

**Foreword**

This Hockey Development plan was put together after meetings with key volunteers across the hockey club. The Group comprised of the following:

Club Chair, Club Captains (Men & Women), lower team Captains for men & women (who deal with uptake of juniors into the senior club) and a rep from the Junior Section.

Part of the process involved the group in ‘visioning’ what they would like the hockey club to ‘look like’ after 5 years. Key statements from this discussion are as follows:

- A busier and more social club
- An annual Club Weekend when everyone gets together
- A Club that is based at high quality facilities
- Plenty of volunteers to help run the Club
- Self sufficient in terms of coaches & umpires
- Better internal & external communications
- A higher profile both within the town and the hockey regions
- Improved whole club integration & linkage with Junior Section
- A clear player pathway from Juniors through the Senior Section
- A club with a min of 7 men’s and 5 women’s teams
- Both Men’s and Women’s 1<sup>st</sup> team squads competing in the National Leagues
- A club with a financially strong base
- Continuance of current fundraising & new sponsorship money

It is hoped that all these ambitions have been represented in this Plan.

**KEY to Initials used in this Plan**

<b>Initials</b>	<b>Key</b>	<b>Initials</b>	<b>Key</b>
<b>BHC Cttee</b>	Bedford Hockey Club’s Committee	<b>DOS</b>	Director of Sport Biddenham Upper School
<b>BHC Fix Sec</b>	Senior Fixture Secretary BHC	<b>HDC</b>	Beds Hockey Development Committee
<b>BHC Mem Sec</b>	Membership Secretary BHC	<b>Jnr Co-ord</b>	BHC’s Junior Co-ordinator
<b>BS&amp;HC</b>	Bedford Sports & Hockey Centre	<b>Jnr Fix Sec</b>	BHC’s Junior Fixture Secretary
<b>BSF</b>	Bedford Sports Foundation	<b>Jnr Section</b>	BHC’s Junior Section (lead by the Junior Co-ordinator)
<b>BUS</b>	Biddenham Upper School, Specialist Sports College	<b>SCLO</b>	School Club Liaison Officer Bedford Hockey Club
<b>CCO</b>	Club Communications Officer Bedford Hockey Club	<b>Spons Off</b>	Sponsorship Officer Bedford Hockey Club
<b>Coach Man</b>	Coach manager Bedford Hockey Club	<b>SSCo</b>	School Sports Co-ordinator Biddenham Upper school
<b>CWO</b>	Child Welfare Officer Bedford Hockey Club	<b>Vol Man</b>	Volunteer Manager Bedford HC
<b>BHASY</b>	Bedfordshire Hockey Association Schools and Youth		

## 1. Young People

### Aims

1. Support Bedfordshire HA's Schools and Youth by developing a high quality, thriving junior section
2. Access more young players by supporting the development of hockey in schools and offering club opportunities to these players
3. Develop young people as leaders, officials and volunteers in hockey

Key Objectives	Tactics	Performance Indicator	Lead Responsibility	Key Partners	Timescale
1.1 Support Beds HA Schools and Youth Committee	1. Club representation on Beds HA Schools and Youth Committee (BHASY) to ensure partnership working	<ul style="list-style-type: none"> <li>• Maintain a rep at these meetings</li> </ul>	Jnr Section Jnr Section	BHASY BHC Cttee	Ongoing
	2. Club to broker facilities with Bedford Sports and Hockey Centre (BS&HC) for schools festivals, leagues and comps	<ul style="list-style-type: none"> <li>• Process for brokering facilities agreed</li> </ul>	BHASY Rep	BUS & BC	As necessary
1.2 Ensure links with local schools remain active	1. Create formal club link with Biddenham Sports College	<ul style="list-style-type: none"> <li>• Signed EHB contract between SSP and Club</li> <li>• Maintain Officer</li> </ul>	Jnr Section  Jnr Section SCLO	BHC Cttee  BHC Cttee Jnr Section	March 07  Ongoing
	2. Maintain communications with Biddenham SSP	<ul style="list-style-type: none"> <li>• School club link officer in constant contact (SCLO)</li> </ul>	SCLO SCLO	BUS BUS	Ongoing "
	3. Run annual mini hockey festivals in SSP hub site with an hour of coaching hockey festival at years 5 &6 and 7&8	<ul style="list-style-type: none"> <li>• Confirm &amp; ID age of players for activity</li> <li>• ID BUS students to organise festival</li> <li>• Enlist schools to enter teams</li> <li>• Deliver festival</li> <li>• BHC members help run festival on the day.</li> <li>• Market club opportunities to players</li> </ul>	SCLO & CLSO  SSCo SSCo BUS SSCo SCLO	BHC Cttee BHC Cttee BUS  Students	) Dates ) driven by ) SSP, as ) approp'te ) & agreed ) with Club
	4. Support BUS ID hockey specialists to help	<ul style="list-style-type: none"> <li>• SSP to talk with Junior Coordinator</li> </ul>	SSCo	SCLO	Ongoing  Sept 2011

