in higher quality players                        | Monthly management meetings        |
| 2.10 |         | Create plan to target age groups that we have low numbers in.  | End of 2012/13 Season | Club Coach<br>Section<br>Representatives<br>Committee<br>Web master        | Identify means of targeting particular groups  | Promote plan to club to engage help Use of trend platforms to target particular groups     | Increase in targeted groups                               | Monthly management meetings<br>AGM |
| 2.11 | Coaches | Create a plan for coach development over the next 2 years  | Sept 12<br>Ongoing    | Committee,<br>Club Coach,<br>Team Captains,<br>Coaches                     | Subsidise cost of courses to support coaches<br>Identify ways to increase revenue        | Ensure plan is circulated to all coaches involved  | Plan developed and circulated to club members             | Monthly management meetings        |
| 2.12 |         | Create season plan for which coaches are coaching which teams  | Sept 12<br>Ongoing    | Club Coach<br>Team Captains  | Subsidise cost of courses to support coaches<br>Identify ways to increase revenue        | Circulate plan to all coaches and helps and then to all players via newsletter and website | Team and individual improvement                           | Jan 13<br>Apr 13                   |
| 2.13 |         | Set up a mentoring scheme for coaches to develop with the help of more experienced coaches, either from within the club or outside | Ongoing               | Head Coach   | Subsidise cost of courses to support coaches<br>Identify ways to increase revenue        | Ensure scheme is promoted throughout the club  | Increase in number and quality of coaches within the club | AGM                                |
| 2.14 |         | Notify coaches of workshops that are available to them from SCUk and other associations  | Ongoing               | Club Secretary,<br>Head Coach  | Subsidise cost of courses to support coaches<br>Identify ways to increase revenue        | Ensure scheme is promoted throughout the club  | Improvement of standard of umpires                        | AGM                                |



## Five Year Development Plan

| No   | Heading | Topic   | When        | Who   | Business Plan   | Marketing Plan  | Achievement Indicator  | Review Date |
|------|---------|---|-------------|---|---|---|--|-------------|
| 2.15 | Umpires | Run Level 1 Umpire course annually  | 2012 - 2015 | Umpire Co-ordinator,<br>Treasurer<br>Committee<br>Section<br>Representatives        | Liaise with EHB, CHUA regarding courses. Identify incentives for attendance (reduced fees/subs) | Recruit volunteers to support club.<br>Use club website to promote courses  | Increase in number of qualified coaches                        | AGM         |
| 2.16 |         | Run Young Umpire course annually  | 2012 - 2015 | Umpire Co-ordinator,<br>Treasurer<br>Committee<br>Junior Section<br>Representatives | Liaise with EHB, CHUA regarding courses   | Recruit volunteers to support club.<br>Use club website to promote courses<br>Canvass parents/guardians for support | Increase in number of qualified coaches                        | AGM         |
| 2.17 |         | Support umpires from within club to take part in county or regional leagues or appointments                   | 2012 - 2015 | Umpire Liaison Officer  | Liaise CHUA regarding external requirements at tournaments                                      | Promote opportunities to specific appropriate Individuals   | More club umpires used around the county                       | AGM         |
| 2.18 |         | Review the skills that people submit on their membership forms and target them for relevant roles or projects | Ongoing     | Admin Officer<br>Umpire Liaison Officer   | Identify skills gap   |   | Increase of utilisation and recertification of current members | Annually    |

### 3.0 Policy Development

|     |       |  |                                      |  |                           |  |  |          |
|-----|-------|--|--------------------------------------|--|---------------------------|--|--|----------|
| 3.1 | Legal | Renew club insurance policy on an annual basis after reviewing the suitability of the policy | Ongoing<br>Check policy renewal date | Treasurer<br>Secretary<br>Club Coach<br>Club Welfare Officer | Identify cost of renewals | Check on individual insurances<br>Completion of registration forms | Insurance certificates received<br>Database maintained | Annually |
|-----|-------|--|--------------------------------------|--|---------------------------|--|--|----------|



