

North West Hockey

Strategy 2024 - 2028

Developing our NW Hockey Strategy

Our approach has included updating members and engaging them to validate the direction of travel and provide inputs and ideas and update them on the EH strategy work

Developing our Strategic Framework

Working with Clubs



Equality, Diversity and Inclusion

Three high level strategic themes have been identified:

How we **promote** hockey in the North West

How we **develop** hockey in the North West

How we support the **growth** of hockey in the North West

NW Hockey – priority themes to shape our work

We have reviewed the previous strategy inputs and work and Area Health Check and identified 5 'priority' themes to shape our plan against linking to the Strategy for the Sport to 2028



NW themes generated at Club's Forums in 2023/24

- **Volunteers / Succession**
- Potential NW awards from 2025 / work with clubs on common challenges
- EDI role to be advertised to co-opt to Board
- **Hockey Experience**
- Link to Respect / Conduct and overall match day experience linking to clubs
- **Visibility**
- Social Media person for 4 core areas of activity and Area
- Refresh website promote more NW 'hockey stories' links to club activity
- **Officiating and hockey support structures**
- Officiating Strategy and Action Plan
- NW Grant Scheme to support club development (funded by fines)
- **Ways to play / Junior growth**
- State schools tournaments / festivals
- Universities – retention / future growth (post Uni) clubs links
- NW Grant Scheme to support clubs from 2024-25



ENGLAND HOCKEY.....

VISION - Creating a future for our game together

MISSION - *Let's shout about hockey. Let's...
WORK TOGETHER TO MAKE
HOCKEY MORE VISIBLE,
RELEVANT AND ACCESSIBLE TO
ALL*



Developing our NW Hockey Strategy

NW themes generated at Club's Forums in 2023/24

NW themes generated at Club's Forums in 2023/24

- **Volunteers / Succession**
- Potential NW awards from 2025 / work with clubs on common challenges
- EDI role to be advertised to co-opt to Board
- **Hockey Experience**
- Link to Respect / Conduct and overall match day experience linking to clubs
- **Visibility**
- Social Media person for 4 core areas of activity and Area
- Refresh website promote more NW 'hockey stories' links to club activity
- **Officiating and hockey support structures**
- Officiating Strategy and Action Plan
- NW Grant Scheme to support club development (funded by fines)
- **Ways to play / Junior growth**
- State schools tournaments / festivals
- Universities – retention / future growth (post Uni) clubs links
- NW Grant Scheme to support clubs from 2024-25

A strategy for the sport to 2028 – mission and vision



Link to

<https://www.englandhockey.co.uk/governance/about-england-hockey/creating-a-future-for-our-game-together>

VISION - Creating A Future For Our Game Together

A Strategy For The Sport To 2028

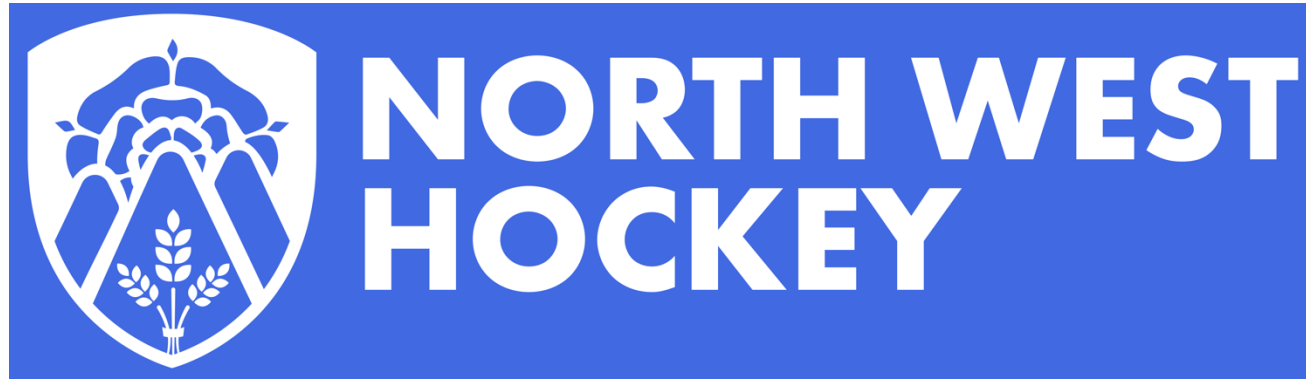
MISSION - *Let's shout about hockey. Let's...*