	<p>deliver their extra curriculum programmes. Possible Quicksticks delivered to Primary Schools.</p> <p>5. Ensure the summer league is open to new teams that are made up of adults and juniors, this to be used as a stepping stone into the senior club.</p>	<p>about the need.</p> <ul style="list-style-type: none"> <li>• Canvas &amp; enlist appropriate club members to support this delivery</li> <li>• Junior members invited to play with suitable adults.</li> <li>• After match food organised</li> </ul>	<p>SSCo</p> <p>Junior Co-ordinator BHS Cttee</p>	<p>CSLO BHC Cttee</p> <p>CSLO SSCo School Staff</p>	<p>“ “</p> <p>April Annually “</p>
1.3 Promote the Club as having a safe & child friendly environment	<ul style="list-style-type: none"> <li>• See outcomes in Section 2</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>			
1.4 Promote the club to young people in the schools	<p>1. Offer annual festivals at SSP HUB site to local schools. (also see section 1.2.3)</p> <p>2. Promote junior club training sessions via club website, Team Beds &amp; Luton website, local paper and publicity directed through SSCO network</p>	<p>Age Groups for activities agreed</p> <ul style="list-style-type: none"> <li>• Activities set up &amp; run</li> <li>• Website has a discrete section for Jnr Activity</li> </ul>	<p>SCLO</p> <p>Club Commnications officer (CCO). Junior co-ordinator</p>	<p>HDC HDC BUS</p> <p>Jnr Section</p>	<p>Ongoing</p> <p>Ongoing</p>
1.5 Ensure that training & competitive opportunities are offered to boys and girls from U7 through to U16	<p>1. Provide regular training sessions for young people from the local area – boys and girls</p> <p>2. Enter local leagues and play friendly fixtures against other clubs</p>	<ul style="list-style-type: none"> <li>• Continue working with the U9, U11 &amp; U13 and u15mixed age groups</li> <li>• Develop U15 single sex age groups</li> <li>• Develop U7 team if needed</li> <li>• Fixture Secretary role maintained</li> <li>• Fixtures organised in the summer of each year</li> <li>• County friendlies entered each year at all appropriate age groups</li> </ul>	<p>Jnr Section</p> <p>Jnr Section Jnr Section Jnr Section Jnr Section</p> <p>Jnr Section</p> <p>Jnr Fix Sec</p> <p>Jnr Fix Sec</p>	<p>BHC Cttee</p> <p>BHC Cttee BHC Cttee BHC Cttee BHC Cttee</p> <p>Parents</p> <p>HDC</p> <p>Jnr Section</p>	<p>Ongoing</p> <p>Sept 2010 Ongoing Ongoing Ongoing</p> <p>Ongoing</p> <p>Annually</p> <p>Annually</p>

	3. Run a programme of junior tournaments each year and invite other clubs to enter	<ul style="list-style-type: none"> <li>• At least 1 fixture per month for every child using the centralised calendar</li> <li>• Run festivals at 3 age groups each season</li> </ul>	Jnr Fix Sec	Jnr Section	Annually
			Jnr Fix Sec	Jnr Section	Annually
1.6 Ensure that young people are involved in hockey as leaders, officials and volunteers	1. Provide opportunities for senior and junior club members to access the Leadership, Young Umpire & Foundation Award Courses	<ul style="list-style-type: none"> <li>• Parents identified by Jnr Co-ordinator</li> <li>• Market opportunities to juniors and parents</li> <li>• Individuals approached &amp; enlisted annually</li> <li>• Training Opportunities accessed</li> </ul>	Jnr Section Jnr Section	Parents Coaches, Managers BHC Cttee	Annually Annually Annually
	2. Bedford sports and Hockey Centre (BS&HC) to offer facility for Leadership and Umpiring awards at reduced rate to junior members	<ul style="list-style-type: none"> <li>• Courses set up in conjunction with BHASY</li> </ul>	BHASY Rep	Jnr Section	As appropriate
	3. Offer opportunities to young leaders and young umpires to use qualifications once they have been achieved.	<ul style="list-style-type: none"> <li>• Use young Umpires and leaders at festivals and friendly games. Recommend talented young umpires to the Herts and Beds Umpiring Group</li> </ul>	BHASY Rep	Young Vols	As appropriate
	4. When leaders are old enough encourage them to attend a level 1 coaching course	<ul style="list-style-type: none"> <li>• More people qualified</li> </ul>	BHASY Rep	Young vols, DO	As appropriate

