



**WHOLE OF HOCKEY'S BUSINESS PLAN**

**TO**

**DRIVE THE GROWTH AND SUSTAINABILITY**  
**OF HOCKEY**  
**THROUGHOUT NEW ZEALAND**

**Updated**  
**October 2010**



## CONTENTS

	Page
1.0 Executive Summary	3
2.0 Introduction and Background To This Plan	6
3.0 Introduction To Hockey – About Hockey In New Zealand	9
4.0 The Hockey Strategy Summary	19
5.0 The Plan – the Six Priority Projects	22
1. Develop, Brand and Market National Participation Programmes – p 25	
2. Expand the Delivery of Hockey Throughout New Zealand – p 30	
3. Develop the Player Talent Pathway from Grass Roots To Elite – p 33	
4. Strengthen Regional Capability – p 40	
5. Grow Hockey's Value and Generate Sustainable Revenue Outside Annual Grants – p 45	
6. Develop World Class Hockey Events And Facilities – p 49	
6.0 Implementation	52
7.0 Key Performance Indicators	56
8.0 Key Risks and Issues	59
<b>Appendices</b>	<b>60</b>
1. Summary of Recommendations From the Facilities and Infrastructure Strategy	

## Confidentiality

This document and its contents remains the property of Hockey New Zealand. This document and its contents may not be copied or replicated without the prior written approval of Hockey New Zealand.

## 1.0 EXECUTIVE SUMMARY

Hockey is currently performing below its potential in New Zealand and on the world stage, but that is not surprising.

Over many years, Hockey, and New Zealand, has under invested in the development of our sport, resulting in flat growth in participation, and a sports organisation and administration that is constrained by its reliance on annual funding, and weak capability and capacity.

The profile and market attractiveness of hockey has not moved with the times resulting in hockey brands that have relatively low relevance and appeal, and player propositions for juniors, youth and adults that are under developed. Competitor sports such as netball, rugby, cricket and triathlon have a much greater 'share of voice' and have greater appeal to the community.

Yet, hockey does have an incredibly strong and passionate "hockey community" with a player base of 43,000 registered winter players and approximately 13,000 summer players, and a dedicated support base of around 5,000 volunteers who are the backbone of the sport – coaches, officials and administrators.

The sport is poised for development and growth.

Over the past 12 months, Hockey New Zealand has worked with staff, Board, key partners and the hockey community to develop the Hockey Strategy. This resulted in the development of 23 initiatives to implement the Hockey Strategy. The hockey community prioritised these initiatives, and agreed on six priority initiatives – to drive the growth and sustainability of hockey throughout New Zealand. These initiatives have been developed into **Six Priority Projects** that form the basis of this Whole of Hockey Business Plan.

This Business Plan has the aim of fuelling hockey's growth and sustainability throughout New Zealand. The overarching objectives of the plan are consistent with the Hockey Strategy:

- Drive growth in participation – attract and retain participants for life
- Win medals on the world stage
- Showcase hockey and captivate New Zealanders
- Grow sustainable revenues from hockey's products and brands
- Create a strong, sustainable and capable organisation, to deliver hockey throughout New Zealand

### **Project One – Develop, Brand and Market National Participation Programmes**

Design, development, piloting, marketing and nationwide implementation of national participation programmes will be led by Hockey New Zealand, in close consultation with the regions and hockey's 32 hockey Associations. This initiative will result firstly in a nationwide participation programme for junior players, targeted at developing fundamental skills, and attracting junior players into hockey. This will be followed by a nationwide participation programme for youth players. These will both result in attraction and retention of hockey players, and creation of national participation brands that are marketable and have commercial appeal. Development and management of national participation programmes requires investment in a new capability for hockey.

### **Project Two – Expand the Delivery of Hockey Throughout New Zealand**

To deliver national participation programmes and drive growth in participation, the delivery of hockey throughout New Zealand needs to be strengthened. This will be achieved by strengthening the Regional Development Programme, and upgrading and expanding the training and development of coaches, umpires and officials. With hockey on offer in just over

half of New Zealand's secondary schools and an estimated 20% of primary schools, taking hockey into schools is a key plank of this project. Much closer working relationships between the hockey Associations and 17 Regional Sports Trusts will result in regional "hockey plans" and local drive and accountability for the development of Hockey in the community. At present, the turfs and facilities at the main centres (Auckland, Wellington and Christchurch) are operating at a higher player to turf ratio than is desirable. To cater for the increase in participation, 11 new hockey turfs that are in the pipeline need to be built over the next three years, and play will be encouraged, particularly for the junior programmes and modified formats, on alternative surfaces. A concentration of knowledge and expertise in the development and management of hockey facilities and infrastructure needs to be created.

### **Project Three – Develop The Player Talent Pathway from Grass Roots To Elite**

This project will result in a national system and programme for talent identification and player development that will retain talented youth players in hockey, keeping the player base broad and deep. While hockey's national High Performance Programme is to be addressed in a separate high performance plan, this Business Plan subscribes to the underlying philosophy that if we are to have a world class high performance programme and win medals on the world stage, we must have a strong and vibrant sport at grass roots, and have a national programme in place that will retain and develop our talented players that is delivered by the regions.

It is planned that a Regional Talent Programme will operate for each region. The detailed design of the Regional Talent Programme will occur in year one of the business plan. The number of athletes and programmes will be determined then, but it is envisaged there will be up to 1200 athletes on the Programme throughout New Zealand, an ambitious average of 150 athletes per centre. The programme will provide coaching, development, player case management, and specialist services (fitness and conditioning programme, nutritional advice, assessment) for age group representatives, regional representatives and national players who are part of the national junior and senior national High Performance Programmes, who are training locally.

### **Project Four – Strengthen Regional Capability**

This is a major organisational development project, and requires specialist support to help hockey with this. If done well, the resulting strengthening in regional capability will significantly enable growth in hockey participation, attraction of regional income, and the retention and development of player talent in the regions.

There are more than 300 clubs who are members of hockey's 32 Associations, who in turn are the members of Hockey New Zealand. The 32 Associations are a critical strength of the delivery of hockey throughout New Zealand, but also provide a key challenge. The spread of resources for sport development and talent development are too thin across these 32 Associations to provide a critical mass of capability.

There is a fledgling regional structure in place with eight competition franchises for the eight regions which compete in the National Hockey League and Under 21 Tournament. This project will enable considerable enhancement of sport development and talent development, through the creation of up to eight Regional Service Centres that will be established within existing entities. It is envisaged these Service Centres will be largely in line with the existing eight regional National Hockey League competition franchises, and will service the Associations in their region. Strengthening of regional capability will enhance the development of the sport, and enable attraction of commercial revenues regionally.

## **Project Five – Grow Hockey’s Value and Generate Sustainable Revenue Outside of Annual Grants**

To be a sustainable sport, hockey needs to generate longer term income streams that it owns, that are beyond year on year annual grants. To become an attractive property for commercial sponsors by way of cash and provision of services, hockey needs to increase its profile and brands. To do this, we need to drastically enhance our communications, media management and develop products or properties that have commercial value and appeal.

Hockey’s community, our players, volunteers, administrators, fans, suppliers and partners, can be connected online through our website and related communications and interaction. Access to the hockey community is one of the most valuable properties we have to offer commercial partners, thus development of the online hockey community is a priority.

This project outlines these value creating initiatives and to enable this, the capability that is required to be developed, in sponsorship, communications, marketing and fundraising. The project also entails the development of the online hockey community through a greatly enhanced website, and database, and online strategy with this community. This project will result overtime with the generation of substantial new revenues nationally, that can be invested locally in the development of the sport throughout New Zealand.

## **Project Six – Develop World Class Hockey Events and Facilities**

To advance as a sport, hockey needs several regular world class hockey events here in New Zealand, and a world class facility to host events. This project entails the feasibility study for a regular international tournament and world class facility, the development and re-launch of the National Hockey League, and a review and overhaul of the National Domestic Tournament Programme and Calendar.

Its planned that the National Hockey League be redeveloped and re-launched, to achieve the highest level of domestic competition, and to become an event that will attract spectators, media and sponsorship. We plan to undertake a feasibility study of an international tournament that will be part of the international hockey calendar that will attract top hockey nations, and attract broader public interest in hockey New Zealand. This would be a substantial event, and requires specialist input and a feasibility study. We also need to investigate the development of world class facilities to host hockey events which could also potentially become the national home to our High Performance Programme.

## **The Key Outcomes Of This Plan**

The primary key performance indicator for this plan is growth in participation, through the attraction and retention of players, and growth of hockey throughout the year. In the first five years of this plan, we forecast a total increase of the total player base of 13% to 73,686 players, largely due to the roll out of national participation programmes and summer hockey growth. During this period, winter players will increase from 43,410 to 51,253 and summer players from 13,403 to 22,433.

Allowing for long term average annual growth of 2% for winter participation, its planned that there will be 65,500 winter hockey players by 2030. The strongest rate of growth is projected in the period from 2011-2020 as a result of initiatives identified in this plan. At present, summer players represent 31% of winter numbers. It is planned hockey will increasingly become a year round sport, and that summer hockey will lift to 54% of winter numbers by 2020 and 57% by 2030. This means that by 2030 there will be 37,000 summer hockey players. The strengthening of hockey’s communications, brands and national participation programmes will be evident, and help contribute to the substantial generation of new commercial income.

## **2.0 INTRODUCTION AND BACKGROUND**

### **2.1 Background**

Hockey has a strong and dedicated community and volunteer base that supports the 43,000 registered winter players and 13,000 summer players. In recent years, player growth has been flat, and the sport has not moved with the times in terms of developing its market attractiveness.

As a result, the sport has not progressed when compared to other competitor sports such as Netball, Triathlon, Cricket, Rugby in terms of products, programmes, participation, profile, commercial revenue and sustainability. The sport's profile, perception and commercial appeal has limited the sport's ability to attract further participants, and to ease its reliance on external year on year funding streams.

A period of consultation within the Hockey Community and key partners, including SPARC, has resulted in the development and confirmation of Six National Projects that we believe will have the most significant impact on fuelling the growth and sustainability of Hockey throughout New Zealand.

### **2.3 Why Now?**

Hockey is at a critical juncture. With new leadership in place at Hockey New Zealand (HNZ), and strengthening of leadership in Associations at both Board and executive level, there is renewed energy and commitment to taking a national approach to the advancement of Hockey. We recognise that we need to grow participation, and develop the sport throughout New Zealand. This requires us to:

- Invest in and build the sport from “bottom up” - build capability to help strengthen the delivery of hockey at grass roots through clubs and Associations, to drive growth in participation;
- Strengthen the Hockey Community, providing the environment and context to enable strengthening of social connections amongst the Hockey Community;
- Rebalance the focus and resources of the National Sporting Organisation (HNZ) between Sports Development and High Performance - in terms of its role, capability and national leadership; and
- Transition the sport away from short-term hand to mouth funding, a situation that prevents the sport from investing in its own longer term development.

### **2.2 Hockey's “Virtuous Cycle” – And What is Addressed In This Plan**

Leadership, energy, belief in the sport, passion, the right core competencies, profile and financial resources will enable the development of Hockey – by way of product and programme development and the provision of turfs and facilities. We then have product to brand, market and commercialise. Players and volunteers are attracted into the sport, which is delivered by coaches and competition organisers.

#### **Participation**

Growth in participation will generate opportunities to increase revenue and raise the attractiveness of sponsorship of grass roots hockey together with related participation programmes. Generation of sustainable income streams will ease dependence on short term funding sources, and place the sport in a stronger and more sustainable position to fuel the growth of the sport.

## Talent Development

Players and talent need to be developed and retained to keep the player base wide. Talented players need to be developed with the potential for entry into high performance programmes. The development of a systematic talent identification and development pathway will enable retention and development of players that will fuel and deepen the national squads. This will inevitably improve results at international level which will grow further public interest and significantly increase participation.

