Development Plan 2017 2022

K-Sports Hockey Club

VISION

K-Sports Hockey Club exists to be a Club:

- Focussed on **social** and **competitive hockey** that caters for players of **all abilities and ages**
- That is a **friendly and social** organisation where people know each other and enjoy their membership
- That supports the aspiration for all members to participate to the best of their ability and at the top level for the best Senior and Junior players – whether through **playing, coaching** or **umpiring.**

What is the Ethos of the Club?

K-Sports Hockey Club has an ethos that has been built around its history and ambition to grow, develop and get back to its former glory days as a Hockey Club in Kent. There are also ambitions to surpass the former levels of success and become one of the key clubs in the community for the provision of Hockey, at all levels from grassroots to Elite/Performance sides.

Key characteristics of K-Sports Hockey Club today have been identified as follows;

- Cost effective and value for money
- Ambitious and driven to evolve/develop
- Social & Friendly Club, with a competitive edge
- "Home Grown" talent and success

K-Sports Hockey Club is a traditional, friendly club based in Aylesford, Kent. Running both Mens and Ladies field hockey teams plus involvement in youth hockey we are firmly embedded in the history and future of club hockey in Kent.

Whilst there are trends for clubs to have to merge to form "Super-clubs", K-Sports Hockey have proudly continued to field Mens and Ladies teams each week in the Kent League despite being historically constrained by not having our own AstroTurf pitch at our clubhouse.

Along with the ethos of K-Sports Hockey Club, there is the connection to K-Sports Management, whom are the owners and driving force behind the K-Sports Cobdown site.

K-Sports is committed to using the power of sport to improve opportunities for young people both educationally and vocationally.

Centred on the 28 acre Cobdown sports ground in Kent, K Sports' unique mission and value is that it increases participation in a range of sports, fostering and encouraging excellence, along with supporting academic achievement and vocational learning. It will also become a fantastic family venue providing a community facility for sports enthusiasts of all ages and abilities.

They aim to deliver a range of education courses and apprenticeships that add real value and prove the importance of sports as a conduit for social improvement.

Partnerships will be set up with local FE Colleges, Universities, Schools and Education Departments that will enable K Sports to deliver a selection of courses that benefit a wide range of people.

Where are we now?

Structure and management

Together with the K-Sports FC and K-Sports Squash, K-Sports Hockey Club forms part of the K-Sports Management organisation which is the overall management body for K-Sports Cobdown. The Clubs share a facility in Ditton, which is in the borough of Tonbridge & Malling. Members of each of the playing clubs are automatically affiliated to the K-Sports Cobdown 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. K-Sports Management, however, as the overall managing organisation, owns all land and property used by the sports, and where there are pitches, these are in the name of the K-Sports Management. K-Sports Hockey Club are registered as Community Amateur Sports Clubs (CASCs).

The K-Sports Cobdown Facility development and refurbishment project is being managed on behalf of the Club by a Development Committee operating under a mandate from the K-Sports Hockey Club Committee (General Committee), which manages all other aspects of the Hockey Club.

The Club is currently in a sound financial condition, with the major costs 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 Club is managed on a day-to-day basis by the Club's General Committee. 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

K-Sports Hockey Club is a successful family club, currently running two Men's and two Ladies' sides. We are one of the Region's long standing clubs.

Originally founded in circa 1936, K-Sports Hockey Club (KSHC) has a long term association with the Cobdown Sports & Social Club (now K-Sports Cobdown) with whom we share a clubhouse at the ground.

