UTRECHT DRAGONS

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YOUTH DEVELOPMENT POLICY

Utrecht Dragons

Version 2.0 | Technische Commissie Jeugd | Nov-2026

Development as a person • as an athlete • as an ice hockey player
Shared commitment • Strong youth development

Version history

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1. Youth hockey development policy at Utrecht Dragons

This document sets out the hockey development policy for the Utrecht Dragons youth programme. Its purpose is to establish a shared vision, approach and decision-making framework, so that players, game coaches, practice coaches, team managers, parents, the Youth Technical Committee and the Board understand the principles that apply within the youth programme.

The policy aims to create a safe, enjoyable and challenging learning environment in which every youth player can develop to their full potential. Player development and the club's interests always come first. On-ice performance is an important outcome of this development, but never an end in itself.

This document also provides a shared framework for the coaching staff. By documenting agreements, responsibilities and procedures, it seeks to establish a consistent approach across all youth teams. This makes hockey-related decisions as independent as possible of individual game coaches or practice coaches and improves continuity between age groups.

The hockey development policy is a living document. The Youth Technical Committee reviews the policy periodically and, where necessary, submits proposed changes to the Board to ensure that it continues to reflect the development of the club and its youth programme.

2. The Youth Technical Committee

The Youth Technical Committee (hereafter: YTC) is responsible for all hockey-related technical matters within Utrecht youth ice hockey, including:

- establishing and documenting the hockey development policy and long-term vision;
- selecting and nominating coaching staff in consultation with the Board, including game coaches, practice coaches, assistants and trainees;
- determining, in consultation with the game coaches and practice coaches concerned, the teams with which youth players practise and/or play. In the event of disagreement, the YTC has the final say;
- setting guidelines for coaching staff on compliance with the hockey development policy, club rules, codes of conduct and the rules and regulations of IJshockey Nederland.

The YTC consists of 4 voting Technical Advisers, supported by a coordinator.

2.1. Technical Committee members and roles

Youth Technical Adviser(s)
Andreas Kraan
Kees Slagmolen
Martijn Leenen
Roy Vermeulen

Coordinator
Jurek Bialkowski

Technical Advisers may place hockey-related technical matters on the agenda.
Club members and the Board may submit topics through the coordinator.
The coordinator ensures that topics are addressed, coordinated and followed up.

Voting rights
When a matter is put to a vote, the coordinator and committee members with a direct or indirect interest in that matter have no voting rights.

Appointment
Candidates for the YTC register their interest with the YTC and submit an application setting out their motivation to the Board. The YTC advises the Board, after which the Board decides on the appointment.

2.2. Contacting the Technical Committee

The Technical Committee can be contacted at the following email address:
technischecommissie@utrechtdragons.nl

3. The Youth Technical Committee within Utrecht Dragons

This chapter describes the YTC's main stakeholders and its relationship with them.

3.1. The Advisory Council

The Technical Committee may consult the Advisory Council on specific hockey-related technical matters. The Council is informed of changes to the hockey development policy and may mediate in disputes between the Technical Committee and the Board.

Depending on the topic under consideration, the YTC may form an Advisory Council for that specific matter.

3.2. The Board

The Utrecht Dragons Board has ultimate responsibility for formal decisions concerning the hockey development policy and the appointment of coaching staff. The Technical Committee is responsible for preparing and developing the substance of these matters.

The Technical Committee submits proposed changes to the hockey development policy to the Board for approval and nominates coaching staff for appointment. The Board makes a reasoned decision on these proposals. If a proposal is not approved, the Board explains its decision and may ask the Technical Committee to submit a revised proposal.

3.3. Technical staff

Coaching staff comprise game coaches, assistant game coaches, practice coaches, assistant practice coaches and off-ice coaches. On appointment, all coaching staff must explicitly commit to the adopted hockey development policy and its principles and guidelines. This commitment applies throughout their appointment. Coaching staff are expected not only to comply with the policy, but also to visibly support and promote it. Actions that run counter to the spirit or intent of the policy, even if technically consistent with its wording, are incompatible with this commitment.