## Five Year Development Plan

| No  | Heading  | Topic  | When               | Who   | Business Plan   | Marketing Plan  | Achievement Indicator  | Review Date                        |
|-----|----------|--|--------------------|---|---|---|--|------------------------------------|
| 3.2 |          | Inform players, club coaches and umpires that they should have their own personal insurance and what it needs to cover | Annually           | Treasurer<br>Admin Officer                      |   | Email to go out to all coaches and umpires  | Insurance certificates presented<br>Database maintained                        | Annually                           |
| 3.3 | Admin    | Policy Review (Equality Policy, Safeguarding & Protecting Policy, 'Respect' Code of Ethics & Behaviour, CRB Policy).   | Annually           | Committee<br>Admin Officer                      | Any new EHB policies or EHA Hockey policies to be reviewed and implemented as requested and adopted by the committee. | Policies to be circulated to all relevant members and posted on the website so accessible                               | Documents accessible to all via website and noticeboards where required        | Annually or when changes made      |
| 3.4 |          | Club Affiliations and competition entry fees   | Annually in August | Treasurer<br>Secretary                          | Ensure financial plan is in place for all financing. Adjust subscriptions accordingly                                 | Ensure members are aware of payment deadlines. Information disseminated via club website                                | All subscriptions paid<br>Club affiliation received<br>Financial plan achieved | Monthly management meetings<br>AGM |
| 3.5 |          | Press Report   | Weekly             | Team Captains<br>Press Officer<br>Web master    | Liaise with local media   | Match reports submitted by captains   | Articles on website and in local papers  | Monthly management meetings        |
| 3.6 |          | News letters   | 3 Monthly          | Chairman<br>Committee                           |   | Inform club members of club activities, financial statement<br>Upcoming events  | Rise in membership awareness   | 3 Monthly<br>AGM                   |
| 3.7 | Equality | Audit of which coaches need to attend the Equity in Your Coaching workshop and plan who will attend and when and where | Annually           | Club Coach<br>Club Welfare Officer<br>Committee | Identify cost of workshop per coach. Adjust financial development plan accordingly                                    | Maintain database of run out dates. Develop communication routes to notify volunteers of refresher/renewal requirements | Audit completed and coaches booked onto workshop where required                | Annually or when changes made      |



## Five Year Development Plan

| No   | Heading           | Topic   | When     | Who   | Business Plan   | Marketing Plan  | Achievement Indicator                          | Review Date                   |
|------|-------------------|---|----------|---|---|---|--|-------------------------------|
| 3.8  | Welfare           | Audit which volunteers need Safeguarding Training and whether they need to attend the full 3 hour SCUK workshop (welfare officer, qualified coaches) or they need to complete the online certificate (unqualified coaches, helpers) | Annually | Club Welfare Officer<br>Admin Officer<br>Club Coach<br>Umpire Liaison Officer | Liaise with EHB, Living Sport and any other supporting organisation on availability of courses  | Training opportunities promoted to all involved and those that are due to attend training approached specifically | All volunteers appropriately trained           | Annually or when changes made |
| 3.9  |                   | Remind club of who the Welfare Officer is and how to get in touch with them   | Annually | Committee<br>Web master   |   | Ensure current policies are available on the Club website,  | Qualified Club Welfare Officer always in place | AGM                           |
| 3.10 | CRB               | Review CRB Policy and update if necessary (who gets checked, when and how we deal with new volunteers)  | Annually | Club Welfare Officer  | Identify cost of maintenance of certification<br>Ensure financial plan reflects requirement     |   | Copies of CRB numbers held on database         | Annually or when changes made |
| 3.11 | Health and Safety | Health and Safety Policy  | Annually | Chairman<br>Committee<br>Admin Officer  | Identify any insurance implications   | Access of Club Health and Safety policy through website   | Policy on website                              | Annually or when changes made |
| 3.12 |                   | Review and update Club Emergency Procedures and circulate to all membership   | Annually | Chairman<br>Admin Officer   |   | Send new updated procedures out to all membership and volunteers  | Emergency contact details on website           | Annually or when changes made |
| 3.13 |                   | Audit current First Aiders within the club and find out who needs to renew their qualification and when. Update records accordingly and ensure that each team has a first aider (junior and senior)                                 | Annually | Committee<br>Club Health and Safety Adviser                                   | Identify cost of re certification of first aiders<br>Ensure financial plan reflects requirement | Promote courses to all of membership through newsletters, emails and website                                      | Plan in place for training of First Aiders     | Annually or when changes made |