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



Developing the North West Hockey Strategy

- North West Hockey (NWH) developed its high-level vision and key strategic areas of focus in 2022 following Management Committee workshops and inputs from members at Clubs Forums.
- This working model was used to guide work over the period 2022-24. During this period NWH has been mindful that the use of legacy funds / reserves should align to the finalised NW strategy.
- Core to our approach has been sharing the emerging strategic themes and approach with NWH members. Member Forums were held in 2022, 2023 and 2024 have enabled members to input to the process and has given the opportunity to challenge or question the approach and strategy. Overall, there has been positive input from members along with lots of good ideas and validation of the priority areas for 2024-25.
- It was agreed to wait for the launch of the England Hockey Strategy '*a strategy for the sport to 2028 - creating a future for our game together*' prior to agreeing the full NWH strategy to ensure alignment and this document completes this work.
- This document sets out the NW Strategy 2025-27 for approval by the Board and Management Committee prior to sharing at the Winter 2025 Club's Forums. The strategy will be used to prioritise and shape annual operational objectives for each functional area or teams working on key cross functional priorities. These plans will be aligned to the financial and resourcing plans and other enabling activity.
- Progress against the Strategy will be reported at the AGM and NWH Clubs Forums.



Where we are now

- Hockey in the North West**
- NW operational health check**

Where we are now: SWOT (revalidated 2024) TBC

STRENGTHS (INTERNAL)	WEAKNESSES (INTERNAL)
<ul style="list-style-type: none"> Committed core team of people involved (Volunteers) <ul style="list-style-type: none"> flexible across NW activity mix of skills/experience/ passion Management structures established in 4th season Inclusive framework (adult, junior, masters, officiating) Financially 'sound' and reserves to reinvest in sport "New" – opportunities to do things differently and / build on past successes Good relationships and club engagement (forums) 	<ul style="list-style-type: none"> Player v Club v NW conflicting demand for volunteer time impacting recruitment to NW activity Time / resource constrained conflicts to deliver core functional responsibilities v strategic improvements NW volunteers doing multiple NW roles, plus NW team depth and need for succession planning Embedding Equality, Diversity and Inclusion in all we do Maintaining and improving website content Developing communications / engagement Well-being of volunteers
OPPORTUNITIES (EXTERNAL)	THREATS (EXTERNAL)
<ul style="list-style-type: none"> Untapped 'pockets' of interest in clubs / across NW (Developing) relationships with Clubs Increase profile of hockey and offerings incl. masters, juniors, officiating, playing Increase schools offering and reach out to Universities Making hockey more accessible (ways to play) Support and opportunities from working with other Areas 	<ul style="list-style-type: none"> Drop in players / teams / officiating numbers Adverse impact post covid of changed habits Clubs limiting NW involvement to transactional needs Loss of / limited NW Hockey facilities (indoor/outdoor) Hockey provision in state schools (diversity & inclusion) NW Area geography – North / South differences Poor behaviour and impact on hockey experience Competition other sports esp. girls football



Where we are now:

SWOT completed by NW Man. Comm in 2021/22 and validated at Club Forums in 2022/23.

Refreshed and updated Nov. 2024.

What would NW success look and feel like in (2025) TBC

People Lens

Individuals: players; coaches; officials; parents; supporters

“What would NW success would look and feel like in 2025”

- More participation opportunities / ways to play and progress
 - Playing, Officiating, Volunteering
- Range of development (improvement) opportunities
- Consistency of provision (facilities / playing / non playing)
- Confidence in our sport and people
- Transparency and simplicity (simple messaging)
- (positive) Match day experience
- Reduced Travel (non-performance level)
- Hockey is more accessible as a sport

Clubs Lens

Clubs: NW member clubs, non-member clubs

“What would NW success would look and feel like in 2025”

- Clarity – who does what: Clubs; NW; Counties etc
- Efficiency – how hockey is run: Clubs; NW; Counties etc
- Financial Stability - Clubs; NW and Counties etc
- Facility security and availability

Where we want to be – 2025 (2027)

