

**Managing Partnerships
2014 Targets**

1. Annual action plans for hockey in Tayside & Fife are developed & delivered
2. Annual action plans are developed & delivered for hockey in each of the 4 Local Authority areas
3. Clear communication exists with Scottish Hockey regarding regional/national perspectives & priorities

2014 Target	Actions	Timeframe	Responsibility	Scottish Hockey Plan
1. Annual action plans for hockey are developed & delivered	Develop and deliver an Annual Action Plan for Hockey within Tayside & Fife based on the four year Hockey Development Plan	2010-14	HDM, MHU, LAs	1-1
2. Annual action plans are developed & delivered for hockey in each of the 4 Local Authority areas	Annual action plan for hockey for Dundee	2010-14	HDM, MHU, LAs	1-09
	Annual action plan for hockey for Fife	2010-14	HDM, MHU, LAs	
	Annual action plan for hockey for P&K	2010-14	HDM, MHU, LAs	
	Annual action plan for hockey for Angus	2010-14	HDM, MHU, LAs	
3. Clear communication exists with Scottish Hockey regarding regional/national perspectives & priorities	Input into Scottish Hockey strategies & policy from a regional perspective	2010-14	HDM, MHU	1-1 1-01 2-09
	Input into new initiatives & strategic reviews with a regional perspective	2010-14	HDM, MHU	
	Promote suggestions from local/regional programmes & partners	2010-14	HDM, MHU	
	Integrate national priorities into annual plans and programmes	2010-14	HDM, MHU, LAs, SH	
4. A regional budget for hockey is created and managed effectively	Create annual budget to support programmes	2010-14	HDM	1-05
	Manage annual budgets	2010-14	HDM	
5. An effective network of communications exists within the hockey community in Tayside & Fife	Contribute information to the MHU website on at least a quarterly basis	2010-14	HDM, MHU	5-01 5-03
	Utilise the Scottish Hockey website to promote good practice in T&F	2010-14	HDM, SH	
	Issue hockey newsletter for T&F	2010-14	HDM	
	Input hockey information into annual RSP reports as required	2010-14	HDM	
	Support clubs to utilise online opportunities to promote their activities	2010-14	HDM, Clubs	
	Ensure information on RSP website is up to date & accurate	2010-14	HDM	

**Well Trained People
2014 Targets**

1. 100% of clubs meet minimum requirements for qualified coaches
2. Provide a regional programme of CPD for coaches, officials, volunteers & teachers and monitor its uptake
3. Increase the number of Tayside & Fife coaches/ officials who are members of the Association of Scottish Coaches/Officials
4. 75% of Clubs & Midland District to have volunteer procedures & succession plans in place
5. Increase the number of sports development professionals in the region with a responsibility for hockey
6. Create programme of coach support for coaches at all levels of the pathway

