

**WEST
HOCKEY**

**Strategic Plan
2024 - 2029**

Motivate - Build - Sustain

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Introduction

This document outlines the objectives for the next five years for hockey in the West. It is intended to help provide direction for everyone involved in hockey across our Area in helping to grow and develop our sport.

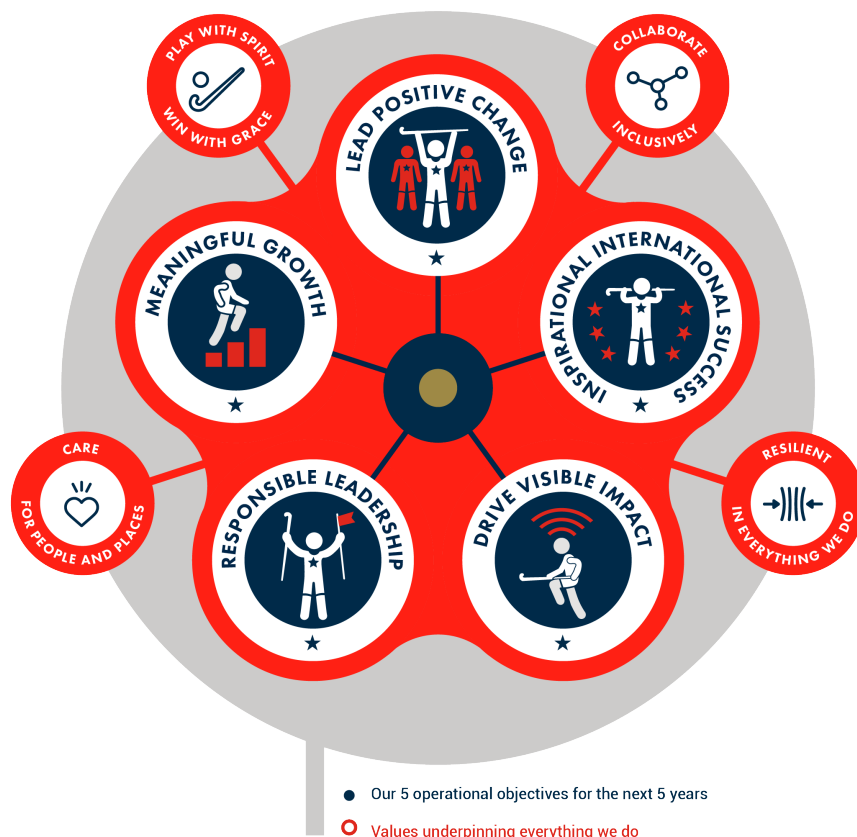
West Hockey have adopted the key themes identified in the recently launched England Hockey strategy 'Creating a Future For Our Game Together' and continue to embed these in the work already started and in the future.

West Hockey Ltd is one of 8 Areas responsible for delivery of hockey across England, formed in 2021 as part of the Governance transition led by England Hockey. Further information is provided at Appendix i.

Our Vision

More people to be involved in hockey and once involved to stay in the game

Our **Values** are aligned to those of England Hockey and will guide the way in which we implement the Plan. These are shown in the diagram below, which is taken from the England Hockey Playbook





Collaborate – *inclusive*

Work with people, our communities and partners to make hockey a great lifelong experience



Core – *for people & places*

Our players, officials and volunteers and the places they live will be at the heart of what we do



Play with spirit – *be kind & considerate*

Our Clubs will be safe environments for a diverse group of people to have positive experiences, love their hockey and develop themselves



Resilient – *lifelong participation*

Work with our partners to provide opportunities which are supportive, safe and well managed to encourage lifelong participation

Executive Summary

The West Hockey Strategy has been developed through involvement of the Area leadership group and Committee volunteers. In developing the plan we have used feedback from our local forums and the available information from recent National surveys with Clubs and Umpires.

This 5 year plan presents a future direction for West Hockey which puts Clubs, people, partners & communities at the centre of everything we will do.