A recent Membership Survey proved insightful into what the membership think and want from their club. The key highlights from that survey are listed below, but the full responses can be seen in Appendix A

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. Approx figures*/** includes juniors

SEASON	LADIES*	MEN**	TOTAL
2010/11	14	32	46
2011/12	18	37	55
2012/13	26	40	66
2013/14	30	41	71
2014/15	37	47	84
2015/16	40	53	93
2016/17	41	56	97

SWOT Analysis

Strengths	Weaknesses
Bright future, coupled with strong history	Contrained age ranges
Steady progress, with a plan and are ambitious	Restricted Coaching levels
Homegrown talent	Intro & Membership growth by friends
Strong network/contacts	Hold onto History too much
Committed Club	Lack of local courses to allow development
Social & Family Orientated	Playing level gap (Mens & Ladies)
Inclusive	Low volunteers/Umpire levels
Opportunities	**Threats**
Chance to grow to 8 teams with K-Sports Pitch	Larger Clubs
School links (Primary & Secondary)	Limited growth with one pitch, longer term
Community Link	Higher leagues
Attractive	Constrained finances
Development & Growth potential	
Wider Marketing opportunity (K-Sports)	
More exposure	
Outside coaching	
Links with Unis	
JAC/JDC site	
Re-Intro Hockey into the community	

Development Plan Document Objectives

Hockey is an ever changing sport and it is vital to the survival of K-Sports Hockey Club that we plan for the future. It is important that we carefully plan where we want to be in the future and take measured steps to achieving those aims.

The Club Development Committee has worked with the Club Management Committee to set out our clubs vision for the future in this Club Development Plan, taking feedback from all parts of the Club and the membership survey completed in 2016. The aims and the way in which the club will look achieve them have been documented and will be regularly reviewed and updated. It is a long term document which sets out the ethos of the club and highlights key objectives that the club wants to meet. It does not go into large amounts of detail but will include a time scale and will state which role holder or group within the club will have overall responsibility for each objective. Each objective will then be grouped by the timescale and a priorities and objectives plan created. This is where the detail for the next year/season will emerge. Ideally, at each club committee meeting, the priorities and objectives will be referred to and reviewed to ensure progress is being made. At the end of each season, the priorities and objectives plan should be comprehensively reviewed and renewed for the following year according to the review and the club's development strategy. This would happen year on year until the development plan has reached the end of the time period it was written for.

The priorities and objectives plan will include fine detail about timescales, who is going to deliver the objective, with what resource, how can it be measured and when will a review take place to determine success or otherwise.

1.0 Developing the Playing Programme

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
1	Junior Competition	Age and Gender specific teams playing in seasonal fixtures/games in a league format, either competing interclub or externally with other clubs Team Creation forecast; Y1 – 0 Y2 – 1 Y3 – 2 Y4 – 2 Y5 – 3 Player Growth forecast; 20 playing juniors Y1 35 playing juniors Y2 45 playing juniors Y3 55 playing juniors Y4 65 playing juniors Y5	Year 4/5 (~2021 /22)	Club Development Committee (CDC)	Cost minimal, in terms of kit and playing equipment as can be covered by "Kickback". Would provide an additional revenue stream in terms of membership to club, as well as open up volunteering potential for family/relatives	TBC as part of task/yearly marketing plan	Age based Junior Sides, Gender specific	31/05/2018
2	Junior Competition	Age Gender Split Tournament for smaller/grass root clubs	Year 3 (~2020)	CDC	Cost minimal, in terms of kit and playing equipment as can be covered by "Kickback". Would provide an additional revenue stream in terms of membership to club, as well as open up volunteering potential for family/relatives	TBC as part of task/yearly marketing plan	Age based Junior Sides. Regular tournaments or fixtures	31/05/2018

