



Development Plan 2014 - 2019 Dart Hockey Club



VISION

Dart Hockey Club has a vision:

To be an active force in the local area, operating as a thriving sports club, offering a range of opportunities and experiences for all those who become involved. To create a warm, friendly and all-inclusive environment in which each individual member can fulfil any potential and is supported to develop in all areas of their life, according to their own wishes.

What is the Ethos of the Club?

Dart HC aims to encourage the inclusion of all, regardless of age, ability, gender, race or location, in all aspects of our sports club. Our focus is the creation of a warm and friendly atmosphere within which each individual can flourish and develop physically, socially, technically and intellectually. A key aspect is the commitment to ensuring that the welfare of all those involved with the club is given priority and their contributions valued in every arena.

We strive to offer the opportunity for men, women and children of all ages from a large catchment area to play hockey at a variety of competitive team levels and to facilitate the improvement of the skills base of each member in order that they are encouraged to develop in a non-threatening and supportive environment. We seek to actively promote fair play and decency, both on and off the hockey pitch.

Where are we now?

Statistically we have:

A total of 146 members – split by

42 males,

42 females

62 juniors

2 level two coach

9 level one coaches

11 qualified umpires

Mens 1st Team - South Division 2

Mens 2nd Team - South West Division 1

Ladies 1st Team – Petroc 1

Ladies 2nd Team – Petroc 2

Ladies 3rd Team – Petroc 2

Joint and separate gender training, Junior training, indoor training

Social committee – occasional events throughout, annual Dinner and Dance (with awards)

AGM annually, regular committee meetings – monthly in season, sub-committee meetings, players meetings, and committed team working on club first.

All officers already in post as identified in Club First.

Strengths – mixed club, a lot of volunteers, strong ethos of social element, determination to implement our vision – the ethos of development of individuals throughout, beginnings of implementing development plan – ie selection committees and mentoring focusing on rising youngsters up through the teams as early as possible, improvement of playing standard in recent years, several coaches trained, coaches running adult and junior sessions, several umpires trained, desire to improve club ie club first etc, financially sound at present - £6000 in bank, large volunteer base – working without fees, strong junior section – huge recruitment drive through running of primary school/ club competition - strong younger females section, successful adult recruitment drive through back to hockey initiative, good link with regional national hockey staff – especially relationships officer, commencing involvement in the planning and negotiating stages for a new pitch/ resurfacing – school, council and regional hockey association, well supported social events, back to hockey people integrated into club

Weaknesses – no set club base (no club house or pitch security), lacking some direction – although improving, no set catchment area, no established links with local

secondary school, no committed involvement with local councils, not as much contact with local, regional and national bodies, not as much integration between genders, more structured adult recruitment needed, no major route way for male juniors into male adult section, still at the early stages of implementing a developmental policy for selection and promotion of juniors through the adult teams, not enough males in positions in the club – especially the junior sections, needing a third team in the men's section.

Opportunities – possibility of gaining our own pitch and base, linking in with positive schools, strong body of people to take forward the development of the club.

Threats – losing pitch, losing junior players to better recruiting local clubs, losing juniors through a lack of real developmental structure – selection and 'proper' mentoring, losing the numbers of adult and juniors involved in the running of the club organization ,

Please see page 24 for a summary of glossary and terms.

1.0 Developing the Playing Programme

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
	Junior Section	<i>To continue to seek to recruit juniors of both gender – focus on year 5 and 6.</i>	2014 - 2019	Junior Co-ordinator, Junior Committee and School Sports link Officer Development officer	Run by volunteers, no cost for pitch hire, seek sponsorship for equipment such as sticks, balls etc.	Contacting local schools directly and offering free coaching sessions. Contact local sports centre and businesses. Refer to Community Link Plan.	Numbers of schools and children participating in our primary schools league and increase of junior members.	Continually reviewed at the end of each season.
		<i>To continue to involve juniors in local leagues at all age groups – under 10s 12s and 14s in both boys and girls. Looking to improve girls U16s indoor performance at competition level and to develop boys U16s indoor team.</i>	By 2016	Junior Co-ordinator, Team Managers and Junior Coaches	Recruiting playing members and parents as Team Managers. Involving Coaches in planning.	Promoting this objective in the club through main committee and using established communication	To be running and competing in local junior leagues and tournaments	March 2015 and annually
		<i>Continuing to implement Junior development and integration into adult hockey. Further developing in the ladies section and starting in the men's section.</i>	2015	Main Committee Development officer	Committee to instruct allocated members to further this objective in both the men's and ladies sections.	Through communication with club members via players meetings	Juniors being introduced appropriately into adult teams – through training and league games in a supportive environment. Juniors being	Aug 2014 at a set meeting involving all main committee and junior committee.

