



Strategy Delivery Review “The What”

“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).

This documents provides the context of “The What” of the Strategy Delivery Review project.

Purpose of the strategy delivery review

To develop a delivery framework (or model) within hockey that is fit for purpose to deliver on OUR 2020 Strategy, and beyond:

- Governance and delivery structure - **role, responsibilities** and obligations, as well as the **relationships** between them.
- **Clarity** on the priorities for each level of the delivery structure
- **Systems** (from local to national / beginner to elite) for players, coaches, umpires and officials
- Where to focus sport delivery e.g. community, development, high performance, tournaments & events
- **Funding model** for investment across the sport
- National and regional **competition structure**

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The Hockey New Zealand board adopted a new strategic plan for Hockey in New Zealand in July 2016.

Upon adopting the strategy it was identified that a piece of work was required to look at whether the systems, structures and programmes in hockey were fit-for-purpose to deliver on the strategy. The project to do this is the SDR and while in the first instance it is focussed on this strategic cycle i.e. to 2020, realistically it has a much longer horizon than that.

The adjacent slide provides an overview of the purpose and key drivers of the SDR.

This page provides a high-level view of OUR2020 Strategy. The key elements of this are to be the World's Best across everything we do and provide high quality experiences to all people involved in our game be they players, coaches, umpires, administrators or supporters with people at the centre of everything we collectively do.



The Strategy Delivery Review has involved an active Working Group representing the wider hockey community and key management of Hockey New Zealand. A governance sub-committee has been supporting the Working Group. The Working Group members were nominated by the hockey Associations and appointed by the HNZ Board. The Working Group and Sub-committee members are listed below.

Who is involved?

Jon Tanner	Founder of Midlands Hockey. Former HNZ Board Member and founder of The Hockey Foundation.	John Daniels	Coach of Otago Senior men's team and Otago Women's and Men's Master's teams. A Former International umpire
Grant Edwards	Based in Canterbury. Coach of U21 Men's and is a Black Sticks selector.	Trafford Wilson	CEO of Wellington & Capital Hockey.
Kirsten Petrie	Based in Waikato. Considerable coaching experience at all levels and is a coach educator and sports researcher	Andrea Cullen	Hawkes Bay Hockey Community Manager
Denise Lloyd	Chair of Marlborough Hockey.	Anne Abraham	Chair of Central Hockey Board and President of Rangitikei Hockey.
Riki Burgess	CEO of North Harbour Hockey.	Paul MacKinnon	Hockey NZ High Performance Director
Ken Maplesden	Hockey NZ General Manager – Community and Events.	Rachel Minton-Smith	Hockey NZ Community Hockey Manager – Adults and Capability. Formerly General Manager at Otago Hoc

Governance sub-committee: Andy Rowe (board member), Sharon Williamson (board member), Ian Francis (CEO) and Ross Butler (independent governance expert).

What has been done?

Stage 1: March 2017 – November 2017

- Engagement with the hockey community – survey (337 responses), roadshow (11 sessions), social media (6 questions)
- Voice of the Participant survey
- Engagement with key stakeholders in sport in New Zealand, other New Zealand sport codes and other national hockey federations.
- General participation and trends research from Sport NZ and Australian Sports Commission to supplement these data.
- Sponsors.

Stage 2: November 2017 – until now...

- Multiple Working Group and Governance group sessions
- Performance team around hockey in New Zealand
- CEO group from Associations
- Sport New Zealand – Talent Team and High Performance Sport New Zealand
- Roadshows – proposals presented

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The SDR project has been in progress since early 2017. It is split into three fundamental stages; Stage 1 was the development of a report, based on significant research, that outlined the current state of our game. This was completed late 2017 and circulated to the wider hockey community. The outcomes of this report are summarised in this document.

Stage 2 has been the development of proposals to respond to what was found in stage 1. These are covered in detail in an accompanying document to this which looks at the “Why and How”

Stage 3 will be the implementation of agreed proposals. An implementation plan is yet to be developed as proposals on not yet confirmed or agreed upon. However, any implementation plan will be realistic and phased to ensure that we can collectively be successful in moving our game forward and not bite off more than we can chew.

