



# Sheffield & Sandy Hockey Club

## Development Strategy

### 2008 - 2013

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#### VISION

Our vision is that:

- There is a thriving junior section that develops through active engagement with the training and playing programmes, and which feeds players when appropriate into the senior squads.
- There is an active and stable senior membership that develops / maintains its skills and fitness through participation in the training and playing programmes.
- We recruit and train umpires and coaches from within the Club wherever we can.
- We have an active group of volunteers that help run the Club and ensure it delivers a safe, happy and sociable environment for all.
- We are a club with a sound financial base.

#### What is the Ethos of the Club?

The ethos of the Club is to achieve a balance between the competitive and social elements of playing a team sport. We want to encourage the development of junior players, not least because they provide the squads of the future, and because hockey is a fun sport and teaches the importance and value of team work.

#### Where are we now?

- **Club profile:** The Club currently runs four ladies and four men's teams plus a men's veterans team. The Men's Teams play in the East League, whilst the Ladies' Teams play in the Five Counties. The Club has 120 senior members and 40 junior members, a number of which also play in senior squads.
- **Club facilities:** The Club does not own its pitch, but hires it from Sandy Sports & Leisure Association (SSLA). The pitch was re-laid in summer 2008, with new fencing, dug-outs, etc. At the time of writing the work remains incomplete however, and SSLA is pursuing the issue with the contractors. Stevenage Leisure undertakes maintenance. The Club uses Sandy Upper School's changing room facilities; the showers were replaced relatively recently and are in good order. Teas / refreshments are taken in the Sports Bar, and are adequate.
- **Club management:** The Committee includes a Chair, Treasurer, Membership Secretary, Minutes Secretary, Men's & Ladies Club Captains and Fixtures Secretary. There is also a social secretary. These are unpaid posts, and are drawn from the playing membership of the Club. There is a Ladies Coach, Junior Coach and Men's Coach. These posts are often paid.

There is a volunteer who deals with junior administration issues, but the Club would benefit from more members / parents volunteering.

- **Club issues:**

- **Weaknesses:** failure to attract new players in any numbers each season; more volunteers to help share the workload of running the club; not enough girls coming to junior training, a lack of time to go into local schools to promote hockey and the Club; lack of proper Club social facilities.
- **Strengths:** family orientated; good social environment; good quality of hockey in higher squads; some good sporting facilities (i.e. new astro-pitch, good showers).
- **Opportunities:** growing junior section, particularly U10s, which means we can field junior teams for inter-club matches and in the future will have some talented youngsters coming through; highest placed ladies & men's teams seeking (re)promotion.
- **Threats:** formal education curriculum does not place much emphasis on hockey so less interest generally, plus lots of girls want to play football not hockey; the failure to recruit new senior players threatens the viability of running 9 teams in the future.

We will review this Development Strategy on a regular basis.

SSHC Committee November 2008

## 1.0 Developing the Playing Programme

No	SUB HEADING	OBJECTIVES	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS
	Junior Competition	<ul style="list-style-type: none"> <li>• Provide competitive opportunities for the junior age groups coached, and actively encourage participation</li> <li>• Organise at least two inter-club competitions per season</li> <li>• Encourage the lower senior teams to give juniors an opportunity to develop</li> <li>• Invite junior county / regional contacts to attend junior training sessions to identify players with the potential to progress</li> </ul>	Ongoing	JHC <sup>1</sup>	Pitch hire / teas for any home games / competitions	<p>Work with Beds Hockey Development Group to organize fixtures throughout the season</p> <p>Run competitions for 2 different age groups each season</p> <p>At least 2 junior players identified for EH development programme</p>
	Adult Competition	<ul style="list-style-type: none"> <li>• Ladies 1s to gain promotion into East League &amp; remain there</li> <li>• Ladies 2s, 3s, 4s to finish in the top half of their leagues</li> <li>• Men's 1s to return to East Div 1 &amp; remain there</li> <li>• Men's 2s to finish in top half of their league for 2-3 seasons, then seek promotion</li> <li>• Men's 3s &amp; 4s to gain promotion &amp; remain there</li> <li>• Men's Vets to finish in top 3 of their league</li> <li>• Promote mixed hockey opportunities inc entry into EH national competition</li> <li>• Maintain reasonable gaps in standards in-between each team</li> </ul>	Ongoing	<p>Club Captains</p> <p>Team captains</p> <p>Coaches</p> <p>Mixed team captain</p>	<p>League membership costs</p> <p>Entry fees for mixed competitions</p>	<p>Ladies / Men's 1s gain promotion</p> <p>Ladies / Men's 1s remain in higher league from one season to the next</p> <p>Mixed hockey team progresses to at least the quarter finals</p> <p>There are at least 4-5 players in lower teams who have the ability to play up into the next highest team</p> <p>Training sessions have a good turnout (circa 25 men &amp; 25</p>