3	Junior Competition	Junior Hockey Camps	Year 2 (~2017)	CDC	Cost on outlay for session coaches (~£25 per hour). Increases if summer holiday/half term sessions are run but can all be included in price package. Small revenue generator.	TBC as part of task/yearly marketing plan	Regular Hockey camps based a K-Sports Cobdown, either run internally or external via an agency in partnership with KSHC	31/05/2018
4	Junior Competition	Smaller age range & mixed gender games and fixtures (e.g. 9 to 12)	Year 1 (~2017)	CDC	Cost minimal, in terms of kit and playing equipment as can be covered by "Kickback". Would provide an additional revenue stream in terms of membership to club, as well as open up volunteering potential for family/relatives	TBC as part of task/yearly marketing plan	Age based Junior Sides. Regular tournaments or fixtures	31/05/2018
5	Adult Competition	Improve League Levels for both Ladies and Mens Sections; Mens = 4 Promotions in 5 years Ladies = 2 Promotions in 5 years	Year 5 (~2022)	Club Captain Captains Coaching CDC	Cost minimal, in terms of kit and playing equipment as can be covered by "Kickback". Would provide an additional revenue stream in terms of membership to club, as well as open up volunteering potential for family/relatives	TBC as part of task/yearly marketing plan	Promotion achievements	31/05/2018
6	Adult Competition	Increase Club sides to offer more opportunity for adult hockey; 2 more Mens side 1 more Ladies side Adult Team growth forecast; Y1 = 4 Y2 = 5	Year 5 (~2022)	Club Captain Captains Coaching CDC	Cost minimal, in terms of kit and playing equipment as can be covered by "Kickback". Would provide an additional revenue stream in terms of membership to club, as well as open up	TBC as part of task/yearly marketing plan	Increase in adult playing sides	31/05/2018

		Y3 = 5 Y4 = 6 Y5 = 7 Player Growth forecast; 50 playing members Y1 65 playing members Y2 65 playing members Y3 80 playing members Y4 95 playing members Y5			volunteering potential for family/relatives			
7	Adult Competition	Create consistent team coverage and standards between grouped teams, allowing for easy transition and coverage (i.e. 1st XI and 2nd XI of similar standard and relatively close in league level)	Year 3 (~2020)	Club Captain Captains Coaching CDC	Cost associated with this relates to coaching to bring the standard up. If more work in required this could carry are larger up-front costs, but would see a return quite quickly as it will attract new players as the club grows in status.	TBC as part of task/yearly marketing plan	Consistent standard across aligned squads. Achievement of promotions and growth in playing teams	31/05/2018
8	Training	Gender specific squad training, to the appropriate standard i.e. 1st XI and 2nd XI train together, 3rd XI and 4th XI train together	Year 2 (~2018)	Coaching Captains	Cost associated with this relates to coaching to bring the standard up. If more work in required this could carry are larger up-front costs, but would see a return quite quickly as it will attract new players as the club grows in status.	TBC as part of task/yearly marketing plan	Consistent playing standard by grouped squads. Gender specific sessions, by ability	31/05/2018
9	Training	Guest coaching sessions & Training	Year 1 (~2017)	Coaching Captains	Cost on outlay for session coaches (~£25 per hour). Increases if summer holiday/half term sessions are run but can all be included in price package.	TBC as part of task/yearly marketing plan	Gender specific sessions, by ability	31/05/2018

					Small revenue generator.			
10	Training	Advanced Level Coaching, specific to team requirements	Year 2 (~2018)	Coaching Captains	Cost on outlay for session coaches (~£25 per hour). Increases if summer holiday/half term sessions are run but can all be included in price package. Small revenue generator.	TBC as part of task/yearly marketing plan	Consistent playing standard by grouped squads. Gender specific sessions, by ability	31/05/2018
11	Training	Hockey Training Camps	Year 1 (~2017)	Coaching Captains	Cost on outlay for session coaches (~£25 per hour). Increases if summer holiday/half term sessions are run but can all be included in price package. Small revenue generator.	TBC as part of task/yearly marketing plan	Gender specific sessions, by ability on the K-Sports Cobdown pitch	31/05/2018
12	Alternative Hockey	K-Sports Hockey FIT – Change the Tuesday Rush session into a Hockey Fit session, with fitness/Circuits/Drills, followed by small indoor games.	Year 1 (~2017)	CDC Coaching	Cost already known and recognised through RUSH sessions. Self-funding through attendees. No outlay needed for kit or equipment. It's a new/alternative way to keep fit and play hockey so stands us out as being innovative	TBC as part of task/yearly marketing plan	Already recognised. Will need to look for continued support, attendance and growth from this initiative	31/05/2018
13	Alternative Hockey	Back2Hockey Sessions; start with an Early summer session and then follow up with a mid and late summer session on the new facility.	Year 1 (~2017)	CDC Captains Coaching	Cost on outlay for session coaches (~£25 per hour). Increases if summer holiday/half term sessions are run but can all be included in price package.	TBC as part of task/yearly marketing plan	Gender specific sessions, by ability on the K-Sports Cobdown pitch. Membership recruitment increase	31/05/2018

