



**'BE PART OF IT'**

3 YEAR FOCUS, 2024 - 2027



# VALUES



## TO BE CONNECTED

My support is integral to the hockey family, and I will do my best to grow, unite, and promote this sport in Wales.



## TO BE PASSIONATE

This Sport matters, what I do for the sport makes a difference and I care.



## TO BE ENERGETIC

I am relentless with my efforts to enable this sport to thrive.

# VISION

IGNITING A PASSION FOR HOCKEY | EGNIO ANGERDD AM HOCI

# MISSION

Facilitating opportunities for ALL to **ENGAGE, COMPETE & PERFORM** through a shared passion for Hockey

**ENGAGE**

**COMPETE**

**PERFORM**

**Become a commercially sustainable organisation** – Be Loud and Consistent  
**Hockey for all** – Strengthen the business  
**Create Environments to Thrive**

**IF YOU...**

# CONTENTS

**01** VISION & MISSION

**02** OUR VALUES

**03** OUR OBJECTIVES

**04** ENGAGE

**05** COMPETE

**06** PERFORM





# VISION

IGNITING A PASSION FOR HOCKEY  
**EGNIO ANGERDD AM HOCI**

# MISSION

Facilitating opportunities for ALL  
to **ENGAGE, COMPETE & PERFORM**  
through a shared passion for Hockey

*PLAY FOR THE*  
**DRAGON**



# VALUES



## TO BE CONNECTED

My support is integral to the hockey family, and I will do my best to grow, unite, and promote this sport in Wales.



## TO BE PASSIONATE

This Sport matters, what I do for the sport makes a difference and I care.



## TO BE ENERGETIC

I am relentless with my efforts to enable this sport to thrive.



# OUR OBJECTIVES





## Create Environments for the Hockey to thrive

- Create welcoming and diverse environments at all levels of the game.
- Collaborate with a range of partners to secure an annual investment to enhance facilities across communities in Wales.
- Develop and deliver a Sustainable Development action plan.
- Work closely with clubs to develop and roll out a Club Framework – enabling clubs to be well run, governed and sustainable.





## Strengthen the Business

- Governance & Finance – safeguard the present and the future by adopting best in class financial technologies, processes and practices
- Training – Ensure our staff and board receive regular CPD and training to ensure we are at the front of modern practice.
- Achieve and maintain Level 3 Safeguarding standards.
- Ensure robust finance and governance practice are delivered by an engaged skills-based board.
- Ensure digital technology and cyber security is at the forefront of our organisation.







## Become a commercially sustainable organisation

- Build long-term partnerships that will increase our commercial revenue and enhance our offer to members.
- Increase our understanding of the Hockey Family enabling us to create a deeper affinity to the sport, improve conversations, increase our engagement and drive revenue.
- Launch a charitable Hockey Foundation that utilises the power of sport and hockey to make positive changes in society and increase participation.
- Build financial sustainability and increase commercial revenue by streamlining existing initiatives and diversifying income streams
- Value, develop and strengthen our volunteer base.





## Be Loud and Consistent

- Maximise digital platform usage by the appropriate use of social media channels
- Clear and consistent messaging delivered in a timely manner that promote Hockey as a life-long sport., to younger and more diverse audiences.
- Physical delivery – Hockey Wales needs to be visible within priority communities across Wales.
- Create regular content that the Hockey family not only like but share.
- Players, Coaches, Managers, Young leaders, clubs, volunteers and Umpires will continue to be at the centre of our stories.



# HOCKEY FOR ALL

## EDI – Equity and Opportunity

- Support clubs to create an accessible and supportive playing structure & culture throughout Wales
- Educate hockey in Wales with a variety of diverse stories
- Encourage greater diversity across Hockey Wales' performance pathway and national teams
- Utilise technology that excites and engages young people. And enables us to reach a diverse audience





# ENGAGE

Hockey for everyone, everywhere,  
in multiple variations, and on  
different surfaces.



# ENGAGE

## Diverse Communities

- Utilise gathered insights to uncover unmet needs within diverse and underrepresented communities, creating tailored initiatives and inclusive pathways that cater to unique interests and encourage connections.
- This involves partnering with local organisations, implementing culturally sensitive programs, providing accessible resources to introduce and integrate these communities into Hockey in Wales expanding the sports reach
- Create regular content that the Hockey family not only like but share.
- Players, Coaches, Managers, Young leaders, clubs, volunteers and Umpires will continue to be at the centre of our stories.

## New Game Modes

- Improve current formats and innovate new, adaptable variations to align with evolving trends and dynamic environments, ensuring Hockey remains responsive and relevant.
- Promote the versatility of hockey by showcasing its adaptability to diverse surfaces, raising awareness about various playing environments, and highlighting the range of formats available.

## People Development *(Empower each member throughout their hockey journey)*

- Create a well-defined pathway that empowers our coaches and people to continuously enhance their skills, enabling them to advance and flourish on their unique hockey journey.
- Formalise the provision of a comprehensive Continuing Professional Development (CPD) season calendar, coupled with readily accessible resources for coaches, umpires, teachers and other wider stakeholders which are regularly updated to align with the latest standards and practices.

## Club Support

- Provide a regular feedback system and targeted efforts to create a supportive and inclusive environment, thereby increasing long-term engagement and retention of players, coaches, officials, and other stakeholders within the sport.

## Education Pathways

- Develop Long-standing partnerships with Schools, Colleges and Universities to enhance our Hockey provision and allow as many players as possible to have sticks in their hands through various points of their hockey journey.
- Create an innovative school program designed to integrate hockey into the school curriculum, providing ample opportunities for students to engage with and embrace the sport as an integral part of their education.



# ENGAGE

Success Will be...



