



THE SEVENOAKS HOCKEY CLUB

(AFFILIATED TO THE KENT HOCKEY ASSOCIATION)



SEVENOAKS HOCKEY CLUB **DEVELOPMENT PLAN 2007 – 2012**

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Executive summary

The first development plan for Sevenoaks Hockey Club was written in 2003. Since that time, the Club has enjoyed a period of sustained progress and success, with almost all of the original development goals either met or exceeded. Particular highlights have been first the Ladies and then our Men's 1st XIs reaching the EHL National League and the Ladies Indoor team reaching the National Premier League. Junior and Veterans Hockey both continued to flourish with appearances in a number of Regional and National finals and representative honours for several individuals.

Off the pitch, the Club has taken over and upgraded the Hollybush Lane astro, thereby securing one top class playing facility. A new Club Development structure was put in place in 2006 and progress against its initial programme is described later in this plan. As one of its immediate development objectives, Sevenoaks Hockey Club has now secured Club Mark accreditation. The Club remains sound financially and, most important of all, maintains the great social atmosphere that makes it special.

Despite, or maybe because of this success, the challenges for the next five years are just as great. Success in the EHL will require a continuous strengthening of our senior squads. This in turn means further improvements to our player development programmes as well as attracting new players to the Club. The Club must adapt itself to benefit from England Hockey's "Single System" vision and for the opportunities presented by the 2012 Olympic Games. Our continued growth also creates pressure in other ways and we have a clear need for expanded parking and changing facilities, ideally combined with access to a second top quality pitch. Funding needs to be put in place to support both our increasing operating costs and also any major facilities development.

There are few organisations which have the opportunity to offer sport to individuals playing and developing to the highest possible levels of achievement, while also providing a lively and friendly social set up for friends and family members of all ages. These are exciting times for the Club and we hope to attract the support of more members and sponsors as our progress continues.

Part of our success in recent years has come though having plans in place to respond when opportunities came along. This document addresses:

- Teams and Player development
- Club development
- Facilities and Funding

and aims to prepare Sevenoaks Hockey Club for the opportunities and challenges of the next five years as we approach our centenary.

The Sevenoaks Hockey Club,
Development Committee
May 2007

Introduction

Previous plans

The first Development Plan for Sevenoaks Hockey Club was written in 2003. At the time, good progress was being made on the playing front, especially in the Ladies' section, but a critical issue was to secure access to good quality pitches in Sevenoaks. Ambitious plans were included for playing development and a major development focus was finding viable options to secure at least one additional pitch.

The subsequent four years have seen remarkable progress for the Club, with almost every development goal in the previous plan either met or exceeded. Specifically, for season 2006/07:

- The Ladies Indoor Team won promotion to the Premier Division of the National League
- Ladies 1st XI consolidated in the EHL Women's National South Division
- Men's 1st XI won promotion to the EHL Men's National South Division
- Boys U 16's were National Indoor Finalists and the Girls U 14's were County Finalists
- Men's Vintage Vets were National Plate Champions and Ladies Vets were County Champions and runners up in the East tournament
- The Junior section membership had exceeded 250 with links to some 15 schools
- The Sevenoaks Academy was flourishing in its second year as a centre for elite training for young players and the basis for a strong partnership with Tonbridge School
- The Club was well advanced in its application for Club Mark accreditation
- The Club has taken control of the Hollybush Lane Astroturf and refurbished it to provide a home base pitch of the highest standard
- A second new pitch has been built at Wildernesse School with the Club as primary weekend users.
- The Club has built strong relations with Sevenoaks, Tonbridge, Bradbourne and Wildernesse schools and continues to attract new recruits from all of them

Furthermore, the Club remained sound financially and continued to flourish socially as a happy, family-based community.

Challenges for the next Development Plan

Despite the excellent progress, the next five years present further major challenges for the Club. In particular:

- To maintain and extend the playing success of Ladies' and Mens' 1st XIs in increasingly competitive leagues
- To meet the costs of operating Men's, Ladies' and Indoor teams in the EHL
- To secure the right balance between elite players and other members and maintain the successful development of hockey across the Club
- To adapt the Club to the demands of English Hockey's "Single System" vision and to establish Sevenoaks Hockey Club as a recognised centre of excellence and a "Local Development Centre"

- To continue to develop the Junior Section of the Club, securing Club Mark accreditation and providing top quality coaching for an expanding membership
- To take advantage of the opportunities created by the 2012 Olympic Games
- To secure improved clubhouse, changing and parking facilities for the Club

For all the success of the last four years, the next phase of the Club's development promises to be even more important.

Apart from external factors such as the 2012 Olympics, the new development plan must also address the consequences of the recent success. Continued progress from the playing levels now reached can certainly be achieved but will require focus and organisation, not to mention careful financial management. A clear plan is also required to make sure that facilities keep pace with the needs of an ever expanding membership. Perhaps the greatest challenge will be to maintain the success and momentum while also preserving the relaxed family atmosphere which makes Sevenoaks Hockey Club so special.



Photograph by kind permission of Michele Jacobs - www.peckasprints.com

Section One - Current Position

Structure and management

Together with the Sevenoaks Vine Cricket Club, The Sevenoaks Hockey Club forms part of the Sevenoaks Vine Club which is the overall management body. The Hockey and Cricket Clubs share a pavilion in Sevenoaks next to the main cricket ground, which is one of the oldest in the country. Members of each of the playing clubs are automatically members of the Sevenoaks Vine Club and are able to use the shared sporting and social facilities. Financially, each playing club operates autonomously, raising membership subscriptions and covering its own sport's costs. The Sevenoaks Vine Club, however, as the overall managing club, owns all land and property used by both sports, and where there are pitches leased from the Council, these leases are in the name of the Sevenoaks Vine Club. Both the Sevenoaks Vine Club and the Sevenoaks Hockey Club are registered as Community Amateur Sports Clubs (CASCs). The Hollybush Lane Astroturf development and the associated funding took place under the auspices of the Sevenoaks Vine Club.