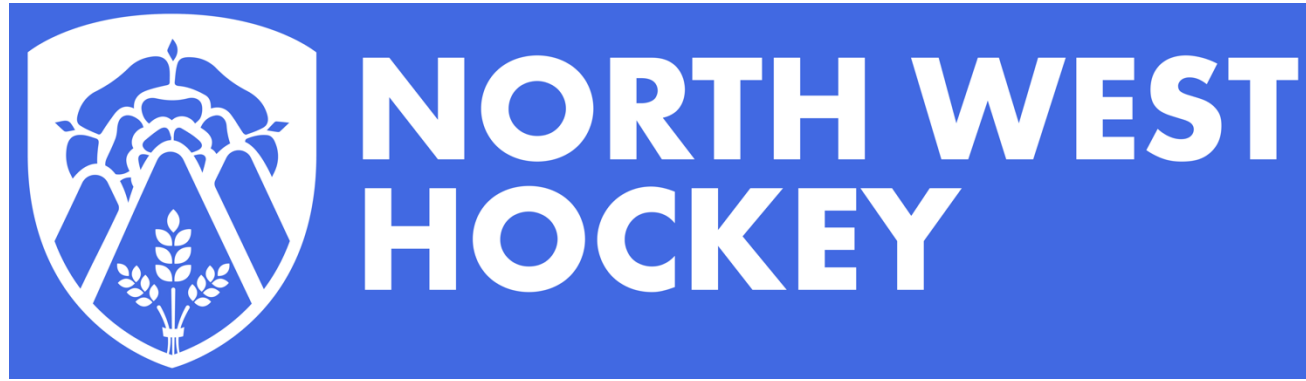
Input from Workshop sessions at Club's Forums in 2022 and revalidated in 2023/24. To be revalidated for 2027 with Clubs at the Winter 2025 Forums.

Wider Hockey Community Lens

Wider Hockey Community: Other Areas, EH, Other Sports / Orgs

“What would NW success would look and feel like in 2025”

- Raising awareness and profile of the sport
- Raising awareness and profile of NW hockey News, Results etc
- Environment that supports choosing hockey v. other sports
- Standardisation across Areas / consistency
- Recruitment



**Our Strategic Framework:
Vision; Mission; Goals, Priorities
Themes and Key Objectives**

North West Hockey Strategic Framework

Vision

To promote, develop and grow hockey opportunities for all in the North West

Mission

Working together to make hockey more visible, relevant and accessible to all across the North West