All coaching staff must hold a valid VOG (Dutch Certificate of Conduct).

When nominating coaching staff, preference is given to candidates who have a demonstrable connection with Utrecht Dragons, possess ice hockey knowledge and expertise, and are intrinsically motivated to volunteer for the club. The club's interests take priority.

The YTC may at any time advise the Board to take appropriate measures concerning the appointment or deployment of coaching staff.

3.3.1. Independence and conflicts of interest

Coaching staff may have a personal relationship or other connection with one or more players on a team. This need not in itself prevent them from fulfilling a coaching role. Utrecht Dragons has also had positive experiences with such arrangements in the past.

Every member of the coaching staff is expected to maintain sufficient professional distance and make decisions in the interests of the club and its players. Personal relationships or other personal interests must not influence decisions on line-ups, ice time, player deployment, team selection or other hockey-related matters.

When nominating and appointing coaching staff, the YTC also assesses whether a personal relationship or other connection could create a risk of a conflict of interest. If in doubt, the YTC may decide not to nominate the candidate, propose additional arrangements or, if the person has already been appointed, take immediate appropriate measures concerning their role or deployment. The interests, development and wellbeing of the players take priority.

3.3.2. Game coaches and assistant game coaches

Game coaches and assistant game coaches are appointed by the Board for each season, on the recommendation of the YTC. Candidates may apply for a specific team throughout the year.

3.3.3. Practice coaches, assistant practice coaches and off-ice coaches

Practice coaches and assistant practice coaches are appointed by the Board for each season or during the season, on the recommendation of the YTC. Candidates may apply for one or more practice levels throughout the year. The YTC assesses the practice levels for which a practice coach may be suitable.

3.4. New players and practice-only membership

Admission is governed by Article 6 of the club rules. Three types of youth membership are available: regular membership, trial membership and practice-only membership.

Where playing in a younger age category is not possible, the YTC may, in consultation with the coaching staff and based on the player's practice and game level and development, advise whether practice-only membership is more appropriate than regular membership. This is only possible if it does not hinder the development, progression or practice opportunities of regular members. This may be considered on joining, at the start of the season or during the season. The Board decides on the recommendation of the YTC.

4. Hockey development vision and general policy

The Utrecht Dragons youth programme aims to develop youth players to their full potential and foster their enthusiasm for ice hockey. Player development always comes first. U9 and U11 do not play in a league; these age groups are used to prepare all players for U13 and above. From U15 onwards, Utrecht Dragons youth teams will adopt a more competitive approach, to a limited extent.

4.1. Utrecht Dragons values

(See the code of conduct https://utrechtdragons.nl/wp-content/uploads/2023/09/Gedragscode-Spelers.pdf).

Fair play & Respect
Treat others as you would like to be treated, including your opponents.

Enjoyment
Utrecht Dragons believes that everyone should enjoy attending practices and games.

Team player
The team comes before me.

Always give 100%
We always expect maximum effort, in games and practices, both on and off the ice.

Failure to uphold these values must always be reported to the team manager and/or youth coordinator. They determine the action required, assign responsibility and monitor follow-up until the incident has been resolved.

4.2. Youth player development

The YTC considers it important to emphasise that youth player development begins with their growth as people, then as athletes and finally as ice hockey players. Only a small proportion of youth players will go on to play ice hockey professionally; many more will find their path in other areas of society. This is precisely why we see ice hockey as more than just a sport. It is an environment that shapes players and helps them develop lifelong skills, such as teamwork, respect for others, taking responsibility, discipline, perseverance and honouring commitments.
However, this development does not happen by itself. Practice coaches and game coaches are expected to actively contribute to a safe, positive and development-focused sporting environment in which players can grow both as athletes and as people. Coaches are expected to set an example and act in accordance with the club's principles and values. During evaluation and progress meetings, the YTC may discuss with coaches how they contribute to players' development as people, athletes and ice hockey players.