					Small revenue generator. Would provide an additional revenue stream in terms of membership to club, as well as open up volunteering potential for family/relatives		via the B2H stream.	
14	Alternative Hockey	Back2Hockey Monthly Sessions. Running regular monthly sessions through the whole year	Year 3 (~2020)	Captains Coaching	Cost on outlay for session coaches (~£25 per hour). Increases if summer holiday/half term sessions are run but can all be included in price package. Small revenue generator. Would provide an additional revenue stream in terms of membership to club, as well as open up volunteering potential for family/relatives	TBC as part of task/yearly marketing plan	Gender specific sessions, by ability on the K-Sports Cobdown pitch. Membership recruitment increase via the B2H stream.	31/05/2018

2.0 Developing People/Volunteers

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
1	Club Structure	Evolve and re-organise the Club Structure for Management to be able to cater for the growth in club, teams and membership. • Core roles for new CMC structure to include; ○ President ○ Chairperson ○ Club Development Officer ○ Secretary ○ Treasurer ○ Welfare Officer ○ Club Volunteer Coordinator ○ Club Captain(s) ○ PR, SM & Communications Officer	Year 1	CMC CDC	No overhead or cost identified for re-org	N/A	Approved structure from CMC, EGM and AGM meetings	31/05/17
2	Club Structure	Introduce sub officer roles with reporting lines to CMC officers. Reporting lines as follows; • Secretary ○ Fixtures Sec. ○ Social Sec. • Treasurer ○ Fundraising Sec. • Welfare Officer ○ DBS Liaison • Club Volunteer Coordinator ○ Umpire Coordinator ○ Junior Coordinator ○ Facilities Coordinator	Year 1	CMC CDC	No overhead or cost identified for re-org	N/A	Approved structure from CMC, EGM and AGM meetings	31/05/17

		○ Membership Coordinator • Club Captain(s) ○ Male Team Captains ○ Female Team Captains ○ Male Head Coach ○ Female Head Coach ○ Junior Head Coach • PR, SM & Communications Coordinator ○ Webmaster						
3	Club Structure	Introduce Dual Club Captains. One for Male section and One for Female. This will provide a dedicated reporting structure for both sections and allow focus on core objectives for each section.	Year 2	CDC CMC	No overhead or cost identified for re-org	N/A	Approved structure from CMC, EGM and AGM meetings	31/05/18
4	Club Structure	Formalise the Club Development Committee and the role structure. Club Development Officer to Chair subcommittee (which reports back to the CMC), comprised of the following roles; • Club Development Officer ○ Secretary ○ Treasurer ○ General Club Member(s) ○ Volunteer Coordinator ○ Club Captain(s) ○ PR, SM & Comms. Coordinator	Year 1	CDC CMC	No overhead or cost identified for re-org	N/A	Approved structure from CMC, EGM and AGM meetings	30/05/17
5	Knowing your community	Market research and assessment of the local community. Identify potential school links, other clubs, ethnic and economic make up. Look at all potential links, sources and connections that could be	Year 1	CDC PR, SM & Comms	No overhead or cost identified for re-org	N/A	Completed Market Research document.	30/08/17

