

# YORKSHIRE & NORTH EAST HOCKEY



## Strategy 2024 – 2028

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# INTRODUCTION

This document describes the mission, vision, values, objectives and associated actions for hockey in the Yorkshire and North East (YNE) Area through to the end of 2028. We hope it will help provide direction for everyone involved in hockey in YNE in contributing to the maintenance, growth and development of our sport.

It is very important to us that the strategy is seen as dynamic and has the ownership of all involved. The strategy has been developed from a systematic appraisal of where we are now through to where we want to be in 2028 with inputs from YNE Management, clubs, counties and various individuals along the way. A total of 29 objectives have been identified which we plan to deliver by completion of over 70 actions which detail what will be done by who and when. These will be regularly reviewed for progress and relevance as we move along the path to 2028.

The key themes in the recently launched England Hockey strategy page [Strategy | Creating A Future For Our Game Together | England Hockey](#)

‘Creating a Future For Our Game Together’ are at the heart of this YNE Area strategy most particularly through shared values and aligned objectives. We are proud to be one of the eight areas responsible for delivery of hockey across England and look forward to making a real difference over the coming years.



## OUR MISSION

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To provide the best experience of hockey for everyone involved in the sport in the Yorkshire and North East Area.

## OUR VISION

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



# HOCKEY VALUES


Our VALUES are aligned to those of England Hockey including those within the 'Spirit of Hockey - Code of Conduct' and will guide the way in which we will implement the plan. These are shown below as 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

The YNE strategic objectives as detailed later in this document are also aligned with the relevant high level objectives of England Hockey as demonstrated in the following TABLE:

EH HIGH LEVEL OBJECTIVE	MEANINGFUL GROWTH	LEAD POSITIVE CHANGE	DRIVE VISIBLE IMPACT	RESPONSIBLE LEADERSHIP
ADULT LEAGUES	X			
COMMUNICATION	X	X	X	X
DISCIPLINE		X		
EH STRATEGY AND SUPPORT	X	X	X	X
EQUALITY, DIVERSITY AND INCLUSION	X	X	X	X
FINANCE	X			
GOVERNANCE				X
HUMAN RESOURCES / VOLUNTEERS		X	X	X
JUNIORS	X			
MASTERS	X			
OFFICIATING	X			
OPERATIONS				X

# WHERE WE ARE NOW (1)

<b>ELEMENT AS PER ENGLAND HOCKEY DIAGNOSTIC AS AT OCTOBER 2023</b>	<b>YNE PERCENTAGE SCORE</b>
<b>Masters</b>	<b>96%</b>
<b>Financial</b>	<b>88%</b>
<b>Governance and Leadership</b>	<b>86%</b>
<b>Operations</b>	<b>80%</b>
<b>Junior Leagues and Competition</b>	<b>78%</b>
<b>Adult Leagues and Competition</b>	<b>78%</b>
<b>Officiating</b>	<b>72%</b>
<b>People (Human Resources &amp; Volunteers)</b>	<b>58%</b>
<b>Equality, Diversity and Inclusion</b>	<b>50%</b>