## Five Year Development Plan

| No  | Heading                      | Topic  | When               | Who                             | Business Plan   | Marketing Plan  | Achievement Indicator  | Review Date                        |
|---|------------------------------|--|--------------------|---------------------------------|---|---|--|------------------------------------|
| 3.14  |                              | Club to carry out Risk Assessment on pitch once a month          | Ongoing            | Committee, Facilities Manager   |   | Risk assessment archived by committee                                     | Risk Assessment presented to committee at monthly meeting<br>Risk Assessments available on website | Monthly management meetings        |
| <b>4.0 Facility &amp; Equipment Development</b> |                              |  |                    |                                 |   |   |  |                                    |
| 4.1   | Coaching and Playing Kit     | Audit all equipment and decide if anymore kit needs to be bought | Six Monthly        | Kit Officer                     | Cost of any new kit required  | Audit complete and presented to committee with request for any new kit    |  | Annually before AGM                |
| 4.2   | Service Level Agreement      | Develop formal SLA with HDC                                      | Dec 12<br>Ongoing  | Committee Chairman<br>Secretary | Develop plan based on current relationship with HDC to improve club and council profiles        | Advertise relationship on website.  | Improved working relationship  | Annually<br>AGM                    |
| 4.3   | Communications               | Consultation Link  | Nov 12<br>Ongoing  | Committee Chairman              | Develop robust communications link with HDC in respect of facility improvements and maintenance |   |  | Annually                           |
| <b>5.0 Finance Development</b>                  |                              |  |                    |                                 |   |   |  |                                    |
| 5.1   | Subscriptions and Match fees |  | Annually           | Committee                       | Identify coast of kit replacement, entry fees, coaches fees and facility hire                   | Inform all members via Website, newsletters, emails                       | Financial plan met, Club running on a sound financial basis  | Monthly management meetings<br>AGM |
| 5.2   | Fundraising & Sponsorship    | Promote fundraising opportunities                                | Sept 12<br>Ongoing | Committee, Section Reps         | Reinstate Club Lottery<br>Obtain lottery licence from HDC                                       | Promote lottery via website and emails to all club members over age of 16 | Funding targets met  | Monthly management meetings<br>AGM |



## Five Year Development Plan

| No  | Heading | Topic  | When                        | Who  | Business Plan  | Marketing Plan   | Achievement Indicator  | Review Date                                    |
|---|---------|--|-----------------------------|--|--|--|--|--|
| 5.3   |         | Develop Sponsorship Packages   | Apr 13<br>Ongoing           | Committee                                      | Identify potential club sponsors<br>Offer website promotion<br>Offer club day involvement      | Investigate links with local businesses<br>Investigate promotion opportunities                                       |  | Annually                                       |
| <b>6.0 Developing the Club PR &amp; Communication</b> |         |  |                             |  |  |  |  |  |
| 6.1   | Website | Website Development  | Sept 12<br>Jan 13<br>Apr 13 | Webmaster<br>Committee                         | Develop Club website to become more professional<br>Identify costs associated with development | Inform club members of website changes seek feedback on content<br>Launch new website prior to end of 2012/13 season | New website attractive to new players and potential sponsors | Sept 12<br>Jan 13<br>Apr 13<br>Annually<br>AGM |
| 6.2   | Players | Communicate Selection Policy to all players  | Ongoing                     | Committee,<br>Selection Committee<br>Webmaster | Improve communication within club and intra-team   | Policy to be displayed on website  | Members understanding of Club aims and objectives            | Bi-annually<br>AGM                             |
| 6.2   |         | Communicate Junior Developmental Selection Policy to all junior members and parents/guardians                | Ongoing                     | Committee,<br>Junior Section Rep<br>Webmaster  |  | Policy to be displayed on website, emailed to players  |  | Monthly  |
| 6.3   | Parents | Start of season email to parents with updates, then newsletters throughout season, add everything to website | Annually                    | Committee<br>Junior Section Representative     |  |  | Newsletters and update emails being sent out regularly       | Monthly  |
| 6.4   | Members | Ensure website is kept up to date with contact details, events, results                                      | Apr 13<br>Ongoing           | Website Managers                               | Develop Club website to become more professional<br>Identify costs associated with development | Reminder sent to all members what the website address is and what is on there  | Website is up to date and members are aware of this          | Weekly   |
| <b>7.0 Developing the Social Aspect</b>               |         |  |                             |  |  |  |  |  |