Dart HC Development Strategy & Recruitment Plan 2014-2019

		<i>To continue targeting and identifying as many juniors as possible to be put forward for the county junior development pathways – ensuring no coach/selection bias</i>	<i>Annually</i>	Coaches/ junior co-ordinator	Junior Co-ordinator, Team Managers and Junior Coaches to monitor/select.	Junior Co-ordinator to inform all junior members and parents directly of the Single Pathway system in place.	consulted in process – also being given opportunity to feedback their feelings/views All Juniors MUST be selected for adult teams as soon as they reach appropriate age ie 13/14 Juniors to be aware of opportunities for junior development structure in county – and juniors to have attended JDC,s	Check at each beginning of season
	Adult Section	<i>To maintain/improve the standard of each individual and team. Ladies and mens second teams to close gap in standard on First teams</i>	Every Season	Committee/ selection committee/ Coaches/ captains/ players	To focus on development of youth –carefully managed proactive integration into adult hockey.	Each individual to be consulted on their views for progression. Each team to be focusing on general	Each individual member growing in confidence – ability – expression of	December 2014 Committee meeting.

Dart HC Development Strategy & Recruitment Plan 2014-2019

		<i>Provide opportunity to move up through teams – youth focus. More movement of players in both directions. Transparent pathway for selection.</i>	By 2016 season	Development officer	Building of large squads - rotation of adult – allowing for interchange between teams – primarily of the adults – promotion of youth. Coaching in squads. To be following through tight selection policy. To be continually adapting coaching programme. Constant review of league positions	targets set by committee/ development plan. To disseminate information through gender specific meetings ie men's and ladies section. Through monthly selection meetings to ensure policy is followed. Nominated member to report back to committee.	interest. Teams to be maintaining and improving. Second teams to be finishing higher up leagues – ladies seconds to be challenging for promotion	
		<i>Encouragement of involvement in mixed hockey of all members</i>	2014-15 season at first	Targeted tasking group of men and ladies	Entering into tournaments/ friendlies – reducing costs – may be club funded. Continuing on with summer league	Setting up a group to focus on encouraging this in the club. In house club tournaments	To have begun to be playing more mixed – on top of summer league	End of 2014/15 season
		<i>Further development of indoor Hockey</i>	ongoing	As above	Similar to above re club funding – setting up training nights with indoor - possibilities of entering an adult tournament	As above	More players involved in indoor	2015 march

Dart HC Development Strategy & Recruitment Plan 2014-2019

		<i>Improve and maintain high codes of conduct of players and members</i>		Committee – perhaps a standards/ethics officer	Offering support to standards officer – captains. and reviewing possibilities of	Checking with each team and umpires associations about conduct of teams.	To have reduced incidents of dissent towards umpires or opposition – cut out any cards. To be promoting good ethics and codes of conduct	Every committee meeting
	Training	<i>Continue using and upgrading existing coaching programme – split on gender basis and team squads Allocate coaches to teams – with rotation. Improve attendance at men's training Ensure introduction of juniors to adult training at age appropriate levels – sensitively</i>	Every season	Coaching committee – captains – especially lower teams ie ladies 3rd, junior co-ordinator. Volunteer co-ordinator. Identified Mentors	Training costs – ie paying coaches – or reduced subscription, part funding coaching courses, training equipment	To promote this through internal communications, word of mouth, through relevant officers, or club/gender based meetings	Juniors feeling more comfortable and integrating into training easily through designated pathways – mentors in place for all. More level 1 and 2 coaches Training showing development of individuals and teams	End season 2013/14 Mid season 2014/15
	Back to Hockey/ RUSH Hockey	<i>Every two years running a back to hockey scheme. Continually encouraging adults to get back into hockey</i>	Next sessions – beginning of 2014/15 season	Development officer Identified coaches Third team	Advertising and pitch hire – coaches costs	Advertising in local community – shops, papers, on website, local councils, local	To have run a programme of sessions and retained at least 4 to	Prior to and after the running of the 6 session programme