		made to the hockey club.						
6	Players	Develop and evolve a recruitment plan for players of all ages to develop player availability, using the Market Research objective to focus the target.	Year 2	CDC CVC CC PR, SM & Comms	Minimal overhead in terms of preparation and agreeing. Cost will come when session and activities are run to facilitate	TBC. To work in conjunction with the Market Research and Marketing Comms plan	Completed agreed recruitment plan, with list of activities and timings	30/05/18
7	Coaches	Complete the coaching audit work tasks to identify club coach needs	Year 1	CC	Minimal overhead in terms of preparation and agreeing. Cost will come when session and activities are run to facilitate	N/A	Completed agreed coaching needs audit/report, aligned to the Club Development Plan for growth and development	30/05/7
8	Coaches & Umpires	Setup, coordinate and facilitate training courses for the growth and development of Coaches and Umpires	Year 3	CC CVC PR, SM & Comms	Minimal overhead in terms of preparation and agreeing. Cost will come when session and activities are run to facilitate	TBC. To work in conjunction with the Market Research and Marketing Comms plan	Completed agreed training course plan, aligned to the Club Development Plan for growth and development	30/05/19
9	Volunteer Coordination	Establish a Club Volunteer Coordinator role and put them in charge of recruiting volunteers	Year 2	CDC	Minimal overhead in terms of	N/A	CVC roll filled and sub roles complete in	30/05/18

					preparation and agreeing.		order to support the membership and all sub roles under the associated management structure	

3.0 Policy Development

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
1	Constitution	Update the Constitution and gain approval via EGM to align it to the new development plan and revised Structure for Management.	Year 1	CDC CDM	No overhead or cost identified for re-org	N/A	Approved structure from CMC, EGM and AGM meetings	30/05/17
2	Selection Policy Governance	Introduce weekly Selection Committee meeting, chaired by the Club Captain(s) and communicate the policy and objectives to the Membership	Year 1	CDC CDM	No overhead or cost identified for re-org	N/A	Approved structure from CMC, EGM and AGM meetings	30/05/17
3	Club Mark	Compile and complete all the tasks involved in gaining "Club Mark" for KSHC and rollout the relevant policies and procedures	Year 2	CDC CDM	No overhead or cost identified for re-org	N/A	Successful Club Mark accreditation and rollout	30/05/18
4	Insurance	Review the insurance the club have to ensure minimum public liability insurance that reaches ENGLAND HOCKEY's minimum criteria. Need to ensure player, umpire, coach and volunteer cover is adequate. Also ensure kit & equipment is covered when playing away	Year 2	Treasurer Club Volunteer Coordinator Club Captain(s)	There could be an increase in premium to ensure adequate cover. Costs at this stage are unknown but will be identified for approval before proceeding	N/A	Suitable cover in place for all parts of the club.	30/05/18
5	Health and Safety	Ensure that there are a minimum of two appointed first aiders per team and training is provided by the Club.	Year 1	Club Volunteer Coordinator Club Captain(s)	Training cost of approx. £40 per person	N/A	Suitable FA cover per team	30/05/17

6	Health and Safety	Obtain and document emergency procedures for the use of the facilities at K-Sports Cobdown	Year 2	Club Volunteer Coordinator Club Captain(s)	No Overhead cost identified	N/A	Documented and communicated emergency procedures	30/05/18
7	Health and Safety	Obtain and document a full set or Risk Assessments for use of the home facilities at K-Sports Cobdown and publish for the KSHC membership	Year 2	Club Volunteer Coordinator Club Captain(s)	No Overhead cost identified	N/A	Documented and communicated Risk Assessments	30/05/18
8	Asset Audit Policy	Create and roll out an asset audit and management policy, in line with the growth and development of all aspects of the club. Should list all Club owned items and location. This can then be periodically audited and reviewed for renewal, replacement or increasing volume of items	Year 2	CVC CC CDC	No costs identified for the policy and process creation.	N/A	Formal process agreed and operational. Should be stored with all club policies and published on the club website	30/05/18