4.3. General principles

The core purpose of the youth programme is to develop and inspire youth players. On-ice success, including winning a championship, is an outcome of this development, not an end in itself.

4.4. Youth Development Model & player development

The Utrecht youth programme uses IJshockey Nederland's Youth Ice Hockey Development Model as a framework for developing our youth players. The Development Model sets out the skills and areas that may be covered in the programme at each age and stage of development.

https://cdn.ijshockey.nl/uploads/downloads/Groeimodel-Jeugdijshockey-IJHNL-2025.pdf

The Development Model provides a shared starting point for practice coaches and game coaches, while allowing scope for their own expertise and judgement and for the specific development and needs of players and teams.

4.4.1. Monitoring development

The coaching staff systematically monitor and record player and team development for internal use. As a rule, this information is not shared outside the coaching staff.

Only in highly exceptional circumstances may the YTC decide to share specific information with others, and only where the Committee considers this to be in the interests of a player's or team's development.
The information may be used, among other things, to allocate players to teams or practice groups and to determine individual hockey skills support.

5. Games, team selection and coaching

When youth players are ready to compete at a higher level, the aim is for them to play against players of a similar level as much as possible, so that they learn as much as possible. The YTC and coaches must take team composition into account.
Well before the start of the new season, the Board informs the YTC which members are registered and which teams they would be assigned to based solely on age.
Before the season, the Board initially assigns all players to teams based on age. The YTC then determines, in consultation with the practice coaches/game coaches, for whom an age dispensation may be requested or who may be invited to play on an older team. The youth coordinator handles these invitations; following the coordinator's feedback and consultation with the practice coaches/game coaches, the YTC has final authority to decide which player plays on which team. In accordance with Section 3.4, this allocation may result in a member being assigned practice-only membership. A practice-only member practises within the club but does not normally play in games. Exceptions are permitted only in highly exceptional circumstances, following prior consultation with and approval from the YTC and the youth coordinator.
Before the season begins, a primary team is designated for every player. This means that the player practises and plays games with that team, while participation on another team, whether older or younger, is additional. The primary team always takes priority over participation on another team, unless otherwise agreed in consultation with the YTC and the practice coaches/game coaches.

5.1. Coaching

During games, the game coach's primary responsibility is the safety, wellbeing and sporting development of the players. The game coach also ensures a clear connection between the technical, tactical and game-play principles taught in practice and the coaching provided during games.

The game coach acts as a role model on and off the ice and actively promotes the hockey development policy and its underlying vision. The game coach is expected to act in accordance with both the letter and the spirit of the hockey development policy.
Every youth team must also have at least one game coach, who may be supported by an assistant game coach and a team manager.

5.2. Game roster additions and ice time

The guiding principle of the youth programme is the development of all youth players. During games, the team's own players receive the most ice time.

Teams may add players from an older or younger team. This applies only to players who do not have age dispensation for the younger team. The following principles apply:

1. The ice-time principles apply to all players. In exceptional cases, persistent absence from practice may justify a departure from these principles. Any such departure must be discussed with the YTC in advance, with player and team development and careful, consistent application of the policy as the guiding considerations.
2. Players joining from the supplying team must be used primarily to support the development of the team and the player. The decision to add a player must therefore serve a development objective, rather than the pursuit of short-term results. On-ice success is an outcome of development, not an end in itself.
3. The requesting team's roster may be expanded to a maximum of 15 players (three lines). The requesting team determines the additions it needs; the supplying team determines which players and how many are made available.
4. Players from the supplying team must not receive more ice time than any player on the requesting team and must participate fully in the requesting team's rotation, except during power-play or penalty-killing situations.
5. Players are informed in good time of the games for which they are invited. The supplying team's game coach bases selection on the skills, effort and behaviour demonstrated during practices and games and ensures a fair distribution of opportunities, so that playing on an older team does not become an automatic entitlement for the same players.
6. The above rules also apply to goalies, unless it has been clearly communicated in advance that the supplying team's goalie is joining solely as a backup goalie.
7. Players playing on a younger team require explicit prior approval from the YTC. This approval applies only to the game or games specified in advance. The player's role within the requesting team and how their participation contributes to the development of both the requesting team and the player must be clear beforehand. These arrangements are discussed in person in advance with the player, the supplying team's game coach, the requesting team's game coach and a YTC member.