The slide to left outlines the key elements of stage 1 and 2 of the Strategy Delivery Review

The next two pages provide an overview of the findings from Stage 1 aligned with the key pillars from OUR2020 Strategy. The first page gives an overview of the Goals and KPI's that sit behind each pillar of the strategy. The bottom half of the slide provides an overview of what we heard from the hockey community during stage 1 of what they believed success looked like for our sport against each pillar. This is talked about more in the “Why” document that accompanies this.

The second page provides an overview of what was found via the Stage 1 research. This has been broken into strengths and gaps/opportunities. A key outcome of the Stage 1 report is that hockey as a sport is going well and with many areas of strength. As such this project is being undertaken from a place of strength however it is important that we keep striving to improve and deliver quality experiences for all.

	GROW the Hockey Community	WIN on the World Stage	DELIVER World Class Events	STRENGTHEN the Business
OUR 2020 Strategy KPIs Goals	TO BE THE WORLD'S BEST HOCKEY NATION - To Provide New Zealanders Access to High Quality Hockey Experiences			
	<ul style="list-style-type: none"> • Participation growth in all communities • Robust delivery structure • Sustainable, national participation programmes • Capability across whole of sport • Strong, thriving volunteer base • Strengthened sport-wide understanding 	<ul style="list-style-type: none"> • Increased depth of talent • Sustainable, fluent programmes • A strong base of world class athletes • Attract, retain, & develop world class people • Regular exposure of athletes and coaches to high quality competition 	<ul style="list-style-type: none"> • Big, loud and bold international events • Enhanced spectator experiences • Quality domestic competitions • Integrated facilities and events strategy 	<ul style="list-style-type: none"> • Strong governance • World class financial management • Strong HR and Health & Safety processes • Increased HF endowment fund • Strong and vibrant member / fan base • Improved Black Sticks brand ranking • Strong, long-term commercial/funding relationships
	<ul style="list-style-type: none"> • 200,000+ playing hockey - 100,000 members / 100,000 participants • 4% growth p.a. in engaged coaches • 100% associations delivering coaching workshops • 12 new turfs throughout NZ (91 in total) • 3% growth in engaged umpires p.a. 	<ul style="list-style-type: none"> • National teams top 4 ranking • 2 medals at Tokyo Olympics • Professional coaching pathway - pool of identified future national coaches • >40 athletes capable of national selection in domestic competitions • BS centralised training base providing world class HP training 	<ul style="list-style-type: none"> • Host an FIH event every two years • Host an annual HNZ-owned world class event • Hockey facilities strategy in place • Event standard facilities • A world-class domestic competition 	<ul style="list-style-type: none"> • Tertiary ACC accreditation • Partners / funders rate the strength of hockey relationship 10 out of 10 • Funding and commercial revenue up \$2.0 m • HF endowment fund \$2.5m • BS brand top 4 NZ sports brands • 200,000 engaged fans / members • 100% uptake of One Sport database
What does success look like?	<ul style="list-style-type: none"> • A sport everyone knows • Hockey for life - any age or stage • Everyone loves the experience • Lifelong friendships and connections • Accessible and affordable for all • Opportunities for all – everywhere • People know how they can progress • Love watching as well as playing • Strong sustainable hockey communities – clubs, associations • Great competitions and programmes 	<ul style="list-style-type: none"> • Performing consistently well • Winning medals • Top countries want to play us • Big pool of athletes competing for international spots • Transparent ways to progress for athletes, coaches, officials • High quality domestic competitions • Great quality coaches and officials • Hockey heroes that kids aspire to • Strong media coverage/support 	<ul style="list-style-type: none"> • Packed stadiums • Strong promotion and visibility • Supported as an entertainment experience, beyond hard-core hockey • High media interest and awareness 	<ul style="list-style-type: none"> • Thriving hockey organisations • Everyone on the same page, heading in the same direction • All organisations clear about their purpose and roles • Strong governance and good decision-making • Everyone works together to streamline operations • Financially sustainable, can support hockey's aspirations • Funders and sponsors target hockey

