



# Strategy Delivery Review “The How”

“The future ain’t what it used to be”

June/July, 2018

## Introduction

Further to the Strategy Delivery Review (SDR) roadshow that occurred in June/July 2018, Hockey New Zealand has developed three documents which summarise the roadshow discussion, to provide the “What, Why and How” of the Strategy Delivery Review.

These documents are based on the information presented during the roadshows and this is reflected by the use of the PowerPoint slides through-out. We have provided commentary against these slides so they can be shared with the hockey community.

If you have any questions or require further clarification please be in touch with Ken Maplesden, General Manager of Community Hockey and Events ([ken.maplesden@hockeynz.co.nz](mailto:ken.maplesden@hockeynz.co.nz)).

The purpose of this document is to outline “The How” which is the culmination of “The What and Why” documents. In the development of proposals some key touch points have been utilised to ensure they align with the strategic context of our sports and with what the Strategy Delivery Review is endeavouring to achieve. These are shown in the following slide.

### What guides our decision making?

#### Any proposals for change...

1. Support our mental models
2. Be evidence based – through research or best practice
3. Participant centred
4. Promote accessibility
5. Age and stage appropriate
6. Fit with OUR Strategy

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The following pages will detail the key proposal areas which we are seeking feedback on. These broadly fall into four areas being:

1. Participation, which is about the day to day participation of everyone in hockey.
2. Performance, which is about the performance system, and how people who want to perform at the top level, be it playing or coaching will be developed.
3. Competition, which outlines a proposed competition structure for Hockey NZ sanctioned events.
4. Structure and governance.

The key aspects of participation that were recognised were about creating opportunities to support people participating in hockey throughout their lives and in ways that will support changing life styles. This considers game formats, programmes and facilities. In addition, we recognise that hockey has been narrowly focused demographically, and we need to think about how to reach out to low participation groups.

## It's all about the participant

### Participant focused opportunities that enable life-long hockey participation

*"Hockey is a sport for life, with accessible opportunities for all, regardless of age, gender and competitive or social aspiration.*

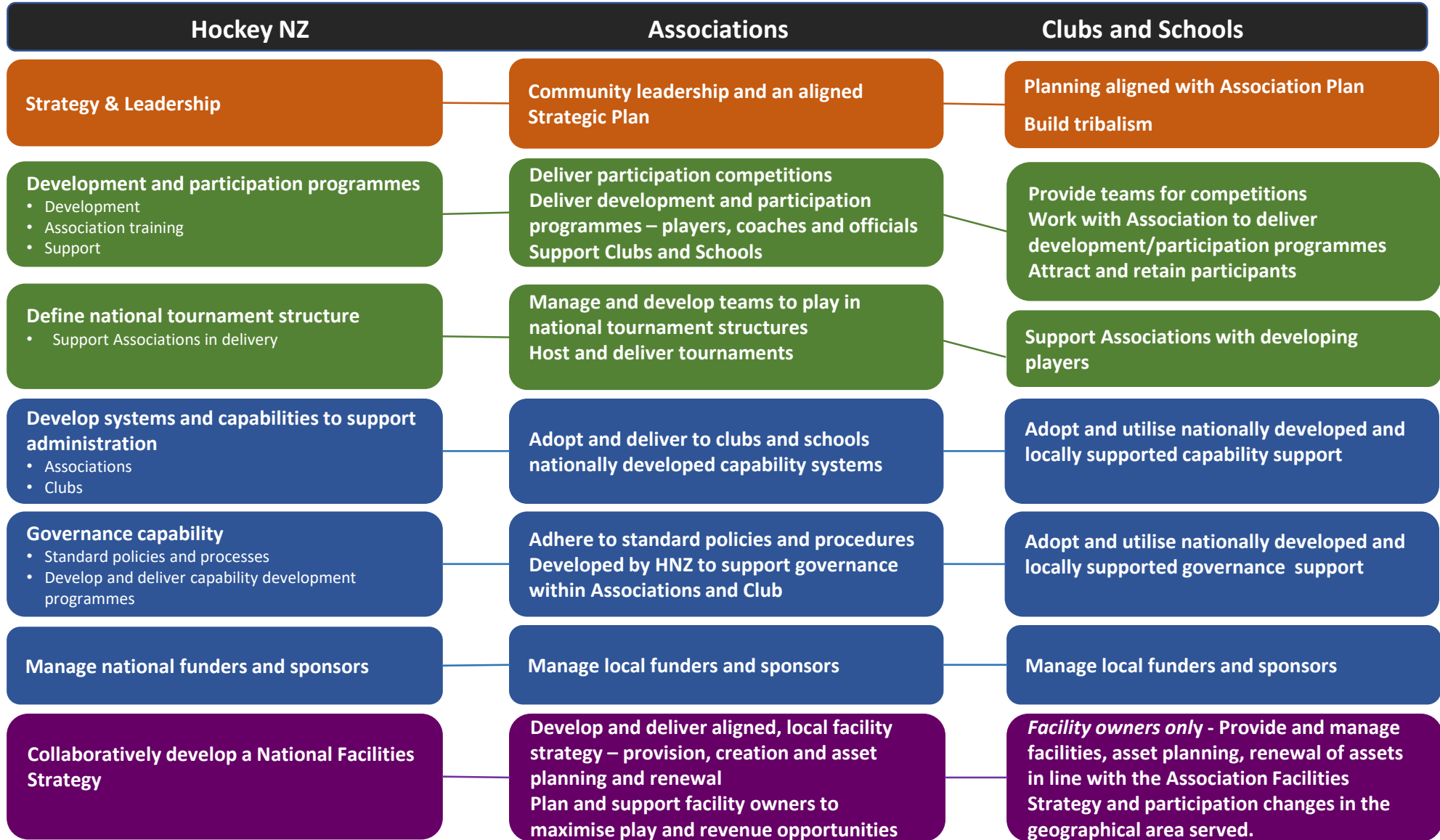
*Hockey is an important part of our social world, creating lifelong friendships and connections, while being family focused."*