The YTC considers it important for youth players to learn to play at a high tempo and keep shifts short. The aim is for shifts eventually to average 40 to 60 seconds. Longer shifts, particularly for players with a larger role on the team, are inconsistent with the spirit of this policy. Rolling three lines supports this principle and encourages players to play at high intensity and a high tempo.

5.3. Competitive play at U15, U17 and U23

From U15 onwards, the competitive aspect of the sport gradually increases. As players grow older, this is developed step by step, preparing players and teams for U23 and ultimately the first team. Player development remains the guiding principle.

The following principles apply to **U15**:

- As a rule, the team's own players receive equal ice time.
- Players from another team must not receive more total ice time than the team's own players.
- During power plays and penalty kills, the game coach may freely select which players to use. The above principles on total ice time continue to apply. Any additional ice time in these situations must be balanced out during the game, except for the final-five-minute exception described below.
- During the final **five minutes** of a game, the game coach may freely choose the strongest line-up, provided the goal difference is no more than three. The requirement for equal total ice time does not apply during these final five minutes.

The same principles apply to **U17** as to U15, with one further allowance:

- During the final **period** of regular-season league games and throughout playoff games, the game coach may freely choose the strongest line-up, provided the goal difference is no more than three. The requirement for equal total ice time does not apply in these situations.

At **U23**, a further step is taken towards the competitive nature of the first team:

- The U17 principles remain applicable.
- During every power play and penalty kill, the game coach may freely select which players to use, without having to balance out this additional ice time within the total ice time, provided the goal difference is no more than three.

5.4. Player conduct during games

Players are expected to conduct themselves during games in accordance with both the letter and the spirit of this hockey development policy. They show respect for teammates, opponents, officials, coaches and volunteers and actively contribute to a positive and safe sporting environment. The game coach has primary responsibility for upholding these principles. The team manager supports the game coach where necessary. The following additional rules of conduct apply:

- Individual contact between players and the game coach during a game is permitted. Players are expected to respect the game coach's role and, within their own role as players, limit themselves to relevant topics.
- The captain has a broader role in this respect and may also speak individually with the game coach about coaching, line-ups and player deployment.
- Public arguments, negative comments or challenges to the game coach's decisions on play, line-ups or ice time are not permitted during games.

Breaches of these rules of conduct are subject to sanctions in accordance with the provisions in the chapter 'Player sanctions for breaches during practices and games'.

6. Practices

For each practice group, the aim is to have at least two practice coaches on the ice during practices. Particularly for the younger groups, the aim is to maintain a consistent coaching team with as few changes as possible. This helps create a familiar and safe environment, which is especially important for young players. Practice coaches are appointed in accordance with the provisions in the section 'Technical staff'.

To support player development as effectively as possible, Utrecht Dragons uses the following practice levels. Within these levels, a distinction may be made between first-year and second-year players.

LTP & U9 → skating, enjoyment and motor skills development.

U11 & U13 → technical skills, puck skills and basic tactical principles.

U15 → further technical development, tactical awareness and learning positional play.

U17 & U23 → game awareness, specialisation, responsibility and further development of individual and team tactics.

6.1. Practice group allocation

As a rule, players practise with the group to which they are also assigned for games. This is the guiding principle for practices focused on team tactics, game situations and patterns of play.

Where this benefits the development of both the player and the other players, a player may practise with an older or younger group, provided the available space and group size allow it. Ability and effort are the guiding considerations; attendance at all practice sessions offered by the club is also taken into account.

Regular participation in another practice group is permitted only after consultation with the YTC, so that the decision can be carefully weighed against the player's development and the interests of the practice group.