<sup>1</sup> Junior Hockey Co-ordinator

Sheffield & Sandy HC Development Strategy 2008-13

		<ul style="list-style-type: none"> <li>Provide good quality training opportunities to improve players' standards across all teams and encourage movement upwards</li> </ul>				<p>women) on a regular basis</p> <p>Regular internal Club 'friendlies'</p>
	Training	<ul style="list-style-type: none"> <li>Provide training opportunities for all players on a regular basis throughout the hockey season</li> <li>Encourage more experienced players to take on a mentoring role</li> <li>Run 'taster' courses to get people back into hockey</li> <li>Look to provide some specialist training sessions</li> <li>Encourage players to become 'assistant coaches'</li> <li>Increase participation rates, particularly by men, and retain numbers attending training throughout the season</li> <li>Attract more girls to junior training sessions, particularly 10-15 age group</li> <li>Carry out a Club consultation on whether to move junior training from Tuesday evenings to Sunday mornings, assess the financial implications of doing so</li> </ul>	<p>Ongoing</p> <p>Hockey 'taster' course run each autumn</p>	<p>Coaches</p> <p>Club Captains</p> <p>Chair</p> <p>JHC</p>	<p>Regular / adhoc coaching costs</p>	<p>Training sessions have a good turnout (circa 25 men &amp; 25 women) on a regular basis</p> <p>Each team has 4-5 more experienced players that mentor younger / less experienced players</p> <p>Well-attended hockey taster course (&gt;12people) run in Sept / Oct each year</p> <p>Head coach has at least one 'assistant coach' helping out each week</p> <p>Set up 2 specialist training sessions each season</p> <p>A more equal balance between boys &amp; girls attending junior training</p> <p>A transparent decision is made on whether to move the day / timing of junior training</p>

## 2.0 Developing People / Volunteers

No	SUB HEADING	OBJECTIVES	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS
	Players	<ul style="list-style-type: none"> <li>Club &amp; team captains to regularly review teams to ensure ability is reflected in team selection, and to bring on 'rising/improving' players</li> <li>Club &amp; team captains to ensure team selection is fair and transparent</li> <li>Club captains to resolve any selection issues</li> <li>Seek to build more strength &amp; depth in the higher teams:-               <ul style="list-style-type: none"> <li><u>Men</u>: recruit 25-35 year olds</li> <li><u>Ladies</u>: develop strengths of juniors</li> </ul> </li> <li>Look to recruit new players from local schools, communities, etc by advertising, word of mouth, website, media articles etc.</li> <li>Look to sign a school club link with East Beds following Clubs First accreditation</li> <li>Provide juniors with regular player development feedback</li> </ul>	Weekly selection meetings	Club Captains  Team Captains  Coaches  Chair	None	Squads are made up of experienced and improving players of the appropriate ability  There is a net gain in experienced 25-35 year old male players  The higher women's teams have at least 3 U18 players regularly playing  Advertising 'campaign' at the start of each season for both junior and senior training / playing
	Coaches	<ul style="list-style-type: none"> <li>Deliver good quality training throughout the season, with at least one qualified coach each for women, men &amp; juniors</li> <li>Ensure the coach responsible for overseeing the training programme has a Level 2 qualification; &amp; all other coaches Level 1 as a minimum</li> <li>To encourage all Club coaches to take</li> </ul>	Ongoing	Coaches  Chair  Club Coaches	Regular coaching costs  Sponsorship costs for coaching training	A coach each for Juniors, Ladies & Men's training sessions  At least one Level 2 qualified coach in the Club