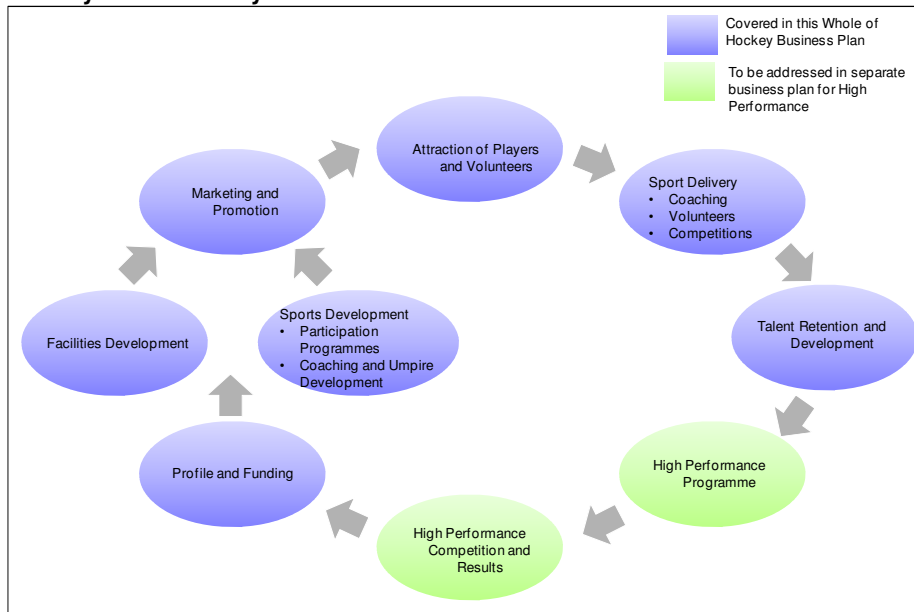
We lose many players that are not developed to their full potential because of the lack of a systemised approach to talent development, and we have not had a truly world class high performance programme. Great competition and results on the national and international stage help fuel the sport, with profile and funding.

This plan does not attempt to address the development of a world class High Performance Programme itself, but it subscribes to the underlying philosophy that if we are to win medals on the world stage, we must have a strong, vibrant and growing sport at grass roots, that has the programmes and systems that will attract, retain and develop our players. This plan does therefore address talent development at grass roots, throughout New Zealand.

## High Performance

The development of a world class High Performance Programme will be a focus for subsequent work, and will result in the development of a High Performance Business Plan through to 2016. In this plan, we will outline what Hockey needs if we are to truly build on our strengths and develop and maintain **competitive advantage** internationally, and successfully compete against the top teams (ranked 1-6) in the world. This document does not include this High Performance Programme.

## Hockey's Virtuous Cycle



### 2.4 Alignment with the Hockey Strategy

HNZ staff and Board have worked with key stakeholders over the past 12 months to develop our strategy for the advancement of hockey throughout New Zealand. An overview of The Hockey Strategy is summarised in section four of this plan. This Business Plan is based on implementing the six priority initiatives from the Hockey Strategy.

## **2.5 Who Has Been Involved In The Development Of This Plan**

### **Project Sponsor and Board Support**

This Business Plan is sponsored by the Board of Hockey New Zealand. A specially formed Committee of the Board has both provided direction and reviewed this plan in detail.

### **Project Work Group**

Key authors of the business case have been the CEO, Hockey Director, Development Manager and a contracted report writer. This business case also draws heavily on the analysis and recommendations from the National Facilities and Infrastructure Project, which had a national Project Working Party (PWP) involving some key members of the Hockey Community (Associations, Councils, Life Members).

### **Support From Hockey Community**

As outlined earlier in this document, the Hockey Strategy led to 23 key initiatives for implementation. Seventy hockey stakeholders reviewed the strategy and identified six initiatives as the Priority Projects for the Whole of Hockey Business Plan – on the basis that these initiatives will have the greatest impact on growing and sustaining Hockey throughout New Zealand.

The development of this Business Plan has gone a considerable way towards developing the “how” in terms of how these Projects will be realised. The detail of the “how” particularly around organisation matters needs to be worked through consultatively with the Hockey Community, as implementation plans become further developed.

## **2.6 Critical Plan Assumptions**

### **Strengthened Capability**

To successfully implement the Six Projects and achieve the outcomes of this Business Plan, we need strengthened capability at both a regional and national level:

- Hockey New Zealand needs to be able to provide strong national leadership. To do this we need strengthened capability and capacity in the areas of sport development, marketing and communications, sponsorship attraction and relationship management at Hockey New Zealand; and
- Regional capability needs to be strengthened in sport development and delivery, talent development, marketing, communication, sponsorship attraction and relationship management.

### **Longer Term Funding**

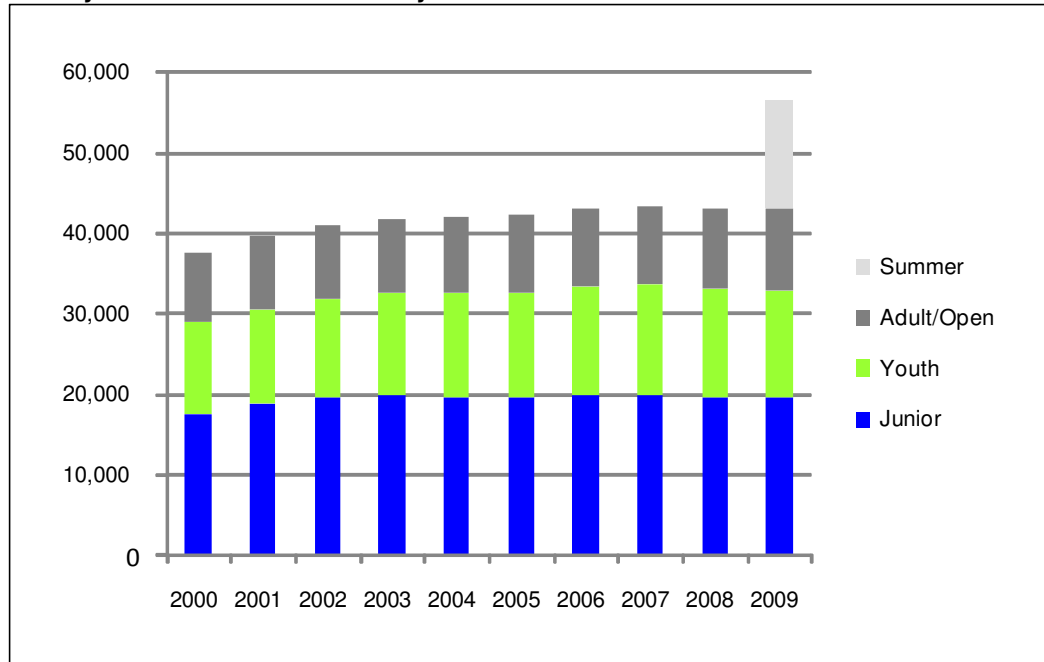
The sport as a whole is exposed to short term funding, which funds the bulk of sport development and high performance. This short term funding cycle restricts Hockey’s ability to build capability, become sustainable and generate the future of our sport. To be successful, Hockey needs an injection of seed or investment funding to break this cycle – to build capability that will enable us to achieve sustainability in the longer term.

### 3.0 INTRODUCTION TO HOCKEY – ABOUT HOCKEY IN NEW ZEALAND

#### 3.1 Who Plays Hockey?

In 2009, Hockey had just under 43,000 registered or affiliated players in its winter programme, and approximately 13,000 players in its summer competitions. The sport is played fairly evenly across both genders.

**Hockey New Zealand Affiliated Players**



Source: Hockey New Zealand Affiliation Data from Associations

NB: Summer player numbers were captured for the first time for the 2008-2009 season

In the 10 years from 2000-2009 total number of registered players increased by 15% but the majority of this growth occurred between 2000-2006, since then player numbers have been flat.

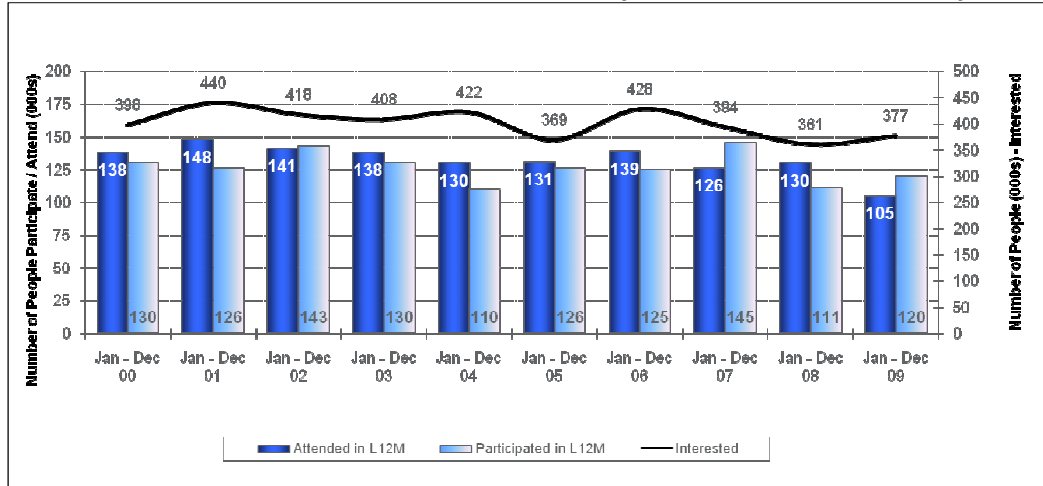
Programme	% Change 2000-2009
Junior	12%
Youth	16%
Adult/Open	17%
<b>Total</b>	<b>15%</b>

Source: Hockey New Zealand Affiliation Data from Associations

#### 3.2 Community Interest in Hockey

Nielson Research's long term tracking monitor supports these trends, but shows that more than twice as many people play hockey than our registered player base, and that over 370,000 people in New Zealand have an interest in, and follow hockey.

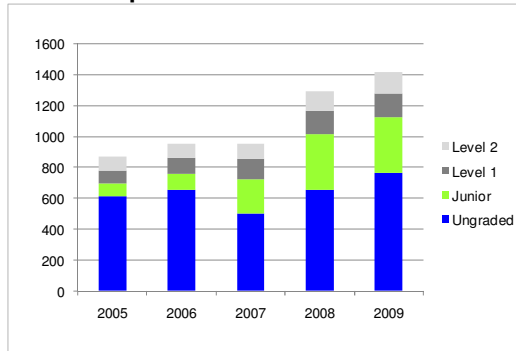
### Nielson's Panorama Research – Attendance, Participation and Interest in Hockey



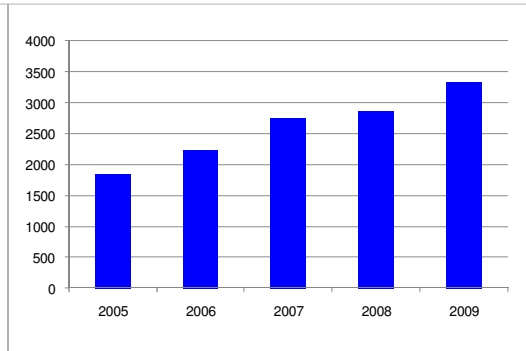
### 3.3 Coaching and Umpires

Hockey is relatively well served by its volunteer base in terms of the provision of umpires and coaches.

#### Active Umpires



#### Active Coaches

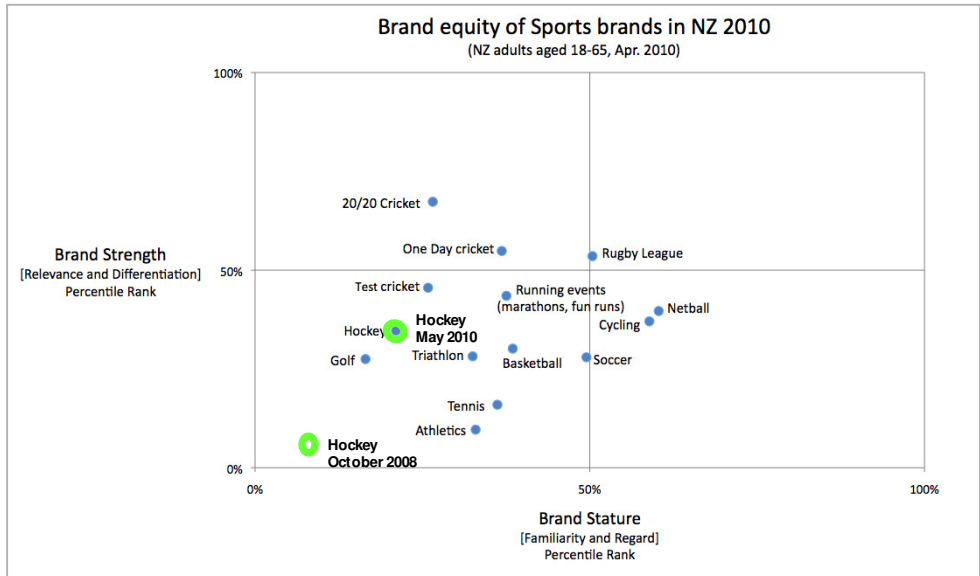


Source: Hockey New Zealand Data – updated annually

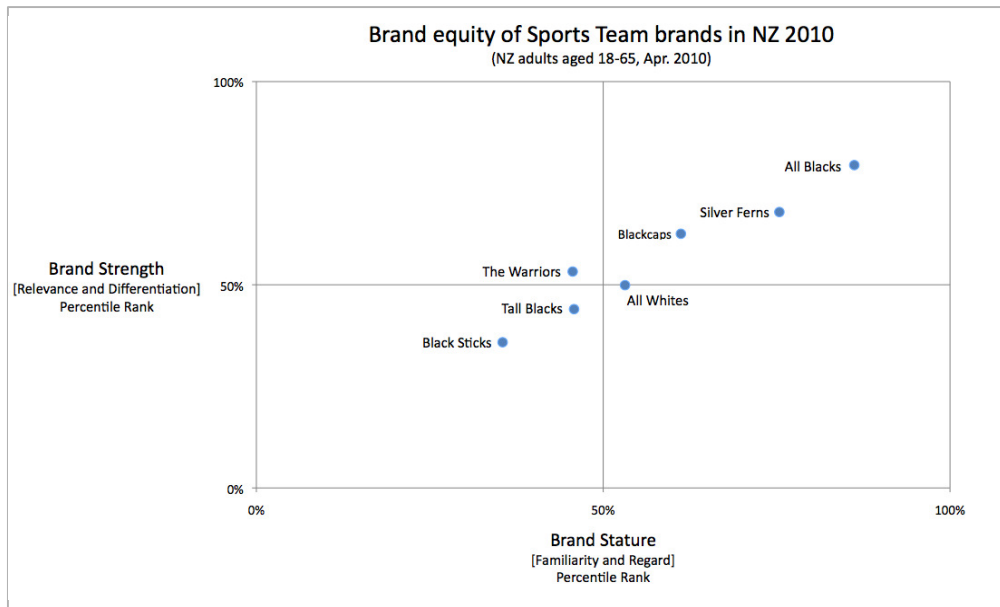
This is largely due to the strength of the community and often the intergenerational or family link within players. However, it is an ongoing challenge to continue to attract and replenish numbers, and to develop and maintain the quality through the delivery of appropriate training and accreditation.