Dart HC Development Strategy & Recruitment Plan 2014-2019

				captains		radio, sports centres, word of mouth and in junior section amongst parents.	move into adults training – then playing in teams	at beginning of 2014/15 season
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2.0 Developing People/Volunteers

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
	Knowing your community	<i>Continuing to liaise and target local primary schools – 9 in catchment area- with our own league Link in with secondary schools – 4 in area Promote hockey at local council, local sports meetings/ forums, other local outlets Aware of the other 4 local hockey clubs in the area – 2 mixed, 3 ladies. Working to share facilities with other local sports clubs- football, rugby, roller hockey, tennis</i>	ongoing	School links officer, junior co-ordinator, committee, Club liaison personnel	Hiring of pitches for primary school league Sharing resources and costs with schools – providing coaches and equipment,	Communicate regularly with schools – now focus on secondary schools – especially Keviccs. Club liaison personnel – further links with other clubs	The numbers of schools and individual pupils attending the local league set up by our club. Numbers attending from secondary school	End of 2013/14 – then start of 2014/15
	Players	<i>To create and follow through a strong developmental ethos – focussed on juniors as the priority. Selection in both men's and women's section based on rotational squad basis – encouraging individual progression through players moving up and down teams regularly Looking to offer appropriate and higher level hockey to all.</i>	Beginning 2014/15 - annually	Selection committee, development officer, junior co-ordinator, captains	Limited cost – although rooms for meetings	Gender based whole meetings to get across developmental ethos. Through regular selection meetings.	More Juniors staying on at adult level/ being promoted through teams – not being moved about/ playing in their identified roles, more squad rotation, adults improving	End of 2013/14 – then regularly throughout following season ie beginning then every 4-6 weeks
	Coaches	<i>Maintain existing coaches. Rotate existing coaches – utilize to mentor new coaches. Encourage involvement with other clubs and county organisations</i>	From now.	Club volunteer co-ordinator, coaching committee,	Part or whole fund courses, payment for existing and new coaches – or reduced subs.	To target each member – canvas whole club through website, flyers, direct	3-4 members completed a level 1 coaching course.	End of 2013/14

Dart HC Development Strategy & Recruitment Plan 2014-2019

		<i>Increase numbers of coaches at Level 1 and 2. Look at Level 3 development. Review possibility of young leaders participation</i>		Existing coaches		conversations, each team to select one individual this year – then 1 male and female annually. Check on welfare of existing coaches. 1 level 2 coach qualified every 2 years. Look at getting a level 3 coach in the club	Encouraging Level 1 coaches to take a level 2. Supporting a level 2 to look at 3	
	Umpires	<i>To maintain existing umpires. Train one per year – alternating male and female. Train and Introduce young umpires sensitively – tournaments.</i>	From 2015	Umpire co-ordinator	Umpires course fees, paying umpire fees	To promote this as an essential in the club – committee and dissemination routes ie club captains and other committee members – umpire officer co-ordinating	To have more umpires trained and in circulation – to have begun getting interest amongst juniors	End 2014/15
	Admin	<i>Continuing recruitment drive of officers Maintaining and supporting current officers Preparing new people to fill officer spaces</i>	Twice Annually (half way through season and prior to AGM)	Volunteer Co-Ordinator	No costs foreseen just time of officer. No paid posts	Through discussion at committee meetings and then existing communication channels i.e web, Facebook, flyers etc	To have all officer positions filled and working well. Candidates identified for open posts.	March 2014
	Volunteer Coordination	<i>To have in place 2 volunteer co-ordinators. One male and one female. To have active volunteer Co-</i>	Following the AGM in March 2014	Committee and existing Volunteer	Reimbursement of any costs incurred. Cost of	On annual Membership form and target	Two volunteer Co-ordinators in place.	End of each season