- Game formats and programmes which are age/stage appropriate, particularly targeting:
  - Transition points (Small Sticks to participation, primary to secondary, school to club)
  - Bringing adults back into the game
- Nationwide alignment and promotion of different games formats (e.g. Hockey 5s)
- National Facilities Strategy and aligned Associations facility plans
  - Maximise participation & revenue opportunities
  - Reflect different formats
- Better understanding of retention/churn of existing
- Reach into wider ethnic and socio-economic target groups
- Programmes targeting low participation groups, developed nationally with flexibility to reflect local contextual factors

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# Participation Roles and Responsibilities



## SDR outcomes either started OR can be planned now

### 1. Research

- Retention / churn rates: By age, geography, gender.
- Ethnic focus: Opportunities to support nationally
- Auckland Approach

### 2. Participation programmes

- Adult programmes: retention and reengagement
- Coach development programmes
- Secondary School/ Club interface - transitions
- Teenage programmes: retention
- Nationally driven diversification: specific ethnic and lower socioeconomic groups
- School support: Mechanisms to support schools to retain and grow
- Maori hockey: Grow
- Alternate game forms

### 3. Association and Club Support Services

- Governance support (including policy development)
- Administrative systems
- Capability support in general

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The product and service priorities are the general opportunities identified to develop and enhance hockey in New Zealand

Coming out of stage 1 we believe there was two different types of opportunities being things we need to just get on with and others that potentially have a more significant change component and as such need broad understanding and engagement with hockey decision-makers and the community.

The slide to the left provides a snapshot of the opportunities that need to be progressed (and in some cases have already started) and Hockey NZ will lead this.

## Products and service priorities

- Adult targeted programmes – especially programmes to bring Adults back to the game
- Coaching programmes – at all levels
- The transition point from primary to secondary school, and school to clubs are a not well managed with a lack of connection between schools and clubs. This is a known retention risk area. This issue will grow to include transition from Small Sticks.
- Teenagers – are their products / services that could address some of the significant drop off at age 14?
- Alternate playing surfaces – indoor, tennis courts, car parks, grass – is this something to actively develop at a national level or just leave associations, schools, tertiary to do ad hoc (as we do today)?
- 5-a-side – promoted and nationally aligned?
- Depending on the answer to our participant group focus – nationally driven / led programmes products targeted at low participant groups today?
- Ensure that children's hockey is about learning, fun, etc and not elite before needed. SNZ Talent Plan confirms that need to avoid early specialisation – see <https://www.sportnz.org.nz/about-us/our-publications/our-plans-and-programmes/talent-plan/>

7 Dec 2017

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The aim of the proposed changes in the performance area is to provide solutions to the feedback garnered in stage 1, i.e. creating clear player and coach pathways, formalised performance network, including a talent tracking system across the country, reduced costs of participating in national camps, clarity of purpose for national competitions, and a foundation to grow the pool of locally developed coaching talent available to all our players – paid and voluntary.