Achieving our Plans

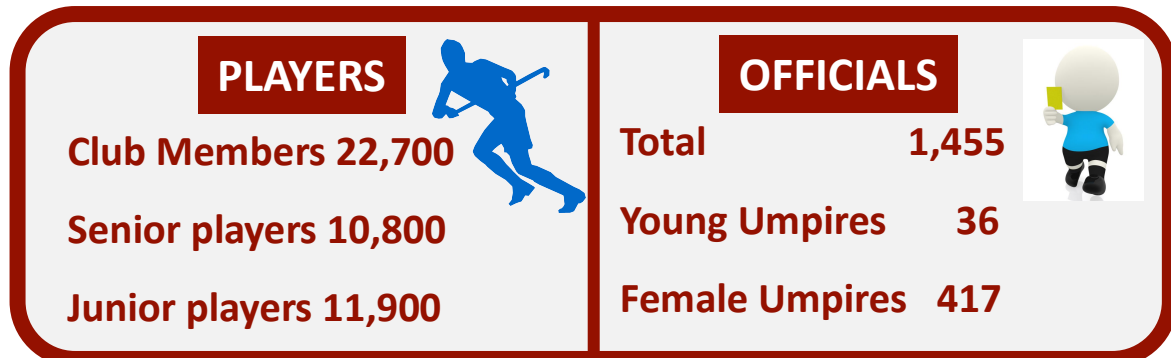
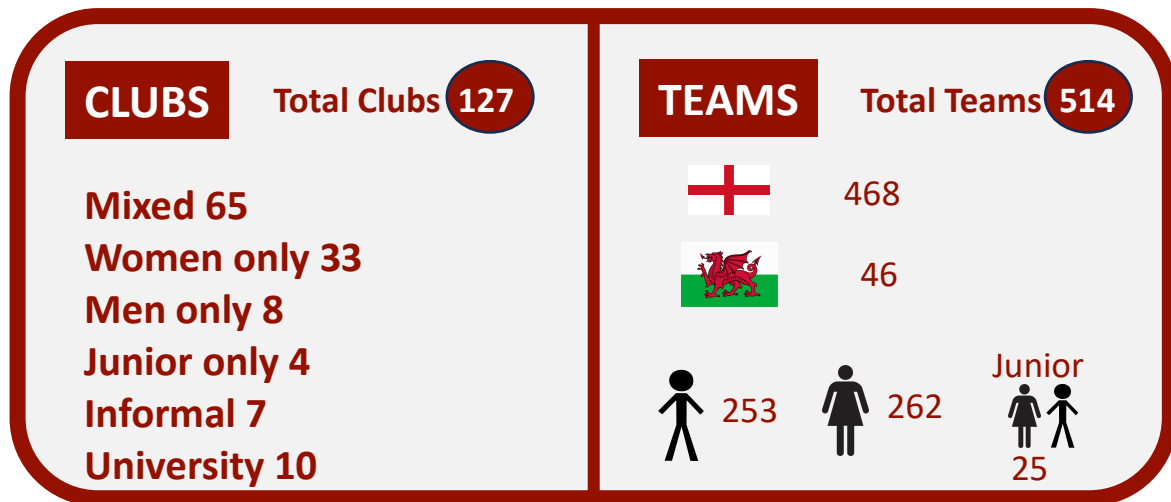
Hockey in the West is operated through a network of volunteers within Clubs, Counties and Committees.

We want this document to help enable co-ordinating effort across similar activities and sharing what is being done in different places. This will in turn support our Clubs, Counties and hockey community to deliver against their own objectives.

Co-ordinating these activities will also allow better management of investment to support Clubs and individuals in developing hockey in the West.