**Sheffield & Sandy HC Development Strategy 2008-13**

		part in continual development opportunities <ul style="list-style-type: none"> <li>To provide sponsorship for Club members to train as coaches</li> <li>Encourage parents / guardians to become 'assistant coaches' for junior training</li> </ul>			courses	All other Coaches Level 1 minimum  At least 2 Club members train as coaches every year
	Umpires	<ul style="list-style-type: none"> <li>Pay for the regional umpire association affiliation costs for those Club members who umpire on a regular basis (&gt;6 matches)</li> <li>Encourage Club umpires to become pool umpires</li> <li>Sponsor Club members to train as umpires</li> <li>Facilitate opportunities for new umpires to gain experience, inc mentoring by more experienced umpires</li> <li>Reward Club members who umpire on a regular basis by waiving match fees (like for like)</li> <li>Encourage juniors to take part in umpiring courses</li> <li>Seek regional umpire association investment in the continued professional development (CPD) of Club umpires</li> </ul>	Ongoing	Treasurer  Umpire Secretary  Club umpires  JHC	Affiliation costs  Sponsorship costs for umpiring training courses	At least 1 Club umpire is a pool umpire each season  At least 2 senior members and 1 junior member qualify as umpires each year  New umpires mentored through at least 3 matches  Club umpires regularly get CPD via the regional umpiring association
	Admin	<ul style="list-style-type: none"> <li>Provide sponsorship to those Club members who undertake training appropriate to the volunteering role</li> <li>Seek to ensure continuity in the Committee membership</li> <li>Recruit more junior hockey admin</li> </ul>	Ongoing	Chair  JHC	Sponsorship for training courses	The Committee remains fully 'staffed'  At least 2 people regularly assist with junior hockey admin

**Shefford & Sandy HC Development Strategy 2008-13**

		support				
	Volunteer Coordination	<ul style="list-style-type: none"> <li>To have job descriptions for all Committee &amp; volunteer positions within the Club</li> <li>Recognise exemplar contributions to the Club via the annual awards e.g. 'Young Sport' award</li> <li>Encourage juniors to take part in leadership development courses</li> </ul>	Ongoing	Chair Committee JHC	None	<p>Job descriptions displayed on the Club website</p> <p>At least 2 juniors take part in leadership development courses each year</p>
	General members	<ul style="list-style-type: none"> <li>Use e-mail &amp; website to communicate with members wherever possible</li> <li>Use membership form to recruit volunteers plus face-to-face recruitment for specific jobs</li> <li>Ensure personal data is held on a secure database with access limited to nominated Club officers</li> <li>Be flexible re membership rates / payment methods for low income individuals</li> </ul>	Ongoing	Treasurer Membership Secretary Chair	None	<p>Steady growth in no of website hits; increase in responses to e-mail requests</p> <p>Low income members catered for</p>