## 2. Club Development

1. Enable more players to participate in regular training and competitive hockey throughout the club
2. Make the Club a busier and more social organisation
3. Ensure the Club is financially sustainable

Key Objectives	Tactics	Performance Indicator	Lead Responsibility	Key Partners	Timescale
2.1 Ensure that the Club is based at a high quality facility	1. Ensure regular communications with BH&SC so that future development at facility is supported.	Monthly meetings attended and reported back to BHC	BHC Chair or Rep	BHC Cttee	Monthly
2.2 Promote the Club as having a safe & child friendly environment	1. Club to maintain Clubs 1 <sup>st</sup> accreditation	<ul style="list-style-type: none"> <li>• Clubs 1<sup>st</sup> Criteria achieved – re-accredited.</li> <li>• Assessment applied for</li> <li>• Assessment successful</li> </ul>	BHC Chair BHC Chair Jnr Section	Jnr section, BHC Cttee BHC Cttee	Jan 10 Feb 10 Feb 10
	2. Junior section to have 3 volunteers/coaches who have undergone Safeguarding and Protecting Young People Training.	<ul style="list-style-type: none"> <li>• Coaches Identified</li> <li>• Evidence of training collected</li> <li>• Untrained coaches attend a course &amp; collect evidence</li> </ul>	Jnr Co-ord Jnr Co-ord Coaches	Coaches Coaches HDC Rep	Ongoing Ongoing Ongoing
	3. All coaches dealing with U18 are CRB checked	<ul style="list-style-type: none"> <li>• Coaches working with U18s identified</li> <li>• Evidence of CRB checks collected &amp; held</li> <li>• Those needing it are CRB checked via EHB</li> </ul>	CRB Co-ord CRB Co-ord CRB Co-ord	BHC Cttee Coaches Junior co-ordinator	Jan 09 Jan 09 Jan 09
	4. All teams are coached by at least 1 qualified coach (qualified to min L2)	<ul style="list-style-type: none"> <li>• Non qualified coaches are identified &amp; attend soonest L1 or L2 course</li> </ul>	Junior Co-ordinator CRB Co-ord CRB Co-ord	BHASY, welfare officer Coaches CSP	Ongoing Ongoing Ongoing
	5. All coaches & leaders to be encouraged to develop their CPD (inc first aid, safeguarding,	<ul style="list-style-type: none"> <li>• Annual Coaches meeting run</li> <li>• CPD opps publicised</li> </ul>	BHC Chair	Coaches	Updated

	equity in your coaching)		Level 2 lead coach	Coaches	annually
	6. All coaches to adhere to a seasonal scheme of work	<ul style="list-style-type: none"> <li>• Statement in Coaches Code</li> <li>• Seasonal schemes checked</li> </ul>	BHC Chair BHC Cttee	BHC Cttee Volunteers	Annually Annually
	7. Implement codes of conduct for coaches, volunteers, players, junior members and their parents / guardians	<ul style="list-style-type: none"> <li>• Statements produced</li> <li>• Statements implemented</li> </ul>	Junior Co-ordinator, Chair of BHC	Club	Ongoing
	8. Junior section is overseen by level 2 coach as a minimum	<ul style="list-style-type: none"> <li>• Level 3 coach currently in charge</li> <li>• Encourage level 1 coaches to attend level 2 courses</li> </ul>			
2.3 Recruit more people to play regularly in the club	<ol style="list-style-type: none"> <li>1. Standardise age groups in the Junior Section</li> <li>2. Plan &amp; implement recruitment at Junior Level</li> <li>3. Focus on the jump from Junior Section to Senior Club</li> <li>4. Contact CSP about running a Get Back Into</li> </ol>	<ul style="list-style-type: none"> <li>• See section 1.5</li> <li>• See sections 1.2 &amp; 1.4</li> <li>• See section 3.1</li> <li>• Identify a volunteer to take this forward</li> </ul>	BHC Cttee	Club	Sept 10
2.4 Retain players & volunteers	<ol style="list-style-type: none"> <li>1. Develop a Volunteer Manager to take over from the BHC committee</li> <li>2. Confirm role of Club Captains to deal with challenges / issues related to continued club membership of any senior member. Club captains to attend BHC Cttee meetings</li> <li>3. Develop the club's social programme &amp; include events in conjunction with the junior section</li> <li>4. Offer reduced subs to people who will help with</li> </ol>	<ul style="list-style-type: none"> <li>• Role Description written</li> <li>• Vol Manger enlisted</li> <li>• Included in Club Cpts' role description</li> <li>• Run min 4 social / fundraising events per year</li> <li>• Ensure 2 events include jnrs / their parents</li> <li>• Organise an annual club festival (inc jnr / snr games, 1<sup>st</sup> team mixed match &amp; social events)</li> <li>• Run Annual President's Day</li> <li>• Coaches and other identified</li> </ul>	BHC Chair BHC Chair  BHC Cttee  BHC Cttee BHC Cttee BHC Cttee BHC President BHC Cttee	BHC Cttee BHC Cttee  BHC Cttee Teams Jnr Section Teams, Jnr Cttee BHC Sec Junior	Sept 08 June 2011  Ongoing  Ongoing Sept 11 Annually Annually Ongoing

