



CREATING A FUTURE FOR OUR GAME TOGETHER

A strategy for the sport to 2028



**ENGLAND
HOCKEY**

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WHY THIS? WHY NOW?

It has been incredible to watch the way the hockey community galvanised itself and came together to face the challenges of recent history. It continues to be a source of inspiration for the work we do everyday.

As our sport looks to move forward in this changing world, it was right that we took time to reflect and focus on what the strategy for the game in England should be.

We were excited to spend time connecting with you, the community, whether that be through consultation, survey or interviews. This is our response to those conversations.

THE HEART OF HOCKEY

We wanted to articulate what the essence of our wonderful game is and the values that make the hockey community so special to be part of.

Alongside that, we have also embedded our continued commitment to our Equality, Diversity and Inclusion Framework throughout this strategy. That way it stays central to all our decision making.



WHY THIS? WHY NOW?

PERFORMANCE AND PARTICIPATION

We know how vital BOTH of these are to our sport and our community.

Performance drives attention, increases awareness, raises standards and stimulates innovation in and around the sport; all of which contribute to growing revenue which in turn brings more people to the game.

Participation is about increasing the reach and benefits of team sport into new communities; and retaining our existing community and engaging with new ones to widen our talent pool and increase the likelihood of maintaining and growing our performance (at club and country level).

Our commitment is to maintain an equal focus on them both.

This strategy outlines how we think we can facilitate that from our side over the next 5 years. But we also know that we can't do it alone and that we don't have all the answers, and sometimes we get it wrong. Which leads us to...

THINK LOCAL

We want to re-engage with you and for you to re-engage with your communities.

This is your game. We need you...players, coaches, umpires, supporters...everyone involved, to help create the future of our sport.

You know your team, your club, your communities. You tell us what you need and what works and let's see what we can do.

So, think of this less as a strategy and more of a question.

How can we create the future of the game together?

Your sport. Our support.



Nick Pink
Chief Executive
England and Great Britain Hockey

PURPOSE

SHARING A LOVE OF THE GAME

Every organisation or community has a purpose that brings them together. Hockey is no different. Beyond the beautiful simplicity and joy of picking up a stick and playing the game, what is that?

You can hear it at your club, the thwack of stick on ball, team mates and coaches encouraging, the cheers of supporters, the chatter of a busy club house, singing on the coach, the excited buzz from the under 10's through to the masters teams.

That's the sound of people sharing a lifelong love of the game.

Whilst there are diverse opinions about how the sport should be run, governed, played; sometimes seemingly conflicting priorities and requirements for all those involved; what unifies us is our love of the game.



PURPOSE

Why this purpose and what can you do to help?

For many within hockey our passion for the game isn't in question. Hockey in England has a wonderful, vibrant and committed community.

We all believe in the power of hockey in our lives and the values and attributes it brings; a team sport that connects generations and genders together, that has a significant role in the mental and physical wellbeing of those involved.

We believe we are the best kept secret and we know the sport does not have the media presence of some other sports.

To grow the game we all need to share the love for hockey we have nurtured and developed through our journeys in the sport. Our collective voice can be loud and proud and together we can all play a part to make the sport heard. Like a crowd getting behind a chant or cheering a goal in a tight game, the noise made by a whole community is far louder than just a few voices.



OUR SHARED MISSION

In order to achieve our purpose of 'sharing a love of the game', to get more people to participate, to stop us losing people from the sport; we need to extend the invitation to hockey further and wider than ever before. It can start as small as simply telling friends or other parents about your club or a match on TV. Or creating more hockey content to share on social media or YouTube. Or joining the movement of clubs taking hockey to new audiences.

And there is so much to share! From the rich experiences of playing, coaching and supporting, to connection with your local community and the incredible mental and physical benefits of our sport that last a lifetime where you can have 3 generations in one team.

Let's shout about hockey.

Let's...

WORK TOGETHER TO MAKE
HOCKEY MORE VISIBLE,
RELEVANT AND ACCESSIBLE
TO ALL



SO, WHAT DO WE
MEAN BY VISIBLE,
RELEVANT, AND
ACCESSIBLE? AND
WHAT DOES THAT
MEAN FOR YOU?