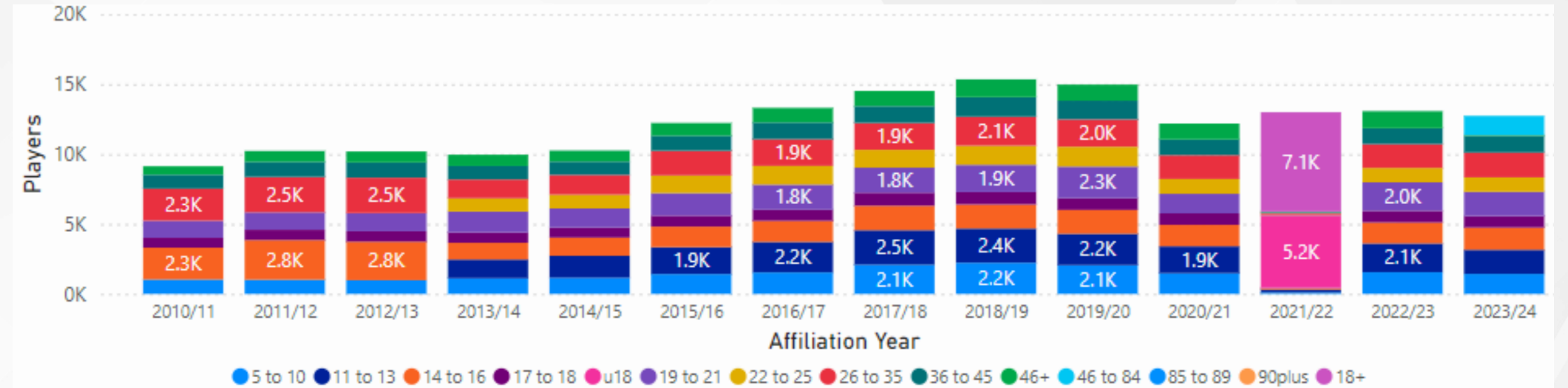
# WHERE WE ARE **NOW** (2)

<b>89 Clubs</b>	<b>376 Teams</b>
<b>7157 Female Players</b>	<b>10 clubs awarded ClubMark</b>
<b>5510 Male Players</b>	<b>2 Talent Academies</b>



# WHERE WE ARE NOW (3)

## PLAYERS BY AFFILIATION YEAR AND AGE RANGE



Affiliation Year	5 to 10	11 to 13	14 to 16	17 to 18	u18	19 to 21	22 to 25	26 to 35	36 to 45	46+	46 to 84	85 to 89	90plus	18+	TOTAL
2013/14	1117	1344	1195	748	0	1482	952	1351	958	803	0	0	0	0	9,950
2014/15	1153	1572	1304	711	0	1370	983	1418	947	788	0	0	0	0	10,225
2015/16	1416	1924	1474	783	0	1613	1259	1765	1070	912	0	0	0	0	12,216
2016/17	1537	2180	1509	789	0	1802	1338	1911	1190	1042	0	0	0	0	13,298
2017/18	2086	2470	1750	934	0	1785	1275	1923	1197	1091	0	0	0	0	14,511
2018/19	2230	2444	1722	886	0	1949	1366	2073	1397	1269	0	0	0	0	15,336
2019/20	2055	2243	1708	831	0	2272	1412	1961	1329	1151	0	0	0	0	14,962
2020/21	1478	1925	1535	822	0	1398	1059	1708	1115	1137	0	0	0	0	12,177
2021/22	106	201	94	39	5171	28	36	116	59	39	0	0	0	7101	12,990
2022/23	1551	2054	1502	835	0	2035	1031	1703	1135	1217	0	0	0	0	13,063
2023/24	1431	1724	1592	820	0	1733	1033	1773	1191	59	1372	0	0	0	12,728





**YORKSHIRE &  
NORTH EAST  
HOCKEY**

**OBJECTIVES FOR THE  
TWELVE ELEMENTS OF THE  
YNE AREA STRATEGY**

# ADULT LEAGUES AND COMPETITIONS

- Minimum of eighty five clubs operating in the YNE Area.
- Increase numbers playing in outdoor adult league and competitions, both genders, full geography within the YNE area as measured by:
  - a. Registered player numbers in GMS
  - b. Matches played in GMS (i.e. under rules).
- Increase numbers playing indoor adult league and competitions, both genders, full geography within the YNE area, with similar metrics to point 2.
- Increase numbers playing informal / non-league matches.



## OBJECTIVES FOR THE TWELVE ELEMENTS OF THE YNE AREA STRATEGY



# COMMUNICATIONS

- Increase outreach and engagement on all digital and social media platforms so that all current and potential YNE Hockey participants are kept up to date on YNE Hockey matters and feel a sense of an online community.

# DISCIPLINE

- High level of respect for umpires and officials.
- Reduce number of red cards and MMO's from current levels of 11% and 16% respectively to below 10% for both.