	the junior section on a regular basis	volunteers offered decrease in subs by the BHC Cttee		Section		
2.5 Ensure that effective financial management of BHC is in place	1. Ensure that finance is regularly discussed at Club Cttee meetings	<ul style="list-style-type: none"> <li>• Discussion re finance is minuted in 75% of all mtngs</li> </ul>	BHC Sec	BHC Chair	Ongoing	
	2. Ensure that clear financial info is presented to the AGM each year	<ul style="list-style-type: none"> <li>• Treasurer circulates annual report to Cttee ahead of AGM</li> </ul>	BHC Treas	BHC Chair	Annually	
	3. Ensure that club finances are presented at AGM in an interactive way, where members are invited to shape the financial priorities of the Club	4. Coordinate regular fundraising as standard practise	<ul style="list-style-type: none"> <li>• Treasurer provides clear accounts to the AGM</li> <li>• Key points / implications of treasurer's report are listed</li> </ul>	BHC Treas	BHC Chair	Annually
				BHC Treas	BHC Chair	Annually
	5. Develop sponsorship opportunities		<ul style="list-style-type: none"> <li>• A social / fundraising scheme is developed annually</li> <li>• Teams are canvassed to run these events</li> <li>• Min 4 events are run annually</li> </ul>	BHC Chair	BHC Treas	Ongoing
Team Captains				Players	Ongoing	
		<ul style="list-style-type: none"> <li>• Discuss at AGM annually</li> <li>• Appoint a Sponsorship Officer</li> <li>• Produce a Sponsorship Plan</li> <li>• Implement the Sponsor Plan</li> </ul>	Teams	BHC Cttee	Ongoing	
			BHC Chair Spons Off Spons Off	BHC Cttee BHC Cttee BHC Cttee	Annually June2012 Sept 2012 January 2013	

### 3. Performance Development

1. Enable the Club to field a min of 6 Men's Teams & 5 Women's Teams on a regular basis
2. Develop a fair and equitable pathway for players, officials and volunteers both within, and beyond, the Club.
3. Ensure that all BHC teams compete at an appropriate level
4. 1<sup>st</sup> Teams for Men and Women competing in the top half of the England Hockey Leagues with an aspiration to play national league

Key Objectives	Tactics	Performance Indicator	Lead Responsibility	Key Partners	Timescale
3.1 Ensure that young players graduating jnr section can access senior teams	<ol style="list-style-type: none"> <li>1. Ensure that issues re transition from jnr section to snr sectn are reviewed and acted upon annually</li> <li>2. BHC to develop a sporting pathway for all its members (<a href="#">see below</a>)</li> </ol>	<ul style="list-style-type: none"> <li>• End of season review about who from the jnrs who will graduate into snr club</li> <li>• Recommendations are implemented</li> <li>• <a href="#">See Objective 2 below</a></li> </ul>	<p>Club Captains, Junior co-ordinator</p> <p>BHC Cttee</p>	<p>BHC Cttee, Captains</p> <p>Captains</p>	<p>Ongoing</p> <p>Sept annually</p>
3.2 Develop and maintain new teams within the Club	<ol style="list-style-type: none"> <li>1. Rationalise the junior section to regulate the flow of juniors to seniors each year.</li> <li>2. Maintain a women's 5<sup>th</sup> team</li> <li>3. Develop a men's 6<sup>th</sup> team</li> </ol>	<ul style="list-style-type: none"> <li>• Age group targets for Jnrs reviewed annually</li> <li>• Conditions re upcoming jnrs</li> <li>• Conditions re No of players appraised</li> <li>• Team captain found</li> <li>• Team started</li> <li>• League entered</li> </ul>	<p>Jnr Co-ord</p> <p>BHC Cttee 5<sup>th</sup> team captain</p> <p>BHC Cttee Vol Man BHC Cttee BHC Fix Sec</p>	<p>Jnr Coaches &amp; Managers</p> <p>Jnr Co-ord</p> <p>BHC Cttee Team Captn 5 Counties League Jnr Co-ord BHC Cttee Team Captn East Leagues</p>	<p>Ongoing</p> <p>Ongoing</p> <p>) Process fm ) Apr 08, or ) as appropre</p> <p>) Process ) fm Apr 10, ) or as ) appropre</p>
3.3 Ensure that BHC develops a 'sporting pathway' for its members	<ol style="list-style-type: none"> <li>1. Identify all entry routes into the Club</li> <li>2. Support BHASY and nominate players to the JDC'S</li> <li>3. Review all exit routes to the next step of participation for players, coaches, managers, officials &amp; administrators.</li> <li>4. Establish these as a 'sporting pathway'</li> <li>5. Publicise this pathway on the club's website.</li> <li>6. Review &amp; align selection policy to ensure</li> </ol>	<ul style="list-style-type: none"> <li>• Entry routes identified &amp; recorded</li> <li>• All exit routes identified &amp; recorded</li> <li>• Find a rep to attend meetings and report back to BHC Cttee</li> <li>• Write a role description</li> <li>• Present all info in a diagram</li> </ul>	<p>BHC Cttee BHC Cttee</p> <p>BHC Chair CCO</p>	<p>SSP, junior section BHASY</p> <p>DO, BHASY BHC Cttee</p>	<p>June 07 Sept 10</p> <p>Sept 10</p> <p>Ongoing</p>