OUR SHARED MISSION

VISIBLE

Of course, TV rights and press coverage are important, but just as powerful are the voices we need every person who loves hockey to talk with passion about the game they love, it's benefits and impact, to people outside the sport, friends, acquaintances and colleagues and share the contribution they make to their local areas and communities. After all if we don't shout about hockey, who will?

This is far more valuable in the long term than the impact that a few televised Commonwealth or Olympic games alone deliver.

Let's make ourselves seen and heard beyond the pitch and the clubhouse.



OUR SHARED MISSION



RELEVANT

On one hand this is about modernising the game (how it's played and how it's watched) to stay relevant with new and changing demands of players and audiences; without ripping the soul out of the game. A challenge, yes, but one that our sport and others have had to embrace for decades. No sport remains the same. Nor should it.

On the other hand, relevancy is about changing the perception that hockey is only relevant to certain people from certain backgrounds. We need to increase our visibility and accessibility to those beyond the perceived 'heartlands' of the game.

At England Hockey, we are committed to doing more and having a real impact in making our sport relevant (and accessible) to people from any and every background. We have done extensive work on being more equal, diverse and inclusive as an organisation, some of which is outlined in our Equality, Diversity and Inclusion Framework [here](#).

We're not there yet, and there is still lots to be done, and we are continuing to listen and learn.

We know the positive impact that our game can have on individuals, and our clubs and teams have on their local communities. We need to share that further.

Let's extend the invitation.

OUR SHARED MISSION

ACCESSIBLE

There is no point extending an invitation and forgetting to unlock the door. We want to work together to reduce and remove the barriers to entry (both perceived and real). We want to be accessible for anyone that wants to pick up a stick and play, or volunteer to help their local club, or who just wants to be part of the community...regardless of social background, race, gender, sexual orientation or stage of life.

Let's open the doors to new people, hold on to those who feel the sport is moving away from them and bring back those who have stepped away.

Let's leave the door open.



VALUES FOR THE SPORT

Values uphold and protect our sense of fairness and help define how we behave with each other both on and off the pitch.

Whilst the rules of the game may change and evolve, the inherent values of our game (whether written down or not) largely remain the same; how we talk to each other, treat each other with respect, act with integrity, behave in our community, involve others and see hockey as a force for good in society. You might say it is how you can spot a “hockey” person.

We wanted to articulate those values and behaviours that are seen, heard and felt; that you have told us are important.

They are not rules, but they are a guide, a moral compass, what we can expect of each other in every aspect of the game; whether you are crossing the white line with stick in hand, coaching, running your club or running the governing body.



VALUES FOR THE SPORT



COLLABORATE INCLUSIVELY.

- We allow everyone to bring their whole self to work and play
- We champion diversity of thought to find the best solutions for hockey
- We embrace differences and encourage contribution



CARE FOR PEOPLE AND PLACES.

- We ensure that hockey is a place of psychological and physical safety
- We always consider our impact
- We value everyone and protect our environment



PLAY WITH SPIRIT. WIN WITH GRACE.

- We enjoy what we do and want everyone in hockey to do likewise
- We respect the rules of engagement and challenge with courtesy
- We bring the positivity and energy of hockey to every space we enter



RESILIENT IN EVERYTHING WE DO.

- We are open minded and adaptable
- We support each other to be successful
- We believe in our purpose and in the impact of hockey

5 YEARS AND 5 OBJECTIVES

A dynamic action shot from a field hockey match. Four players in red uniforms are attacking a goal. The goalkeeper, wearing a blue uniform and a white helmet, is positioned in the goal. The players are wearing helmets and holding hockey sticks. The background is a blue net with a red banner at the bottom that reads "commonwealth games".