Players who demonstrate commitment and development during the season may gradually participate more often in another group's practices. This progression is not tied to a fixed date and is based on ability and development.

The receiving group's practice coach decides on participation in consultation with the primary group's practice coach. In the event of disagreement, the YTC is consulted and makes a decision if necessary.

6.2. New player intake and the club's long-term future

The YTC expects coaching staff to pay particular attention to warmly welcoming new members and trial members and ensuring that new players integrate smoothly into U9 and the other youth groups.

A healthy intake of young players is essential to the club's long-term future. Utrecht Dragons therefore aims to maintain at least 30 active players in the LTP and U9 programme.

LTP and U9 form the foundation of the youth programme and therefore have the highest priority. Coaching staff must provide these groups with appropriate support at all times, even where this temporarily reduces coaching support and/or ice availability for other

practice groups. This principle is not open to debate. Explicit instructions from the Technical Committee and/or the Board must be followed immediately and without argument.

6.3. Learn2Play (LTP)

The Learn2Play programme is intended for beginners and the youngest players. The emphasis is on learning through play, skating skills, balance, stopping, turning, falling and getting up, and developing basic ice hockey skills.
As a rule, players progress to a regular team once they can participate safely in practices and games. The minimum requirement is the ability to skate backwards and stop under control. In the interests of the player's development, coaching staff may decide that a player should remain in the Learn2Play programme for longer, even if these minimum requirements have been met.

6.4. Saturday morning practices

Every Saturday morning, youth members have the opportunity to take part in additional practice. Open skills sessions are available to all youth members and focus on developing individual skills. Saturday mornings may also be used for full-ice team practices.

Saturday morning sessions alternate between open skills sessions and team practices. Players must register in good time for open skills sessions. Game coaches may register their team in advance for a team practice on a specific Saturday morning. When a team is allocated a session, attendance is mandatory, except in circumstances beyond the player's control. The game coach must inform players in good time and coordinate the practice with the team beforehand.

The YTC oversees the scheduling and allocation of the available Saturday mornings. It ensures that the available team practice sessions are distributed evenly among teams and that at least half of the Saturday mornings remain available for open skills sessions.

6.5. Ice allocation

At the start of the season, the YTC allocates the available ice among the practice groups and records this in an ice allocation plan. Practice coaches may agree among themselves to depart from the plan where this benefits the practice. Such changes should preferably be agreed before the practice to avoid losing practice time, and are permitted only with the explicit consent of the practice coaches affected.

6.6. Full-ice practice

From U13 onwards, full-ice practice becomes an important part of player development. Because ice availability is limited, several practice groups regularly practise at the same time. The practice coaches involved are expected to coordinate in good time and organise joint full-ice drills.

For U13, the guideline is approximately 10 minutes of full-ice practice per session. From U17 onwards, the aim is to provide as much full-ice practice as possible, subject to differences in ability, group size and available ice space. The practice coaches involved coordinate this in good time.

6.7. Goalie training

Utrecht Dragons places great importance on goalie development. A goalie practice is therefore organised at least once a week on dedicated goalie ice. Dedicated goalie ice is also made available for goalie practice on Saturday mornings when open skills sessions are offered.

During regular practices without dedicated goalie ice, the aim is also to have a goalie coach on the ice to provide individual support and targeted coaching wherever possible.

7. Attendance and absence at practices and games

If a youth player cannot attend practice and/or play in a game, the player must notify the practice coach or game coach. The procedure and deadline for reporting an absence are agreed with the team manager at the start of each season and communicated to players and parents. The youth player must give the coaches the reason for their absence. The YTC assumes that every youth player wants to attend practice. However, the YTC understands that, in exceptional circumstances, parents may not always be able to bring their children to practice on time.

If a youth player misses practice repeatedly or frequently, the coaches and parents must discuss the situation. Missing a very limited number of practices must explicitly not reduce youth players' ice time. Where absence demonstrably hinders the player's development or the team's preparation, it may, in exceptional cases, affect ice time or team allocation. Any such departure is always discussed in advance with the YTC, which ensures that this principle is applied carefully and consistently.