2014 Target	Actions	Timeframe	Responsibility	Scottish Hockey Plan
1. 100% of clubs meet minimum requirements for qualified coaches	Carry out an audit of club coach qualifications & active coaches	2010	HDM, Clubs	3-02
	Identify target coaches within each club for up skilling & support	2011-14	HDM, Clubs, SH	
2. Provide a regional programme of CPD for coaches, officials, volunteers & teachers and monitor its uptake	Annual coach development calendar	2010-14	HDM, MHU Coach Conv, SH, LAs	1-08 2-10 3-02 3-03 3-04 3-05 3-07 (officials) 3-08 (officials)
	Annual in-service calendar for Primary & Secondary	2010-14	HDM, SH, LAs	
	Support MHU to create annual umpire support calendar & individual programmes for talented officials	2011-12	MHU, HDM, SH	
	Generic volunteer development opportunities identified & promoted	2011-14	HDM, Clubs, MHU	
	Create & promote a regional & local programme of youth volunteering (to include Leaders & YUA) linked to practical opportunities	2011-14	HDM, LAs, Clubs, MHU	
	Identify & develop Midland personnel to take on national administration/committee roles.	2011-14	MHU, HDM, SH	
3. Increase the number of Tayside & Fife coaches/ officials who are members of the Association of Scottish Coaches/Officials				1-06 3-02
	Promote benefits of membership	2010-14	HDM, MHU Coach Conv., MHU	
4. 50% of Clubs & Midland District to have volunteer procedures & succession plans in place	Run a volunteer workshop & provide support resources	2011	HDM, Clubs, MHU	3-04 3-09
	Promote benefits to clubs	2011	HDM, Clubs, MHU	
	Support to develop	2011-14	HDM	
5. Increase the number of sports development professionals in the region with a responsibility for hockey	Establish a Regional Hockey Development Officer post	2011-13	HDM, SH, LAs, MHU	1-09 2-07 3-08 (PI)
	Ensure the benefits of hockey staff are demonstrated through KPI delivery at a local level	2010-14	LAs, HDM	
	Ensure hockey is represented and considered in LA review and planning processes	2010-14	LAs, HDM	
	Support LAs to take on Future Jobs Fund employees and maintain their employment where applicable.	2010-11	LAs, HDM, SH	
6. Create programme of coach support for coaches at all levels of the pathway	Establish a Regional Coaches Forum	2010-11	MHU, HDM, SH	3-02 3-05 4-01 4-02
	Support MHU to appoint a Coaching Convenor	2010-12	MHU, HDM	
	Review performance coach roles within the region	2010-11	HDM, SH, MHU	
	Establish mentoring programme for new Level 2 coaches	2011-12	RSP, SH, MHU Coach Conv	
	Identify & develop Midland coaches to take on National coaching & team management roles	2011-14	MHU, HDM, SH	

Strong Organisations

2014 Targets

1. 70% of clubs to be operating as 'Effective Clubs'

where effective club means

- at least 1 quality school link
- minimum Scottish Hockey coach requirements met
- clear management structure with annual club planning
- engagement with local hockey/sport forums
- sustained or growing membership
- provision of age-specific training & competition opportunities for U12, U14, U16 players

2. 100% of clubs to meet Scottish Hockey's minimum requirements

3. 80% of clubs to provide regular training & age specific competition for U12s, U14s & U16s

4. 100% clubs to have at least one quality school-club link

where a quality school-club link is defined as:

- the club regularly has an active role in school sessions
- the school promotes the club sessions
- the club targets recruitment at the school players
- the link is led & maintained by the school & club themselves
- an annual plan is drawn up & reviewed

5. Grow number of junior clubs operating in the region

6. Midland Hockey Union to have clear planning processes and operational infrastructure

7. 4 Hockey Development Groups/Forums operating effectively & supported across the region

where operating effectively means:

- regular group meetings (min twice per year)
- working to an action/priorities plan
- representative membership - clubs, school hockey, FE/HE, LA
- group delivers or supports local activity
- group is a partner in the local hockey planning process