Strategic priorities for the sport to 2028
and England Hockey's commitments

A SHARED FOCUS



We wanted to hear what matters most to the community and how we can best grow the sport. We spent two years in consultation with the game, which included:

- 2 Return to Play surveys over 2020 and 2021
- Interviews with 40 club representatives across the game
- 5 board strategy development sessions
- Ongoing input from England Hockey staff with 4 dedicated all staff sessions
- 3,693 responses to our independent More Inclusive Sport survey
- 2 #ChangeStartsTogether conferences

- More than 500 people across the game consulted on our Talent System changes and roll out
- 3 AGMs over 2020, 2021 and 2022 with average attendances of 216
- Independent testing of the plan as well as funder testing

As a result of those conversations we have identified **5 operational objectives for the next 5 years**. We believe focus on these will bring our values to life and enable us to 'share a love of the game' by 'working together to make hockey more visible, relevant and accessible to all'.

There is already incredible work being done in clubs and hockey communities across the country that are making these objectives a reality.

A SHARED FOCUS



- Our 5 operational objectives for the next 5 years
- Values underpinning everything we do

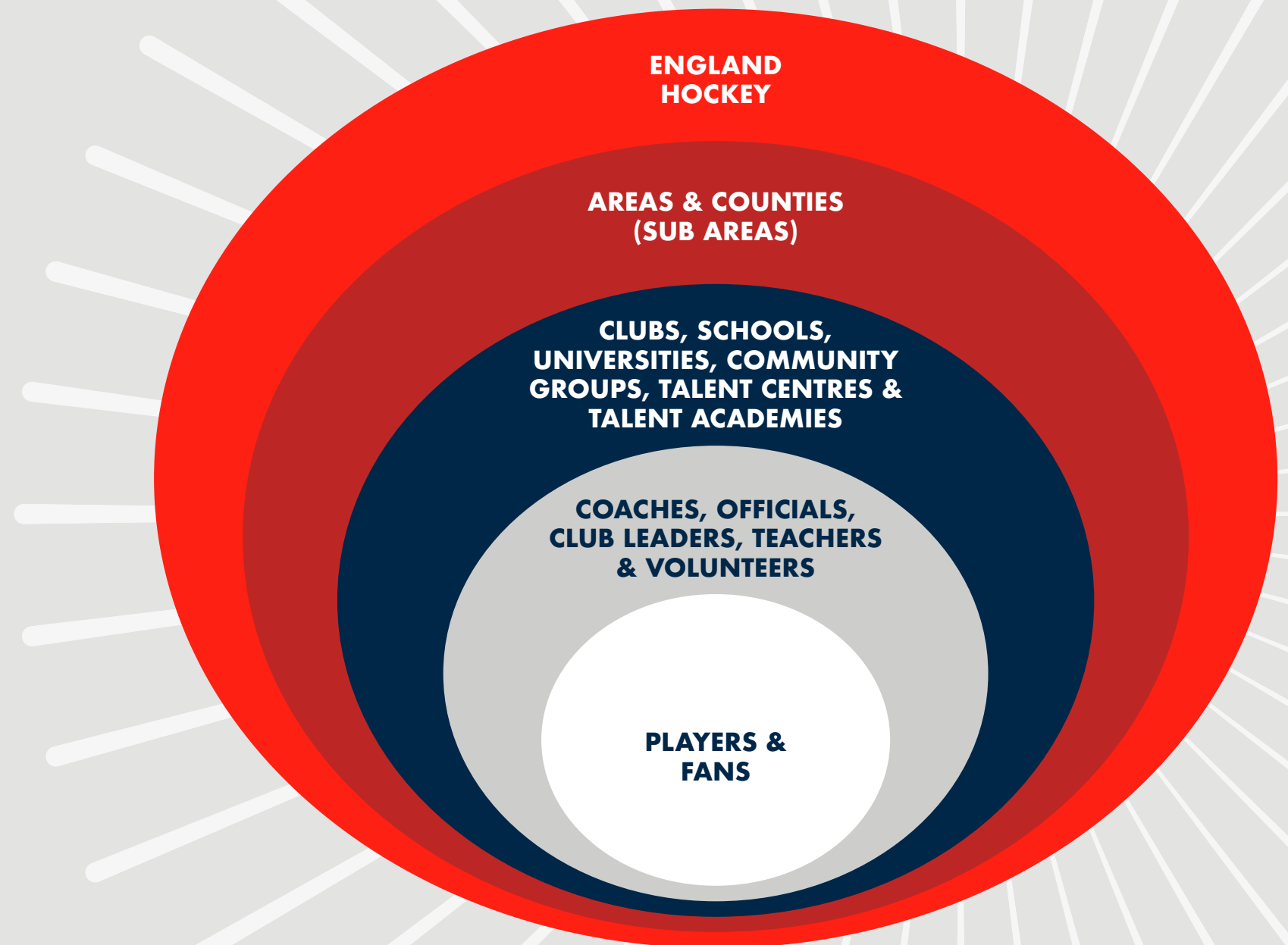
WHAT WE CAN ALL DO: WORKING TOGETHER

As we said...your sport, our support. Every contribution at every level matters. Our continued progress and success requires everyone involved in the game, at every level, to contribute.

We are a member's organisation. We know that we don't have all the answers and we need you to share your work, ideas, solutions and learning with us and the rest of the hockey community.

At the beginning of this document we said 'think of this less as a strategy and more of a question.'

How can we work together to share the love of the game at every level of the sport?



LEAD POSITIVE CHANGE



What we want to achieve together

To create and champion positive change within the community by broadening and widening the engagement of the sport and making it more ethnically and culturally diverse.

To expand access and opportunities in state schools, particularly those within ethnically and culturally diverse communities.

What does success look like for the game by 2028?

- Double the number of state schools offering hockey by 2028
- Increase the number of ethnically and culturally diverse players and coaches so that our sport moves towards reflecting the population in line with the National Census
- Support 20 clubs through our targeted ED&I funded initiatives to create and report positive change towards reflecting their communities
- Ensuring all clubs, counties and regions meet the Equality Diversity & Inclusion Framework requirements



LEAD POSITIVE CHANGE



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HOW ARE ENGLAND HOCKEY GOING TO LEAD AND SUPPORT THIS?

We will achieve the targets in our Equality Diversity & Inclusion Framework