### 3.4 Hockey's Positioning Versus Competitor Sports

Over the past 10-15 years, Hockey's competitor sports have developed their products and customer propositions, increased their market appeal and relevance for players, and developed their commercial models. It is now time for Hockey to play catch up. The following brand equity chart shows the relative strengths of the hockey brand as a sports code and the Black Sticks brand versus other codes and team brands. This research has been recently updated, showing positive movement for hockey as a code, but this is a first time that we have had a read on the Black Sticks brand.



Source: Brand Capital May 2010



Source: Brand Capital May 2010

### 3.5 Infrastructure and Facilities

In April 2010 there were 69 turfs of various surface types (including half turfs and multi-use turfs) throughout New Zealand to which Hockey Associations have access for coaching and development and competitions (this was prior to the devastating earthquake in Canterbury, and loss of the 2 turfs and facilities at Porritt Park).

These turfs are under a variety of different ownership structures including dedicated turf trusts (approximately 40% of turfs) predominantly linked operationally to Associations, direct Association ownership (25%), schools (24%), and Councils (9%).

The ownership of turfs and associated facilities can impact significantly on the accessibility by the local Association. For example, many schools have developed policies such as school team home matches only, or female teams only at girls' schools, which impact on accessibility for the Association. Also, as many schools are located within residential areas they often face issues in obtaining resource consents for lights. As lights are not a core requirement for school use, the schools often do not pursue the consent, which significantly impacts on Association access in the evenings for matches and practices.

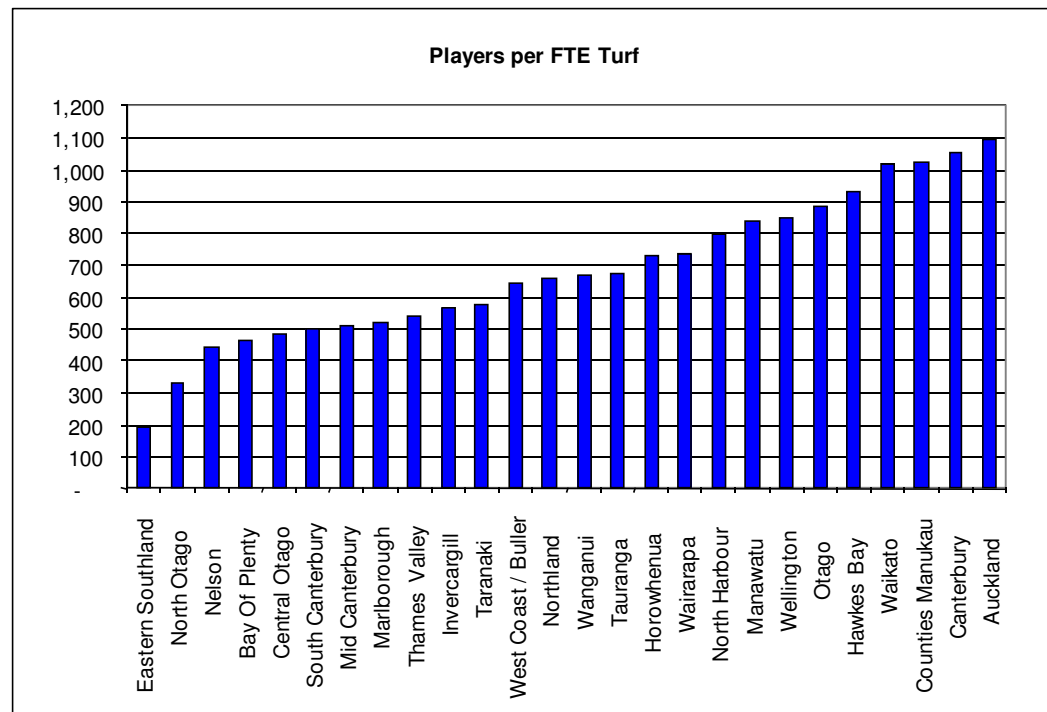
Therefore, to provide a better indicator of turf accessibility, the concept of a Full Time Equivalent (FTE) turf has been devised. A FTE turf is defined as a turf that provides at least 54 hours access per week i.e. provides full access during the peak periods of 4pm – 10pm weekdays (30 hours), all day weekends (2 x 12 hours), but excludes early morning weekdays for practices. Based on survey responses from Associations, an estimate has been made that the current 69 available turfs equate to 58 FTE turfs.

The Facilities and Infrastructure Strategy Project Working Party (PWP) assessed current levels of turf utilisation, and based on analysis believes that a sustainable number of players per turf is in the range of 600 to 850 winter players per FTE turf and represents a manageable level of demand.

The PWP considered a minimum of 600 winter players is required to generate sufficient occupancy and turf hire fees to maintain and renew the turf without undue reliance on third party funding. The PWP adopted 850 winter players per FTE turf as the desired threshold level or tipping point to initiate planning and development of an additional full size FTE turf.

Above the 850 level the PWP considers the demand management measures will significantly erode the quality of the hockey experience for the playing membership. It is noted by the PWP that use of part turfs to manage demand is critical.

### Current Number of Players per FTE Turf



Source: Facilities and Infrastructure Strategy Project April 2010

On this basis there are seven Associations that are currently under-provided, as summarised in the Table below.

<b>Association</b>	<b>Players per FTE</b>
Auckland	1,095
Canterbury (prior to loss of Porritt Park)	1,056
Counties Manukau	1,021
Waikato	1,015
Hawkes Bay	930
Otago	880
Wellington	850

Source: Facilities and Infrastructure Strategy Project April 2010

Turf and facilities development is a critical enabler to the growth of Hockey in New Zealand.

### **3.6 Hockey's Strengths**

Hockey has a number of core strengths that we must build on in this plan:

#### **Hockey as a Sport**

- Played equally by men and women.
- Olympic, Commonwealth, World Cup and global sport (played in 125 countries).
- Year round, and rarely cancelled due to all weather surfaces.
- Can be modified to suit different ages, skill levels size of playing area and surface.
- Can play hockey for life.
- Fantastic foundation skills sport eg. for developing hand/eye coordination.
- Game is free flowing / good number of goals.
- Progression of the rules – has been good for the game; made it easier to understand.
- Players are often from a higher socio economic grouping, tend to be well educated and articulate.

#### **Strengths of New Zealand's Hockey Organisation and People**

- High calibre of people who play, support and work in hockey – major bright spot.
- Goodwill and enthusiasm from the wider hockey community, passion and commitment of the hockey community.
- Hockey New Zealand, Associations and clubs are of strong reputation, relatively well administered – the delivery structure of the sport is relatively strong.
- Great organisation – 36 national tournaments with up to 10,000 participants per annum.
- Both national teams compete in the World Cup, Champions Trophy and Commonwealth Games.
- Image and intelligence of our players – they have a clean
- Our technical officials are very well regarded locally and internationally.

### **3.7 Hockey's Issues and Challenges**

#### **Participation and Sport Development**

- Winter hockey numbers flat but there is potential for steady growth and a strong opportunity for growth in Summer Hockey.
- Need nationally consistent participation programmes and game formats – modified, smaller field, indoor – boost participation and returns per turf.

- Use of centralised turf facilities for game and practices increases travel time and cost for participants, compared to many competitor sports with home fields and away.
- Inconsistent approach to player registration, limited player database and registered fan base
- Rebuilding the facilities in Christchurch, to cope with the strong growth and potential for Canterbury

### **High Performance**

- Black Sticks teams have tended to be ranked 7-12, occasionally spiking into top 6 – they need to be consistently in the top six so they can access the frequency and intensity of high level competition to have a realistic chance at medal success.
- People and new systems and approaches are moving to be world class but not yet embedded – we need to lift the programme to be truly world class.
- We are significantly under resourced in our high performance programme compared to the top six nations.
- We don't have a sustainable revenue stream, and currently survive on year on year funding. This means in a lean year, resources and funds that would be invested in sport development and commercial activities, have been redirected into high performance, impacting the long term development of the sport throughout New Zealand.

### **Financially Hand to Mouth**

- Not in control of our own destiny, lack of resources to invest for growth - 64% income is applied for versus generated through own activity.
- Short term unsustainable, little buffer and ability to cope with one off hits.
- The dependency on members to fund development and renewal of infrastructure and facilities with uncertainty regarding external funding support.

### **Sport and Brands Have Lack of Relevance, Appeal and Connection to New Zealanders**

- Hockey as a sports brand is seen by the general public as irrelevant, conservative, indistinctive, not familiar, compared to other sports (eg. rugby, cricket, netball, triathlon).
- The Black Sticks team brand has untapped potential; It has cut through but confusing having two national teams with the same name.
- Small Sticks brand – untapped potential, not developed.
- Our communications need to increase in volume and cut through.

### **Need To Create Much Greater Value For Sponsors**

- We need to develop value for sponsors – including connectivity and relationships with the hockey community, profile through association with our brands and the sport at different levels.

## **3.8 Hockey's Organisational Issues**

### **Clubs/Associations/Regions**

- Varied approaches throughout the country: participation programmes for summer and winter, coaching and development, high performance, core operating systems – player registration and database, competition management, website, accounting and audit, HR practices, purchasing/supply agreements – insurance, power, asset management.
- Resources spread thinly across 32 Associations, and hundreds of clubs – short on human and financial resource, with short term funding.

- Significant opportunity for sharing of best practice and information, need a systemised approach for this.
- Concern over the expense of hockey and cost of players participating in national tournaments – what can be regionalised?
- Early stage development of regional capability - lack of clarity on the regional role and what capabilities need to be resourced regionally versus by Association.
- Need to strengthen Board capability at Regional and Association level.
- Need to ensure local Association identity retained while building regional strength.

### **Hockey New Zealand**

- Need to learn from other sports with regard to core sport development and delivery of participation programmes.
- Communication – high volume and low cut through.
- Non strategic in terms of sponsorship, short term low value contracts, light on relationship management and leveraging of sponsorships.
- Marketing of the sport and participation programmes needs to be developed.
- IT, database and systems – need to be strengthened and developed.
- Need to strengthen relationships and specialist support – legal, accounting, advertising and communications, broadcasting, partners and official suppliers.
- High performance – on our way, we are catching up and starting to understand what it will take to be consistently world class. This needs to become systemised and embedded; light on resource, exposed to loss of a few key people.
- Event management – not core area of expertise, but do well with organisation and administration of hockey events.

### **FIH**

- It would be of huge benefit to our sport if the FIH could determine a fixed international calendar that provided us with certainty on major events and destinations a minimum of two years in advance.
- FIH needs to develop the international broadcasting model to ensure more international matches are broadcast, and with broadcasting revenue that can be invested into the sport.

## **3.9 Key Parties Involved In The Delivery of Hockey Throughout New Zealand**

### **Associations**

The 32 hockey Associations throughout New Zealand have the primary responsibility for the development and delivery of hockey. They have a keen interest in supporting this plan, as they are under pressure themselves to:

- Drive growth in participation
- Build and fund capability for the delivery of hockey – coaching and competitions
- Meet player expectations in terms of the quality of the experience
- Generate sustainable revenues – for the delivery of the sport
- Generate sustainable revenue for the development and refurbishment of turfs and infrastructure.