	that individuals with the appropriate ability & desire can move along the pathway	<ul style="list-style-type: none"> <li>• Publish on website</li> <li>• Discuss selection policy at end of season review meeting</li> </ul>	Club Captains	Team Captains	
3.4 Ensure that all BHC teams play at an appropriate level	<ol style="list-style-type: none"> <li>1. A working Group reviews the performance of each team in the club</li> <li>2. Proposals re seasonal aims for each team are made</li> <li>3. Aims are discussed and adopted by the teams</li> <li>4. A transparent selection process for all senior teams is established (and reviewed annually)</li> </ol>	<ul style="list-style-type: none"> <li>• End of season review meeting held</li> <li>• Next season's goals for each team are listed</li> <li>• Each team has their own end of season / pre season meeting</li> <li>• Selection criteria for all teams is discussed &amp; agreed.</li> </ul>	Club Captains Team Captains  Team captains  Club Captains	BHC Cttee Club Captns  Players  Team Captns	Annually August annually May/Sept  Sept annually
3.5 There is a seamless, fair and equitable pathway for people aspiring to play county level hockey.	<ol style="list-style-type: none"> <li>1. Ensure fair selection policy and player pathway is in place</li> <li>2. Ensure communication between BHC and the junior county committees</li> <li>3. Ensure appropriate players are nominated by the club for assessment and development leading to county representation</li> </ol>	<ul style="list-style-type: none"> <li>• Pathway diagram produced</li> <li>• Communication done via BHASY</li> <li>• Club sends boys &amp; girls for assessment each year.</li> </ul>	BHC Chair  BHASY Rep Jnr Section BHASY Rep	BHASY  BHASY HDC BHASY	Sept 10  Ongoing Sept 06 MAY annually

#### 4. Communications Development

1. Ensure that effective internal and external communication channels are developed and used
2. Ensure that all members are aware of and support key internal issues
3. Develop the Club's profile within the town as well as with the hockey associations at county, regional and national levels

Key Objectives	Tactics	Performance Indicator	Lead Responsibility	Key Partners	Timescale
4.1 Develop internal communicatns at the Club	<ol style="list-style-type: none"> <li>1. Maintain a club website to include the following info:               <ul style="list-style-type: none"> <li>• Key documents &amp; policies</li> <li>• Membership services</li> <li>• Team &amp; training information</li> <li>• Team selection</li> <li>• Match reports, results &amp; photo gallery</li> <li>• News</li> <li>• Junior Section Info</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>• Club website is maintained</li> <li>• Sections / pages discussed and agreed at Cttee Mtngs</li> <li>• Each Team appoints someone to produce match reports</li> <li>• Regular match reports produced by all teams</li> </ul>	CCO	BHC Cttee	Ongoing
			CCO	BHC Cttee	Ongoing
			Team Captains	CCO	Ongoing
			CCO	Teams	Ongoing
			CCO	BHC Cttee	