Goals

PROMOTE



DEVELOP



GROW



Priority Themes

Hockey Experience



Ways to Play



Support Structures



People & Engagement



Key Objectives

10 Key Objectives to be delivered alongside our core operational activities



EH Objectives



Lead Positive Change



Inspirational Int. Success



Drive Visible Impact



Responsible Leadership



Meaningful Growth

Values



Collaborate Inclusively



Care for People & Places



Play with spirit
Win with grace



Resilient in
everything we do

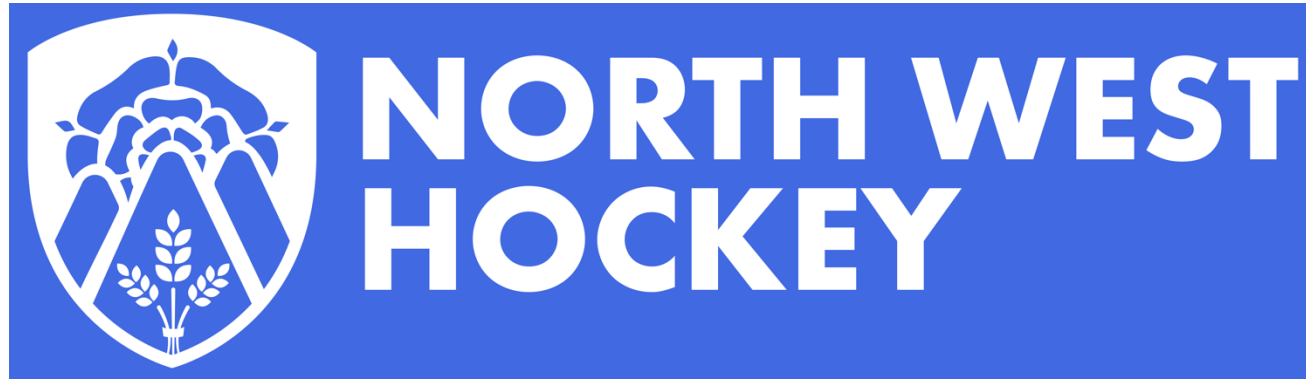
Priority Themes 2024-2027

Priority theme	Key development activity: 2024 - 2027	EH Align
Hockey Experience - <i>work with together across to NW to offer a great hockey experience for all</i>	<ul style="list-style-type: none"> Develop an action with clubs to promote a 'great match day experience' for all Introduce NW Awards to celebrate the best practice and work of volunteers and clubs Raise awareness and provide support and education to promote the EH spirit of hockey code 	<ul style="list-style-type: none"> Drive visible impact Meaningful growth
Ways to Plays - <i>Extend our hockey programmes to connect with wider audiences to support growing the game for all by attracting new players, returners and retain those already involved with the game</i>	<ul style="list-style-type: none"> Develop new ways to play to reach a wider audience outside of the adult league structures Support the opportunities for state schools to play through festivals / tournaments Engage with local University's to encourage and support student to continue to play and join clubs Support development of Walking and Flyers hockey in the North West with festivals / tournaments Support opportunities for master's hockey outside of 8 Area competitions 	<ul style="list-style-type: none"> Lead positive change Meaningful Growth
Support Frameworks - <i>Develop a range of support frameworks to support those involved in running, growing and development the game</i>	<ul style="list-style-type: none"> Introduce grant / bursary schemes to support the development and growth of NW hockey Implement Officiating strategy to support growth and capability of officials at all levels of the game Develop channels to support sharing of best practice, learning and problem solving across NW Develop training, support and mentoring to support NW volunteers in their roles 	<ul style="list-style-type: none"> Resp. Leadership Lead positive change
People and Engagement - <i>Nurture a mutually supportive and connected hockey community to run, develop and grow the game through people, clubs, counties & Uni's</i>	<ul style="list-style-type: none"> Offer an annual programme of forums to support sharing best practice, education, growth and development for clubs, volunteers and officials Develop a communication and engagement strategy to develop effectiveness of all key channels and people / role holders Develop a plan to increase the number of volunteers supporting NW hockey including succession planning 	<ul style="list-style-type: none"> Lead positive change Meaningful growth

Supported by work of core functions: Adult and Junior Comps & Leagues, Masters, Officiating and Discipline
 and key enabler activity: Area Leadership & Governance, Finance, Communication & Engagements; ED and I and People

10 Key Strategic Objectives: 2024-27 (icons to update)





Our Strategic Objectives and key enablers

NWH - 10 Key Objectives 2024-27

Key Objectives	Key development activity: 2024 - 2027	EH align
1. Adult Hockey <i>Increase the range of opportunities to play and create a great hockey experiences for all</i>	<ul style="list-style-type: none"> Develop and deliver growth in the tiered adult competition structure including supporting clubs to enter new teams and work with clubs to identify and help remove barriers to participation Develop and deliver an annual programme of NW Hockey festival days to increase the range of ways to play and bring the NW hockey family together including: Back to Hockey festival, Flyers festival, NW Universities festival and Start the Season festival days. Develop an engagement plan to connect with NW Universities to help connect players to clubs and retain players in the sport Develop a communication and engagement plan to promote adult hockey in the NW including leagues, events, clubs and develop ways to engage players and clubs to amplify our reach Work with clubs to create a positive experience for all involved in NW Adult Hockey activity and events 	<ul style="list-style-type: none"> Drive visible impact Meaningful growth
2. Junior Hockey <i>Increase the range of opportunities to play in a positive environment to foster a life-long love of the game</i>	<ul style="list-style-type: none"> Develop and deliver growth in the tiered junior competition structure including supporting clubs to work together to enter joint teams and work with clubs to identify and help remove barriers to participation Deliver a state school competition and festival programme to inspire students to join clubs to play hockey Develop a communication and engagement plan to promote junior hockey in the NW and engage young players Promote a positive experience for all attending NW Junior Hockey events and use to promote opportunities to get involved in supporting hockey in the NW 	<ul style="list-style-type: none"> Lead positive change Meaningful Growth
3. Masters Hockey <i>Increase the range of opportunities to play and be involved in the sport on and off the pitch</i>	<ul style="list-style-type: none"> Develop and deliver a programme to support the growth in the number of players participating in Age Group Masters Hockey: training; matches and 8 Area competitions. Develop and deliver an annual programme of NW Hockey social hockey to provide more ways to play including: NW500 Summer mixed league for clubs, roll up days, tours and events for individuals Develop a communication and engagement plan to promote masters hockey in the NW and engage master players to become more involved with growing the game Promote a positive experience for all attending NW Masters Hockey events 	<ul style="list-style-type: none"> Resp. Leadership Lead positive change