The Hollybush Lane refurbishment project is being managed on behalf of the Club by a Development Committee operating under a mandate from the Sevenoaks Vine Club Committee. A Management Committee has also been established to handle the running of the pitch, including bookings, invoicing and administration together with maintenance and other operations.

The Club is currently in a sound financial condition, with the major costs of pitch hire, coaching and travel being met by subscriptions and match fees. The annual budget is set to create a small surplus with fund raising efforts feeding a development fund. The Hollybush Lane Astroturf is run as a separate activity, although still within the umbrella of the Vine Club. The 10 year business plan will see all current loans repaid and a renewal fund created from the final surplus. The first two years of operation have seen income and loan repayments ahead of plan. (See Financial Statements in Appendix)

The Club is managed on a day-to-day basis by its three Section Committees (Men's, Ladies' and Juniors), which report to the Club's General Committee. The Section Committees are responsible for all matters in relation to the playing of the sport by their sections. The General Committee is responsible for the overall management and development of the Club, and for these purposes has power to appoint such sub-committees as it may deem necessary or expedient.

A separate Development Committee has been appointed by the General Committee and, subject to the overall supervision of the General Committee, is responsible for longer term development both on and off the pitch. This document has been put together by this Development Committee.

Membership and composition

Sevenoaks Hockey Club is a successful family club, currently running ten Men's and six Ladies' sides. We are now one of the Region's premier clubs and also one of only a dozen in the Country with both Men's and Ladies' teams in the National League.

Originally founded in 1912, the Sevenoaks Hockey Club (SHC) has a long term association with the Sevenoaks Vine Cricket Club with whom we share a clubhouse at the Vine Pavilion. Our first 75 years have been well documented in the excellent history produced by our President, Adrian Greenwood, who continues to record the club's

expanding fortunes. His contribution to our club was recognised in the award of the prestigious Torch Trust Trophy, presented to him personally by HRH The Duke of York.

The recent expansion of the playing membership is illustrated by the growth in numbers of adult teams in the table below. This is not to mention the various mixed and festival teams run by the Club.

SEASON	LADIES	MEN	TOTAL
2006/07	6	10	16
2005/06	6	9	15
2004/05	6	9	15
2003/04	5	9	14
2002/03	5	9	14
2001/02	4	9	13
2000/01	4	8	12
1999/00	4	8	12
1998/99	4	9	13
1993/94	4	8	12
1988/89	3	7	10
1983/84	3	7	10
1978/79	3	6	9
1973/74	2	5	7
1963/64	2	4	6
1953/54	2	3	5

Junior Section:

Over the last five years the Sevenoaks junior hockey club has gone from strength to strength and now has over 250 playing members from ages 5 to 17. Last years acquisition and redevelopment of the Hollybush Lane astro turf pitch has improved the opportunities available to develop the talents of the juniors and we now make full use of three pitches every Sunday morning (Hollybush, Sevenoaks School and Wildernesse School), all of which have contributed to a much improved playing environment for the section. The Section plays competitively in leagues and tournaments. Girls and Boys teams have also entered Regional competitions, with the Boys U 16's reaching the 2007 National Finals at the first attempt.

SWOT (As assessed by the Development Committee in early 2007)

Strengths

Sections already work closely
 Large junior section
 Many willing & able volunteers
 Good representation at all ages
 Good club atmosphere
 Range of relevant skills in sections
 Flagship teams in EHL

Weaknesses

Club house not adjacent to pitches
 Inward looking
 Old club with limited facilities
 Under-representation of state schools
 Rich area, less likely to attract grants
 HBL development has stretched resources

Opportunities

Excellent location, near M25, M20, A21
New pitch at Hollybush
The Academy
Tonbridge waterbased
High profile members
High profile links
Olympics in East London
Attractive to overseas players

Threats

Canterbury, Maidstone
Bromley / Beckenham
Holcombe
Tunbridge Wells
London
Complacency
Constraints on Club house and parking
Costs of teams in EHL

Section Two - The Future

Aims of the Club

The aims of Sevenoaks Hockey Club are to:

- Play and compete at the highest levels of the game
- Offer social hockey for all those who simply want to play for fun
- Be open to players of all abilities and of all ages
- Offer development for all to reach their maximum potential
- Be recognised externally and internally as a centre of excellence
- Remain a friendly, relaxed family club with a great social atmosphere
- Have access to good facilities, especially for playing
- Provide hockey and social activities which are accessible and affordable to all

Major Objectives

During the next five years, the Club has the opportunity to secure its position as one of the leading hockey clubs in England. Specifically, our major objectives are:

Playing goals:

- For our flagship teams to reach or consolidate their places in the Premier Leagues of English hockey.
- To continue our recent expansion, offering competitive or social hockey for all those who wish to play, whether adult, junior or veterans.

Club Development:

- To complete a strong framework for development of players of all levels and abilities through our Junior section, the Academy and our senior sections.
- Provide a set up which allows all, including the most talented players, to develop and realise their full potential at Sevenoaks Hockey Club and for this to be recognised both internally and externally.
- For the Club to play its full part in the successful implementation of England Hockey's "Single System" vision, becoming recognised as a Regional centre of excellence and as a Local Development Centre within the EH scheme.