### 3.0 Policy Development

No	SUB HEADING	OBJECTIVES	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS
	Legal	<ul style="list-style-type: none"> <li>Ensure the Club has sufficient insurance and legal cover</li> <li>All legal policies clearly signposted on the Club website</li> </ul>	Updated at the start of season	Treasurer  Minutes Secretary	Annual insurance costs	Insurance / legal cover documents filed  Website up to date
	Admin	<ul style="list-style-type: none"> <li>Minimise admin costs e.g. by greater use of e-mail, website, etc</li> </ul>	Ongoing	Minutes & Membership secretaries	None	Nil postage costs
	Equity	<ul style="list-style-type: none"> <li>Have an open constitution that welcomes new members from all areas of the local community</li> <li>Adopt the EH Equity Policy &amp; signpost on website</li> <li>Ensure at least one current member of the Committee and one coach has attended an equity training course</li> <li>Run 'taster' courses to get people from all walks of life into hockey</li> </ul>	Ongoing	Chair  Committee & coaches	Equity training course costs  Taster course costs	Constitution is transparent and accessible  EH Equity Policy promoted on website  At least 2 members of club management have a valid certificate of attendance at a equity training course  Run one taster course every season promoted to local communities
	Welfare	<ul style="list-style-type: none"> <li>Achieve Clubs First accreditation by Spring 2009</li> <li>Ensure the Club has a Child Welfare Officer</li> <li>Regularly review the Club's <i>Safeguarding</i></li> </ul>	Spring 09  Annual reviews	Chair  CWO	CRB checks	Clubs First accreditation  Child Welfare Officer appointed; details on website



**Sheffield & Sandy HC Development Strategy 2008-13**

		<i>&amp; Protecting</i> documentation <ul style="list-style-type: none"> <li>• Ensure all coaches &amp; volunteers have seen this documentation</li> <li>• Make the documentation easily accessible via the Club website</li> <li>• Ensure all coaches, volunteers &amp; players in regular contact with juniors are CRB-checked through EH</li> <li>• Maintain an up-to-date register of CRB-checked Club members</li> </ul>	Ongoing promotion			Documents up-to-date & clearly signposting on website  ‘Live’ list of CRB checked Club members
	Ethics	<ul style="list-style-type: none"> <li>• Adopt the EH Code of Ethics</li> <li>• Ensure it is well signposted on the Club website</li> </ul>	Annual checks	Chair	None	Document signposted on website

## 4.0 Facility & Equipment Development

No	SUB HEADING	OBJECTIVES	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS
	Pitch, Club House, flood lighting	<ul style="list-style-type: none"> <li>Maintain regular dialogue with relevant bodies re. pitch condition &amp; maintenance, pitch lighting, changing room facilities, refreshments, etc</li> <li>Ensure prompt payment for facility hire</li> <li>Consider moving junior training to Sunday mornings</li> </ul>	Ongoing	Committee	None	Safe / clean facilities
	Training and Playing Kit	<ul style="list-style-type: none"> <li>Undertake regular audits of Club kit including goalkeeper gear, training equipment, etc and repair / replace when necessary.</li> <li>Seek sponsorship from local businesses e.g. for junior team shirts</li> </ul>	Ongoing	Goalkeepers Treasurer Chair	Adhoc costs for new equipment	<p>All goalkeepers in good quality kit</p> <p>Within reason, coaches have all the equipment they need</p> <p>Sponsorship secured for junior match shirts</p>

## 5.0 Finance Development

No	SUB HEADING	OBJECTIVES	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS
	Day to Day	<ul style="list-style-type: none"> <li>Collect annual membership subs within the first 2 months of the season; thereafter a fine will be applied to late payers</li> <li>Be flexible re membership rates / payment methods for low income individuals</li> <li>Team captains (or delegate) to collect and return match subs to the Club Treasurer as soon as possible after each game with clear records</li> </ul>	<p>Start of season</p> <p>Ongoing</p>	<p>Treasurer Membership secretary</p> <p>Team captains</p>	None	<p>100% membership fees paid up by end of Oct each season</p> <p>Match subs paid to Treasurer within 2 weeks of each game</p>
	Fundraising, sponsorship, marketing	<ul style="list-style-type: none"> <li>Review who the Club banks with to ensure the best return on the Club's money</li> <li>Ensure cheque signatories are up-to-date</li> <li>Seek sponsorship for new equipment, shirts, tournaments, updating / expanding the Club website, etc, preferably in the form of a long-term sponsor</li> <li>Promote sponsors on the front page of the website, on shirts, etc</li> <li>Promote the club via the website; make links to / from other websites e.g. Team Beds &amp; Luton</li> </ul>	Ongoing	<p>Treasurer</p> <p>Chair</p> <p>Committee</p> <p>JHC</p>	None	<p>Club optimizing its financial resources</p> <p>Cheque signatories up-to-date</p> <p>Long-term sponsor secured</p>