## OBJECTIVES FOR THE TWELVE ELEMENTS OF THE YNE AREA STRATEGY



## ENGLAND HOCKEY STRATEGY AND SUPPORT INCLUDING FACILITIES

- Clear alignment between EH strategy and YNE strategy.
- Constructive, balanced working relationship between EH and YNE Board, Management Committee and clubs.
- Common understanding of EH responsibilities for facilities for hockey in YNE

# EQUALITY, DIVERSITY AND INCLUSION

- Recruit specific EDI resource
- Build an Area level EDI Advisory Group for regular community feedback sessions
- Establish 5 new ID or Flyerz Hockey centres in YNE with support from University collaboration



## OBJECTIVES FOR THE TWELVE ELEMENTS OF THE YNE AREA STRATEGY



## FINANCE

- Use financial surpluses generated and YNE financial reserves to develop hockey in the YNE area with a particular focus on juniors and officiating.

# GOVERNANCE

- Sound governance with appropriate risk management and clarity of responsibilities.



## OBJECTIVES FOR THE TWELVE ELEMENTS OF THE YNE AREA STRATEGY



# HUMAN RESOURCES

- To have a pipeline of volunteers with known areas of interest and / or skills
- To have a succession plan with deputies for all key roles, to cover planned or unplanned absence

# JUNIORS

- Increase both participation and excellence in Juniors across schools, club, indoor, county, and TA Hockey.
- Engage with Talent Centres to collaborate on junior objectives.
- Improve the quality of coaching in clubs, county, and schools.



## OBJECTIVES FOR THE TWELVE ELEMENTS OF THE YNE AREA STRATEGY



# MASTERS

- Annual increase in baseline numbers playing YNE Organised Masters hockey from current numbers of 514 Men and 288 Ladies as of 31st March 2024.
- To have in place effective administration and financial functions for YNE Masters
- Each representative squad to achieve top half positions in their respective age group with two squads winning their group.

# OFFICIATING

- To create a valued, trusted and respected officiating group
- To increase the number of active female officials in the YNE Area by 25%
- To develop the next generation of officials in the YNE Area by supporting and encouraging young umpires, using legacy funds to help develop, coach and mentor young umpires, providing opportunities to learn and develop their officiating
- Increase the number of NPUA umpires to 35 by July 2028, aiming to improve the overall quality of officiating at the higher leagues in the YNE Area (with all games in the Premier and Division 1 of men's and women's hockey to benefit from neutral panel appointments)



## OBJECTIVES FOR THE TWELVE ELEMENTS OF THE YNE AREA STRATEGY



# OPERATIONS

- Ensure compliance with YNE Articles of Association;
- Promotion of hockey across the YNE Area, looking to increase participation levels across all aspects of the game, making the game accessible to all participants.

# ABOUT YORKSHIRE NORTH EAST HOCKEY

Yorkshire and North East Hockey Ltd (YNE) is one of the eight Areas responsible for the administration, development and delivery of hockey within England. YNE works with England Hockey and the other seven areas to ensure hockey is delivered in a safe, consistent and sustainable way.

YNE is managed via a Board of Directors and a Management Committee with further committees administering and operating functional areas namely Adult Leagues and Competitions; Junior Leagues and Competitions; Masters Hockey; Officiating and Discipline. We also work with County organisations.



The YNE Area covers an approximate geography reaching from the Scottish border to the north, the North Sea to the east, the Pennines to the west and mid-Lincolnshire to the south. This encompasses clubs from six different counties being Cumbria, Northumberland, Durham, Yorkshire, Derbyshire and Lincolnshire. There are 89 clubs, over 12,000 players, and a team of officials active in the YNE Area.

Since our formation in July 2021, our main focus has been on the transition to the new arrangements following the England Hockey Governance review which concluded in 2021. In that time, new male and female adult leagues have been put in place together with organisation of hockey for juniors and masters. The very important areas of Officiating and Discipline have transitioned from the previous arrangements into the new structure.





Yorkshire and North East Hockey Ltd