8. Player sanctions during practices/games

The rules and associated sanctions apply to all players. Game coaches and practice coaches apply them consistently, so that sanctions do not depend on the individual coach.

Practising or playing with an older or younger team also requires appropriate effort and behaviour during the player's own team's practices and games. Insufficient effort or breaches of the rules of conduct may be grounds for not selecting a player to participate with an older or younger team.

8.1. During games

As a rule, breaches of the rules of conduct in the section “Player conduct during games” result in reduced ice time, starting with missing one or more shifts. In cases of serious or

repeated misconduct, the player may be benched for the remainder of the game. Such sanctions must in any event be applied to the following examples of behaviour:

- Failing to report absence from a game in good time (except in circumstances beyond the player's control)
- Arriving late for a game (except in circumstances beyond the player's control)
- Failing to follow the game coach's instructions
- Arguing publicly about play, line-ups or ice time
- Repeatedly protesting or having a negative influence on the team
- Unsporting or disrespectful behaviour
- Aggressive, threatening, discriminatory or other seriously unacceptable behaviour

Where behaviour during a game warrants it, a sanction may also be imposed at the next practice, in addition to or instead of a sanction during the game. The principles for individual and collective sanctions described in Section 8.2 apply.

8.2. During practices

Breaches of the practice rules may result in an individual or collective sanction:

> **Individual**: where the behaviour affects only the player concerned and does not affect the running of the practice or the functioning of the group.
>
> **Collective**: where the behaviour affects the running of the practice or the functioning of the group.

An **individual sanction** may, for example, consist of a physical exercise such as push-ups, temporarily sitting out practice or an additional task.
A **collective sanction** generally consists of a group skating drill.

The classification below is expressly indicative. Depending on the situation, an offence normally subject to an individual sanction under this classification may also have consequences for the group (for example, failing to close the gate and/or drinking without permission). The practice coach determines which sanction is appropriate.

Normally individual

- Failing to report absence from practice in good time.
- Arriving late for practice.
- Stepping onto or leaving the ice without permission.
- Taking a drink without permission.
- Using pucks without permission or outside the drill.
- Failing to help clear the ice.
- Failing to wear mandatory protective equipment.
- Failing to take a knee during instructions.
- Failing to close the gate.

Normally collective

- Not paying attention during instructions or drills.
- Not giving full effort during a drill.
- Behaviour that disrupts or interrupts a drill or practice.
- Failing to go straight to the practice coach when the whistle blows.

Serious misconduct

Aggressive, threatening, discriminatory or seriously disrespectful behaviour is always dealt with individually. The player concerned leaves the ice immediately, and the practice coach reports the incident to the team manager and the YTC.

9. Communication between players, parents and coaches

From U13 onwards, communication about hockey-related matters normally takes place between the player and the practice coach or game coach. Coaches are expected to create a safe environment in which players feel comfortable asking questions and receiving feedback.

At least two adults must always be present at meetings with a player, for example the practice coach or game coach and a team manager, parent/guardian or YTC member. Even when a parent or guardian is present, communication about hockey-related matters remains primarily directed at the player.

Parents or guardians must not approach the game coach or practice coach directly with questions, comments or objections about hockey-related matters. The team manager is the first point of contact. If a team has no team manager, the youth coordinator fulfils this role. Where the nature or complexity of the matter warrants it, the YTC is involved. The YTC determines whether a meeting with the coach concerned is necessary and arranges it if appropriate.

Game coaches and practice coaches refrain from substantive discussions with parents or guardians about hockey-related decisions, team allocations, ice time or other hockey-related matters and refer them to the team manager or the YTC.

Hockey-related matters raised within 24 hours after a practice or game will not be considered. This period is intended to allow emotions to settle and ensure that the matter is handled carefully.