4.0 Facility & Equipment Development

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
1	Coaching Equipment	Audit and review current levels of coaching equipment	Year 1	Coaches Team Captains	No costs identified with objective	N/A	Current audit list to refer to when purchasing and investing in new kit/equipment. This will also feed into the policy objective for equipment audit.	30/05/17
2	Coaching Equipment	Invest in coaching equipment	Year 2	Coaches Team Captains	Costs TBC, but estimate the need to spend £300 per team to ensure enough suitable materials for squad and team sessions	N/A	Suitable kit on the assets sheet to allow the delivery and growth of coaching.	30/05/18
3	Keeper Kits	Review and audit goalkeeper kits	Year 1	Club Captain Team Captains	No costs identified with objective	N/A	Current audit list to refer to when purchasing and investing in new kit/equipment. This will also	30/05/17

							feed into the policy objective for equipment audit.	
4	Keeper Kits	Invest is standard approved keeper kits	Year 2	Coaches Team Captains CC	Costs TBC, but estimate the need to spend £300 per team to ensure enough suitable materials for squad and team sessions	N/A	Suitable kit on the assets sheet to allow the delivery and growth of coaching.	30/05/18
5	Team Kit	Review and invest in team kit; Drink bottles & carriers First aid kits Balls Bibs & sideline wear	Year 2	Coaches Team Captains CC	Costs TBC, but estimate the need to spend £300 per team to ensure enough suitable materials for squad and team sessions	N/A	Suitable kit on the assets sheet to allow the delivery and growth of coaching.	30/05/18

5.0 Finance Development

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
1	Day to Day	Review and evolve finances to become more efficient and streamlined and generate a recommendation to the CMC Consider electronic payments and collection of membership / match fees. Consider purchasing and investing in accounting software, with multiple peers able to view and support the Treasurer role. Detailed proposal on D2D finance management for presentation to CMC	Year 2	Treasurer CMC	No costs identified at this stage. Will need to be considered as part of the detail objective plan	N/A	Completed agreed finance needs audit/report, aligned to the Club Development Plan for growth and development	30/05/18
2	Finance Management	Evolve the Financial Management to become more business-like and run a P&L sheet. The profit made will need to be re-invested to subsidise membership Consider suitable capital asset account to hold the money and ensure it benefits from attractive interest rates	Year 2	Treasurer CMC	No costs identified at this stage. Will need to be considered as part of the detail objective plan	N/A	Completed agreed finance needs audit/report, aligned to the Club Development Plan for growth and development	30/05/18
3	Fundraising &	Re-establish the Fundraising Secretary role	Year 1	CDC	No costs identified with establishing	N/A	Role fulfilled	30/05/17

	Sponsorship			CMC	role			
4	Fundraising & Sponsorship	Identify and develop a targeted action plan for applying for grants and funds to support the growth of KSHC	Year 2	FRS	No costs identified with creating the plan	N/A	Structured yearly plan aligned to the 5 year CDP	30/05/18
5	Fundraising & Sponsorship	Rollout the KSHC Club Sponsorship & Advertising policy and benefits to member package	Year 1	CDC	No cost identified with the associated package	N/A	Policy rolled out and members obtaining sponsorship packages for KSM and KSHC	30/05/17