TO BE THE WORLD'S BEST HOCKEY NATION - To Provide New Zealanders Access to High Quality Hockey Experiences

**Stage 1 SDR
Our strengths**

- A well organised and professional sport - "people love the game".
- Strong family focus across the sport
- Participation opportunities for all ages, genders and abilities.
- Small Sticks successful in growing the junior player base
- National umpire programmes well regarded with strong networks
- Clubs are instrumental in driving the game and developing social capital
- Masters continuing to grow, also potential to contribute to the sport
- Quality of facilities/turfs generally provides a good experience.
- National Facilities Strategy is in place.

- Black Sticks performance is generally positively regarded
- Participation in the new FIH Hockey Pro League for both Men & Women

- The current approach of holding test matches around the country is generally positively received by the hockey community.
- Tournaments seen as a strength, with a history of well-run tournaments.
- Live streaming broadcast is well supported.

- Hockey is more financially sustainable and less vulnerable to external funders decisions than other major team sports in New Zealand.
- The profile of the Black Sticks is very positive and is strong when we are performing well, especially during Olympics.
- The endowment fund is currently at \$1.3M.

**Stage 1 SDR
Key gaps and risk areas**

- High cost relative to other sports.
- Poor socio-economic and ethnic reach
- Lack of available places to play
- Lack of focus on retention or attracting returning players
- Key transitions (primary to secondary; school to clubs) not managed well.
- Confusion about roles of regions and their roles in supporting association
- Variable support for small associations.
- Reliance on schools to drive growth and poor linkages between schools/clubs and associations.
- Need standardised alternate forms that enable varied participation models.
- Coach development is lacking.
- No whole-of-sport view so everyone can understand where they fit
- Reducing social role of clubs

- Constantly changing, unclear and incomplete pathways for athletes, coaches and officials.
- Regions lack a clear and consistent role in HP and talent development
- Performance now focused in fewer locations - reduced opportunities and increased costs for those outside those locations
- No player-centric talent tracking system as players transition between schools, clubs, associations etc.
- High cost of participating - talented players may not have the opportunity to progress.
- National competitions have a different purpose for regions/assns and HNZ
- Insufficient pool of locally developed coaching talent available to all our athletes – paid and voluntary

- International environment currently makes it difficult to plan and host quality events.
- Poor local govt/funder support makes it difficult to host tests in some areas.
- Low aspiration for sophisticated events from the hockey community.
- Poor marketing / promotion of events
- Event capabilities restricted by the type of facilities that we have and the strategy of spreading games around the country
- Inconsistent broadcast coverage creates significant risk in meeting needs of a broader fanbase.
- Increasing lack of clarity around purpose and structure of domestic tournaments

- The function and purpose of regions and associations is variable and unclear.
- Lack of clear policies, board procedures and governance education.
- Poor alignment at board level across hockey creates difficulty in deploying cohesive national strategies.
- Child Safety and H&S policies do not exist in some Associations.
- Systems are administratively burdensome and not achieving outcomes
- Marketing profile needs improvement.
- Poor engagement with the Masters community may reduce commercial and volunteer support opportunities.

Overall the key findings from Stage 1 are captured in the adjacent slide. These alongside the more detailed list of outcomes on the previous slide are the key areas that the proposals developed have looked to address.

Stage 1 key findings

We need:

1. A Map of Hockey -
For all participants to see their hockey opportunities, including competitions and development
2. To define how we target participation growth -
Attracting new and retaining existing players and ensure all initiatives align to this
3. To address the needs of all participants -
Through our programmes and competitions (players, coaches, officials, clubs, schools)
4. A player-focused performance system that provides opportunities to the widest talent base possible
5. Events that lift the profile and broadens the demand outside the sport but respects the hockey family
6. The purpose, roles and relationships of all organisations are clear
7. All Hockey organisations working together efficiently and effectively
Governance, operations & compliance