Facilities and finances:

- To secure access to two top class pitches within walking distance of the Clubhouse.
- To secure access to changing and parking facilities to support the Club, considering what would be required to support a 50% increase in membership.
- Maintain playing costs at least in line with comparable clubs, while ensuring that operating expenses including travel, coaching and pitch hire are fully funded. Also to ensure that any infrastructure investment (pitches, clubhouse) is self-financing and does not impact playing costs.

General:

- To accomplish all of the above while preserving the relaxed family atmosphere which makes Sevenoaks Hockey Club so special.

Section Three - Development Plans

1. Teams and Players – Adult Sections

a) Playing ambitions

- Goals for teams – Ladies (Outdoor)
 - Ladies 1's to reach EHL Premier League within five (5) years
 - Ladies 2's to reach East Premier League within three (3) years
 - Lower sides to progress through Regional leagues
 - Compete for Regional and National Veterans titles. (Note that, for Ladies, Veterans league hockey is not expected to be available in Kent.)
 - Offer hockey to all those who wish to play and adding sides to the section as numbers permit.

- Goals for teams – Men (Outdoor)
 - Men's 1's to reach EHL Premier League within seven (7) years
 - Men's 2's to reach South Premier League within five (5) years
 - Lower sides to progress through Regional leagues
 - Compete for Regional and National Veterans titles.
 - Maintain three or more competitive Veterans' league teams, with levels and age profiles matched to opposition. One of these to be an elite veterans' side, most likely in the 35 to 45 age group.
 - Offer hockey to all those who wish to play and adding sides to the section as numbers permit.

- Indoor hockey (Ladies and Men)
 - Ladies Indoor squad to consolidate their position in the Premier League of English Hockey and compete for National honours.
 - Boy's U 18 side to compete in Regional and then National competition. Aim to launch a Boy's U 16 side and a Men's side within three years. @
 - Girls U 16 & U 18 sides to compete in County and reach Regional competitions within 3 years

b) Section structure

1. Ladies

- Senior squads (1's and 2's) to be mainly younger players with majority in contention for 1's
- Since no Veterans league hockey, older players will continue to play in mainstream sides being selected on merit
- Maintain an "Acorns" youth development side (subject to any rulings from EH) but with strong support for the continued well managed development of Juniors in adult sides.
- Section structure to avoid gaps between sides in order to allow free movement of players up and down, avoiding "closed" squads and encouraging new joiners at all levels.
- All sides to have managers to handle availability, selection and rotation @

2. Men

- Senior squads (1's and 2's) to be younger players with majority in contention for 1's
- Maintain veterans sides with profiles matched to opposition and including one elite side. Current model comprises three groups (35 +, 45 – 50 and 50+). At least Shadows and Old Oaks to compete for league titles.
- Maintain an “Acorns” youth development side (subject to any rulings from EH) but with strong support for the continued well managed development of Juniors in adult sides.
- Section structure to avoid gaps between sides in order to allow free movement of players up and down, avoiding “closed” squads and encouraging new joiners at all levels.
- At least top two sides to have managers to handle availability, selection and rotation

3. Mixed

- Continue to participate in Mixed hockey for fun and the benefits of integration between Sections.
- Maintain a side in a Mixed Summer league, enter the EH Cup and play occasional friendlies.

4. Tournaments & Indoor

- Continue to host an international tournament for Men and Ladies. This event (now in its 24th year) is a major social event for the whole Club and an important contribution to the local community.
- Explore opportunities to host indoor hockey practice and competition in cooperation with both Tonbridge and Sevenoaks Schools. @

c) Players inc. Development and Recruitment

- Elite performers
 - Attract and retain the elite performers critical to achieving the playing goals above.
 - Each 1st XI squad to comprise at least 18 1's standard players, with competition for places in each key department.
 - Aim to add one or two top quality players to each 1st XI squad each year to counteract natural attrition (retirement, going away to university etc.). @ New players may come through internal development or recruitment and must “fit in” and be full Club members eg. joining for more than one year.
 - In addition to elite outfield players, goalkeepers and umpires are also important additions to our resource base.
 - Development –
 - Section lead coaches to have specific responsibility for player development plans to ensure development is in place to realise the full potential of all players, especially those of identified top class @
 - Identify our brightest stars and provide intensive quality coaching through the Academy, so that they can flourish and develop to their full potential. We believe many juniors (both girls and boys) have

improved enormously as a result. The 'Academy' policy is also one that EH supports and indeed is embracing in its Single system proposals. Our Academy may also enhance our chances of achieving LDC.

- Provide specific development for goalkeepers and umpires, especially for talented juniors. @
- Recruitment – Follow a common set of principles across the Club. @
 - Each Section to operate a small budget for player recruitment and retention for use in accordance with the agreed principles @
 - Do not pay players
 - Support selected overseas players eg. through air fares and initial accommodation, allowing them to become self supporting in Sevenoaks. Normally will be maximum 2 per year. @
 - Maintain links with clubs overseas (also creates opportunities for any of our members who travel during gap years etc.)
 - Retain player/coaches in accordance with agreed budget, paid for coaching both in Senior sections and via the Academy and Junior Section (note that this also supports the upgrading of coaching standards) @
 - Discretionary assistance with player subscriptions in cases of financial hardship.
 - Discretionary support for travel costs of students returning from University to play for the Club.
 - Keep these principles under review to ensure that they remain appropriate and competitive. @
- Other players