## Performance participant

A participant-focused performance system that provides opportunities to the widest talent base possible

*"We have a quality pool of high performing athletes, coaches and officials, that leads to consistent performances on the world stage (winning more medals!) and hockey heroes that New Zealanders see and know, and kids are inspired by.*

*The map to achieve success is transparent and accessible to all."*

- A player and coach development-focused performance system that is nationally consistent in approach while reflecting the reality of different geographic regions.
- A system that reflects holistic talent development and the well-being of the individual
- Regional Performance Centres, linked with Associations to capture the widest possible talent base in a cost-effective manner.
- Clear roles and responsibilities of the different organisations in the performance system
- Nationally-led, locally-delivered coaching programmes, guidelines, toolkits and resources.
- Provision of coaching and coach development opportunities at all levels, through appropriate competitions and programmes

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# Performance System

## Talent ID

Start of performance programme  
Start of education – six pillars  
Baseline – build information base  
Skill development

## Talent Development

Performance under pressure  
Develop and win  
International exposure  
Athlete education – six pillars

## Talent Confirmation

Emerging Vantage BS  
Exposure  
Readiness

## High Performance

Win on the world stage  
Prepare to win

Programmes

### U 18

- Specialist or Talent Camps
- Performance Centre-based, then National
- tracking talent
- Working towards selection for U19s nationals next year.

### Player Development Focus

- Performance Centre-based
- NZ U21 Programme
- International competition
- National Training Camps - six pillar focus to provide the all-round development required

### NZ Development Teams

- 2nd tier internationals

### Black Sticks

Competition

### Association U17

- Association teams in a national or regional competition
- Year 11 and 12
- Opportunity to represent association at highest age group level and 'stick your hand up'
- First half of year – consider timing in relation to schools tournaments

### School-based U18

- NZSSSC Tournament Week

### National U19

- 6 –Teams based around the Performance Centres & Regions
- Club players only (no SS students)
- Focus on selection for U21 programme the following year.

### National U21

- 6 –Teams based around the Performance Centres & Regions

### National Hockey League Championship - Association

- week long national tournament.
- Pinnacle association event for senior players

### National Hockey League Premiership

- Based on Performance Centres & Regions

### National HP Invitation Event

- Part of development programme, sits alongside Hockey Pro League

### International Events

- Internationals
- Olympics
- World Cup
- Hockey Pro League

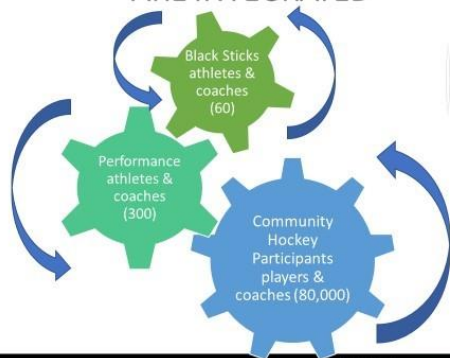
Performance Centres are a significant change being proposed to support our talent development.

## ROLE OF PERFORMANCE CENTRES

- Identify high potential players aged 16-18 within their Performance Region, monitor them for 1-2 years to test against the talent criteria, players can stay at home
- Accelerate identified players' individual development from 18 up to 21 to support selection to NZ U21 / NHL / National HP Series levels, players may need to relocate for this stage
- Assemble Performance Region Teams for National Tournaments at U19, U21 and NHL levels
- Provide training support for locally-based Black Stick or National Development Squad players
- 6 Performance Regions and Centres, connect with Association and National programmes
- Jointly funded – Performance Regions, HNZ, HPSNZ



## PERFORMANCE CENTRES ARE INTEGRATED



Performance centres are integrated into the whole system with participants moving back and forwards between community hockey, performance centres and the Vantage Black Sticks