	<ul style="list-style-type: none"> <li>• Player pathway</li> <li>• Club Cttee Meeting minutes</li> <li>• Links to other websites</li> <li>• List of presidents</li> </ul> <p>2. Produce annual update for Vice Presidents</p> <p>3. Maintain email lists to publicise club events</p>	<ul style="list-style-type: none"> <li>• BHC Chair to write and send to CCO</li> </ul> <ul style="list-style-type: none"> <li>• Mailing, including fixtures list &amp; contacts mailed to VPs</li> </ul> <ul style="list-style-type: none"> <li>• Current email addresses collected</li> <li>• Contact list is produced</li> <li>• Process for emailing whole Club is agreed</li> </ul>	<p>CCO</p> <p>CCO</p> <p>BHC Mem Sec BHC Mem Sec</p> <p>BHC Sec</p> <p>Team Captains BHC Cttee</p>	<p>BHC Sec</p> <p>BHC Sec</p> <p>BHC Cttee Members</p> <p>BHC Cttee</p> <p>Club Captns Team Captns</p>	<p>Annually</p> <p>Ongoing</p>
4.2 Develop external communicatns with media, schools, other clubs, county, region & EHB	<p>1. Ensure match reports are placed in local newspaper</p> <p>2. Ensure that communications exist with the schools</p> <p>3. Ensure that a club rep attends County meetings &amp; these matters are discussed at Club Cttee Meetings</p> <p>4. Ensure that website contains links to other hockey websites</p>	<ul style="list-style-type: none"> <li>• Press Officer appointed</li> <li>• Process for receiving match reports from all teams is agreed</li> </ul> <ul style="list-style-type: none"> <li>• Appoint a SC Link Officer</li> <li>• SCLO feeds back to Jnr Cttee</li> <li>• Reps appointed to Beds HA Mgt &amp; Dev't Cttees</li> <li>• Mechanism for feeding back to Club Cttee agreed</li> </ul> <ul style="list-style-type: none"> <li>• Links to other websites agreed and delivered</li> </ul>	<p>Vol Man PO</p> <p>Jnr Co-ord SCLO Vol Man</p> <p>BHC Cttee</p> <p>CCO</p>	<p>BHC Chair Team Captns</p> <p>BHC Cttee Jnr Co-ord BHC Chair</p> <p>BHC Chair</p> <p>BHC Cttee</p>	<p>Ongoing</p> <p>Jan 07 Fm Mar 07 Sept 06</p> <p>June 10</p> <p>Sept 07</p>
4.3 People are guided to levels appropriate to their ability & ambition	<p>1. Ensure that info re the sporting pathway is publicised on the website</p> <p>2. Brief Committee Members / Team Captains re the sporting pathway (so they can explain this)</p> <p>3. Ensure that team selection process is understood &amp; can be communicated verbally</p>	<ul style="list-style-type: none"> <li>• Diagram is published</li> </ul> <ul style="list-style-type: none"> <li>• Diagram discussed at seasonal review of teams</li> </ul> <ul style="list-style-type: none"> <li>• Team selection criteria is agreed by all captains</li> <li>• Key points of criteria are listed</li> </ul>	<p>BHC Cttee</p> <p>BHASY rep Club Captains</p> <p>Club Captains</p> <p>Club Captains</p>	<p>CCO</p> <p>Team Captns</p> <p>Team Captns</p> <p>Team Captns</p>	<p>Sept 10</p> <p>Sept 10</p> <p>Sept 07</p> <p>Sept 07</p>

## 5. Coaches, Officials & Volunteers

1. Increase the number of high quality, active coaches & officials who are accredited within England Hockey' Boards Awards
2. Become self sufficient in terms of coaches and umpires within 5 years
3. Ensure that all Posts within the Club are filled and a regular turnover of volunteers is achieved