It is important that we are open and honest about our progress. Therefore we will provide annual updates to you on how we are progressing against our targets via local and national channels.

We will encourage and lobby for more state school involvement in hockey

We will increase the number of state schools that play hockey and the number of state educated young people in our talent system (in line with our talent strategy).





We will proactively encourage the involvement of ethnic and culturally diverse communities in the sport

We are going to increase the number of ethnically and culturally diverse coaches (at every level) and players in the sport and will report back on our progress annually.

Greater representation means role models for a more diverse segment of society, driving participation into new communities. Organisations with diverse participants are proven to lead high performance and excel in innovation.

Ultimately this will lead to our national teams being a better reflection of the diversity in society and the communities from which they come.

England Hockey's board, management team and organisation will reflect the diversity in our society

Of course we need to role model the change we are asking of others. We are increasing diversity across the whole of the England Hockey organisation, starting with the board and management team.

INSPIRATIONAL INTERNATIONAL SUCCESS



What we want to achieve together

Inspirational club and national teams delivering podium success in Europe and on the world stage, underpinned by a thriving talent system and domestic game.

What does success look like?

- A thriving and accessible talent system that champions diversity, and delivers breadth and depth of talent with a duty

of care for everyone's wellbeing

- Clubs excelling in Europe with consistent top four finishes
- Men and women consistently top four at Junior World Cups
- Medal winning performances at 2024 Olympic Games, 2026 World Cups and 2028 Olympic Games
- A hockey community inspired by empowered and exceptional role models and team success



INSPIRATIONAL INTERNATIONAL SUCCESS



HOW ARE ENGLAND HOCKEY GOING TO LEAD AND SUPPORT THIS?

We are acutely aware and incredibly proud of our leadership responsibility. Continuing this leadership and maximising England Hockey's contribution at all levels of the sport...

We will implement and support the development of '[Talent Development – A new way forward](#)'

We plan to support 120 talent clubs and 20 academies by 2026 to provide frequent, high quality contact time. We will develop a talent system aligned to our values which maximises individual potential and sets a new standard for equality, diversity and inclusion; something for us all to be proud of.

We will maximise the ENGLAND and Great Britain senior programme and align it with the club game

We will achieve this by working more closely with the domestic game supporting clubs with a shared ambition of 'semi-professionalisation' whilst targeting specific areas of skill development in international programmes.