2014 Target	Actions	Timeframe	Responsibility	Scottish Hockey Plan
1. 70% of clubs to be operating as 'Effective Clubs'	Audit of clubs against effective club criteria	2010	HDM, clubs	2-11 3-06
	Targeted support to clubs willing to develop	2010-14	HDM, clubs	
	Continued monitoring of clubs	2011-14	HDM, clubs	
	Possible reward programme for those reaching & maintaining effective club status	2011	HDM, SH	
2. 100% of clubs to meet Scottish Hockey's minimum requirements	Liaise with Scottish Hockey to identify clubs not reaching standards	2010-14	HDM, SH	2-11 3-06
	Support clubs to reach requirements	2010-14	HDM, SH, clubs	
3. 80% of clubs to provide regular training & age specific competition for U12s, U14s & U16s	Ensure appropriate age-grade competition opportunities exist locally/regionally	2010-14	MHU, HDM, LAs, clubs	3-01 3-06
	Promote benefits of adopting Stronger Game principles within club coaching	2010-14	SH, HDM, MHU, clubs	
	Support clubs to recruit/train additional volunteers to support programme expansions	2010-14	HDM, LAs	
	Monitor age-grades of club delivery	2011-14	HDM, SH	
4. 100% clubs to have at least one quality school-club link	Promote definition of a quality link	2010	HDM, LAs, MHU	3-06
	Identify where improvements are required to existing links	2010	LAs, HDM, schools, clubs	
	Support clubs, schools, Active Schools & sports development to make improvements	2010-14	LAs, HDM, schools, clubs	
	Ensure new links are created using 'quality link' template	2010-14	LAs, HDM, schools, clubs	
5. Grow number of junior clubs operating in the region	Identify areas for new junior clubs	2010	HDM	3-06 3-08 (PI)
	Support community to create new junior clubs	2010-14	HDM, LAs	
6. Midland Hockey Union to operate within the 'ideal district' model	Identify areas of work to create 'ideal' operation of the District	2010-14	MHU, SH, HDM	1-12 1-02 2-11 (3-01) 3-09
	Create action plan to implement 'ideal' structure	2010-11	MHU, HDM, SH	
	Implement changes as per action plan	2011-14	MHU, HDM, SH	
	Redefine the relationship between RSP and MHU including areas of support	2010	HDM, MHU, SH	
7. 4 Hockey Development Groups/Forums operating effectively & supported across the region	Create & support new P&K HDG/F	2010-14	HDM, Perth & Kinross, MHU	3-08 (PI)
	Create & support new Angus HDG/F	2012-14	Angus, HDM, MHU	
	Create & support new Fife HDG/F	2011-14	Fife, HDM, MHU, East District	
	Support Dundee HDG to deliver to plans	2010-14	Dundee, HDM, MHU	

Pathways
2014 Targets

1. District to provide 15% of players for National programmes
2. 90% Primary schools delivering hockey are registered with Scottish Hockey
3. 70% Primary Schools include hockey within curriculum activity for P5-7 years
4. 50% Primary Schools operate an afterschool hockey session within the school/cluster
5. 4 Area Development Squads operating
6. 60% Secondary Schools delivering curricular hockey to at least 2 year groups (S1/2, S3/4, S5/6) for both genders
7. 40% Secondary Schools have an extra-curricular hockey club
8. 4 LAs offer Secondary School competition opportunities
9. Regular regional competition at Veterans level (both men & women)

2014 Target	Actions	Timeframe	Responsibility	Scottish Hockey Plan
1. District provides 15% of players for National squads	Operate TFPS programme with quality coaches	2010-14	HDM, SH, MHU	3-09 4-02
	Link & operate TFPS with MHU programmes	2010	HDM, SH, MHU	
	Support MHU to deliver development programmes with quality coaches	2010-14	HDM, SH, MHU	
	Work with National Coaches to improve links to TFPS	2010-14	SH, TFPS, HDM	
2. 90% of Primary Schools delivering hockey are registered	Create agreement with local officers that all schools involved in leagues/tasters/festivals are registered	2010	HDM, LAs	1-06 2-05
	Promote registration as part of Primary programmes	2010-14	HDM, LAs	
3. 70% Primary Schools include hockey within curriculum activity for P5-7 years	Promote STIX programme & support materials	2010-14	HDM, LAs, SH	1-06 1-08 3-03 (5-01)
	Provide guidance for Active Schools & PE Specialists	2010-14	HDM, LAs, SH	
	Support clubs to provide taster sessions to targeted schools	2010-14	HDM, Clubs, LAs	
	Develop & promote the Playground Hockey concept	2010	HDM, LAs, SH	
4. 50% Primary Schools operate an extra-curricular hockey session within the school/cluster	Work with Active Schools to identify and up skill teachers/volunteers to deliver	2010-14	HDM, LAs	1-06 1-08 3-03
	Provide support resources for delivery	2010-14	HDM, SH, LAs	
5. 4 Area Development Squads operating	Relaunch & support Dundee Potentials	2010-14	HDM, LAs, Clubs	1-09 3-01
	Secure future for and support P&K squad	2010-14	HDM, LAs, Clubs	
	Create & support Fife squad	2010-14	HDM, LAs, Clubs	
	Create & support Angus squad	2012-14	HDM, LAs, Clubs	
6. 60% Secondary Schools are delivering curricular hockey to at least 2 year groups (S1/2, S3/4, S5/6) for both genders	Establish effective communication & monitoring links with education departments	2010-14	HDM, LAs	1-06 1-09 3-02 3-06
	Provide in-service programme for Secondary teachers	2010-14	HDM, LAs, SH	
	Increase club links & curriculum support to Secondary schools	2010-14	HDM, LAs, Clubs	
7. 40% Secondary Schools have an extra-curricular hockey club	Increase club links to Secondary schools	2010-14	HDM, LAs, Clubs	2-05 3-04 3-06
	Outline a reward programme for volunteers leading extra-curricular programmes	2011-12	HDM, LAs, SH, Clubs, MHU	
	Implement reward programme with support from Scottish Hockey	2012	HDM, LAs, SH, Clubs, MHU	
8. 4 LAs offer Secondary School competition opportunities	Support Dundee League to develop	2010-14	HDM, LAs, MHU, Clubs	2-10 3-01 3-03
	Support P&K League to develop	2010-14	HDM, LAs, MHU, Clubs	
	Establish current situation in Fife & support school competition	2010-14	HDM, LAs, MHU, Clubs	
	Create & support school competition programme in Angus	2012-14	HDM, LAs, MHU, Clubs	
	Ensure all competition programmes include YUA & Leaders opportunities	2011-14	HDM, LAs, MHU	
9. Regular regional competition at Veterans level (both men & women)	Create Veterans Convenor post within MHU	2011-12	MHU, HDM	1-06 2-10
	Identify appropriate calendar of Vets competition	2011-12	MHU, HDM	
	Implement Vets competition as per calendar	2011-14	MHU, HDM	