While elite players are essential, these are a small number. We must ensure that all of the Club's membership are accommodated. We should take it as a compliment that people want to come here to play hockey and they should be made to feel welcome. We must also recognise the huge value to the club in terms of both experience and financial investment especially from the Vets end of the club. The Vets must be valued and all those wishing to play accommodated as far as possible.
- Mechanisms for recruitment (and retention)
 - Word of mouth. Maintain the sociable atmosphere of the Club both with arrangements to welcome new members and with friendly staff.
 - Direct player contact. Senior playing and coaching staff play an important role as ambassadors for the Club.
 - Website. Maintain high quality content and ensure that enquiries and contacts are efficiently handled. Our website, which includes a large amount of current material and spectacular action photos generates substantial interest and numerous enquiries and contacts every season. (see www.sevenoakshockeyclub.org.uk and www.peckasprints.com)
 - Links with schools. Formalise and strengthen links with local schools as in the Schools liaison programme (see further below). Special support for Wildernesse as it begins Hockey Development as well as established schools both state and independent. Build on good relations with

Walthamstow Hall, Tonbridge, Sevenoaks and local state schools, leveraging the Academy (see below) as appropriate.

- The Academy. Whilst recruitment is NOT the primary aim of this, no less than 12 schools are represented in the 30 players and over 60 attended the trials. Players from other clubs (e.g. EG & T Wells) get to see the “Sevenoaks way” and might be tempted to join us. The Academy provides top class coaching led by Pete Turner with 2 assistants as well as an array of guest international stars (e.g. Greg Nichol, Sue Chandler, JDY, Justin King). It uses a variety of coaching methods including video analysis, one-to-one coaching and is very structured in its approach.
- External recognition. Secure Club Mark accreditation & LDC status. Continue to promote the participation of Sevenoaks players in Representative Hockey.

In addition to being recognised as a centre of excellence, participation of young players in County, Regional and International hockey is an aspirational target for potential new joiners. For example, we are fortunate to have quality juniors playing for Kent U16 (currently 6 Sevenoaks players in the boys’ squad) as well as South-East Region (3 players) with one player playing for England U16. These boys (and those that have gone before) have hugely improved the profile of the club at EH level.

Similarly, several Sevenoaks girls have gone on to international honours and remain excellent ambassadors for the Club. Currently, we have two or three Girls in each age group with Kent (U 13, U 14, U 15 and U 17 and four playing East at different age levels.

This visibility (and the efforts of the Academy & the revamped HBL) was reflected in England Hockey’s decision to invite us to play an England U18 side. EH have also used HBL for level 3 coaching sessions.

a) Coaching

- Continue to develop the role of Director of Coaching (see further below) @
- Maintain elite player coach or lead coach for each Section. @
- Lead coaches normally to be at all 1st XI games but also to watch other Club teams (esp. 2’s and Acorns) as logistics permit.
- Maintain separate coaching sessions for 1’s/2’s and lower sides.
- Subject to numbers, consider separate sessions for 3’s, Acorns and 4’s. @
Otherwise invite the most promising to extended 1’s/2’s sessions say monthly.

2. The Junior Hockey Plan

Our ambition

To provide a well structured, challenging and enjoyable experience to junior players of all ages and skills that will enable them to develop and become the best players they can be for their age and ability.

We promote hockey for all levels and abilities but will also provide additional encouragement and support to targeted individuals where we believe they have the skills and ability to develop into top class players – this will include making effective use of the hockey academy and putting forward children, where appropriate, for county and higher

honours. The more able children will also be encouraged to join the senior club development team(s) in line with the guidelines set down by England Hockey.

Junior Players

We aim to continue to coach our children according to their age and experience. Children must be at least 5 years old and will be coached initially in a beginners group where their ability will be tested before they are admitted to one of the main coaching groups. The younger children are likely to remain in the beginners group for the whole of their first season where they will be taught the basics of hockey, ball stick co-ordination, spatial awareness etc. Following initial assessment children will be placed in the Under 8s, Under 10s, U12s, U14s or U16 groups depending on their age. Within these age groups there will also be a need to separate the children into different playing abilities, which will be reviewed on a regular basis, to ensure that all of the children develop at the right pace for their ability. The aim for all groups will be to develop the range and consistency of skills and the tactics needed to play a team game.

All of our Junior players will be coached with a view to progressing under the National Stix Skills awards.

Older children (U17 and U18 and stronger U14/16s) will be encouraged to attend senior training and if numbers permit we will enter U18 competitions - see below.

Matches and other competitions

The Under 8s coaching sessions will predominantly be focused on developing the hockey skills and abilities of the younger children with some fun intra-club games to introduce them to playing in teams.

For the U10s and U12s we will again focus on developing their skills but we will also arrange a number of seven-a-side friendlies with other clubs – continuing the triangular formula, pioneered and organised by Sevenoaks, that has proved successful to date. In this way we will encourage team competition, an understanding of positional play and match awareness.

The U14s, U16s, and U18s (where numbers permit) will be entered into the Kent junior leagues where they will play 11 –a-side games and we will also enter the U11 and U13 Kent clubs/schools 7-a-side competitions and where appropriate the U15 and U18 national cup competitions. We will also enter teams, again as appropriate, into other competitions.