We will provide access to world class sports medicine and sports science

We will provide support to our senior and most talented players, giving them opportunities to use their voice, maximise their availability, develop their on pitch impact, grow personally and transition well on and off programmes.

We will deliver age related national programmes, from U16 to U21

This will support and develop the skills and characteristics for future senior international success.

We will support the development of effective leadership and coaching across all talent and performance programmes

We will achieve this by recruiting, retaining and developing world-class people, including staff, science and medical teams, to deliver performance impact in psychologically safe environments.

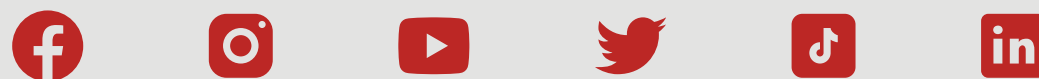
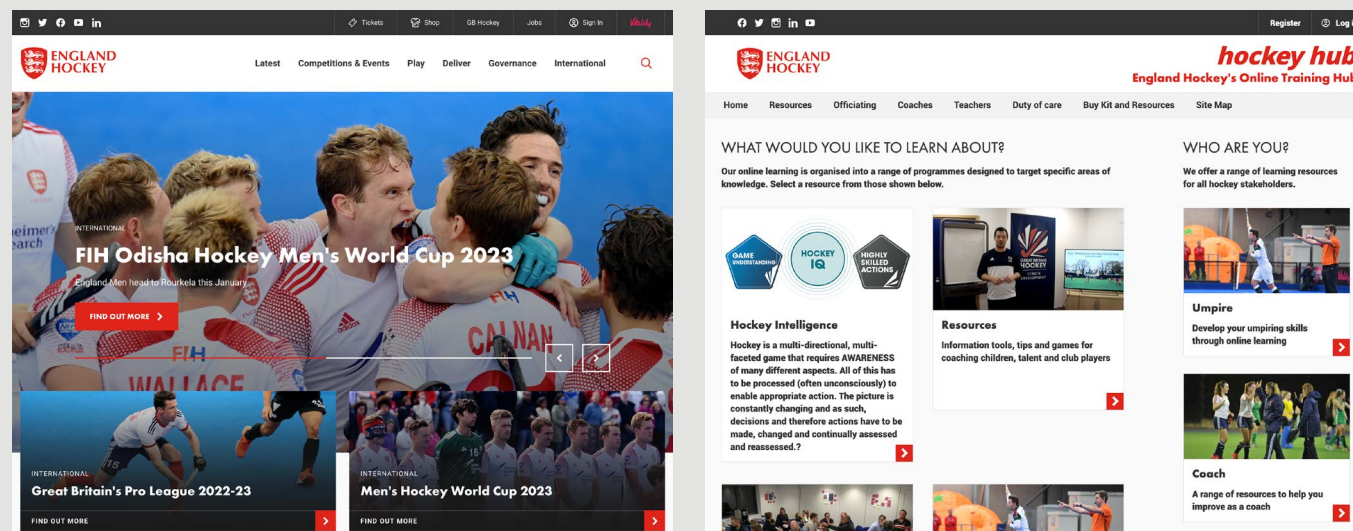
DRIVE VISIBLE IMPACT



What we want to achieve together

To produce and release high-quality, engaging content that shares the love of the game, captures the passion, builds a deep connection and amplifies the voices of the hockey community with new and existing participants.

And with greater engagement comes the opportunity to attract increased commercial investment.



What does success look like?

- Commercial growth that enables us to reinvest back into our game and continue to raise the profile of the sport. We will do this by identifying the right partners for the right product and ensuring all partners are aligned with hockey's values
- Increasing the awareness of hockey as a sport amongst children ages 7-13 and parents of children age 5 -15 through engaging content across relevant channels
- Increasing positive brand sentiment of England Hockey amongst the hockey community
- Increasing positive perception of hockey as a sport for me and as a sport for good (i.e., a sport that positively impacts sustainability and inclusion)

DRIVE VISIBLE IMPACT



HOW ARE ENGLAND HOCKEY GOING TO LEAD AND SUPPORT THIS?