At the March 2010 AGM, the Associations reviewed the Hockey Strategy and prioritised Six National Projects. The six featured in this business case were those that garnered the greatest support, as having the most potential to drive the development of hockey. It is planned that representatives from these Associations will be on steering groups for each of the national projects.

## **Clubs**

There are over 300 clubs that attract and register players throughout New Zealand. The clubs with the Associations are the vital component in developing the Hockey Community, and the social experience that is so compelling for sporting participants. The loss of physical club room facilities for most clubs means that the social connectivity is now largely driven by the environment created by the Association at its main facility.

## **Schools**

The school community is a key element in the Plan. We believe that there is a big opportunity to introduce hockey to schools which don't currently offer hockey as part of their co-curricular or extra-curricular programmes:

- We estimate that approximately 20% of the 2,300 Primary and Intermediate Schools throughout New Zealand offer hockey
- 219 Secondary Schools are affiliated to HNZ, (out of approx 440) and have teams regularly entering in the secondary schools hockey competitions throughout New Zealand.

An effective partnership between Associations, clubs, schools and Regional Sports Trusts is vital to enabling growth of participation growth in hockey.

## **Other Sports Providers**

There are increasing opportunities for hockey to develop partnerships with private providers of sport, particularly to youth. For example, Youthtown have six centres throughout New Zealand, running sports programmes after school, during holidays, and taking sports into schools (eg. their Breakthrough programme that involves six full time staff delivering sports programmes to 40 low decile schools in South Auckland).

## **Regional Sports Trusts (RST's)**

The Regional Sports Trusts have varying strengths of relationships (with varying degrees of formality) with the Hockey Associations (known as Regional Sports Organisations or RSO's in SPARC terminology). This plan aims to develop consistently strong "Hockey partnerships" between RST's, RSO's or Associations and Hockey New Zealand.

Strengthening RSTs' relationships with the Hockey Associations represents a key opportunity to expand the development and delivery of hockey, particularly targeting schools and school aged children. This is consistent with SPARC's direction for RST's to support and build relationships with hockey, being one of seven targeted sports for growth in participation.

## **SPARC**

As the cornerstone public investor in hockey, SPARC has a key interest in significantly growing hockey's participation, building hockey's organisation capability and assisting the sport to be more financially sustainable. The SPARC goal of increasing junior participation to the extent that 80% of school aged children participate in sport for three x 60 minutes per week will be significantly assisted through the achievement of outcomes and KPI's from this plan.

## **Hockey New Zealand (HNZ)**

HNZ has a keen interest in aligning the sport through delivery of this plan and is charged with national leadership of the sport. HNZ has responsibilities across the following areas:

- Strategically for sports development and the design, development and implementation of national participation programmes, and coaching and umpire development programmes.
- Strategically and operationally for the development of the sport's profile and marketing and promoting the sport at a national level.
- Strategically for the development of the sport's organisational model and development of core competencies.
- Strategically and operationally in terms of national high performance programmes, and national talent pathways and systems.

HNZ needs to take a much stronger role in the development of hockey throughout New Zealand. Short term funding and fluctuations in funding has meant that Hockey New Zealand has had to retreat from time to time, whilst consistently retaining a primary focus on high performance. HNZ has not had the sustainable financial resources to seriously invest in building capability to enable it to make progress and deliver on the first three responsibilities, in the way that competitor sports have.

Without this national leadership there are significant differences locally in terms of game formats and development pathways which should diminish as the plan is rolled out.

Little has been invested in building the profile and relevance of hockey's brands. Consistency of delivery across the country will strengthen the brand and enable national marketing and promotion of hockey and our participation programmes. It will also make Hockey a more attractive proposition for sponsors and other commercial partners.

Hockey New Zealand management will be pivotal in the delivery of this plan, and will provide the national leadership required for each of the six Priority Projects.

### **FIH and Oceania Continental Region**

Hockey New Zealand is an active member of the FIH, or World Hockey. We have two New Zealanders on FIH Committees, and HNZ's Deputy Chair Pam Elgar is a member of the FIH Executive Board. Pam also chairs the Oceania Region.

The FIH's Strategic Plan aims to triple revenues into the sport over the next five years, by introducing a new international competition structure that has much greater appeal to broadcasters and sponsors. This is aligned with the objective to grow participation throughout the world in what is a truly global sport, with hockey played in 125 countries.

New Zealand is, with Australia, a leading partner in the Oceania Continental Region. Oceania is working hard to develop hockey in its member countries through the Pacific, and leverages support from New Zealand and Australia.

The FIH has limited direct interface with the wider hockey community in New Zealand but its outlook for the sport captured in the Club Development Manual closely matches the philosophy outlined in this document. Additionally, the proposed major event described in Project 6 will be scheduled to fit within the FIH's international calendar and meet other criteria.

In all key respects the HNZ initiatives outlined in this document fit within FIH requirements and will receive endorsement from the international body.

### **NZOC**

HNZ is an active member of the New Zealand Olympic Committee, having two national teams who regularly attend the Commonwealth Games and most Olympics. This year, HNZ has sent a women's youth team to the Youth Olympics. HNZ has, on a case by case basis received financial support from the Olympic Solidarity Fund.

## **Gaming Trusts**

Gaming Trusts have been long term partners providing year-on-year financial support for the sport. HNZ has strategic relationships primarily with the Lion Foundation, Pelorus Trust, NZCT and most recently established a new significant relationship with Youthtown from both a funding and programme delivery perspective. HNZ will be seeking their continued support through investment in the six defined national projects.

## **Commercial Partners**

Compared to other equivalent sports Hockey's commercial income streams are relatively low at both grass roots and national level. While we have a loyal stable of programme sponsors and official suppliers, we believe there is a key opportunity to secure a national partner.

A critical project within this plan is aimed at changing the game in this regard and building properties that will attract commercial income and services into Hockey. This will be by way of:

- Sponsorship revenues generated through securing a national sponsorship, tied to specific properties for longer periods of time. This will generate more value for sponsors through their association with hockey.
- Official suppliers, provision of pro-bono services upon which a value can be assigned, and
- Preferred suppliers being national agreements adding value to the sport and its income generation through a clip of the ticket (e.g. electricity, vehicle and insurance procurement).

## **Local Authorities/Councils**

Through direct involvement with the Associations, councils play a critical role in providing the turfs and other facilities required by clubs and schools. Ongoing consultation and planning will be required to ensure hockey can access council resources to meet future turf requirements and that timely planning is made for future growth of the sport. A separate work stream is currently assembling a National Facilities Strategy and council participation in the provision of adequate playing facilities nationwide is pivotal to success of this project.

The Super City amalgamation of Auckland's councils will require a more collaborative focus from HNZ and the relevant Associations.

## 4.0 SUMMARY OF THE HOCKEY STRATEGY

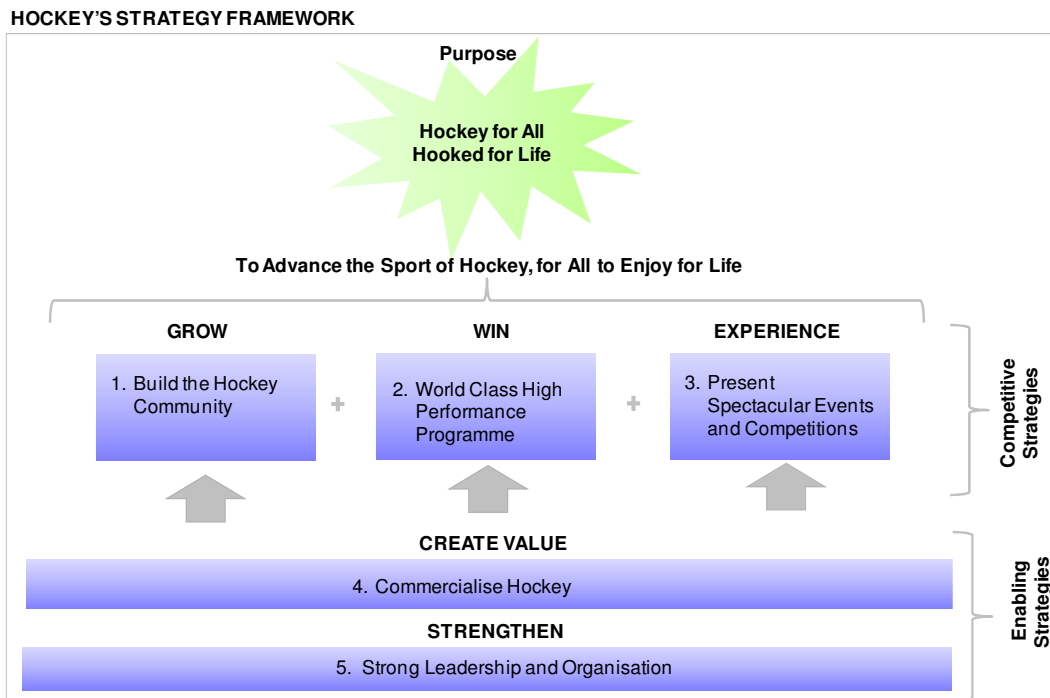
### 4.1 SWOT

The strengths, weaknesses, opportunities and strengths for hockey in New Zealand are summarised as follows, and provide the basis for the hockey strategy:

SWOT	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Global sport, Olympic, World Cup, Commonwealth Games, 125 countries</li> <li>• Played equally by both genders, for life</li> <li>• Year round sport</li> <li>• Fantastic for foundation skills, the game is free flowing, good number of goals, highly athletic, fast</li> <li>• Can be modified, good progression of rules</li> <li>• Hockey demographic – higher socio economic grouping and education</li> <li>• Strong and functional hockey community and organisation, calibre of people</li> <li>• Well served by volunteers – coaches, umpires, managers, administration</li> <li>• Image and intelligence of our players</li> <li>• Strong competition structure throughout New Zealand – 39 national domestic tournaments</li> <li>• High level of control over facilities and infrastructure</li> <li>• 32 Associations and Hockey New Zealand relatively well administered</li> <li>• Fledgling regional structure in place that is supported by the Associations</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Inconsistent game formats throughout the country, no national participation programmes</li> <li>• Lack of products or properties that have commercial value – participation programmes, events, teams – these are in place, but present limited value</li> <li>• Cost of developing and maintaining facilities and infrastructure, current shortage of turfs</li> <li>• Low penetration of the sport in schools</li> <li>• Weak brands and sport profile – hockey as a brand and Black Sticks</li> <li>• Commercial partner base low, undeveloped and not mutually leveraged</li> <li>• Reliance on short term funding</li> <li>• National High Performance programme not world class, not taking a long term view – lack of long term funding base</li> <li>• Geographic distance for competition</li> <li>• Weak national competition – NHL; weak regional competition</li> <li>• No international competitions that we own; weak home test event experience</li> <li>• International competition structure/short time frames, weakness of commercial model</li> <li>• Low level of reserves and cash constrained, limited resources to “invest” to change the game</li> <li>• Inconsistent quality of governance throughout the country</li> <li>• Resources spread thinly across 32 Associations</li> <li>• Lack of definition of relationship with national players – need player contract</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Build the profile of the sport and strengthen the brands – increase the attractiveness of the sport for commercial partners, players and fans</li> <li>• Develop a nationally consistent participation programme, that can be branded and marketed</li> <li>• Create a national player database and online hockey community that has value for commercial partners</li> <li>• Attract significant sponsor/commercial partners that will invest in the development of products and properties – mutual leverage</li> <li>• Develop a balanced annual calendar for the sport utilising facilities and infrastructure throughout the year</li> <li>• Create a systemic change in talent development, and the pipeline through to the national high performance programme – increase depth and experience</li> <li>• Develop a world class high performance programme – senior and junior</li> <li>• Commercialise events – attract sponsor and broadcaster for national and home internationals</li> <li>• Develop major international event</li> <li>• Tap into the support of the hockey community – fund raising</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Lack of money short term to invest in changing the game</li> <li>• Lack of sustainable funding to generate a world class High Performance Programme</li> <li>• The cost of overcoming our geographical isolation in the short term</li> <li>• Inclusion in international “play” – international competitions and franchises that develop</li> <li>• Retention of players given the financial landscape</li> <li>• National alignment required with the hockey community</li> </ul>

### 4.2 Strategy Framework

The strategy framework for hockey shows three core business strategies, and two enabling strategies.