Dart HC Development Strategy & Recruitment Plan 2014-2019

		<i>ordinators with clear understanding of their role descriptions, volunteers to be supported in their roles. All officers in club to be aware of duties and responsibilities. To be rewarding volunteers appropriately.</i>		Co-ordinator	training and courses covered by the club.	individuals	Volunteers feeling supported and clear in their duties. All posts filled and correctly trained	
	Welfare Officer	<i>Young people's welfare within the club being of paramount importance to all members. Creating a supportive and non threatening environment in the club where all can develop fully. To have a Safeguarding Policy being effectively implemented. To have fully trained officers Active Welfare Officer Co-ordinating the Safeguarding arrangements</i>	Continual	Club Welfare officer, all members, Junior Co-ordinator, Junior Coaches, junior Captains	DBS Checks Training on Line Safeguarding Any courses	Junior Information Pack, Code of Conducts, Adult Information Pack, Volunteer Information Packs, Policies on Website. Discussions amongst relevant officials, parents and members.	Juniors feeling content and supported. Training courses and qualifications completed. Whole club aware of policies and procedures for reporting.	Review at every committee meeting i.e. 6 annually.
	General members	<i>All information of all members collected Greater involvement and awareness of decisions being made by the club- more channels for listening to individuals views of members. Increased membership, especially males, disabilities and those on low incomes. Utilising of members skills</i>	End of season 2013/2014	Membership Secretary, Junior Co-ordinator, Volunteers, School Sports Link,	Stationery and admin costs	At club day collect all completed membership forms and issue throughout the season to new members. Club Meetings Players meetings Newsletters Website Facebook	Member numbers being maintained or growing. More people involved in the running of the club. Better channels of communication.	First Committee meeting after Club Day.

3.0 Policy Development

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
	Insurance	<i>Ensure fully covered to right levels according to England Hockey Ensure coaches and players are adequately insured or aware of their responsibilities</i>	Annually – when renewal necessary	Club treasurer Coaches Membership secretary	Treasurer has details and renews annually Coaches to provide their own – subsidies available for them with club use	Regular information given out at club days. Coaching committees By club captains at start of each season or when player joins	To be adequately insured in all areas	Annually – when fees due – nearest committee meeting to this.
	Admin	<i>Continued liaison with England Hockey Reviewing policies at implementation level – to assess effectiveness Utilising all members with administration background Regularly updated club records ie members details including health Medical supplies and information updated regularly and in good condition/ right places – communicated to necessary personnel</i>	At first committee meeting of season	Club medical officer, membership secretary, Junior co-ordinator, coaches, captains, junior managers	Admin costs ie stationary, computer space Costs of upgrading medical supplies	Policies agreed through committee meetings – disseminated through all officers. Information recorded on registration forms – these distributed to relevant people by membership secretary. Relevant medical supplies kept with teams, coaches or by individual	All policies agreed and implemented. All health information on record and made aware to relevant people. All medical supplies upgraded and in correct storage and places	Every committee meeting
	Equality	<i>To have fully adopted the England</i>	As a rolling	Equity officer	Training costs	Through gender	All necessary	Ongoing – at

Dart HC Development Strategy & Recruitment Plan 2014-2019

		<i>Hockey Equity Policy To have satisfied the targets of training regarding equity. To actively embracing diversity and difference and not discriminating in any way ie whether area, schools, previous clubs, gender, income, disability , age</i>	programme – focussed at times of recruiting	Membership secretary		specific meetings – from committee directives. Analysing and spreading of membership data. Equity officer disseminating information.	members to be aware of the club ethos – and specifically that of offering equality of opportunity for all who join us. No discrimination. More diversity acknowledgement throughout – maybe more diverse membership if possible. Policies implemented and running effectively.	committee meeting after club day.
	Welfare	<i>To be continuing to implement all the appropriate policies from England Hockey regarding Safeguarding and Protecting. DBS checking in place and updated as required To have a well run and advertised safeguarding/ reporting procedure – all coaches, players, parents, umpires aware of this. Continued identification of new welfare officers – of each gender and involved in the juniors and lower adult teams</i>	Ongoing Updated training annually	Safeguarding officer and team. Whole committee All members	Cost of training	Policies to be stored electronically – issued annually alongside registration documents. Open discussion in club meetings about implementation and effectiveness New people sought with relevant attributes or background	All members aware of safeguarding policies/ reporting procedures and operating by these. Better relationship with parents. DBS system overseen and operating well ie all necessary personnel checked Welfare officers in place – of each	Reviewed at each committee – specific agenda item.