Facilities

2014 Targets

1. All clubs have appropriate access to pitches

where appropriate access is:

- pitch is local to the club
- club has access midweek for training for senior & youth
- club has weekend competition access within designated hours (competition rules)
- access agreement exists between facility operator and clubs

2. Regional water-based pitch is renewed & maintained

3. Clear booking procedures & access priorities are available for all LA facilities

4. Regional facility strategy is used and updated

5. The needs of hockey are given consideration in all appropriate local facility developments

2014 Target	Actions	Timeframe	Responsibility	Scottish Hockey Plan
1. All clubs have appropriate access to pitches	Identify priority clubs for facility assistance	2010-14	HDM, MHU, Clubs	3-07 2-08
	Work with clubs, LAs & other local partners to identify appropriate solution to facility requirements	2010-14	HDM, LA, Clubs, MHU	
	Implement identified solutions	2010-14	HDM, LA, Clubs, MHU	
2. Regional water-based pitch is renewed & maintained	Ensure replacement of DISC pitch	2011	HDM, MHU, Clubs, Dundee	2-08 3-07
	Agree maintenance programme with DCC	2011	HDM, MHU, Clubs, Dundee	
	Support Dundee Hockey Facility Group to influence facility decisions	2010-14	HDM, MHU, Dundee	
	Monitor maintenance & usage	2011-14	HDM, MHU, Dundee	
3. Clear booking procedures & access priorities are available for all LA facilities	Work with LAs & RSP to identify procedures	2011-13	HDM, LAs	3-07 2-08
	Make procedures available to clubs	2011-13	HDM, LAs	
	Ensure resource is updated annually	2012-14	LAs, HDM	
4. Facility strategy is updated quarterly and used in facility discussions	Update regional strategy quarterly	2010-14	HDM	2-08
	Utilise strategy in facility discussions and to highlight priorities	2010-14	HDM, SH	
5. The needs of hockey are given consideration in all appropriate local facility developments	Attend relevant local facility forums and meetings	2010-14	HDM, MHU, Clubs	2-08
	Work with partners to make best use of facility developments	2010-14	HDM, MHU, Clubs, LAs	
	Publicise improvements in and requirements needed for hockey facilities	2010-14	HDM, MHU	