### 4.3 Key Performance Indicators

In summary, the Hockey Strategy has these overarching goals, and related key performance indicators:

OBJECTIVES AND KPI'S			
Strategies		Objectives	KPI's
1. Build the Hockey Community	Grow	Drive growth in participation - attract and retain 'participants' for life	<ul style="list-style-type: none"> <li>Player numbers</li> <li>Registered coaches</li> <li>Registered umpires and officials</li> <li>Facilities and Infrastructure to enable growth</li> <li>Fan base – wider community interest</li> </ul>
2. Develop a World Class High Performance Programme	Win	Win medals on the world stage	<ul style="list-style-type: none"> <li>Junior High Performance Programme – medals at 2013 Junior World Cup</li> <li>National Men's and Women's teams consistently ranked in the top 6 hockey nations</li> <li>Medals – Olympic Games, World Cup, Commonwealth Games, Champions Trophy, Oceania Cup</li> <li>National players supported and retained</li> </ul>
3. Present Spectacular Events and Competitions	Experience	Showcase hockey and captivate New Zealanders	<ul style="list-style-type: none"> <li>Strong national hockey league</li> <li>Increase spectators at home tests</li> <li>Pinnacle international event</li> <li>Strong national domestic tournament programme</li> <li>World class facilities</li> </ul>
4. Commercialise Hockey	Create Value	Grow sustainable revenues from hockey's products and brands	<ul style="list-style-type: none"> <li>Strengthen brand positioning – hockey, Black Sticks, Small Sticks</li> <li>Increase profile and communications</li> <li>Increase commercial revenue</li> <li>Build reserves</li> </ul>
5. Provide Strong Leadership and Organisation	Strengthen	Strong, sustainable and capable organisation to deliver hockey throughout New Zealand	<ul style="list-style-type: none"> <li>Hockey capabilities and organisation agreed and implemented</li> <li>Online hockey community created</li> <li>Registered players on national player database</li> </ul>

### 4.4 Strategic Initiatives

The Hockey Strategy led to 23 initiatives that will implement the strategy:

STRATEGIC INITIATIVES			
Strategies		Objectives	Initiatives
1. Build the Hockey Community	Grow	Drive growth in participation - attract and retain 'participants' for life	<ol style="list-style-type: none"> <li>Develop, brand and market national participation programmes</li> <li>Develop coaches, managers, officials and administrators to lead and deliver hockey</li> <li>Strengthen the regional delivery of hockey</li> <li>Deliver the facilities and infrastructure to enable growth in participation</li> <li>Develop and maintain a pool of world class technical officials and umpires</li> </ol>
2. Develop a World Class High Performance Programme	Win	Win medals on the world stage	<ol style="list-style-type: none"> <li>Develop a world class National High Performance Programme</li> <li>Develop a world class Junior National High Performance Programme</li> <li>Develop the player talent pathway – Regional Talent Programme</li> <li>Attract, support, develop and retain the national players</li> </ol>
3. Present Spectacular Events and Competitions	Experience	Showcase hockey and captivate New Zealanders	<ol style="list-style-type: none"> <li>Develop a world benchmark national competition – national hockey league</li> <li>Develop world class international competitions that we own</li> <li>Maintain high quality national domestic competitions</li> <li>Develop the infrastructure and facilities to enable spectacular events and growth in participation</li> </ol>
4. Commercialise Hockey	Create Value	Grow sustainable revenues from hockey's products and brands	<ol style="list-style-type: none"> <li>Build hockey's profile and develop our products and brands</li> <li>Develop the products and properties and secure strong commercial partners/sponsors</li> <li>Develop and grow the online hockey community, including a national player database</li> <li>Launch the Black Sticks Foundation and generate income from fund raising</li> <li>Develop and increase commercial revenues from licensing and events</li> <li>Build and maintain strong relationships with SPARC and key investors</li> </ol>
5. Provide Strong Leadership and Organisation	Strengthen	Strong, sustainable and capable organisation to deliver hockey throughout New Zealand	<ol style="list-style-type: none"> <li>Strengthen Hockey New Zealand's capability</li> <li>Align Hockey throughout New Zealand - strategically, organisationally, and structurally</li> <li>Rebuild the core "system" for the management and administration of Hockey</li> <li>Maximise the purchasing and procurement opportunities across the sport, across the country</li> </ol>

## 4.5 Key Milestones for The Hockey Strategy

The key milestones in terms of delivery from Hockey Strategy over the next five years are summarised as follows:

Strategies	Yr 1 2010	Yr 2 2011	Yr 3 2012	Yr 4 2013	Yr 5 2014
<b>1. Build The Hockey Community</b>	Develop National Participation programme for Juniors – Small Sticks	Pilot and roll out Small Sticks	Market Small Sticks	Market Youth Programme	→
		Review Regional Development Programme	Develop Youth Programme	Market Summer Hockey	→
	69 Hockey Turfs	Grow Hockey In Schools	Confirm Summer Hockey format	Expand regional network	→
		Player registration and national database	76 Hockey Turfs	80 Hockey Turfs	→
<b>2. World Class High Performance Programme</b>	Develop long term High Performance Strategy	Develop Regional Talent Programme	Roll out Regional Talent Programme	→	
		Upgrade Senior High Performance Programme	→		
<b>3. Present Spectacular Events</b>		NHL Step 1	NHL Step 2	NHL international connection	→
		Confirm National Domestic Competition Calendar	Implement new National Domestic Competition Cal	International Event Launch	→
<b>4. Commercialise Hockey</b>	Strengthen communications Define brand positioning Upgrade existing sponsors Define products and properties Launch Foundation Grow the online hockey community Set up retail channel for merchandising	Secure principal sponsor	Leverage principal sponsor	Each Black Sticks Match on TV	→
		Secure major donations	Broadcasting partner secured	Hockey TV Programme	→
		Set up event trade display model	National fundraising initiatives	Expand retail channels	→
		Upgrade merchandising and licensing programme	→		
<b>5. Provide Strong Leadership and Organisation</b>	Confirm Hockey Strategy Confirm Whole of Sport Plan	Confirm Regional Model	Build regional capability	→	
		Regional Sport Development plans Regional Talent Programme plans Partnerships with RST's formed	→		

## 5.0 THE WHOLE OF HOCKEY BUSINESS PLAN

### 5.1 Objectives of The Plan

In summary, the objectives of this Business Plan are aligned with the overarching objectives of the Hockey Strategy:

Strategies		Objectives
1. Build the Hockey Community	<b>Grow</b>	Drive growth in participation - attract and retain 'participants' for life
2. Develop a World Class High Performance Programme	<b>Win</b>	Win medals on the world stage
3. Present Spectacular Events and Competitions	<b>Experience</b>	Showcase hockey and captivate New Zealanders
4. Commercialise Hockey	<b>Create Value</b>	Grow sustainable revenues from hockey's products and brands
5. Strong Leadership and Organisation	<b>Strengthen</b>	Strong, sustainable and capable organisation to deliver hockey throughout New Zealand

NB. As previously noted, this Business Plan does not address the National High Performance Programme, this will be addressed in a separate High Performance Business Plan. However, talent identification and talent development throughout New Zealand is covered in this document and will be integrated into the National High Performance Programme.

### 5.2 Summary of the Six National Projects

The Six Projects that form the basis of the business plan, their intended outcomes and their Key Performance Indicators are summarised as follows:

#### 1. Develop National Participation Programmes

Outcomes	KPIs
<ul style="list-style-type: none"> <li>Nationwide participation programme in place for Junior players</li> <li>Nationwide participation programme in place for Youth players</li> </ul>	<ul style="list-style-type: none"> <li>Increase in participation</li> <li>National participation brands and programmes created that are marketable and have commercial appeal and value</li> </ul>

**2. Expand the Delivery of Hockey Throughout New Zealand**

Outcomes	KPIs
<ul style="list-style-type: none"> <li>• Expanded Regional Development Network</li> <li>• Hockey partnerships with Regional Sports Trusts established</li> <li>• National coaching framework updated to align with Participation Programmes</li> <li>• Umpire training and development programme developed and implemented</li> <li>• Facilities and infrastructure in place to meet the needs of the growth in the sport</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in number of schools and private providers that offer hockey participation programmes</li> <li>• Increase in trained and accredited coaches, umpires and officials</li> <li>• Turfs meeting the benchmark utilisation ratio of an average players per FTE turf 600-850 winter players</li> <li>• 3-4 new turfs developed per annum throughout New Zealand in next 3 years</li> </ul>

**3. Develop the Player Talent Pathway from Grass Roots to Elite**

Outcomes	KPIs
<ul style="list-style-type: none"> <li>• National system in place for talent identification and development</li> <li>• Regional Talent Programmes in place that service the 8 Regions</li> </ul>	<ul style="list-style-type: none"> <li>• Retention of youth players in hockey and growth in youth and adult participation</li> <li>• Depth of talent for regional competition</li> <li>• 1200 athletes serviced by the Regional Talent Programme</li> </ul>

**4. Strengthen Regional Capability**

Outcomes	KPIs
<ul style="list-style-type: none"> <li>• Strengthened sport development and delivery capability throughout New Zealand</li> <li>• Strengthened talent development capability throughout New Zealand</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in participation</li> <li>• Retention of youth players in hockey and growth in youth and adult participation</li> <li>• Depth of talent for regional competition</li> <li>• 1200 athletes serviced by the Regional Talent Programme</li> </ul>

**5. Grow Hockey’s Value and Generate Sustainable Revenue Outside of Annual Grants**

Outcomes	KPIs
<ul style="list-style-type: none"> <li>• Principal sponsor and commercial partners secured nationally and regionally</li> <li>• Hockey’s brands relatively stronger and more relevant and appealing</li> <li>• Hockey’s share of targeted media voice significantly increased</li> <li>• Inspire young players by creating role models and increasing profile of Black Sticks players</li> <li>• Online Hockey Community created</li> <li>• The Hockey Foundation is sustainable and generating revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Generation of &gt;\$1M per annum incremental commercial income that is invested back into hockey throughout New Zealand</li> <li>• Increase brand strength – hockey as a sports brand, Black Sticks, Small Sticks</li> <li>• Active database of 60,000 Hockey members of the Hockey Community that has commercial value</li> <li>• \$300K per annum generated from The Hockey Foundation into hockey development, talent development and high performance</li> </ul>

**6. World Class Hockey Events and Facilities**

Outcomes	KPIs
<ul style="list-style-type: none"> <li>• Major event feasibility and business plan developed, event launched</li> <li>• National Hockey League re-launched</li> <li>• Feasibility study of a world class hockey facility</li> <li>• Revamped National Domestic Tournament Programme</li> </ul>	<ul style="list-style-type: none"> <li>• World class annual hockey event hosted in New Zealand</li> <li>• Showcase top hockey to New Zealanders</li> <li>• World class facility in place for events and High Performance programme</li> <li>• Player base kept broad</li> </ul>

### 5.3 The Six National Projects

#### PROJECT 1 - Develop National Participation Programmes

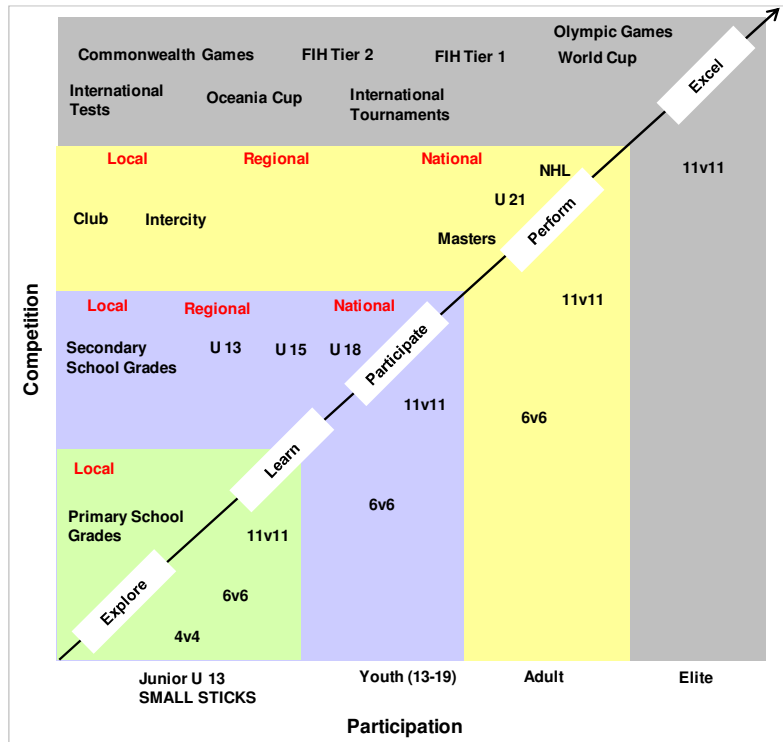


#### Introduction - National Participation Programmes

To attract and retain players we need relevant and accessible participation programmes for players at different stages and ages throughout their life. With around 10% of New Zealanders interested in Hockey, but less than 3% having played in the last 12 months, there is much opportunity to attract new players into the sport. We need to reach children, youth, and parents who don't have any personal experience of hockey, schools where there is no Hockey "DNA" and ethnic communities in NZ which have strong associations with hockey (eg. Indian, Pakistani, Korean, Dutch).