The Strategy sets out our objectives that will be met through action plans being delivered with our Clubs, Counties and broader hockey community. A set of action plans for each of the key Areas will help us manage delivery against these objectives eg. Junior, Officiating

WHERE ARE WE NOW



Our Objectives

We have four key objectives, that are outlined in the following tables

- Lead Positive Change
- Drive Visible Impact
- Responsible Leadership
- Meaningful Growth

Lead Positive Change		
We Will:	Resulting in:	Measured by:
<ul style="list-style-type: none"> • Champion positive change to <ul style="list-style-type: none"> ○ broaden engagement ○ encourage diversity • Expand access & opportunities to play hockey in communities & State schools • Support Clubs in providing developmental and nurturing environment for players, officials & volunteers to grow 	<ul style="list-style-type: none"> • Increased recruitment & retention of players, officials & volunteers in Clubs • More diverse hockey community • Growth in hockey in State schools • An increase in the ways that people participate in hockey 	<ul style="list-style-type: none"> • Increased diversity of Club membership • Increased participation • Increase in State school competitions • Talent pathways successful with representation at all ages

Drive Visible Impact		
We Will:	Resulting in:	Measured by:
<ul style="list-style-type: none"> • Develop and promote the brand of West Hockey • Provide high quality & engaging content that shares our love of the game, builds connections and speaks to both existing and new participants • Create and develop opportunities for commercial relationships that will benefit our communities and partners 	<ul style="list-style-type: none"> • West Hockey is regarded as a developmental brand Commercial arrangements that will help investment in our Clubs and communities • Strong identity of hockey in the West contributing to the development and retention of players, officials & volunteers of all ages and abilities 	<ul style="list-style-type: none"> • Increased following on social media and web • Positive engagement and feedback from West stakeholders • Strong commercial relationships • Increased numbers of officials • Retention with long service

Responsible Leadership		
We Will:	Resulting in:	Measured by:
<ul style="list-style-type: none"> To provide forward thinking, compassionate & inclusive leadership which enables trust and creation of a safe & sustainable environment Ensure players, officials, volunteers and our communities are at the heart of decision making 	<ul style="list-style-type: none"> Effective governance, the right behaviours and exemplary discipline A strong and financially independent organisation 	<ul style="list-style-type: none"> Robust West Hockey organisation with good and sustainable financial performance, transparent and consistent processes Good discipline record

Meaningful Growth		
We Will:	Resulting in:	Measured by:
<ul style="list-style-type: none"> Support growth and development within a more diverse group of players, officials, coaches & volunteers that reflects our communities Support our Clubs & representative sides in providing safe, accessible and sustainable experiences that both attracts and retains members and enhances their experience of the sport 	<ul style="list-style-type: none"> Thriving Clubs with diverse membership Safe and sustainable environment for people in the West to enjoy hockey An increase in the ways that people participate in hockey 	<ul style="list-style-type: none"> Growth in Club membership across players, officials and volunteers More Clubs are active in their local communities to provide hockey experiences to a diverse range of people

Our Focus for the next 5 years

Lead Positive Change		
We Will:	Resulting in:	Measured by:
<ul style="list-style-type: none"> Champion positive change to <ul style="list-style-type: none"> broaden engagement encourage diversity Expand access & opportunities to play hockey in communities & State schools Support Clubs in providing developmental and nurturing environment for players, officials & volunteers to grow 	<ul style="list-style-type: none"> Increased recruitment & retention of players, officials & volunteers in Clubs More diverse hockey community Growth in hockey in State schools An increase in the ways that people participate in hockey 	<ul style="list-style-type: none"> Increased diversity of Club membership Increased participation Increase in State school competitions Talent pathways successful with representation at all ages

Objective	Focus	Measures of Success
More people involved	Support Clubs and Counties in growing links to schools	<ul style="list-style-type: none"> Number of teams competing – senior, junior & indoor Playing & officiating numbers Number of state schools playing hockey
	Identify how profile of hockey and recruitment can be improved	
	Support Clubs in providing range of playing opportunities to encourage new members	
	Recruit and develop a plan to grow Indoor hockey	
Clubs able to nurture & develop	Develop and share resources to support Clubs – players, coaches, umpires, volunteers	<ul style="list-style-type: none"> Shared resources being regularly used Playing, officiating & coaching numbers Collaborative forums in West
	Create forums for Clubs to share and learn	
	Work with Counties to help local focus	
Young people progressing to Masters	Establish plan for State schools in partnership with Counties	<ul style="list-style-type: none"> Number of teams competing – senior, junior Playing & officiating numbers Number of state schools playing hockey
	Provide opportunities for young people to try the game as players, officials or volunteers	
	Provide incentives for 14-18 year olds to play	