We will aim to build on the success of this years U16 boys indoor competition by again providing targeted coaching and entering teams into the girls and boys Kent indoor championships – depending on the age, interest and ability of players – following discussion with junior coaches and the indoor coaches - this is likely to be at U16 and U18 level – but not necessarily both every year. @

The coaches

Each group will have a lead coach who will have, as a minimum, a level one coaching qualification. The lead coach will be supported by a number of assistant coaches who, if they don't already have one, will be encouraged and supported to obtain a level one coaching qualification. @ All coaching sessions will be developed within an agreed programme or framework developed by our Director of Coaching. We will also make use of guidance provided by England Hockey and initiatives such as the Stick Skills Assessment. @

At the younger age range we will ideally aim to have one coach to every 5-6 players with no more than 11-12 players per coach in the older age groups (these numbers may need to be revised to fit with the England Hockey requirements). By the beginning of the 2007-08 season we aim to ensure that all existing coaches have been CRB checked and that any new coaches obtain their CRB check as quickly as possible. @ We will also put on a number of courses, such as first aid, as part of a coaching development programme. @ We will also organize a number of specialist coaching events during the course of the year, including junior goalkeeper training and some holiday hockey activity events. Senior teams will be encouraged to provide additional support to the more senior coaching groups but will be provided with clear instructions and guidance on the coaching syllabus being followed in each age group –developed by the Director of Coaching. @ This will ultimately form part of a coach succession plan (ie. A schedule of coaches against age groups, ensuring that we have (at least) a Level 1 coach for each group and that we have identified who can/will follow them if they move on eg. because their own children move up. The objective is to avoid appointments being last minute gap-filling measures). @

Schools link

Over the last five years or so we have been developing our links with schools and under the banner of the Development Committee we will be formalising these links with the aim of exposing a more diverse, wider range of children to hockey and ideally to encourage them to join the junior section.

We are in the process of supporting a special series of four coaching days for Primary Schools to introduce hockey to the u5 and u7's. The coaching is being provided by junior hockey coaches, the pitch provided by the Hollybush Lane Committee and the only cost to the schools is transport and time.

Junior Umpire Development

We will aim to build and develop the numbers of our juniors training as hockey umpires under the umbrella of England Hockey's Junior Umpire programme. As a first step in this regard we have appointed a Junior Umpire Co-ordinator/Development Officer as an officer to the Sevenoaks Junior Hockey Club Executive Committee.

Leadership development

In line with a number of national and local initiatives we plan to promote activities designed to encourage leadership in sport. This includes offering to host juniors who wish to participate in the Step into Sport- Community Volunteering Placements scheme for children aged 14-19. We also plan to support applications for the new Leadership Award for Over 14s which is a skills based structure launched nationally in November 2005, following a successful pilot with Greater Sport-Manchester. Finally we will continue to support juniors who wish to include junior coaching in their Duke of Edinburgh award scheme (to date four girls have helped junior coaching as part of their award). There are also a number of Community based leadership awards that we will encourage our juniors to enter. @

The impact of England Hockey on our vision

England Hockey's recently published vision and outline plan "A single system for hockey" outlines a new structure and relationship between clubs and schools and between clubs and local and regional development centres. This clearly has quite important implications for our junior section and, perhaps more importantly, for those juniors who we promote to play in our senior sides. The advantage of England Hockey's plan is that it outlines a player pathway underpinned by key principles for learning core skills, advanced skills, tactics and match play, through a staged development. Clearly it will be very important for the junior section to ensure its development plans map onto the England Hockey plan.

3. Club Development Plan – Progress against 2006 plan

The objectives for the next phase of the Club's development are:

- To complete a strong framework for development of players of all levels and abilities through our Junior section, the Academy and our senior sections.
- Provide a set up which allows the most talented players to develop and realise their full potential at Sevenoaks Hockey Club and for this to be recognised both internally and externally.
- For the Club to play its full part in the successful implementation of England Hockey's "Single System" vision, becoming recognised as a Regional centre of excellence and as a Local Development Centre within the EH scheme.

In mid 2006, a hockey development plan was produced which identified twelve recommendations as a basis for Club Development. The following summarises that plan, showing progress to date.

1) Club Structure

The 2012 plan has a clear vision of clubs working in a network structure of schools, clubs and local and regional development centres. Inclusion in a network will not be automatic and we can anticipate that clubs will have to have demonstrable standards and structures in place and prove that they are a well run and responsible in the care, coaching and development of young people. 'Club Mark' is an award given to show proper standards and good practice in the running of sports clubs and will be a requirement to enter a hockey development network. It should be a priority to complete and submit an application for Club Mark.

The Academy is in the spirit of the schools/ club links and has been successful in attracting juniors from several clubs and schools. It helps with Sevenoaks reputation and provides a shop window to our club. It needs to be clearly integrated into a Sevenoaks strategy in terms of the coaching structure and the 'player pathway'.

Recommendation 1 - The attainment of Club Mark *(Done. Accreditation achieved in May 2007)*

Recommendation 2 – The aims, target group and coaching curriculum of the Academy are reviewed as part of the development of an integrated hockey strategy.

(In progress. Draft coaching strategy has been prepared and progress is to be reviewed against this each year) @

Recommendation 3 – To address other important standards which fall outside of Club Mark, for example Codes of Conduct, more extensive Child Protection (Done. Relevant policies agreed by AGM and posted on the Club Website)

2) Schools link

The 2012 paper is an outline plan so we can wait for further development of the plan or we can anticipate and shape the plan. Formalising our links with schools would have two way benefits and build on work and relationships which have developed over many years. All of the Sevenoaks schools are obvious relationships but we must consider other boroughs such as Tonbridge. We have a number of members with natural links and skills to offer in furthering our schools relationship. We should also explore the benefit and relevance of links to Further and Higher Education.