We will be a real home for the sport in England

This means being the central hub for all hockey communications through improved visibility and coverage of our incredible national leagues; and promoting hockey, clubs, volunteers, coaches and umpires.

We know we need to take a step up in marketing and communications. So our communications will always have our purpose at their heart, sharing a love of the game, the physical and mental benefits to participants, the communities it builds and it's impact beyond.

We will increase visibility of ENGLAND and GREAT BRITAIN international hockey teams

We are going to make sure that our international matches reach the larger and more diverse audiences that they deserve.

We will broadcast hockey through multiple content platforms.

We will amplify the positive influences and voices of our national teams around the topics of equality, diversity and inclusion and our planet (sustainability).



DRIVE VISIBLE IMPACT



ENGLAND
HOCKEY

We will develop relevant youth based content

We are going to put a greater focus on the next generations and their part in the future of hockey, with more youth based content across relevant platforms.

We will foster deeper and longer term relationships with commercial partners

We will establish partnerships that are aligned to our values and enhance our commitments to young people, Equality, Diversity & Inclusion and Sustainability.

In line with this, we will increase commercial income that can be reinvested into the sport.

We will get more fans into hockey stadiums

We will ensure the stadium fan experience is more diverse, inclusive and representative of society. In turn this allows us to increase the attendance and profitability of England Hockey run international games.

We will develop an event plan and align major event hosting to Big Stadium Hockey plans.



RESPONSIBLE LEADERSHIP



What we want to achieve together

To provide forward thinking, compassionate and inclusive leadership. Leadership that fosters trust within physically and psychologically safe environments and which puts players, the community and sustainability at heart of every decision.



What does success look like?

- Demonstrating and holding ourselves (and others) accountable to the highest standards, throughout our organisation and the game ensuring a clean sport with sound safeguarding and reporting practices consistently seeking to build and maintain a trusted relationship with all
- Enhancing injury reporting by increasing compliance and including gender split to support concussion monitoring and help us make better informed targeted interventions to protect those on the field of play
- Ensuring all clubs, counties and regions meet the Equality Diversity & Inclusion Framework requirements
- Building on our momentum from our work on social sustainability through the ED&I action plan; develop, communicate, track progress and report against a sustainability programme
- Diversifying England Hockey revenue by increasing to 40%+ (currently 30%) sourced from non ringfenced government sources. This enables us to allow money to flow to areas of the game most in need

HOW ARE ENGLAND HOCKEY GOING TO LEAD AND SUPPORT THIS?

**Our promise to you is to govern the game effectively,
efficiently and safely**

We will conduct a rules and regulations review and implement the recommendations that follow. We will continue to develop, guide and support the sport on the health and safety across the game serving to protect the welfare of all involved including listening and involving our athletes in decisions.

To support the ambitions of England Hockey and make the game more visible, relevant and accessible; we will develop and implement a long-term international plan of influence in order to overcome any international barriers to growth and make the most of any collaboration opportunities.

We will embed and provide support for major change programmes such as the 'Talent development – a new way forward' strategy and area governance changes.

And we will nurture, champion and support the strong, passionate, enthusiastic custodians and ambassadors of the sport.



We will build and increase inclusivity through every part of our sport and culture

We will continue to create and support an inclusive culture for the sport and the governance structures of the game by implementing our Equality, Diversity & Inclusion action plan. And we commit to reporting back on our progress.

There is always room to improve the way we communicate and collaborate with the sport. We will work with advisory groups and social channels to make sure we are hearing and speaking to all parts of our hockey community.

We will use technology to enhance insight, access and enjoyment

We want to make sure that our use of technology is a benefit to the hockey community. This means technology that provides a frictionless user experience, is efficient and easy to use and that enables good governance across both our internal and external systems.

Maintaining our foundations and building change

As the governing body it is our responsibility to make sure that we secure investment in the game and spend that in the best way possible. That means exercising sound cost control, best practice in investment decisions and sound judgement when it comes to procurement.

We will continue to seek out and secure investment for our game and community by staying close to government instruments and other funding opportunities.



MEANINGFUL GROWTH



ENGLAND
HOCKEY

What we want to achieve together

To make sure that our sport thrives and grows into the future, we want to nurture a love of hockey within a more diverse group of young players and communities to reflect society.