## Performance Centre Participants:

**16-18y:** talent identification focus, players of high potential, home based, limited contact, start of talent development for 1-2 years, numbers per gender per performance centre will depend on quality, could be 10-15 per gender

**18-21y:** based in or near PC, talent development focus for 1-3 years, selection earned each year, could be approx. 5-10 players per gender per PC

**post-21y:** players need to progress to Nat or Dev Squads - if a late developer can enter the PC programme to catch up

**Dev squads:** based in or near a PC, selection earned each year

**National squads:** based in Auckland, selection earned each year

**Non-squad athletes:** tracked nationally at national tournaments and, of course, CLUB hockey, can connect to PC services but largely self-sufficient

## Performance Centre Network

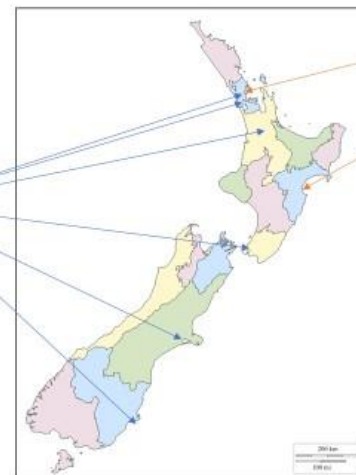
### Performance Centres

Separate entity or Association hosted. Governed by a partnership agreement with HNZ:

- North Shore
- Auckland
- Hamilton
- Wellington
- Christchurch
- Dunedin

### Satellite Centres

Develop a hub and spoke model, whereby Associations away from a Performance Centre have a defined relationship to support talent identification, talent development and competition eligibility



### Training Centres

- Black Sticks National Hockey Centre + AUT Millennium NTC, Albany
- NZ Development Training Base, Hawkes Bay

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In considering the proposed competition structure it is critical to bear in mind the 'WHY' document that outlines the key mental models and development models that this is based on.

## Competitions that address needs of all participants

A competition structure that supports the aspirations of all participants as well as developing talent to maximise opportunities.

*"Our competitions are accessible and appropriate for each age-and stage across the sport. They are being delivered consistently well across the country, providing a great hockey experience for everyone.*

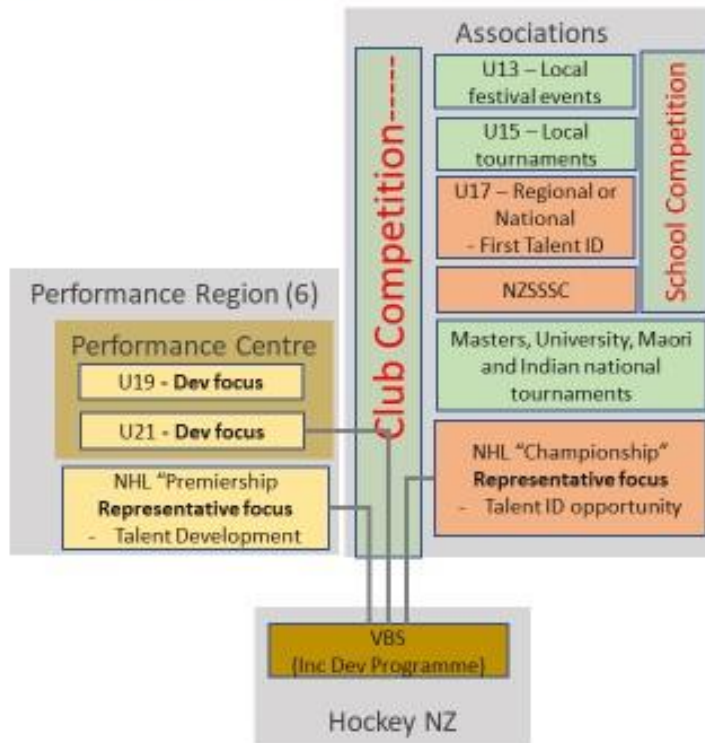
*We all understand the purpose of each type of competition, and what our players, coaches and officials will get out of it"*

A new competition structure which:

- Reflects the age/development stage requirements of all participants
- Enables athletes, coaches and officials to perform to the best of their ability
- Is accessible and affordable to greater numbers
- Allows 'tribalism' to be celebrated
- Provides talent identification opportunities without becoming the main focus of the event

The proposed national competition structure is focused around Association and Performance Centre tournaments, with critically Club Competition running through the centre.