Hockey has a range of game formats for different levels and ages being played with variation throughout the country during the traditional winter competition season, and increasingly in summer. To advance the sport, we need to offer national participation programmes that are designed specifically for the respective ages and stages, to enable skill development and progression. Rather than having a rigid annual calendar throughout the country, we need agreement on the core national competition structure, and offer the products or programmes that Associations can deliver to their communities, dependent on their market opportunity, available resources, facilities and infrastructure. When we have national participation programmes delivered consistently, we will have products that we can brand and attract sponsors to help us market and promote both nationally and locally.

#### HOCKEY'S PARTICIPATION AND COMPETITION FRAMEWORK



### **Proposed - Junior Participation Programme**

The Junior Participation Programme is being developed for players up to the age of 12. Known as Small Sticks, it includes a beginner or fundamental hockey skills programme – this is planned to move into pilot in 3 Associations this year.

Its planned that over the next two years, each of the modules or formats within the Small Sticks Participation programme will be developed and piloted, with the aim of a significant national roll out and related marketing campaign in Year 3. The marketing and communications framework will be developed over Year 1 and 2; this is likely to be based on a theme of “Small Sticks to Black Sticks”.

### **Proposed - Youth Participation Programme**

A Youth Participation Programme also needs to be developed, to both attract and retain players in their teenage years. Competition from other sports and recreation activities is strong, and hockey’s proposition needs to be positioned as an appealing option for fitness, team, social connections and competition. Work on developing the Youth Programme will begin in Year 2 of this plan.

In addition, HNZ will develop will develop/upgrade, coaching, administrative and officiating frameworks that will support these programmes.

### **Proposed - Player Registration and Player Database**

Hockey needs a nationally systemised and consistent approach to player registration and player database development and management. With the development and launch of national participation programmes, this provides an opportunity alongside to develop a national system for player registration and the development of a national hockey database.

A database would provide schools, clubs, Associations and Hockey New Zealand with a vehicle to communicate directly with players, assisting with building the online hockey community. Associations are seeking a solution that has the support of Hockey New Zealand. This would also generate sponsor value.

We are evaluating the web based IT platform from Sportsground.co.nz which is currently being piloted by Tauranga Hockey Association for school registrations. This winter, it has been used by approximately 30 schools, and built a database of over 900 players. Sportsground’s websites and web platform are currently being used by 10 out of our 32 Associations, and 33 clubs.

Player registration will enable players, clubs, Associations and Hockey New Zealand to:

- Facilitate the direct input of information through online registration
- Make information securely available at various levels
- Report on hockey participants geographically and demographically
- Facilitate monitoring and evaluation of trends relating to participation in hockey
- Obtain a greater understanding of the organisational and resource requirements of the hockey community throughout New Zealand
- Improve the linkage between Hockey NZ, its RSOs, clubs and schools
- Provide a communication channel to the New Zealand Hockey Community

A web based platform facilitates online registrations at any level and allows data to be aggregated and reported centrally. Using such a will enable Hockey New Zealand to:

- Save the schools, clubs and hockey Associations from days of manual data entry
- Share a consistent online registration form across all Associations, clubs and schools nationally
- Facilitate secure editing and reporting at various levels
- Increase the profile of hockey nationally
- Grow the online Hockey Community

- Ensure consistency of brand usage with the Hockey NZ brand guidelines
- Communicate via the web and group email to the online Hockey Community
- Meet the requirements of the Privacy Act 1993.

### Project 1 - Plan Summary

The two National Participation Programmes that are part of this business plan need to be developed and piloted progressively during Year 1 and 2 of this plan, before they are rolled out nationally, and supported by marketing and communications, in Year 3.

#### 1. Pilot, Develop and Launch a National Participation Programme for Junior Players (under 13 Years) Small Sticks

Milestones Year 1 2010-2011	Milestones Year 2 2011 - 2012	Milestones Year 3 2012-2013
<ul style="list-style-type: none"> <li>• Develop game and delivery formats, document</li> <li>• Develop and register brands</li> <li>• Pilot in 3 Associations</li> <li>• Monitor, refine programme</li> <li>• Develop equipment prototypes</li> <li>• Model fee structure</li> </ul>	<ul style="list-style-type: none"> <li>• Pilot in 8 Associations</li> <li>• Upgrade documentation, produce starter kits for Regional Development and Associations</li> <li>• Finalise equipment and organise supply</li> <li>• Confirm fee structure</li> <li>• Develop marketing programme Small Sticks to Black Sticks</li> <li>• Attract national programme sponsor</li> <li>• Produce promotional marketing material including collateral for players</li> <li>• Workshop and train Regional Development Team and Associations</li> </ul>	<ul style="list-style-type: none"> <li>• National marketing and promotion of Small Sticks</li> <li>• Local marketing and promotion of Small Sticks</li> </ul>

#### 2. Pilot, Develop and Launch a National Participation Programme for Youth

Milestones Year 1 2010-2011	Milestones Year 2 2011 - 2012	Milestones Year 3 2012-2013
	<ul style="list-style-type: none"> <li>• Develop game and delivery formats, document</li> <li>• Develop and register participation brands</li> <li>• Pilot in 4 Associations</li> <li>• Monitor, refine programme</li> <li>• Develop equipment prototypes</li> </ul>	<ul style="list-style-type: none"> <li>• National marketing and promotion of Youth Programme</li> <li>• Local marketing and promotion of Youth Programme</li> </ul>

#### 3. Develop Player Registration and a National Hockey Database

Milestones Year 1 2010-2011	Milestones Year 2 2011 - 2012	Milestones Year 3 2012-2013
<ul style="list-style-type: none"> <li>• Pilot with Tauranga Hockey Association</li> </ul>	<ul style="list-style-type: none"> <li>• Association database project committee formed (Auckland, Waikato, Tauranga, Canterbury)</li> <li>• Refinement of database fields</li> <li>• Communication and positioning strategy developed</li> <li>• Processes and delivery model developed</li> <li>• Communication with and build understanding and ownership by Associations</li> </ul>	<ul style="list-style-type: none"> <li>• Association communication with all primary and intermediate schools nationally, clubs</li> <li>• National roadshow - communication &amp; training workshops</li> <li>• Online registration of all primary and intermediate school players nationally</li> <li>• Review outcomes and improve communications and processes as necessary</li> </ul>

## Project 1 – Project Resources

### *Project Leadership*

Hockey New Zealand will take the lead in managing this project.

### *National Steering Committee*

A national steering committee to provide direction of projects 1 and 2. This will be chaired by the National Participation and Development Manager.

### *Project Resource*

- Design and writing of programme content and delivery guidelines
- Production of marketing collateral
- Branded equipment starter kits for Associations/Regional Development – goals, balls, sides
- Branded Player Starter Kits
- Marketing and communications support material –for national and local promotion
- Shirts/caps for officials
- Promotional Give-aways for participants (from sponsor)
- Marketing and communications programme, including use of Black Sticks players in national and local promotional activity
- Player registration project support, communications and training workshops
- Hockey New Zealand database and website development

## Project 1 Budget – Main Assumptions

<b>Assumptions</b>	<b>Expenses</b>	<b>Income</b>
<b>Hockey New Zealand</b>	<ul style="list-style-type: none"> <li>• HNZ covers costs of developing, piloting and marketing participation programmes</li> <li>• Has ongoing increase in cost structure with the management and maintenance of national participation programmes</li> <li>• Increase in sport development capacity required</li> <li>• Development and piloting of player registration</li> </ul>	<ul style="list-style-type: none"> <li>• Gradual incremental increase in winter player registration assumed due to increase in players registered</li> <li>• Does not assume at this stage that HNZ gets any revenues from the increase in summer players</li> <li>• Licensing revenue slowly kicks in from sale of starter hockey sets, revenue minimal</li> </ul>
<b>Regions/ Associations</b>	<ul style="list-style-type: none"> <li>• Assumes costs of piloting programmes are absorbed, or covered by player registration</li> <li>• Costs of delivery of the programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in player registration from both summer and winter programmes</li> </ul>

## PROJECT 2 - Expand the Delivery of Hockey Throughout New Zealand



### Introduction

Development of hockey throughout the country is enabled by:

1. Associations
  - Which organise competitions, and offer coaching and development for players
2. Clubs
  - Which attract players and organise teams for competition
3. The Volunteer Network
  - Who run the clubs and Associations
  - Are developed as coaches and officials
4. Schools
  - Which offer co-curricular and extra-curricular sports programmes and select and develop teams for competition
5. The Regional Development network (supported by Regional Sports Trusts and Hockey Associations)
  - Coaching the coaches by delivering national coaching programmes and umpiring courses
  - Promoting hockey – facilitating growth in participation by mainly targeting schools where hockey is currently not on offer
  - Regional talent identification

Strengthening and expanding this development and delivery network is a priority if we are to have the capacity to drive the growth of hockey.

### Proposed – Expand The Regional Development Network and Grow Hockey In Schools

We will assist Associations/Regions work with their respective Regional Sports Trusts to build a Regional Hockey Development Plan. This will identify targeted schools and other “private providers” of physical education and sport to children and youth that Associations will work with to deliver Small Sticks and the Youth Programme.

To facilitate the growth of hockey, we need to take hockey into schools, and provide the capability to run the Small Sticks Programme. We estimate that Hockey is delivered in 50% of secondary schools and 20% of primary and intermediate schools throughout New Zealand.

This initiative requires an expansion of the Regional Development network to provide greater capacity for “School Cluster Hockey Coaching” – whereby the Regional Development Officers will work with clusters of schools (and other private providers eg Youth Town) to deliver Small Sticks and Youth Programmes. This would be a joint initiative between the Regional Sports Trusts, Hockey Associations/Regions and Hockey New Zealand and be enabled by SPARC’s Kiwi Sport programme.

At present we have 17 Regional Development Officers, a ratio of one per 2500 registered players. This network is largely focused on school visits promoting hockey and coaching the coaches. Our aim is to increase the ratio of Regional Development Managers to 1:2000 registered players, so increase this network from 17 FTE to 24 FTE – three per region.

The aim is that over time:

- Hockey becomes part of the co-curricular and/or extra-curricular sports offering in the targeted schools
- Hockey players are connected with the clubs and Associations and move into local play and competition structures.

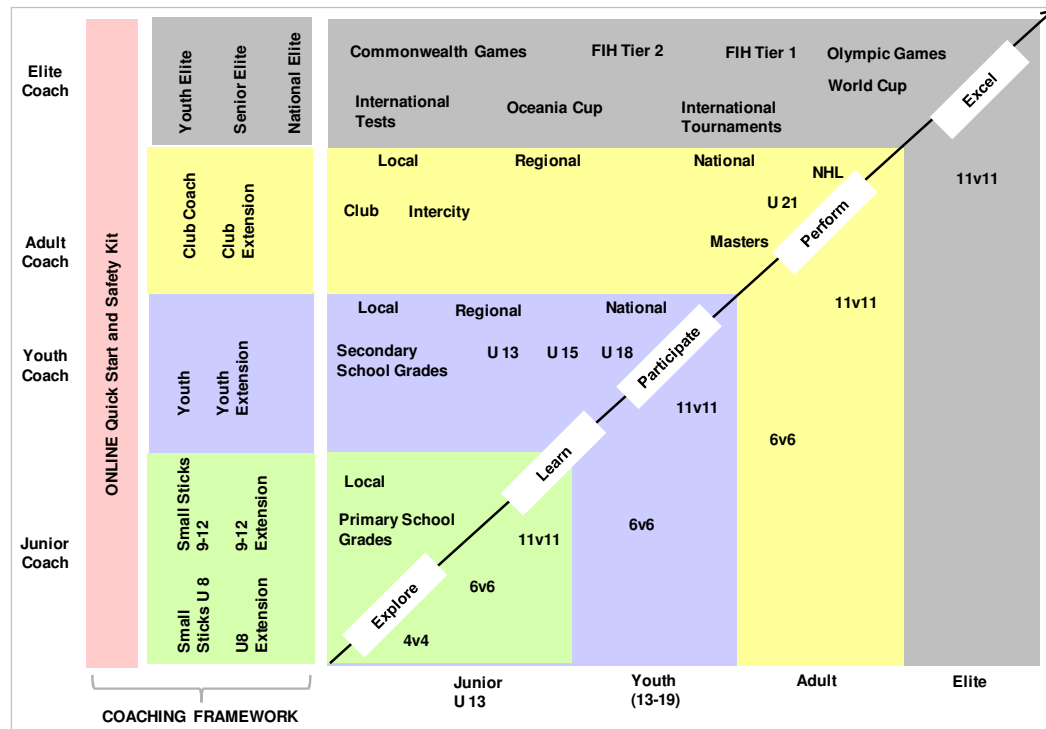
**Proposed – Update The Coaching Framework and Expand Delivery**

The large number of volunteers who provide quality coaching and umpiring are the backbone of the delivery of the sport.