Key Objectives	Tactics	Performance Indicator	Lead Responsibility	Key Partners	Timescale
5.1 Increase & retain the number of volunteers in the club	1. Appoint a Volunteer Manager	<ul style="list-style-type: none"> <li>• Role Description drawn up</li> <li>• VM appointed</li> </ul>	BHC Chair BHC Chair	BHC Cttee BHC Cttee	June 2011 June 2011
	2. Drawn up Role Descriptions for all club posts	<ul style="list-style-type: none"> <li>• Current Cttee Members write a role description for their Post</li> <li>• All RDs checked, developed &amp; agreed with Cttee</li> </ul>	BHC Chair BHC Chair	BHC Cttee BHC Cttee	Mar 07 Apr 07
	3. Agree a process to implement 'time limited' Posts	<ul style="list-style-type: none"> <li>• Process &amp; Programme agreed</li> <li>• Process communicated to Club</li> </ul>	BHC Chair CCO	BHC Cttee Team Captns	Apr 07 June 10
	4. Continuously canvass club members to get involved in volunteering within the Club	<ul style="list-style-type: none"> <li>• BHC cttee updates Cttee Meetings re delivery of programme until Vol Manager appointed</li> </ul>	Vol Man	BHC Chair	Ongoing
	5. Ensure the Club Cttee is made up of people with a range of experience	<ul style="list-style-type: none"> <li>• Balance of Cttee membership is considered when canvassing members</li> </ul>	Vol Man	BHC Cttee	Ongoing
	6. Target parents to get involved in club delivery (as leaders, administrators, etc)	<ul style="list-style-type: none"> <li>• Jnr Co-ordinator to ID &amp; approach parents for support.</li> </ul>	Jnr Co-ord Jnr Co-ord	Vol Man Vol Man	Ongoing Ongoing
	7. Develop junior section Cttee including young people	<ul style="list-style-type: none"> <li>• Draw up roles and advertise on the webpage</li> </ul>	Jnr Co-ord and BHC Cttee	Club	Process to start in Sept 2012
	8. Encourage young people to be represented on Club Cttees	<ul style="list-style-type: none"> <li>• ID Young person's role on Cttee</li> <li>• Enlist a suitable person</li> </ul>	Club Chair Jnr Co-ord	Vol Man Vol Man	
	9. Instigate a mechanism / suggestions box for	<ul style="list-style-type: none"> <li>• Agree feedback mechanism</li> </ul>	Jnr Cttee	BHC Cttee	Annually

	<p>young members to feedback</p> <p>10. Nominate volunteers from the club to be recognised at Club Dinner &amp; annual BBC awards and regional awards</p> <p>11. Junior section to run a parents versus players game, where awards are given out</p>	<ul style="list-style-type: none"> <li>Implement mechanism</li> <li>Cttee to agree &amp; co-ordinate nominations to BBC awards</li> <li>Cttee to agree &amp; co-ordinate nominations to Club Awards</li> <li>Junior coaches and junior co-ordinator to liase over awards</li> </ul>	<p>Jnr Cttee</p> <p>Vol Man</p> <p>Vol Man</p> <p>Junior co-ordinator</p>	<p>BHC Cttee</p> <p>BHC Cttee</p> <p>BHC Cttee</p> <p>Junior section, BHC Chair, parents</p>	<p>Annually</p> <p>Annually</p> <p>Annually</p>
5.2 Ensure all volunteers meet child protection policy requirements	<ol style="list-style-type: none"> <li>Set up a Coach Manager / CRB co-ordinator</li> <li>All new coaches to be given an induction by the Coach manager</li> <li>All coaches CRB checked on a 3 year cycle (through EHB)</li> <li>All new coaches encouraged to attend scUK Safeguarding and Protection Young People Course</li> </ol>	<ul style="list-style-type: none"> <li>Role Descriptn for Post agreed</li> <li>CRB appointed</li> <li>Group Coach Induction held</li> <li>Those missing inducted separately</li> <li>Register of CRB held / reviewed</li> <li>Included on Coaches' Code</li> <li>Register of CP training held</li> </ul>	<p>BHC Cttee</p> <p>Coach Man</p> <p>Coach Man</p> <p>CRB Co-ordinator</p> <p>CRB co-ordinato CWO</p>	<p>BHC Cttee</p> <p>BHC Chair</p> <p>BHC Cttee</p> <p>BHC Cttee</p> <p>Coach Man</p> <p>Vol Man</p>	<p>Nov 06</p> <p>Dec 06</p> <p>Jan 07</p> <p>As necesry</p> <p>Jan 09</p> <p>Ongoing</p>
5.3 Identify & support potential leaders	<ol style="list-style-type: none"> <li>Identify and market course information to appropriate club members</li> </ol>	<ul style="list-style-type: none"> <li>Send to CCO to put on website and identified people</li> </ul>	<p>Vol Man</p>	<p>BHC &amp; Jnr Cttees</p>	<p>Ongoing</p>
5.4 To identify & support current & potential coaches	<ol style="list-style-type: none"> <li>Keep updated list of L1, L2 and L3 coaches.</li> <li>Through Coach Manager / CRB co-ordinator, review aspirations of each coach &amp; ID their CPD needs link with scUK</li> <li>Identify and enlist new coaches as needed by the club</li> <li>Ensure that all new coaches are supported to access a L1 course</li> </ol>	<ul style="list-style-type: none"> <li>Lists produced and reviewed</li> <li>Review process agreed</li> <li>Reviews with all coaches implemented</li> <li>Coaching needs Identified at seasonal review of teams</li> <li>Coaches IDd &amp; enlisted for following year</li> <li>All coaches are L1 accredited or on pathway to L1 courses advertised.</li> </ul>	<p>Coach Man</p> <p>Coach Man</p> <p>Coach Man</p> <p>Club Captains</p> <p>Vol Man</p> <p>Coach Man</p>	<p>CWO</p> <p>Vol Man</p> <p>Vol Man</p> <p>Team Captns</p> <p>Coach Man</p> <p>Coaches</p>	<p>Jan 09</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
5.5 Support all leaders &	<ol style="list-style-type: none"> <li>Club to offer facility for England Hockey coach education courses and workshops</li> </ol>	<ul style="list-style-type: none"> <li>Where appropriate, negotiate possible facilities with BS&amp;HC</li> </ul>	<p>BHASY Rep</p>	<p>BS&amp;HC, Rep</p> <p>BHASY</p>	<p>As appropriate</p>