Drive Visible Impact

We Will:	Resulting in:	Measured by:
<ul style="list-style-type: none"> • Develop and promote the brand of West Hockey • Provide high quality & engaging content that shares our love of the game, builds connections and speaks to both existing and new participants • Create and develop opportunities for commercial relationships that will benefit our communities and partners 	<ul style="list-style-type: none"> • West Hockey is regarded as a developmental brand • Commercial arrangements that will help investment in our Clubs and communities • Strong identity of hockey in the West contributing to the development and retention of players, officials & volunteers of all ages and abilities 	<ul style="list-style-type: none"> • Increased following on social media and web • Positive engagement and feedback from West stakeholders • Strong commercial relationships • Increased numbers of officials • Retention with long service

Objective	Focus	Measures of Success
Provide clarity on the West Hockey brand	Create & implement communications plan	<ul style="list-style-type: none"> • Shared resources being regularly used • High volumes on social media, web site and collaborative platform
	Clear understanding of our key stakeholders and how we communicate with them	
	Establish ways to celebrate and share successes and good practice	
	Make best use of our website to remain interesting and useful to our West Hockey family	
Develop commercial partners	In line with growing our participation seek out partners to help deliver	<ul style="list-style-type: none"> • Partner network in place and secure
	Establish commercial arrangement to ensure sustainable and mutually beneficial partnerships	

Responsible Leadership

We Will:	Resulting in:	Measured by:
<ul style="list-style-type: none"> To provide forward thinking, compassionate & inclusive leadership which enables trust and creation of a safe & sustainable environment Ensure players, officials, volunteers and our communities are at the heart of decision making 	<ul style="list-style-type: none"> Effective governance, the right behaviours and exemplary discipline A strong and financially independent organisation 	<ul style="list-style-type: none"> Robust West Hockey organisation with good and sustainable financial performance, transparent and consistent processes Good discipline record

Objective	Focus	Measures of Success
Leading by example	Ensure processes clear and transparent to Area	<ul style="list-style-type: none"> Shared resources being regularly used Social media and website volumes
	Ongoing review and planning to drive hockey forward in the West	
	Establish ways to celebrate and share successes and good practice	
	Leverage our website to remain interesting and useful to our West Hockey family	
	Establish mechanisms to capture feedback and test ideas and raise awareness	
	Develop ways for West Hockey members to collaborate and to access supporting tools and resources	
Sustainable operations and finances	Strong financial management managing cost to Clubs with investment	<ul style="list-style-type: none"> Governance in place Funding and investment to deliver against plan
	Commercial agreements with partners that benefit Clubs and our partners	
	Commercial plans to support increased participation and diversity	
Discipline and behaviour	Establish awareness programme to encourage the right behaviours	<ul style="list-style-type: none"> Reduction in cards issued Numbers of officials and volunteers
	Establish mechanisms to support our Officials and volunteers	
	Clear communications plan regarding zero tolerance of dissent	
Getting the right people running the West	Good governance and succession planning for future Board and Committee members	<ul style="list-style-type: none"> Numbers of officials and volunteers All Committee places filled and volunteers numbers increased
	Establish systems for recognition and reward of volunteers	
Delivering through our Counties	Strengthening the County forum to help them build and deliver	<ul style="list-style-type: none"> County resources in place
	Individual County plans to provide local focus to achieve our strategy	