Dart HC Development Strategy & Recruitment Plan 2014-2019

							gender – trained according to up-to date standards.	
	DBS	<i>To continue to register with England Hockey DBS checking service All individuals identified and checked who are working with young people Same system of ensuring DBS checks and updates to all those that require it – information stored</i>	Checks throughout season – as soon as personnel identified that are working with young. After AGM	Welfare officer – safeguarding responsibilities. Junior co-ordinator. Captains and coaches	Training costs. Admin – copying of policies. DBS charge.	Given out with safeguarding policy at beginning of year – the DBS requirement. By captains, coaches, junior co-ordinator, club links. All committee to be identifying those who need to be checked	To have identified and checked all relevant officers/ personnel. To have done necessary checks in timely fashion. Welfare officer to have necessary training – still making good links with England Hockey.	4 times per season – before start, 1 month in, after first half of season and after AGM
	Ethics	<i>To have fully implemented the England Hockey 'Respect' Code of Ethics and Behaviour – and all members to be aware of it and operating by it.</i>	Re-stated from the start of 2014/15	Club standards/ development officer. Committee. Captains	Admin – copying of policies. Training	In club packs. Team captains at start of season with a written statement from the committee. Ongoing by senior members	Continuing to emphasise and a greater understanding of the need for decency of behaviour on and off the pitch. To be showing an improved behaviour record ie better relationship with other teams and umpires, no answering back or complaining about decisions.	Reviewed in meetings regularly – and as issues arise

Dart HC Development Strategy & Recruitment Plan 2014-2019

	Health and Safety	<i>To have fully reviewed and re-implemented the club emergency procedures – and all venues it uses ie astro pitch, rugby club, pavilions sports centre – all members made aware of this.</i> <i>1st Aiders in all teams and at training – upgraded regarding training Committee to be ensure that regular reviews of Risk Assessments on all playing practices, equipment, training and venues are carried out</i>	As necessary – prior to use of all playing venues and equipment. Beginning of season and halfway through	Captains Goalie coaches and equipment officers Goalies Managers of facilities Local council Schools Members First aiders. Medical officer	Training course costs. Upgrading equipment – ie goalie kit, training kit, goals etc Accessing facilities H and S plans. Possibly a fee charging risk assessor in special cases ie pitch. First aid equipment	Promoting individual responsibility – this done through communal pressure ie officers/ seniors setting tone and example. Actively recruiting personnel – ie committee targeting, identifying. Requests on web, facebook, text, directly etc.	All members to be fully aware of H and S practices and of their own responsibilities ie familiarise themselves. Club to have disseminated necessary information – ie risk plans and procedures at relevant places. All equipment/ venues etc upgraded and in safe and good working order. Sufficient number of up-to date first aiders in place. Medical officer in place for each season.	At beginning of 2014/15 season
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4.0 Facility & Equipment Development

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
	Pitch	<i>To have secured a decision on the resurfacing of the pitch – or construction of a new pitch. To have linked in with England Hockey to ensure all possible funding streams accessed. Explore with local school/ council etc what funding opportunities are available. Liaison with local pitch administrators to access improved training times, match times and general service regarding pitch Provision of facilities improved – ie goals, dugouts purchased, covered areas</i>	Completed by end of 2015	Facilities committee	Possible monies involved in supporting funding bids. Facilities upgrade costs – to be calculated.	To be feeding information through to committee and then disseminated through captains and other personnel. To have set up channels of communication to ascertain players/ clubs preferences are re facilities improvements	Decision made about resurfacing/ new pitch. Club Base secure. To have costed and raised funds for facilities and these to be in place	End 2014
	Club House	<i>To have decided on the type of clubhouse – ie design, size, where it could be positioned To have liaised with local school and council about possibilities for a joint venture with Clubhouse for multi use.</i>	By middle of 2014/15 season	Facilities committee	Cost to be investigated and funding sourced internally and externally.	To be canvassing club members for ideas and contribution regarding design and funding.	To have liaised with the school and councils. To be closer to a decision about the feasibility of a clubhouse on the site of the astro pitch.	End 2014/25 Season
	Floodlighting	<i>To ensure they meet the guidelines set out by EH. To be planning for upgrading or replacement of original.</i>	Completed by 2015/16	Facilities Committee	Costing and funding to be sourced.	Newsletter to club members and parents.	To have the costings in place. To have	End 2015