coaches to access an education programme	2. Link into scUK (via Team Beds & Luton) and EHB to provide such a service for coaches	<ul style="list-style-type: none"> <li>• Mentoring scheme proposed for club</li> <li>• Scheme implemented</li> </ul>	BHASY Rep Coach Man	Coach Man, DO	From Jan 11
	3. Ensure that appropriate coaches are identified and supported onto L2 courses	<ul style="list-style-type: none"> <li>• Min 1 coach per yr identified as aspiring to L2</li> </ul>	Coach Man	Vol Man Coaches	Ongoing
5.6 Increase the number of umpires in the club	1. Club to offer facility for England Hockey umpiring awards	<ul style="list-style-type: none"> <li>• Where appropriate negotiate facilities with BS&amp;HC</li> <li>• Course(s) set up with BHASY</li> </ul>	BHASY Rep	BS&HC	As appropriate
	2. Identify and encourage players & juniors to become umpires	<ul style="list-style-type: none"> <li>• ID candidates for courses</li> </ul>	BHASY Rep	BHASY	As appropriate
	3. Ensure that players umpiring Saturday matches are recognised and rewarded	<ul style="list-style-type: none"> <li>• ID candidates for courses</li> </ul>	Jnr Cttee, Vol Man Vol Man	BHC Cttee	Frm Sept 07
	4. Ensure 2 pool umpires from season 2010	<ul style="list-style-type: none"> <li>• Formalise rewards for Umpires &amp; publicise these</li> <li>• Identify and maintain, offer bursary's for training</li> </ul>	BHC Cttee	BHC Cttee	Sept 07
	5. Ensure that umpires with potential are nominated for further training & development	<ul style="list-style-type: none"> <li>• Best umpires identified at annual Season Review mtngs</li> <li>• ID umps encouraged to higher awards</li> </ul>	Club Captains Vol Man	Team Captns BHC Cttee	Ongoing Ongoing
5.7 Support school staff to increase their hockey knowledge	1. Club SSP to link with EHDO to run a CfT Course	<ul style="list-style-type: none"> <li>• Liase with CLSO and DO about running courses</li> <li>• Course set up &amp; publicised</li> <li>• Staff Identified</li> </ul>	SCLO SSCo, EHDO SSCo	CSLO, DO HDC Rep	As appropriate
	2. Club to negotiate hosting of Coaching for Teachers courses (where appropriate)	<ul style="list-style-type: none"> <li>• If necessary, hosting of course discussed with BS&amp;HC / BHASY</li> </ul>	BHASY Rep	BS&HC	As appropriate
	3. Publicise EHB CPD courses to teachers in BUS family	<ul style="list-style-type: none"> <li>• Publicise course to Schools</li> </ul>	SCLO	BUS SSSCo	Ongoing

## 6. Monitoring & Evaluation

### Aims

Ensure that the targets set for the delivery of BHC's Club Development Plan are reviewed and re-evaluated regularly

<b>Key Objectives</b>	<b>Tactics</b>	<b>Performance Indicator</b>	<b>Lead Responsibility</b>	<b>Key Partners</b>	<b>Timescale</b>
6.1 Monitor & evaluate the Club Development Plans Outcomes	1. Monitor all Performance indicators from the Club Development Plan	<ul style="list-style-type: none"> <li>• Development Plan Review Meeting held</li> </ul>	BHC Chair	BHC Cttee	Frm Feb 10
	2. Ensure that Performance Indicators for the following year are discussed and re-aligned as appropriate	<ul style="list-style-type: none"> <li>• All performance indicators are reviewed</li> </ul>	BHC Chair	BHC Cttee	Frm Sep 10
		<ul style="list-style-type: none"> <li>• Inappropriate PIs are adjusted</li> <li>• Rational for adjustments are written up &amp; posted on Web</li> </ul>	BHC Chair BHC Chair	BHC Cttee CCO	Frm June 10 Frm June 10