## National Competition Structure



The next page provides further detail on the specific tournaments

# National Tournament Detail

Participation			Participation / Talent Identification and tracking		Participation / Talent ID Talent Development
Broad base - Workload - Affordable – Fun - Team Experience – Learning - New Experiences - Developmentally appropriate – Diversity - Skill progression - Allow/support player creativity - Coach education - Positive/safe environments - ‘Balanced’ competition - Holistic development			As per Participation. In addition - Tracking talent – Opportunity to ‘stick up your hand’. Start of education – six pillars Baseline, build information base. Skill development		Top tier – Talent identification and development. Others – Participation and talent ID
<b>13 and Under Hatch and Collier</b> Association based 11-a-side and/or 6 a-side. No max team numbers (large associations send multiple teams) 10+ events around country 3-4 day events, option for ‘tiers’ depending on number and variation of teams. HNZ support with coach development, event activities & VBS engagement	<b>15 and Under</b> Association based 11-a-side 5-6 events around the country 3-4 day tournament, with option for ‘tiers’ depending on number and variation of teams. HNZ support with coach development and event activities, VBS engagement	<b>National Masters</b> As per current structure  <b>National University</b> As per current structure  <b>National Maori</b> As per current structure  <b>National Indian</b> As per current structure	<b>Secondary schools</b> NZSSSC Tournament Week  HNZ and Performance Centres to track talent	<b>U17</b> Association based tournament – national or regional. Format TBC Year 11 and 12 - Opportunity to represent at highest age group level and ‘stick your hand up’ First half of year – consider timing in relation to schools tournaments Larger associations can send multiple teams and smaller associations may partner to form teams	<b>NHL Championship</b> Association based - week long national tournament. Pinnacle association event for senior players Opportunity for players to ‘stick their hand up’ End of Winter club season – same timing as current NHL and Seniors.
Talent Development			Talent Confirmation		
Performance under pressure - Develop and win - International exposure - Athlete education, six pillars			Emerging Vantage BS – Exposure – Readiness		
<b>U19</b> 6 Teams based around Performance Centres & Regions Club players only (no SS students)	<b>U21s</b> 6 Teams based around Performance Centres & Regions	<b>NHL Premiership</b> 6 teams based around Performance Centres & Regions			

We received consistent feedback that we need to streamline and improve our operational and administrative capability and generally improve the way we work together.

## Hockey organisations to work together

Quality, effective and aligned governance across the sport

*"We are all clear about our roles but not siloed. We are working together and heading in the same direction, with strong governance and good decision-making"*

1. Stronger connections between Assn boards and HNZ Board
  - Provide a constituted mechanism for escalation of employee/board issues
2. Strengthened governance capability:
  - 'Standardised' governance mechanisms across hockey
  - A minimum governance model as criteria to be an Assn. (not exclude small assn's but ensure a focus on good governance)
  - Shared strategy process to support Assn's in developing plans AND supporting alignment with sport-wide plans
  - Shared accountability for strategy delivery
  - Direct governance support for Assn's by the HNZ Board where there are known issues.
3. Governance level engagement of funding, including utilising Assn and Region Plans to assess funding outcomes

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## Hockey organisations to work together