Recommendation 4 – Responsibility for schools and colleges liaison in given to one individual to lead. (Done. Schools Liaison Officer in place)

Recommendation 5 - A schools liaison plan is developed with a timetabled communication plan. This would build on work already in progress from the junior section. The coaching and junior development would then use this framework to work with schools and colleges. (in progress) @

(Note that Cathy Gilliat-Smith has made a list of target schools and has distributed flyers. She has also engaged with the main local ones in connection with a coaching programme to be run at HBL which will be launched in September.)

3) Junior and Player Development

“A single system for hockey” proposes a curriculum driven approach to player development. It outlines the core skills children and young people should be taught and at what age. This takes into consideration young people’s development and maturity and builds on the long term athlete development undertaken by Sport England and others. Sevenoaks has a large junior section and many willing coaches. There is considerable activity and representation of juniors throughout the teams and clubs. However, numbers are presently outstripping the coaching and many coaches are struggling to develop their coaching approach.

Sevenoaks mirrors most other clubs in that the player pyramid is shallow – large numbers of children start playing hockey but the drop out rate is high with few players becoming adult players. We need to get a better return on the numbers of juniors who start playing hockey.

We firstly need to take a view on the coaching proposals set out in the 2012 document. Secondly we must consider how the proposals are delivered and tailored to our local view. Thirdly we will need to coordinate the effort of our coaches in a structured and hopefully more supportive way.

Recommendation 6 – Appoint a Director of coaching who would order, coordinate and support the delivery of the junior coaching plan through the present coaching resources, possibly including the Academy . (Done. Director of Coaching in place)

Recommendation 7 – The Coaching Director to take an overview of the Men’s and Ladies’ coaching requirements and structure, ensuring there is some consistency and standards within the overall aims of the section and the junior player development programme. (in progress) @

(Note that an outline coaching syllabus and an annual schedule for the Junior section have been prepared with input from Sue Chandler (these are included in the ClubMark documentation). They also include the introduction of STIX skills as a structured development programme for juniors – this has already started. The intention is that Sue will produce an overall programme as a guide for the whole Club once the EH Single System is published later this year. The way that this will be applied and linked to the Senior sections needs more work)

4) Umpiring

Sevenoaks is lucky to have a significant internal pool of umpires along with some very senior expertise in umpiring terms. However we need to continually develop our umpiring resources, particularly for more senior games where our resources are thinner. We have much to offer other Kent Clubs in this regard and should see this as an opportunity for ourselves as well as others.

Recommendation 8 – To appoint an umpiring development officer whose role is to build on the club’s skills and enthusiasm to ensure a supply of umpires who not only gain their minimum qualification but are coached for onward improvement (Done – Umpiring development officer in place)

5) Communication

England Hockey has outlined a direction of travel which will have resources and opportunities for a Club like Sevenoaks. However, these opportunities are likely to present themselves through a variety of channels and grant systems. It will be important that the Club has the right links and is well networked to hear about opportunities and then to act upon them in purposeful and coordinated way.

The Club must ensure good representation on the right committees and the right meetings at the right time. It must maintain and develop good relations and networks with relevant sports bodies, councils, schools and clubs.

As previously mentioned the club must proactively communicate outwards as well as ensuring it effectively gathers information relevant to our position.

Recommendation 9 – A Communications lead to be assigned to ensure that the Club is well networked and in position to consider and act on information and opportunities which further its development as a senior club. (Done – Communications lead in place)

Recommendation 10 – In support of the communications lead, a PR role will be assigned to ensure we present the Club well, in a professional manner. This role will also support the Coaching Director in the presentation of coaching material (In progress – additional resource not yet assigned) @

6) Finance

Because of 2012, there is likely to be an expansion of funding for sport. Whilst the lion's share of this will be directed at elite sport, we can anticipate that there will be some additional funding for grass roots sports. We will need to quickly assemble grant applications and matched funding bids as they appear. There is expertise in the Club to provide assistance for this work but the responsibility for ensuring grant applications and so on are completed and sent off needs to rest with one person.

Recommendation 11 – A funding lead to be assigned to ensure the Club takes every opportunity of bringing in money in support of hockey coaching and club development *(Done – Funding lead assigned within Development C'tee)*

7) Governance

To deliver a hockey strategy, and ensure the delivery and quality of a plan, we will need a committee to be established to take this forward and provide the accountability for seeing the plan through. The committee will need to be fully integrated into the structure of the club to ensure appropriate engagement within the section and proper planning around the resources required. The committee may need to have representation from juniors and parents to ensure their views and needs are taken into consideration.

Such a Committee would need to have the endorsement of the sections and establish its relationship with the General Committee. It would need to agree its strategy and plan and to set itself clear targets and timeframes.

Recommendation 12 – A Hockey Development Committee is set up. Its remit would be to establish a Club wide hockey development strategy which linked the aims and ambitions of the three sections and ensure the appropriate structure and coordination for junior coaching and player development. It would position the Club to ensure its place in an England Hockey Development network as envisaged in 'A single system for hockey'. It would ensure the Club was aware of the England hockey agenda and seized the opportunities coming to sport in the South East in the lead up to the 2012 Olympics. *(Done – Hockey Development C'tee in place. Note. Junior parents are included in that Section's C'tee and represented by the Junior Section delegate on the Development C'tee. Parents are invited to the Junior Club Annual Meeting. They also have the opportunity to join the main Club as non-playing members in which case they can attend the main AGM)*

4. Facilities and Finances

The objectives for the next phase of the Club's development are:

- To secure access to two top class pitches within walking distance of the Clubhouse.
- To secure access to changing and parking facilities to support the Club, assuming a 50% increase in membership.
- Maintain playing costs at least in line with comparable clubs, while ensuring that operating expenses including travel, coaching and pitch hire are fully funded. Also to ensure that any infrastructure investment (pitches, clubhouse) is self-financing and does not impact playing costs.