Meaningful Growth

We Will:	Resulting in:	Measured by:
<ul style="list-style-type: none"> Support growth and development within a more diverse group of players, officials, coaches & volunteers that reflects our communities Support our Clubs & representative sides in providing safe, accessible and sustainable experiences that both attracts and retains members and enhances their experience of the sport 	<ul style="list-style-type: none"> Thriving Clubs with diverse membership Safe and sustainable environment for people in the West to enjoy hockey An increase in the ways that people participate in hockey 	<ul style="list-style-type: none"> Growth in Club membership across players, officials and volunteers More Clubs are active in their local communities to provide hockey experiences to a diverse range of people

Objective	Focus	Measures of Success
Club resources and networking	Develop understanding of barriers to growing members, volunteers	<ul style="list-style-type: none"> Numbers of officials and volunteers Number of Clubs with Clubmark accreditation Shared resources being regularly used
	Communication of resources and tools to help Clubs	
	Encourage Clubs to work towards Club mark, raise awareness	
	Make safeguarding training and resources readily available	
Growing our Officials	Understanding the current numbers, distribution & levels of Officials, coaches and developers	<ul style="list-style-type: none"> Numbers of officials Shared resources being regularly used
	Establish local networks to support Clubs in recruiting and developing umpires	
	Develop and share resources to support Club umpire developers	
	Establish network of coaches and umpires who are easily contacted by Clubs to support their umpires	
Growing our Junior competitions	Review of delivery structure of competition to encourage a wider range of Clubs to enter	<ul style="list-style-type: none"> Number of teams competing – junior
	Work with Clubs to understand their needs for developing juniors	
Making sure we have somewhere to play	Review of facilities and potential risks to pitches	<ul style="list-style-type: none"> Numbers of pitches in West
	Opportunities for grants / sharing of facilities to optimise the resources we have	

.Appendix i

About Us

West Hockey Ltd is one of the eight Areas responsible for the administration, development and delivery of hockey within England. West works with England Hockey, the National Governing Body and the other 7 Areas to ensure hockey is delivered in a safe and sustainable way.

West Hockey Ltd is managed via a Board and a set of Management Committees to administer and operate their respective functions, namely; Adult competition, Junior competition, Masters hockey, Officiating and Discipline. The West Board collaborates with the County organisations to ensure delivery of hockey in the West.

The Area covers a geography from Aberystwyth in the West, Malvern in the North across to Marlborough and Weymouth in the East and Penzance in the South. A six and half hour journey between our two furthest points. It covers 8 Counties and the Channel Islands. There are approximately 22,000 players, 127 Clubs and 1,500 umpires registered within the West.

West Hockey works closely with Hoci Cymru to manage adult teams within competitive divisions allowing progression of Welsh sides to the national England Hockey League.

The main focus since being formed three years ago has been on the transition from our legacy organisations, to a single integrated structure.

This included individual organisations for

- Male hockey Leagues
- Female hockey leagues
- County hockey associations
- Umpire hockey associations

The operational focus in the past two years has achieved the following

- Allowed the transition to occur whilst maintaining key competitions at junior, adult and masters levels
- Establishing robust Committees to lead the different parts of the Area
- Single structure for competition across genders at Junior, Adult and Masters
- Many of the existing volunteers helping to run hockey in the West remain committed and engaged in the current structure
- Delivered a single view of the financial health of the Area, with good ongoing financial management
- Maintained a rigorous and open disciplinary process
- Development of 23 Umpires from L1 to L2
- Continued development of L2 umpires to join the NPUA
- We have seen growth in the number of Adult teams competing in the League
- Junior competitions attract a larger number of teams from across the Area in tiered competition aligned to their Club's ability
- Cash reserves have been used to reduce the cost to Clubs to help them through the Covid pandemic and support their investment in hockey
- New processes and tools have been introduced to run the finances and operations of the Area
- New West Hockey website and social media accounts

Appendix ii

The upper chart represents the membership for West Hockey with National figures in the lower chart. The information presented is the membership data collected by England Hockey from their Affiliated Clubs.

West Hockey Membership compared to National figures

Players by Affiliation Year and Age Range