Dart HC Development Strategy & Recruitment Plan 2014-2019

						To be in communication with the council and school.	raised money either internally or externally. To have fully functioning floodlights in place in accordance with EH guidelines.	
	Coaching and Playing Kit	<i>To continue to upgrade goal keeping kits as is needed-to have suitable kit in place for each level and age of team. Replacement of training equipment on a regular basis. To be continuing to look for sponsorship for kits.</i>	Annually	Coaches, captains and Junior Co-ordinator.	Annual budget to replace 2 kits per year and up-grade others as necessary.	Goal keepers to be identifying need for replacement kit. Club officials to be monitoring wear and tear of existing kit. Over seen by captains. Coaches to be checking training kit. All members to be encouraged to seek out sponsorship.	All goalie kit to be in place in good working order and to appropriate standard. Sponsorship to have been sourced.	On-going

5.0 Finance Development

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
	Day to Day	<i>Continued improvement of collection of match day fees and subscriptions. Following through banking systems for all club finances. Teams to be assisting the treasurer in all matters of finance. Electronic payment systems to be developed further</i>	September 2014/15	Membership secretary, treasurer, individually allocated team collection officers.	Stationery	Systems of collection and payment made clear to all members via registration packs, website and captains, coaches and membership secretary.	Efficient collection of fees and subs. All members to have paid subs by end of September.	At Club Day, Sept 2014 and end of September 2014.
	Fundraising & Sponsorship	<i>To have identified all current and future funding needs – prioritised list. To be continuing to source sponsorship – local, regional and national basis. Well established links for suppliers and products</i>	End of 2014/15 season	Facilities committee Treasurer Fundraising team – social committee	Costing of all projects – perhaps payment of specialist consultants – but through contact with EH.	Discussions by committee members – and facilities committee. Members to have been approached directly, through fliers/ website/ facebook Social committee being self funding.	List of initiatives/ projects that need funding All essential costings for projects/ facilities/ social – and a priority list. To have secured funding for vital initiatives	End of 2014/15

6.0 Developing the Club PR & Communication

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
	Players	<i>On line forum newsletter established. Selection procedure, policies and reporting processes communicated effectively. Players feeling satisfied and content-methods in place to establish this.</i>	Start of 2014/15	Membership secretary, Website officer. Selection Committee, CWO, junior Co-ordinator	Website costs and admin.	At club day be issuing registration packs to all detailing the reporting procedure and how to access policies. Players to be aware of selection process through captain communication.	All members to be familiar with all policies and reporting processes. Selection Committee to be in place adopting the developmental model. Players to be feeling content.	End of 2014/15
	Parents	<i>To proactively encourage parents in the running and socialising in the club. Communication channels in place for parents to utilise</i>	On going from now.	Whole club, all members, Junior coaches and Coordinator, school links officer, Volunteer Coordinator	Courses and training cost. Admin expenses.	Club registration pack, newsletters, website, word of mouth, telephone, email and text	Whole Club to be actively encouraging involvement and communication with parents. More parents involved in the day to day running of the club.	End 2014
	Members	<i>Improved methods of keeping in touch with all members.</i>	By end of 2014/15 season	Website manager, captains and committee	Costs of website management and admin costs	To be using various communication channels to suit membership.	Club members to be feeling more informed of the day to day running of	End of 2014/15

Dart HC Development Strategy & Recruitment Plan 2014-2019

							the club and more involved in decisions. Improved communication channels and media.	
	Public	<i>To have a press officers in place in each team- improved reporting of matches and links to local media. Strategy in place for improved promotion of the club both locally and within the hockey community. Website to be easily accessible.</i>	By beginning of 2014/15 season	Press Officer, Captains	Communication costs to local media.	Through team meetings at the beginning of the season. Press officer to co-ordinate recruitment.	To have selected press officer. Teams to have allocated press officers. Weekly match reports. Better links with local media. Club more well known in local area and amongst hockey circles.	Beginning 2014/15.