Coaching programmes need to be updated and aligned with the Small Sticks programme then Youth participation programme and delivered to ensure we keep replenishing then training hockey coaches at all levels.

Regional Development Officers will continue to run coaching programmes in their catchment. Coaching workshops need to be held in each region for the existing Regional Development network, in addition to existing national Regional Development conference.

**National Coaching Framework**



**Proposed – Update Umpire Development and Officials Framework and Expand Delivery**

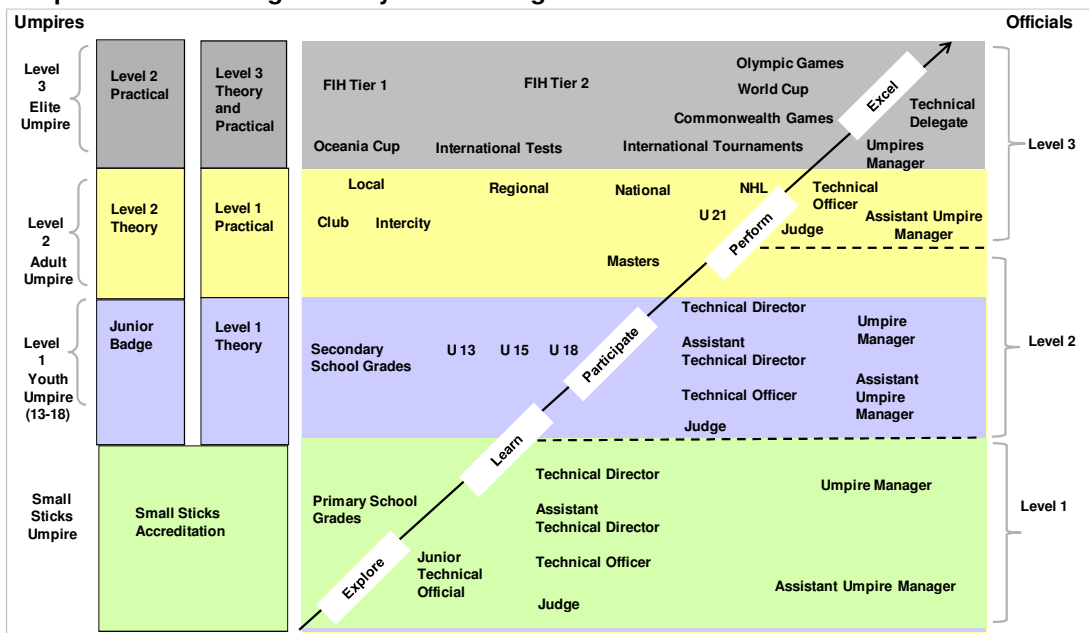
We must continue to attract and develop umpires and officials throughout the country, and continue to improve the calibre of umpiring and officiating at all levels of the sport.

New Zealand currently punches above our weight internationally with international appointments to FIH (World Hockey) events. This was evidenced by the recent appointment of six technical officials to the Commonwealth Games – twice the number of either Australia or England. These high level appointments do not occur by accident but are the result of skilled officials emerging from the Hockey New Zealand umpire pathway.

We need to work to both actively attract new umpires, and further develop, confirm and implement the umpire development pathway. This will require us to :

- Work actively to attract hockey volunteers into the Umpire Pathway.
- Deliver an introductory theory and rules awareness course to schools, clubs and Association volunteers.
- Develop and deliver the National Level 1 theory programme via the Regional Development network.
- Develop and delivery National seminars and training for officials – on tournament rules and technical briefings.
- Conduct assessment and grading with junior, youth and adult umpires at Association and Regional levels.
- Develop and deliver a nationally co-ordinated level 2 and level 3 theory course.
- Provide support and resources to Regional Development Offices to provide Umpire training.

### Umpire and Officiating Pathway and Grading Structure



### Proposed - Expand Facilities and Infrastructure To Meet Growth In Participation

Implementation of the main recommendations from the National Facilities and Infrastructure Strategy is required if Hockey is to have the required number of turfs and facilities to enable the delivery and growth of Hockey.

The full list of recommendations from the Facilities and Infrastructure Strategy project are included in Appendix 1.

The following turfs have scheduled plans for development over the next two-three years:

Associations	Water	Wet Dressed	Multi-Purpose Full Size	Part Size	Total
Auckland	3	1	1		5
Canterbury	1	1			2
Northland				1	1
North Harbour	1				1
Wanganui	1				1
Counties Manukau	1				1
<b>Total</b>	<b>7</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>11</b>

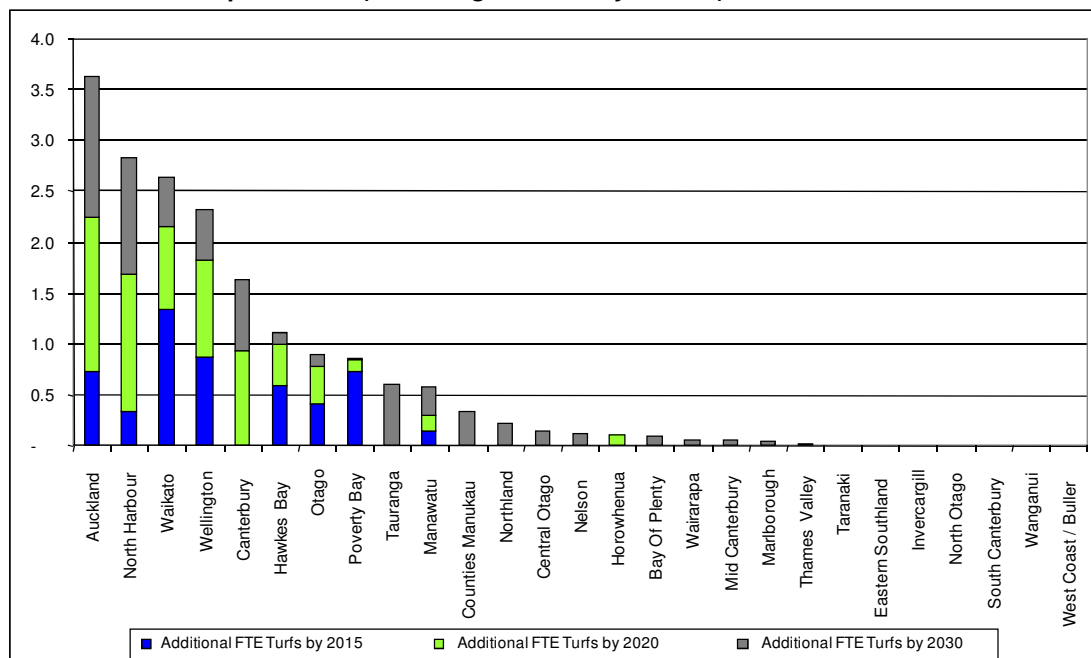
NB this does not include the replacement strategy for Canterbury for Porritt Park.

### Additional Turf Requirements Based on Participation Forecast

In addition, the level of future turf provision required by 2015, 2020, and 2030 has been analysed. Timelines are relatively long, for example 2015 is considered the earliest that a new turf facility could be developed if the process is initiated in 2010.

There are five Associations that require in excess of 0.5 additional FTE turfs over and above definite new supply by 2015. The greatest requirement is in Waikato, Wellington, Auckland, and Poverty Bay. Further new supply is required to accommodate growth between 2015 and 2020. The greatest needs will be in Auckland (1.6 FTE turfs), North Harbour (1.4), Canterbury (1.2), and Wellington (1). The Associations that are projected to have the greatest supply increase requirements between 2020 and 2030 are Auckland, North Harbour, Canterbury, and Tauranga.

### Additional Turf Requirements (excluding Canterbury rebuild)



Across the whole country, it is estimated that 18.3 additional FTE turfs, or 22 total turfs are required between 2010 and 2030 over and above the 11 new turfs that will definitely be provided over the next two to three years.

At an indicative average cost of \$1.5 million for a new turf, capital funding of \$33 million will be required to deliver the 22 additional turfs required to service a 2% average annual growth scenario. This is in addition to the \$16.5 million of funding required for the 11 definite new turfs to be provided over the next two to three years.

As the number of turfs in New Zealand increases, so does the contingent liability around future maintenance and renewal. Assuming an average turf life of 10 years, a replacement turf carpet cost of \$400,000, and a need to replace the shock pad every 30 years at an additional cost of \$200,000, the average annual turf renewal cost would be \$4 million per annum over the 20 year planning period from 2010 – 2030.

Many Councils around New Zealand have traditionally appeared reluctant to provide funding assistance for hockey turfs, particularly relative to other field sports e.g. rugby, soccer and cricket. Funding agencies that have traditionally supported sports e.g. Community Trusts and Gaming Trusts are also coming under increasing funding pressure.

Hockey as a sport will therefore need to find better / alternate ways of securing funding through:

- Better accessing available funds from Councils and other funding agencies; and
- Improving the revenue generating capabilities of clubs/Associations.

### **Proposed - Build A Core Competency In Asset Management**

Hockey needs to build a core competency in asset management. We are unique as a sport in that the Associations/associated turf trusts own over 66% our facilities. No one in Hockey or SPARC maintains this specialist area of knowledge or core competence with regard to Turf and Facilities. In the past, studies have been done and templates have been provided to Associations, and no further action has been taken to maintain the overall knowledge base and update the strategy and support framework.

We propose that we build this core competence within HNZ in the accountabilities that sit within Sports Development. HNZ will therefore be able to provide both greater support to Associations with regard to turf development and asset management, and monitoring performance and best practice in terms of turf utilisation.

### **Project 2 – Plan Summary**

#### **1. Strengthen the Regional Development Network and Grow Hockey In Schools**

<b>Milestones Year 1 2010-2011</b>	<b>Milestones Year 2 2011 - 2012</b>	<b>Milestones Year 3 2012-2013</b>
<ul style="list-style-type: none"> <li>• Review and confirm the role of the Regional Development Officer and School Cluster Hockey Coach</li> <li>• Assess national coverage of Regional Development Officer required and confirm areas for growth</li> <li>• Develop 2x Regional Hockey Development Plans</li> <li>• Confirm targeted schools</li> </ul>	<ul style="list-style-type: none"> <li>• Increase Regional Development Officers to 20</li> <li>• Develop 6x Regional Hockey Development Plans</li> </ul>	<ul style="list-style-type: none"> <li>• Increase Regional Development Officers to 24</li> <li>• Hockey Catchment Plans with developed with the remaining 5 Regional Sports Trusts</li> </ul>

## 2. Update Coaching Framework and “Coach The Coaches”

Milestones Year 1 2010-2011	Milestones Year 2 2011 - 2012	Milestones Year 3 2012-2013
<ul style="list-style-type: none"> <li>Update coaching material to National Participation Programmes</li> <li>8 Coaching Workshops (coach the coaches)</li> </ul>	<ul style="list-style-type: none"> <li>Update coaching material to National Participation Programmes</li> <li>8 Coaching Workshops (coach the coaches)</li> </ul>	<ul style="list-style-type: none"> <li>Update coaching material to National Participation Programmes</li> <li>8 Coaching Workshops (coach the coaches)</li> </ul>

## 3. Develop Umpires and Officials

Milestones Year 1 2010-2011	Milestones Year 2 2011 - 2012	Milestones Year 3 2012-2013
<ul style="list-style-type: none"> <li>Review, rewrite and communicate national pathways, assessment and appointments for umpires and officials</li> <li>Strengthen the regional programmes via the Regional Development Network</li> <li>Evaluate model to pay umpires</li> <li>Regional training programmes</li> </ul>	<ul style="list-style-type: none"> <li>Link with official pathways to competitions and events</li> <li>Review, update and communicate national pathways, assessment and appointments</li> <li>Regional training programmes</li> </ul>	<ul style="list-style-type: none"> <li>Confirm national solution and roll out</li> </ul>

## 4. Facilities and Infrastructure in Place to Enable Growth of Hockey

Milestones Year 1 2010-2011	Milestones Year 2 2011 - 2012	Milestones Year 3 2012-2013
73 turfs (total) <ul style="list-style-type: none"> <li>Establish accountability for facilities and infrastructure development and monitoring</li> <li>Build a concentration of core competence in asset management</li> <li>Build implementation plan for recommendations from Facilities and Infrastructure Strategy</li> </ul>	76 turfs (total) <ul style="list-style-type: none"> <li>Build a concentration of core competence in asset management</li> <li>Implement recommendations from Facilities and Infrastructure Strategy</li> <li>Support Associations with turf and facility development</li> </ul>	80 turfs (total) <ul style="list-style-type: none"> <li>Build a concentration of core competence in asset management</li> <li>Implement recommendations from Facilities and Infrastructure Strategy</li> <li>Support Associations with turf and facility development</li> </ul>