We want to create meaningful, joyful, safe and accessible experiences that keep players and their communities in the sport as they progress through life.

What does success look like with your help?

- Doubling the number of 7-13 year olds in club activity
- Ensuring that key groups identified in our Equality, Diversity and Inclusion Framework are welcomed and developed in hockey through a system that adapts to the player

- Securing investment to upgrade hockey facilities which will enhance access and quality of experience for key groups targeted in the Equality, Diversity and Inclusion Framework, therefore creating and embedding a more inclusive system



HOW ARE ENGLAND HOCKEY GOING TO LEAD AND SUPPORT THIS?

Great clubs providing great experiences

We will proactively support clubs in creating environments and experiences that engage and include players to maintain and grow the game. This includes transforming the way in which we work with clubs to support them in providing great experiences.

As part of this we are reviewing and updating our 'What Makes A Great Club' guide (available [here](#)) and evolving how we engage with clubs.

We want to enable memorable first experiences of hockey that create lifelong advocates

We will provide the tools and training to ensure that first experiences of hockey are available, affordable, and inclusive to anyone who wants to take part.

We are focusing on the youth audience to ensure that early experiences help to build a lifelong love of the game that attracts and retains a broader audience in hockey.





Competition and event structures that really enhance the passion and excitement of our game

We will make sure that national and local competition frameworks provide the best experiences for player and supporters and keep them coming back. To support this we will review and develop the current provision and work with the appropriate Areas to provide the right competition structures for the future.

Best in class learning and development

We will inspire a representative, paid and voluntary, workforce of great coaches, officials, and leaders across the game by facilitating learning and education programmes that support everything we have outlined. The hockey workforce will be able to access support and training when and where they need it.

Facilities our game and communities deserve

In line with the Facilities Strategy, we will work collaboratively with clubs, Sport England, other NGBs, local authorities and education sites to improve and increase hockey provision.

We will support this by developing new plans that help clubs create more lasting and sustainable relationships with facility providers securing hockey for the long term.

SUMMARY OF THE STRATEGY

PURPOSE Sharing a love of the game

MISSION Work together to make hockey more visible, relevant and accessible to all

OUR FIVE OPERATIONAL OBJECTIVES



What does success look like?

- Double the number of state schools offering hockey by 2028
- Increase the number of ethnically and culturally diverse players and coaches so that our sport moves towards reflecting the population in line with the National Census
- Support 20 clubs through our targeted ED&I funded initiatives to create and report positive change towards reflecting their communities
- Ensuring all clubs, counties and regions meet the Equality Diversity & Inclusion Framework requirements



What does success look like?

- A thriving and accessible talent system that champions diversity, and delivers breadth and depth of talent
- Clubs excelling in Europe with consistent top four finishes
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What does success look like?

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- Increasing positive brand sentiment of England Hockey amongst hockey community
- Increasing positive perception of hockey as a sport for me and as a sport for good (i.e., a sport that positively impacts sustainability and inclusion)



What does success look like?

- Demonstrating and holding ourselves (and others) accountable to the highest standards, throughout our organisation and the game ensuring a clean sport with sound safeguarding and reporting practices, consistently seeking to build and maintain a trusted relationship with all
- Enhancing injury reporting by increasing compliance and including gender split to support concussion monitoring and help us make better informed targeted interventions to protect those on the field of play
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- Securing investment to upgrade hockey facilities which will enhance access and quality of experience for key groups targeted in the Equality, Diversity and Inclusion framework, therefore creating and embedding a more inclusive system

OUR VALUES



LET'S KEEP
TALKING –
WE WANT
TO HEAR
FROM YOU

The conversation has only just begun. We want to hear ideas and solutions from areas and clubs. What are your ideas for achieving these ambitions? What are you doing? What support do you need?

We want to hear from you.

Get in contact at strategy@englandhockey.co.uk

Useful references (hit link to access):

[Equality, Diversity and Inclusion Framework \(englandhockey.co.uk\)](#)

[Talent System | England Hockey](#)

[What Makes A Great Club \(englandhockey.co.uk\)](#)

[AGM Resolution – Governance Review](#)



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