The Hollybush Lane project has been a major step forward for the Club, not only in securing one top class pitch but also in demonstrating the Club's competence to run a major project and to set up a new operation. However, the ideal set up for the Club would be to have access to two pitches on the same site, if possible together with the Club house.

An options study is now under way to identify possible locations, with the two obvious possibilities being a second pitch at either Hollybush Lane or Wildernesse.

It is clear that either would raise a number of issues. However, a learning from the HBL project was the importance of having a project plan ready to be put forward when an opportunity arose.

To address the issue of changing accommodation, it is possible that additional capacity could be added to the Vine Pavilion but this could be very expensive. The 50% increase is a sizing assumption but the possibilities need to be investigated starting from now. @ However, either of the routes to secure an additional pitch could also raise the question of moving away from the Vine Pavilion. Many consider the Vine to be the "spiritual" home of the Club but at the same time accept the limitations; increasingly difficult Parking problems, locality away from the Astro, changing facilities that may not meet our future needs (mainly in terms of size and number). There are conflicting views as to whether we should remain at the Vine or look to a new purpose-built clubhouse on the Hollybush site. We recognise the huge barriers to such development but as a long-term programme it may be possible, for example with the support of Walthamstow Hall School and would create a first-class facility. We believe that there could be support from the Council as it pursues a policy of reducing its costs by leasing off facilities and associated maintenance programmes.

The immediate actions are:

- To complete the options study to identify ways in which these development objectives can be met. @
- To maintain close contact with key stakeholders to ensure that any opportunities are identified early and the Club is in a position to react. @

Financial Planning

As described earlier, the Hollybush Lane project has been set up as a separate financial operation so that the Club runs its day to day activities independently from the management of the pitch. This approach should be continued.

The options study on facilities will identify investment opportunities and each will need to be linked to an appropriate outline business plan. There still seems to be unsatisfied demand for all weather sports facilities in Sevenoaks so that further investment can probably show a payback. All sources of external grant funding should also be investigated although it should not be assumed that significant external funding is available (given that lottery money has already been spent at Wildernesse). @

The biggest challenge in terms of day to day operations will be the increased costs of running two 1st teams in the National League. A small working party has been tasked with helping the Club Treasurer to project the required budget for 2007/08 and this exercise needs to be repeated each year. @ In addition to setting the necessary levels of subscription and match fees, the other major lever available to the Club is advertising and sponsorship.

Having recently secured permission to display sponsors' banner advertisements at the Hollybush Lane pitch, a key action is to develop a full sponsorship programme for the Club and especially its flagship teams. @



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Summary of Action	Assigned to	1st Review
Launch Men's indoor side within 3 years	Men's Committee	End 2008
All Ladies sides to have managers	Ladies' Committee	End 2007
Explore opportunity to host Indoor Hockey with Tonbridge and Sevenoaks Schools	Men's, Ladies' and Junior Chairs	End 2007
Add 1 or 2 top quality players to each 1 st XI each year	Lead Coach and Section Chairs – Men's and Ladies	End 2008
Lead coaches to be responsible for elite player development plans	Lead Coaches	End 2007
Development plans in place for goalkeepers and umpires	Lead Coaches and Umpiring Development Officer	End 2007
Follow common set of recruitment principles across Club	Men's and Ladies' Chairs	End 2007
Each Section to establish recruitment budget	Men's and Ladies' Chairs	End 2007
Support selected overseas players	Lead Coach and Sections Chairs – Men's and Ladies	End 2007
Retain player/coaches in accordance with agreed budget	Men's and Ladies' Chairs	End 2007
Continue to develop Director of Coaching role	Director of Coaching & Chair of Development C'tee	End 2007
Lead coaches to be at 1 st XI games and watch others as logistics permit	Lead Coaches	End 2007
Consider separate training for 3's Acorns and 4's (probably only Men)	Lead coach and Section Chair	End 2007
Enter teams into Kent Boys and Girls Indoor championship	Junior Section Chair	End 2007
Encourage all coaches to secure L1 and ensure all lead coaches have it.	Junior Section Chair and Director of Coaching	End 2007
Incorporate Stix Skills etc. into coaching framework	Director of Coaching and Junior Coaches	End 2007
Ensure all coaches CRB checked	Junior Section Chair	End 2007
Run first aid courses as part of coach development programme	Junior Section Chair	End 2007
Senior teams to participate in Junior coaching	Senior team captains and Junior Section Chair	End 2008
Develop coach succession plan	Director of Coaching and Junior Section Chair	End 2008
Develop a programme for Leadership awards as part of the Junior coaching structure	Junior Section C'tee	End 2008
Complete Club Mark certification	Development C'tee Chairman	June 2007

Review Academy curriculum as part of integrated hockey strategy	Director of Coaching and Academy Manager	End 2007
Complete and activate Schools Liaison plan	Schools Liaison Officer	July 2007
Complete review of Section Coaching programmes and approach	Director of Coaching	July 2007
Appoint a PR Lead to support Hockey Development activities	Dev C'tee Communications Officer	July 2008
Investigate options to increase changing accomodation at Vine Pavilion	Development C'tee	End 2007
Complete Options Study on additional facilities	Development C'tee	End 2007
Maintain contact with key stakeholders on facilities opportunities	Development C'tee	End 2007
Investigate sources of funding for further major projects	Development C'tee	End 2007
Establish operating budget for Season 2007/08	Working party: Club Treasurer plus Men's and Ladies Chairs	June 2007
Develop sponsorship programme for flagship teams	General C'tee sponsorship lead plus nominees from each Section	July 2007