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7.0 Developing the Social Aspect

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
	Building a Family Environment	<i>To have created a family based and more child friendly environment. To be encouraging greater attendance and participation by members friends and families and the local community.</i>	End 2015/16	Committee	Club facilities – ie safe viewing area/ covered – costs unknown but to be priced.	Committee to discuss this – source EH for advice. Facilities committee to look at feasibility of viewing areas and other family friendly aspects	To have a greater family involvement – facility needs identified – to be working towards more family based environment	End 2014/15
	Improve Relations Between Teams and Sections	<i>Joint selection and developmental plan agreed between all teams – based on junior development. Continued improvement of cross team/ gender social side. – set social activities in place annually. Possible fund raising committee to be identified if necessary.</i>	Ongoing	Selection committee, captains, committee Social committee Fundraising committee?	No costs identified- social committee self funding	Club members made aware of developmental policy and involved in setting of this in gender specific meetings. Dissemination of events	Selection policy understood regarding junior development, selection policy being implemented – selection meetings regularly, agreed targets and integration of teams according to rotational squad system. Social committee	End of 2014/ beginning of 2014/15

Dart HC Development Strategy & Recruitment Plan 2014-2019

							active and running regular events	
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8.0 Developing Links

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
	County Sports Partnerships & Local Authorities	<i>Improved links to community sports partnerships - councils</i>	End 2014/15	Facilities committee	Any registration or membership	Actively promoting communication with the council – electronic means, local meetings	To have fully developed single point of contact between club and council. t	End 2014/15
	Single System pathways	<i>Identified and encouraged pathways for umpires, coaches, players – ie looking at assessment, development and higher level opportunities. Developing links with EH, local associations ie umpires/ Devon county structures, junior development centre's, coaching mechanisms</i>	Beginning 2014/15	Coaches, captains, junior co-ordinator, junior managers, Umpires,	Course costs and training	To be tasking all personnel – encouraging improvement/ self-development ethos in club.	To have more members, coaches, players, umpires – taking up courses and assessment for development and improvement	End 2014/15
	Links with Schools	<i>Further developing links with primary schools through the established Dart Hockey Club local league.- ie coaches into schools, team managers, league structure offered at our pitch To improve links with secondary schools – support existing coaching sessions</i>	October 2014	School link officer Coaches Junior co-ordinator	Coaching courses. Pitch hire. Costs of school coaches and managers. Equipment ie balls and sticks	To contact local schools directly – build on same links with good communication. Support schools through fliers etc Use local press –	To be running a successful primary schools league by our club at our pitch. More juniors looking to join	End of 2013/14

Dart HC Development Strategy & Recruitment Plan 2014-2019

						and amongst councillors.	our club. To have established links with the secondary school.	
	Further education and Higher Education Links	<i>See above – looking at KEVICC's at first –who are based at our pitch. Then other schools including two comprehensive schools in Newton Abbot and a private school on the outskirts.</i>	Beginning 2014/15	School link officer, coaches, junior co-ordinator	As above	As above	To have made good links with these schools – perhaps offering hockey coaching support for after school clubs to Yr 7	End 2014/15
	England Hockey, Regional and Counties Associations	<i>Strengthened links between EH, . Continued involvement in regional and counties associations</i>	Ongoing	Committee. Facilities committee. Club first officer Club secretary	No costs identified	Keeping up-to date with EH directives – through committee. Communication streams encouraged with local associations – through secretary	To have continued good relations with EH – and local associations	End 2013/14

9.0

No	SUB HEADING	OBJECTIVES	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS	REVIEW

10.0

No	SUB HEADING	OBJECTIVES	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS	REVIEW

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GLOSSARY

BEM	Black & Ethnic Minority
CSP	County Sport Partnership
CSL	Club School Link
CSN	Community Sport Network (the name for SPAA's in the majority of the country)
EH	England Hockey
FE	Further Education
HE	Higher Education
SPAA	Sport & Physical Activity Alliance (the name for CSNs in the North West)
SS	Single System
SSP	School Sport Partnership