## 6.0 Developing the Club PR & Communication

No	SUB HEADING	OBJECTIVES	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS
	Players / Members	<ul style="list-style-type: none"> <li>Use e-mail and website as the main communication tool with players / members, plus as a portal into the Club for the general public</li> <li>Ensure Club notice board kept up-to-date</li> <li>Captains to provide a weekly match report for the local paper &amp; website</li> <li>Bi-monthly members' newsletter</li> <li>At the start of each season contact any lapsed players to see if they are interested in rejoining</li> <li>Put Club adverts / posters in local parish magazines, newspapers, school newsletters, shops, post offices etc in late summer</li> <li>Seek to promote the Club to various local youth groups e.g. guides, scouts</li> <li>Run a Club questionnaire to find out what the members / players / parents think of how the Club is run, how it could be improved, how they could help</li> </ul>	<p>Start of each season / ongoing</p> <p>End of season</p>	<p>Chair</p> <p>Membership &amp; Minutes Secretaries</p>	<p>Postal costs for questionnaire</p> <p>Print costs for posters</p> <p>Limited advertising costs</p>	<p>Steady growth in no of website hits; increase in responses to e-mail requests</p> <p>Regular match reports</p> <p>Bi-monthly newsletter on website &amp; Club notice board</p> <p>At least 10 new seniors and juniors are recruited every season</p> <p>High levels of returns on Club questionnaire</p> <p>Questionnaire delivers improvements in Club management &amp; performance</p>
	Parents	<ul style="list-style-type: none"> <li>Provide new parents / guardians with a Welcome Letter &amp; Club info</li> <li>Send update letters</li> <li>Ensure we collect all essential info for each junior via parents / guardians</li> <li>Seek to involve parents / guardians in the running of the Club wherever possible</li> </ul>	Ongoing	<p>JHC</p> <p>Membership secretary</p>	None	<p>Welcome letter available on website</p> <p>Up-to-date junior database</p> <p>At least 2 parents volunteer each season</p>

## 7.0 Developing the Social Aspect

No	SUB HEADING	OBJECTIVES	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS
	Building a Family Environment	<ul style="list-style-type: none"> <li>Organise social events for Club members &amp; their families (e.g. Summer BBQ, Xmas Quiz, End of Season Ball)</li> <li>Organise President's Day at the end of season</li> <li>Team captains encouraged to organise joint socials</li> <li>Encourage senior players' children to attend junior training</li> </ul>	<p>Start of new season, New Year, end of season</p> <p>Ongoing</p>	<p>Committee</p> <p>Team captains</p>	<p>Some club social events may run at a loss</p>	<p>3 club social events / season</p> <p>President's Day</p>

## 8.0 Developing Links

No	SUB HEADING	OBJECTIVES	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS
	County and Regional Player pathways	<ul style="list-style-type: none"> <li>Invite junior county / regional contacts to attend junior training sessions to identify players with the potential to progress</li> </ul>	Ongoing	JHC	None	At least 2 junior players identified for EH development programme
	Club School Link	<ul style="list-style-type: none"> <li>Maintain dialogue with the Partnership Development Manager, East Beds Schools Sports Partnership</li> <li>Promote the Club through this network</li> </ul>	Ongoing	Chair JHC	None	Posters promoting the club / training circulated at the start of each season
	England Hockey, Regional Associations and Counties	<ul style="list-style-type: none"> <li>Active involvement in the county junior hockey development group inc. organizing junior tournaments</li> <li>Active involvement in the county hockey association</li> </ul>	Ongoing	Chair JHC	None	<p>Club representation at all JHD and county hockey association meetings</p> <p>Run competitions for 2 different age groups each season</p>