NWH - 10 Key Objectives 2024-27

Key Objectives	Key development activity: 2024 - 2027	EH align
4. Officiating Hockey <i>Develop programmes to support the growth and development of officials at all levels to enable the sport to grow and thrive</i>	<ul style="list-style-type: none"> Implement the Officiating strategy to support growth and capability of officials at all levels of the game Agree and deliver a plan to support Clubs to develop and grow their pool of umpires / officials to meet the needs of Club hockey and development pathway Deliver specific programmes to support the development and growth of female and young umpires Supporting club umpire development and growth incl support structures, guidance, forums and education Agree and deliver a programme to grow and develop the 'pool' of appointed umpires, assessors, coaches and technical officials and supporting pathways and support structure 	<ul style="list-style-type: none"> Lead positive change Meaningful growth
5. Hockey Discipline <i>Nurture a positive 'spirit of hockey' environment to make hockey a great experience for all involved</i>	<ul style="list-style-type: none"> Develop and deliver a range of support and guidance to Clubs to promote the 'spirit of hockey' to assist in education and reducing the instances poor conduct and behaviour Develop a plan to identify, develop and grow the Disciplinary team and develop the knowledge and experience needed to manage a wide range of situations 	<ul style="list-style-type: none"> Resp. Leadership Lead positive change
6. Area Leadership and Governance <i>Develop our governance frameworks to ensure NWH is run in an effective, transparent, fair and equitable way</i>	<ul style="list-style-type: none"> Develop and refresh the suite of policies, guidance and procedures to ensure the effective and complaint operation of NW hockey Embed use of MS 365 across all NW management activities to support efficiencies, transparency and record keeping Develop channels to support sharing of best practice, learning and problem solving across NW on governance related areas 	<ul style="list-style-type: none"> Drive visible impact Meaningful growth

NWH - 10 Key Objectives 2024-27

Key Objectives	Key development activity: 2024 - 2027	EH Align
7. Finance <i>Develop a sustainable and fair financial model for NWH that supports the running and development of the sport</i>	<ul style="list-style-type: none"> Develop and align 3 year budget to support delivery of the strategy and ensure future income to create a sustainable approach Maintaining effective financial control to ensure we can offer the best value fees to clubs/members Explore opportunities to attract in new funding to support the growth and diversity of NW hockey Develop and run annual grant and bursary award schemes 	<ul style="list-style-type: none"> Resp. Leadership Lead positive change
8. E, D and I <i>Embed E, D & I into all we do to make the North West a great place to be involved in hockey for all</i>	<ul style="list-style-type: none"> Explore ways to integrate ED and I into all our functional areas of NW hockey's work Work with clubs that offer Hockey Walking and Flyers Hockey to identify ways NW hockey can support development and growth festivals, tournaments and awareness raising Support the growth of state school hockey with clubs and through provision of NW events 	<ul style="list-style-type: none"> Lead positive change Meaningful growth
9. Comms & Engagement <i>Raise awareness, understanding and build a sense of community across all the North West to support delivery of our vision and mission</i>	<ul style="list-style-type: none"> Develop the annual plans to deliver the communication and engagement strategy Establish social media champions for each operational function to deliver content and increase engagement across relevant channels in line with the strategy and guiding principles Develop effective relationships with clubs to work to support hockey development including forums, themed online and workshops Develop annual plan to maintain, update and develop the website to support the hockey calendar 	<ul style="list-style-type: none"> Lead positive change Meaningful Growth
10. People <i>Create positive, inclusive and rewarding opportunities to be part of 'making hockey happen' in the North West</i>	<ul style="list-style-type: none"> Develop channels to support sharing of best practice, learning and problem solving across NW Develop training, support and mentoring to support NW volunteers in their roles Develop annual awards to celebrate and recognise the work of volunteers and Clubs across NW hockey Create pathways and opportunities to get involved and support 'making hockey happen' and succession planning through engaging more volunteers 	<ul style="list-style-type: none"> Resp. Leadership Lead positive change