## Five Year Development Plan

| No                          | Heading                       | Topic   | When      | Who                                 | Business Plan   | Marketing Plan  | Achievement Indicator                           | Review Date |
|-----------------------------|-------------------------------|---|-----------|-------------------------------------|---|---|---|-------------|
| 7.1                         | Building a Family Environment | Run the Club Day in September, annually to encourage all members of the family to come down and have fun, play some hockey, play some other games, and socialise over a BBQ | Annually  | Committee                           | Identify costings<br>Ensure appropriate certification, ensure income over expenditure balance<br>Appropriate line entry in financial plan | Flyers to go out to members, post on website and email in newsletter, also mention at AGM | Fun day takes place and are well attended       | Annually    |
| 7.2                         |                               | Summer Hockey Evenings in June/July for six weeks, players who haven't played much/at all can come along and have a go.   | Annually  | Committee                           | Cost of pitch hire to be covered by pay to play charge  | Advertise via club website, local media   | Well attended sessions                          | Annually    |
| 7.3                         | Social Activities             | Increase number of social events covering whole of club membership  | Ongoing   | Committee, Social Secretary         | Identify costs of events<br>Identify suitable venues  | Advertise via club website, local media   | Increase of revenue through fund raising events | Annually    |
| 7.4                         |                               | End of Season Function  | Annually  | Social Secretary                    | Continued use of single venue<br>Identify costs<br>Appropriate line entry in financial plan   | Advertise via club website<br>Invite club sponsors  | Raise of club profile<br>Article in local media | Annually    |
| <b>8.0 Developing Links</b> |                               |   |           |                                     |   |   |   |             |
| 8.1                         | Sporting Links                | Make contact with Regional Hockey and Sports organisations  | Ongoing   | Committee Admin Officer             | Develop PR links through Sporting Organisations such as EHB, CHA, Livingsport   | Advertise links via website   | Raised Club profile                             | April 2013  |
| 8.2                         | FE and HE Links               | Forge links with local Schools  | Summer 14 | Committee, Head Coach, Section Reps | Investigate potential for tournament led by Club for local schools  | Advertise via club website, local media, schools website                                  | Delivery of annual tournament                   | Jun 13      |



## Five Year Development Plan

| No  | Heading          | Topic  | When      | Who  | Business Plan   | Marketing Plan                                   | Achievement Indicator        | Review Date      |
|-----|------------------|--|-----------|--|---|--|------------------------------|------------------|
| 8.3 | Community Links  | Develop Links with local Military Establishments | 2012/2015 | Committee,<br>1 <sup>st</sup> Team<br>Manager<br>Communications<br>Officer | Relocation of Military Units to RAF Wyton will extend opportunity to expand SIHC playing membership<br>Develop playing links such as friendlies/tournaments | Include news articles into military publications | Increase of military members | April 2012       |
| 8.4 | Commercial Links | Club Sponsorship                                 | 2014/2017 | Committee,<br>Secretary<br>Treasurer<br>Communications<br>Officer          | Investigate potential for organisation and delivery of hockey related team building packages for local companies  | TBC  | Club sponsorship             | Apr 13<br>Jul 13 |