- Facilitate 10 courses per year to enable CPD for Coaches, Umpires and Officials. Improving the sustainability and quality of our sport
- Increase our Junior membership by 3% per year in each local region in Wales (North, South, West)
- Target key areas of latent demand and increase participation by 3% in each local region in Wales (North, South, West)
- 60% Increase in coaches, umpires and volunteers
- Reduce the drop-off rate of 14-16-year-olds playing field hockey in Wales by 20%
- Increase engagement with FSM groups by 5%
- Have a Hockey programme embedded into the schools curriculum and to support the educational sector with coaching resources to increase Hockey provision in schools.
- Increase boys membership by 15%
- Support a thriving Walking Hockey community in Wales with the establishment of walking hockey sections amongst clubs.



# COMPETE

The ability to spectate or compete in hockey,  
nurturing a fun and exciting atmosphere



## Leagues & Events

- Oversee and implement a comprehensive league and event strategy aimed at diversifying and expanding hockey's competitive landscape.
- This involves creating a strong, fit for purpose structure for leagues across various levels providing ample opportunities for regular competitions, tournaments, and events.
- Collaboration with local entities to host diverse events that promote inclusivity, excellence, and widespread participation within the Hockey Wales Community
- Integrate the Wales Hockey Umpire Association, fostering a closer partnership that will enhance the development of future and existing opportunities.

## Masters

- Provide support, guidance and resource for our Hockey masters throughout their calendar season with the aim of empowering more to participate in Hockey.



GO COMPETE



## International Matches

- Improving access to spectating international hockey, online and in-person to increase exposure to our Welsh athletes as we continue to inspire the next generation of hockey players.

## Schools, Colleges & Universities

- Reignite the excitement and competition of a college league within the educational sector.
- Develop an interactive festival format that encourages schools to embrace a dynamic and positive environment for new and traditional hockey players to enjoy.
- Partner with the educational sector to collaboratively plan and host disability festivals as we aim to create inclusive and empowering events that will celebrate diversity.

## Partner Events

- Collaborate with organisation on existing annual events, positioning Hockey at the forefront of exciting innovative experiences.

GO COMPETE

# COMPETE

Success Will be...

- 50% increase in school competition entries
- Create an event strategy by the 2024/2025 season
- Establish 1 'come & try' festival format in each region for primary schools where participants will not travel more than 30 minutes to the facility
- Run 3 Disability festivals annually
- Collaborate with the Urdd and provide a Hockey competition
- Support Heart of Wales 7s and ensure Hockey have a strong presence of clubs attending
- Run 3 Regional 5s competitions for schools / colleges
- Create a clear anti racism action plan that is embedded into all competition and events code of conduct





# PERFORM

Consistently challenge and inspire with  
our International Performance





## Calendar & Planning

- Planning and maintenance of an effective 4-year calendar that exposes our athletes and staff to high quality training and competition and that allows our squads to successfully progress towards their outcomes.
- This should also allow for ongoing and continuous assessment throughout the Pathway from RPC to NAGs to Seniors with appropriate flex and fluidity to reflect the changing nature and demands of the sport at Elite level. A needs-based approach.

## Welsh Way

- The creation of a multi pillared descriptor of what the desired and required skills, qualities and attributes are of a Welsh Senior International Player, which will work alongside the GB Talent System Framework.
- This will serve as a connector to all levels up and down the Pathway whilst providing clarity for players, parents, coaching staff and the wider Welsh Hockey community.

## Athlete Centred Approach

- Delivering an athlete centred approach that involves and allows for hockey, holistic, collaborative and bespoke development that recognises the challenges associated with dual lifestyle athletes whilst maximising opportunity and potential to thrive.
- Charting progress of individuals throughout their journey on our International Pathway with Individual Development Plans.

# PERFORM

## Performance Support

- Implementation of a Performance support programme that is able to develop and sustain our athletes to a level that allows them to achieve the individual and collective ambitions and aspirations.
- Develop specific support partnerships alongside the growth and collaboration with our Welsh University and Education sector that can further enhance our Performance support offer and to support Welsh talent to remain in Wales.

## Staffing

- Recruitment, retention and development of a diverse range of performance staff who fit the desired organisational criteria of being 'good people', who are 'highly committed' to 'add skills and value' to our high-performance environments.

## Great Britain

- Ongoing commitment to producing environments conducive for players to transition into Great Britain programmes, at EDP and Senior level, aligning as and when appropriate to the GB Hockey Talent System Framework and collaborating effectively as a home nation with our responsibilities in supporting Great Britain and our athletes within it.



# PERFORM

Success will be...



## GENERAL

- Successful construction, maintenance and financial planning of a 4-year Performance cycle that builds towards senior peak performance in WC/CWG years to maximise chances of success.
- Development within Performance planning/strategy, regional partnerships with Welsh Universities that aids retention of talent in Wales and enhances our levels of Performance support.

**PERFORM Success will be...**



## **SENIORS**

- Both Senior sides working towards competing consistently in European Championships. (12 team Championship from 2027 onwards)
- Both Senior sides working towards a Top 5 finish in Commonwealth Games.
- Both Senior sides working towards qualifying for and competing in the next editions of the World Cup.
- Continued transition of 2-4 players into Great Britain Development/Senior programme cycles.

## **JUNIORS**

- Both U21 sides working towards qualification for Top 8 in European competition and qualification for the Junior World Cup.
- Both U18 sides consistently maintaining a Top 12 position in European ranking and working towards European U18 Championship qualification.
- Junior programme consistently transitions 2-4 players annually to Senior squads.





# DIOLCH!

HOCI CYMRU



[WWW.HOCKEYWALES.ORG.COM](http://WWW.HOCKEYWALES.ORG.COM)