10. Monitoring and compliance with the hockey development policy

The YTC monitors whether the hockey development policy is followed and applied in practice. A short survey, which may be anonymous, may periodically be conducted among players and/or parents for this purpose. The YTC may also receive reports or concerns at any time from game coaches, practice coaches, the confidential contact person and/or others involved. Depending on their nature and seriousness, these may give the YTC immediate grounds to request action from the Board.

The YTC assesses the findings and reports. Two or more negative reports concerning the same issue will in any event be grounds for requesting appropriate action from the Board. In the event of serious reports or concerns about players' interests, safety or development, the YTC may immediately request appropriate action from the Board. An extensive body of evidence is not required. The interests, safety and development of the players take priority.

Where the YTC considers that there is a serious or persistent breach of this policy and that enforcement is necessary, it immediately submits an enforcement request to the Board. The Board relies on the YTC's hockey-related assessment. A disagreement on

hockey-related matters is not assessed by the Board itself, but may be referred to the Advisory Council as an independent technical body. The request may include immediately placing a member of the coaching staff on hold or suspending them.

The Board implements the requested measure unless a demonstrably overriding club interest prevents it. Any departure from the request must be properly substantiated, consistent with the letter and spirit of this policy, and accompanied by concrete alternatives that safeguard players' interests, safety and development.

11. Confidential contact person

The YTC emphasises that the club has a confidential contact person whom anyone involved with the club may approach. Utrecht Dragons has appointed Anneke Harmsen as its confidential contact person.
(vertrouwenspersoon@utrechtdragons.nl)

12. Club rules

Everyone involved with the club must act in accordance with the club rules. The club rules are available on the Utrecht Dragons website. https://utrechtdragons.nl/wp-content/uploads/2025/05/Huishoudelijk-reglement-Utrecht-Dragons-v1.2-translated-.pdf

13. Cooperation and decision-making

The YTC, game coaches and practice coaches together form the technical staff and work as one team. Everyone involved is expected to cooperate actively, seek each other out and support one another. Differences of opinion are discussed together, with the shared interests of the club and player development as the starting point.

Situations not explicitly covered by this policy are assessed against the principles of this document. In the event of doubt or disagreement, the YTC is consulted. If necessary, the YTC makes a decision that those involved must follow.

The Board and the YTC review the implementation of the hockey development policy at least once every quarter. They discuss reports and concerns from within the club, issues, ongoing actions and any proposed changes. Agreed actions are recorded and followed up at the next meeting.

14. Sanctions

The YTC values the current volunteers who support the club with enjoyment and commitment. At the same time, the YTC has been asked to establish clear rules to create greater structure and consistency within the club. These rules have value only if everyone involved follows them.

The YTC expects everyone involved to comply with the rules in this document. Where there are persistent or serious breaches, the YTC reports them to the Board and may propose a sanction or further action. The Board discusses this with the practice coach or game coach concerned and makes a reasoned decision. As a rule, the Board follows the YTC's proposal and departs from it only with a reasoned explanation, taking account of the principles and safeguards set out in the chapter “Monitoring and compliance with the hockey development policy”.

15. Adoption and entry into force

This Youth Hockey Development Policy has been prepared by the Utrecht Dragons YTC and sets out the principles, working methods and responsibilities relating to the youth programme.

The document enters into force upon adoption by the Board. Amendments to this document are prepared by the YTC and submitted to the Board for a decision.

By signing, the signatories confirm that this document has been adopted in accordance with the established governance arrangements within Utrecht Dragons and applies from the date stated below.

On behalf of the Board

Chair	**Treasurer**	**Youth Coordinator**
Marco van Doorn	John Sulzle	Marco Bellio
.....	.....	.....
Date	**Date**	**Date**
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On behalf of the YTC

Youth Technical Adviser	**Youth Technical Adviser**	**Youth Technical Adviser**
Roy Vermeulen	Martijn Leenen	Kees Slagmolen
.....	.....	.....
Date	**Date**	**Date**
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**Disclaimer – The Board and the YTC may at any time agree to depart from this policy in an individual case. In hockey-related technical matters, only the YTC is authorised to depart from the above rules.*