Timeline for Major Development Activities

	Teams and Players	Club Development	Facilities and Finances
2007	<ul style="list-style-type: none"> ○ Recruit or Develop 2 new squad members for Men's and Ladies 1's and repeat each year. 	<ul style="list-style-type: none"> ○ Secure ClubMark ○ Schools Liaison prog operational 	<ul style="list-style-type: none"> ○ Complete facilities options study ○ Operating budget review ○ Sponsorship programme for flagship teams
2008	<ul style="list-style-type: none"> ○ Ladies 1's top 3 in current EHL South ○ Men's 1's consolidate in current EHL South ○ Men's 2's win South Open D2 	<ul style="list-style-type: none"> ○ Secure LDC status ○ Complete coaching strategy review ○ Appoint Development PR officer 	<ul style="list-style-type: none"> ○ Undertake funding options review for new facilities
2009	<ul style="list-style-type: none"> ○ Ladies 1's top 3 in new EHL South ○ Men's 1's consolidate in new EHL South ○ Ladies 2's win E S1 ○ Launch Men's Indoor side ○ Start next Men's and Ladies' teams 	<ul style="list-style-type: none"> ○ All lead coaches at least L1 and succession plan in place 	<ul style="list-style-type: none"> ○ Select site for improved facilities
2010	<ul style="list-style-type: none"> ○ Ladies 1's win National South ○ Men's 1's top 3 in National South ○ Men's 2's win South Open D1 		<ul style="list-style-type: none"> ○ Planning permission and funding in place as req
2011	<ul style="list-style-type: none"> ○ Ladies 1's consolidate in EHL Premier Div ○ Men's 1's top 3 in National South 	<ul style="list-style-type: none"> ○ Club Centenary 	<ul style="list-style-type: none"> ○ Work starts on new facilities
2012	<ul style="list-style-type: none"> ○ Ladies 1's top four in EHL Premier Div ○ Men's 1's win EHL South ○ Olympics in London – at least two Sevenoaks players participating 		<ul style="list-style-type: none"> ○ New facilities in place

The Sevenoaks Hockey Club

(Affiliated to England Hockey and the Kent Hockey Association)

Management Accounts as at 14th May 2007

2005-06 £'s	Income:	Budget £'s	2006-07 £'s	
29868	Match & Other Fees	31000	37773	
24141	Subscriptions	25500	28341	
3397	Adverts/Sponsors	3500	5974	
1699	Donations & Grants	2000	574	
508	Bank Interest	300	326	
1628	Socials	3000	2961	£865 Gift Aid/RaceNt
3069	Other	2000	550	Goals
1271	SJHC 2004-05			
2708	Pitch Hire 2004-05			
1092	VAT Recovered	500	351	
1500	100 Club	1100		
	2005-06 Debtors		2410	100 Club & Equip
	Vets Fest Bar takings		5694	One off
70881		68900	84954	

Expenditure:

1190	Vine Club Contribution	1750	-41	
34507	Pitch Hire	28000	27181	Net Academy
6218	Affil'n/Entry Fees	7000	6369	
4033	Catering/Teas	5000	4047	
17899	Coaching	15000	13463	
2361	Equipment	3000	4148	Ladies 1s £2163
730	Website	1000	989	
2416	Stationery & Postage	2500	2377	
175	Insurance	200	180	
2176	Other	2000	2600	
174	Umpire Courses		196	
340	Ladies Indoor		1010	
708	Academy	800	1217	SJHC £800
	National League	2000	1655	
	HBL Loan		15000	
72927		68250	80391	
-2,046	Operational Deficit/Surplus	650	4563	

Balance Sheet at 14th May 2007

Balances at Bank:	Current	955	
	Reserve	11368	
Debtors / Prepayments			12323
Creditors			-828
			11495
Income & Expenditure Account:			
Balance b/wd 31st May06	Current	2062	
	Reserve	4870	6932
Surplus/(Deficit) to date			4563
			11495

Hollybush Astro turf Pitch - Operational Income & Expenditure Management Accounts at 21st May 2007

2005-06

£'s	Income:	£'s	£'s
33730		Pitch Hire	64537
1244		Banners	716
		VAT Recovery	5865
		Bank Interest	355
		Gift Aid	1188
		Donations	484
			73145
34974		Total	
	Expenditure:	Administration	6126
4318		Maintenance	11477
1088		Rates	895
1149		Utilities	6047
nil		Equipment	2416
1531		Loan Repayments	59163
8342		Electric Supply	
1440		Retailing Gents	
840		Other	595
619		Funding to Pitch	
10000			86719
29327		Total	
5647		Surplus / Deficit	-13574

Bank Balances 31st May 2005		
Current	5747	
Deposit	21573	27320
less Deficit		-13574
Total		13746
Bank Balances 21st May 2007		
Current	4264	
Deposit	10731	14995
less Creditors		-1249
Total		13746

	Loans to date:	Original Balances	
Clydesdale	123,491	150,000	After further £10k Reduction.
Smiths	19,800	40,000	After further £20k Reduction.
Members	22,000	32,000	Repayments start 2008

Notes:

- * Loan repayments inc. £ 30k early reductions
- * Trading surplus £ 16,246
- * Further £ 15 k being loaned by Hockey Club to reduce interest payments