Improve our efficiency to allow us to focus on the game

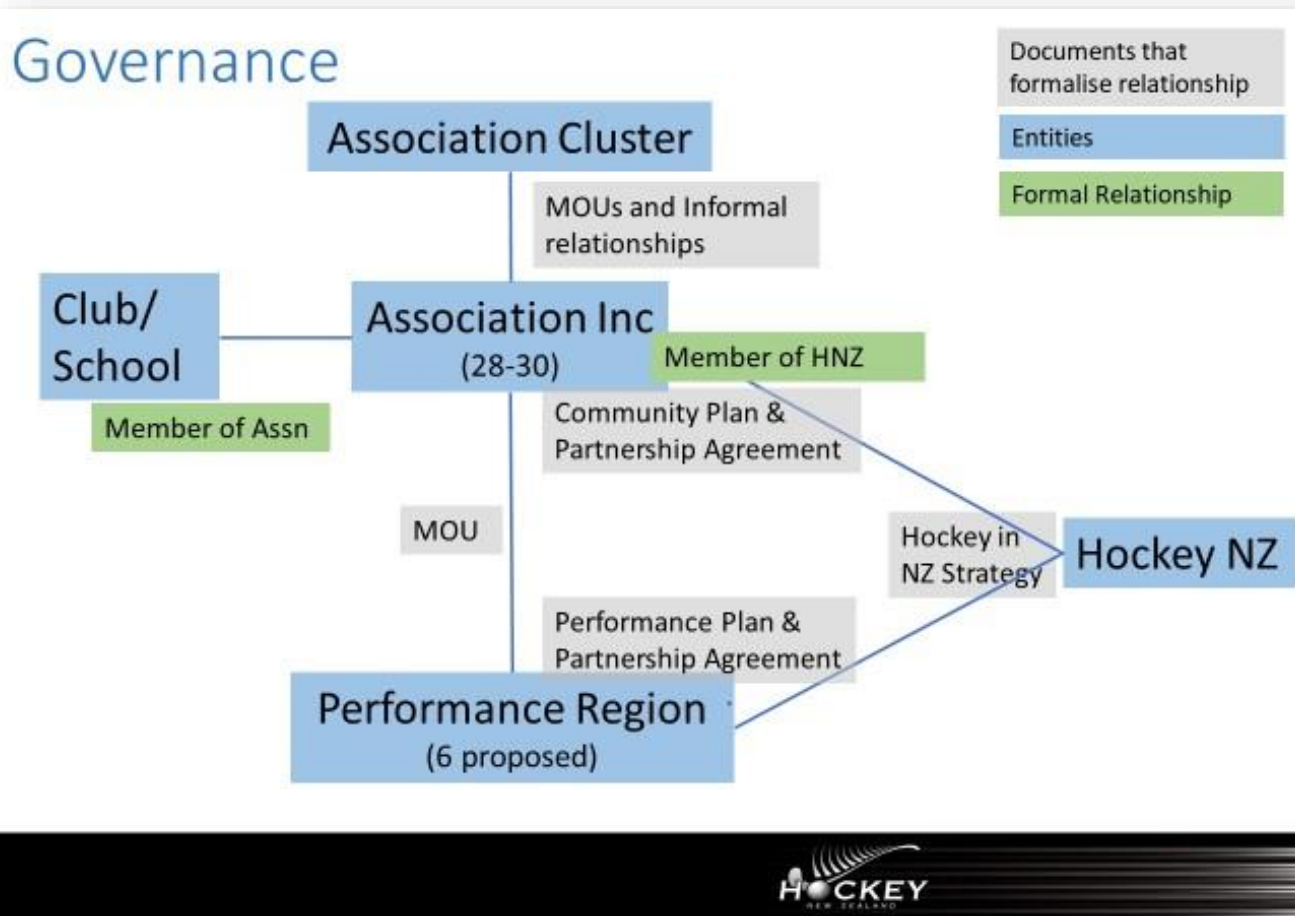
*"Our organisations are thriving – we are operationally streamlined with the financial capability to develop and grow our sport"*

1. Capability support provided to Assn's & clubs in terms of:
  1. Business and operational planning
  2. Facilities Strategy
  3. People and organisational development
  4. Streamlining administrative processes
  5. Technology
  6. Efficiencies through clustering
2. Investigation and implementation of new technology systems
3. Resources, toolkits and templates that can be used across the sport
4. Communication plans at all levels

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The proposed structure reflects our findings structurally hockey is not broken, but clarity of the role, responsibilities and relationships is necessary to improve the delivery of hockey and reduce clear points of friction.



In terms of the hockey organisations, this page outlines those organisations and their key relationships. The important points to consider are:

1. The Associations will remain as they are (although there has been some discussion of small changes).
2. The Performance Regions will not be members of Hockey New Zealand, but will operate under Partnership Agreements.
3. Performance Regions will have a pure performance focus with key emphasis on individuals and not teams.
4. HNZ will determine the initial Performance Region-Association mix, with a managed process for any requested changes.
5. The Associations will have MOUs with the Performance Region that will clearly outline the expectation of each other.
6. Association Clusters can be formed as and when required to support Associations working together on different initiatives (e.g. combined rep teams, development programmes etc.)

Thank you