6.0 Developing the Club PR & Communication

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
1	Club PR, SM & Communications Role	Establish, recruit and roll out a Club PR, SM (Social Media) and Communication Role	Year 1	CDC CMC	No costs identified	N/A	Role fulfilled	30/05/17
2	Club PR, SM & Communications Action Plan	Create and roll out an action plan for the club covering Public Relations, Social Media and Communication	Year 2	CPRSMC CDC CMC	No costs identified	N/A	Action plan completed in line with CDP	30/05/18
3	Club Communication	Establish a yearly membership survey to gain feedback from all members	Year 2	CPRSMC	No costs identified	N/A	Survey in place and results used to feed into the CDP	30/05/18
4	Club Communication	Re-establish the monthly newsletter for all section of the Club (Adult, Junior, Volunteer, non-playing, sponsors and past playing members)	Year 2	PRSMC	No costs identified	N/A	Regular newsletter in place	30/05/18
5	Public	Improve links to local media and ensure that our Club Website is easy to access. Consider non-member areas to encourage the public to view our site. Look at other areas of the community where we can build awareness e.g. sport/youth centres, schools, etc	Year 2	PRSMC	No costs identified at this stage.	N/A	Objective plan created with actions on achieving the objective	30/05/18

7.0 Developing the Social Aspect

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
1	Building a Family Environment	Setup and establish family days were young people and parents are encouraged to attend and try out.	Year 3	CVC CDC CMC	TBC	TBC	Planned out calendar over events for the coming months. Consider including within the Newsletter and Comms plan	Date when the objective will be reviewed (must be completed)
2	Improve Relations Between Teams and Sections	Plan specific social events at the beginning of the year to ensure that the club is fully integrated for adults and Juniors.	Year 1	Secretary Social Secretary CC	TBC	TBC	Planned out calendar over events for the coming months. Consider including within the Newsletter and Comms plan	30/05/17

8.0 Developing Links

No	SUB HEADING	OBJECTIVES	WHEN	WHO	BUSINESS PLAN	MARKETING PLAN	ACHIEVEMENT INDICATORS	REVIEW DATE
1	County Sports Partnerships & Local Authorities	Formalise link with Kent Sport for KSHC to ensure regular information and opportunities are available for the Club	Year 1	CDC	No costs identified	N/A	Updated contact information and link with CSP	30/05/17
2	Single System pathways	Improve links with the SS structure to both increase the opportunities for KSHC players/ coaches/umpires as well as the use of the K-Sports Cobdown facility for SS	Year 2	CDC	No costs identified other than pitch rental, which would be handled directly between the SS programme and KSC	N/A	Improved link and participation from KSHC in SS	30/05/18
3	Links with Schools	Formalise a plan from the Market Research objective to identify which schools the club will forge links with (Primary & Secondary) Detail against each school what KSHC will provide in terms of coaching support, teacher training, facility sharing, number of schools worked with. It will also need to detail how the club plan to use any funding that comes as a benefit of that link.	Year 2	CDC	No costs identified other at this stage. Further detail to be planned out in yearly objective plan and priorities	N/A	Improved links and participation	30/05/18
4	Further education	Formalise a plan from the Market Research objective to identify which	Year 2	CDC	No costs identified other at this stage.	N/A	Improved links and	30/05/18

	and Higher Education Links	local colleges and/or universities that the club can link with.			Further detail to be planned out in yearly objective plan and priorities		participation	
5	England Hockey, Regional and Counties Associations	Work with Regional and National associations, along with K-Sports Management, as K-Sports Cobdown being a facility that could be used for coaching and umpiring courses, as well as being more involved with county and regional associations and events. (Host meetings, cup and other fixtures)	Year 3	CDC CMC K-Sports Cobdown	No costs identified other at this stage. Further detail to be planned out in yearly objective plan and priorities	N/A	Improved links and participation	30/05/19

GLOSSARY

BEM	Black & Ethnic Minority
CSP	County Sport Partnership
CSL	Club School Link
CSN	Community Sport Network (the name for SPAAs 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
CDC	Club Development Committee
CMC	Club Management Committee
CVC	Club Volunteer Coordinator
CC	Club Captain(s)
FRS	Fundraising Secretary
CDP	Club Development Plan
CPRSMC	Club PR, Social Media & Communications Coordinator

Appendix A

K-Sports Hockey - Survey Results.pptx