### Project 2 – Project Resources

#### *Project Leadership*

Hockey New Zealand will take the lead in managing this project – to be chaired by the National Participation and Development Manager

#### *National Steering Committee*

A national steering committee to provide direction of projects 1 and 2

#### *Project Resources*

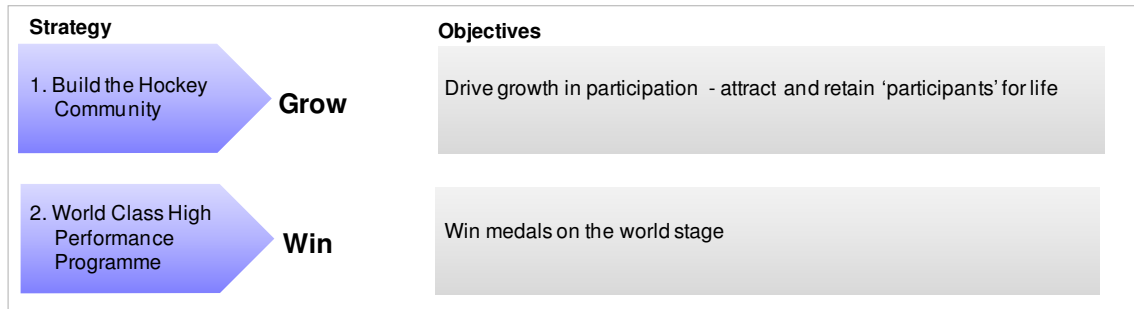
- Increase in number of Regional Development Officers – which includes role of School Cluster Hockey Coach (from 17 to 24 positions, thus an average of 8 per Region)
- Upgrade of coaching materials
- Upgrade of umpire and official development materials and assessment framework
- Recruitment programme to attract umpires and officials

- Direct costs associated with establishing core competence in facilities and infrastructure

**Project 2 Budget – Main Assumptions**

<b>Assumptions</b>	<b>Expenditure</b>	<b>Income</b>
<b>Hockey New Zealand</b>	<ul style="list-style-type: none"> <li>• Starter Hockey Kits for schools</li> <li>• Upgrade of coaching materials to align with participation programmes</li> <li>• Increased capability for to support umpire and official development</li> <li>• Development of umpire training material and association training programmes</li> <li>• Increased sport develop</li> <li>• Facilities and infrastructure support</li> <li>• Increased Sport Development resource at Hockey New Zealand to enable greater support and direction of regions and relationship with RST's, and support of facilities and infrastructure development</li> </ul>	<ul style="list-style-type: none"> <li>• Sponsorship of starter hockey kits for schools</li> <li>• Cost recovery on coaching and umpires materials</li> </ul>
<b>Regions/ Associations</b>	<ul style="list-style-type: none"> <li>• Increase in the number of Regional Development Officers from 17-24 (3 per region), this increase includes the role of the School Cluster Hockey Coach</li> <li>• Purchase of coaching and umpire training material from Hockey New Zealand</li> </ul>	<ul style="list-style-type: none"> <li>• Support from RST's for new RDO positions and School Cluster Hockey Coaches</li> <li>• Income from coaching and officials courses</li> </ul>

### PROJECT 3 - Develop the Player Talent Pathway From Grass Roots To Elite



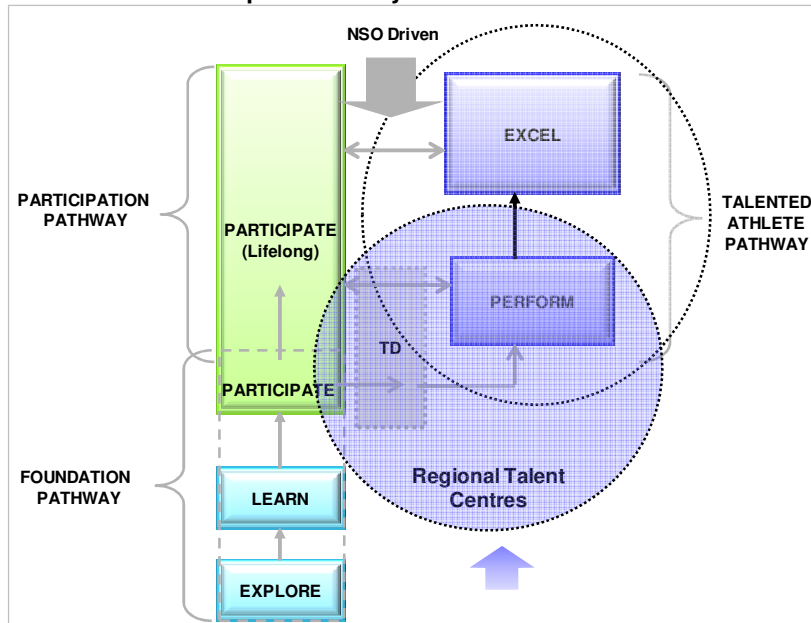
#### Introduction

As players come through the age groups and show potential in their teenage years, many of these players play for school, club and representatives teams, and often have other sporting commitments. These players need to be supported and developed if we are to retain them, avoid player burn-out, and realise their potential. We are exposed to losing these players to other sports, which are providing higher levels of coaching and specialist service support to these athletes who are showing talent e.g. cycling.

We need to learn from other leading hockey nations who work with their players at very young ages to develop specialist skills and techniques. This drives a national competitive advantage with their style of play. We also need to learn from other sports as to how they have successfully worked with nurturing emerging talent. A systematic and best practice approach is required for the development of hockey skills, then the identification and development of up and coming talent if we are to retain players in hockey, and win on the world stage.

A nationally consistent approach is required, utilising specialist skills and resources for talent identification and development which are developed nationally but delivered locally. It is important that these services are available throughout the country for the sport to continue to flourish throughout the country. It also provides a vehicle or process when talented players move regions as they can be passed from one regional hub to another.

#### SPARC's Whole of Sport Pathway



## Proposed - Regional Talent Programme

A critical objective of this business plan is the retention of players in their teenage years, and to build a larger talent pool. The aspiration is to introduce a systematic approach to the identification and development of talent across the whole country.

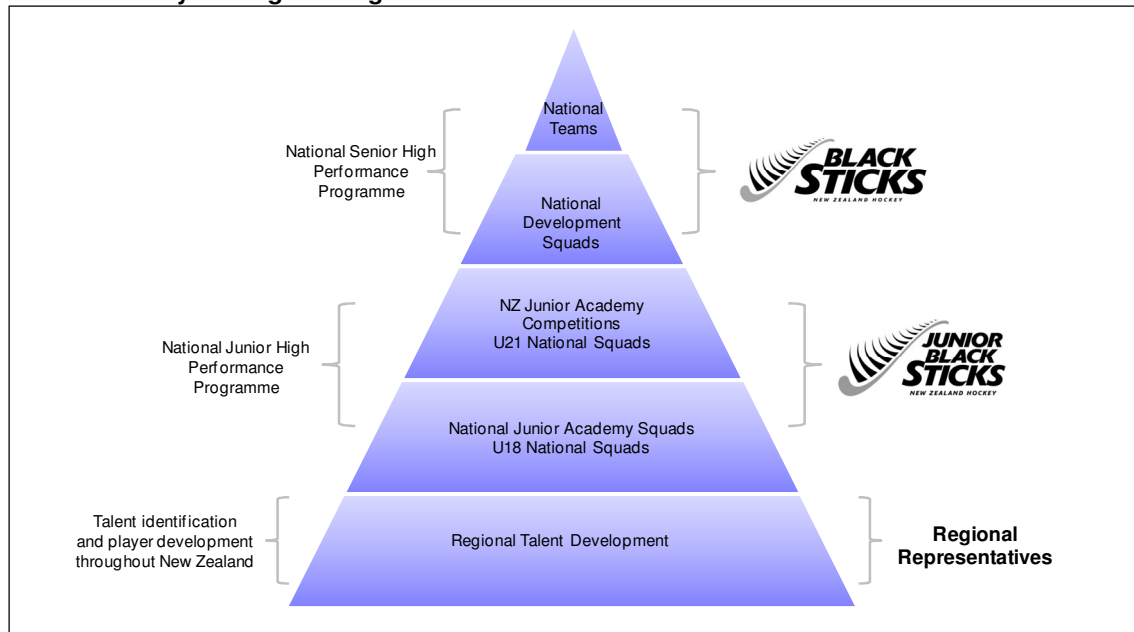
The Regional Talent Programme will help retain the breadth and depth of the talent base, particularly retaining players who may peak or reach their potential through into their twenties.

The Regional Talent Programme will become part of the regional capability building initiative as outlined in Project 4.

Regional Talent Programmes will create hubs of skill and expertise for the identification and development of talent while under the direction of a national programme. This programme will support up to 1200 athletes throughout the country:

- Identified at national talent identification clinics;
- The regional representatives from each of the U15, U18 and U21 age groups;
- NHL players; and
- Supporting the training and development of players in the National High Performance programmes when they are training at home.

## Talent Pathway Through To High Performance



The brief of the Regional Talent Programme will extend more broadly than the nurturing of player talent. The Regional Talent Programme will be strongly supported by, and will be an integral component of the national High Performance Programme.

Its envisaged that these functions will be part of the programme:

- Regional talent identification - up to 150 players per region (1200 across the country)
- Coaching and development at training clinics and camps
- Player case management – individual plans developed for players in terms of their hockey development, and balance of other commitments, ongoing monitoring of progress
- Specialist services, nutritional advice and sports science from Academy of Sport
- Assisting with the process for the selection of teams for the 8 Regional Franchises and the development of these teams (U21, NHL); coaching of these teams.

Leveraging the experience and existing working programme of Midlands and other successful regional models would be logical. The business model including income streams and cost base behind the Regional Talent Programme needs to be confirmed and developed with each region.

### Project 3 - Plan Summary

Milestones Year 1 2010-2011	Milestones Year 2 2011 - 2012	Milestones Year 3 2012-2013
<ul style="list-style-type: none"> <li>Set up Project - scope, resource and accountabilities, budget</li> <li>Best practice review - review other hockey nations and other sports</li> <li>Checkpoint on progress with Hockey Stakeholders</li> <li>Design and develop regional talent pathway model and programmes</li> <li>Develop and design the function of a Regional Talent Programme</li> <li>Develop and design the roles that will deliver the programme</li> <li>Develop and design infrastructure/ support/information/ systems/tools</li> <li>Confirm service contracts with Associations/HNZ/Service Providers</li> <li>Confirm budget and funding</li> <li>Confirm implementation plan</li> </ul>	<ul style="list-style-type: none"> <li>Set up 3 Regional Talent Programmes</li> </ul>	<ul style="list-style-type: none"> <li>Set up 3 Regional Talent Programmes</li> </ul>

### Project 3 – Resources

#### *Project Leadership*

Hockey New Zealand (High Performance Manager) will take the lead in managing this project

#### *National Steering Committee*

A national steering committee will be established, with one member from each region.

#### *Main Assumptions For The Project Budget*

- The aim is that by year 5 Regional Talent Programmes are close to self funding from a combination of player contribution, donations, sponsorship and gaming trusts – this before ancillary income through additional coaching programmes, catering and fundraising

Assumptions	Expenditure	Income
<b>Hockey New Zealand</b>	<ul style="list-style-type: none"> <li>Research and evaluation of best practice from other sports and hockey nations</li> <li>Design of programme</li> <li>Set up of systems and monitoring</li> </ul>	
<b>Regions/ Associations</b>	<ul style="list-style-type: none"> <li>Assume up to 150 athletes per centre</li> <li>Coaching</li> <li>Athlete fitness, case management and monitoring</li> <li>Systems and administration costs</li> <li>Regional High Performance Manager</li> </ul>	<ul style="list-style-type: none"> <li>Annual player contribution</li> <li>Hockey Foundation</li> <li>Regional sponsorship</li> <li>Gaming Trusts</li> <li>Hockey New Zealand</li> </ul>

**PROJECT 4 - Strengthen Regional Capability and Align Hockey Throughout New Zealand**



There are more than 300 clubs who are members of hockey's 32 Associations, who in turn are the members of Hockey New Zealand. The 32 Hockey Associations are a critical strength of the delivery of hockey throughout New Zealand, but also provide a key challenge. The spread of resources for sport development and talent development is in some cases too thin across these 32 Associations to provide a critical mass of capability. It is also very challenging for Hockey New Zealand to provide meaningful support to 32 Associations and work with each of them.

The Associations have strong support from their local hockey communities including schools, and have strong traditions. The Associations with their clubs and schools have responsibility for attraction of players, sport development in their catchment, competitions, and operation of their turfs.

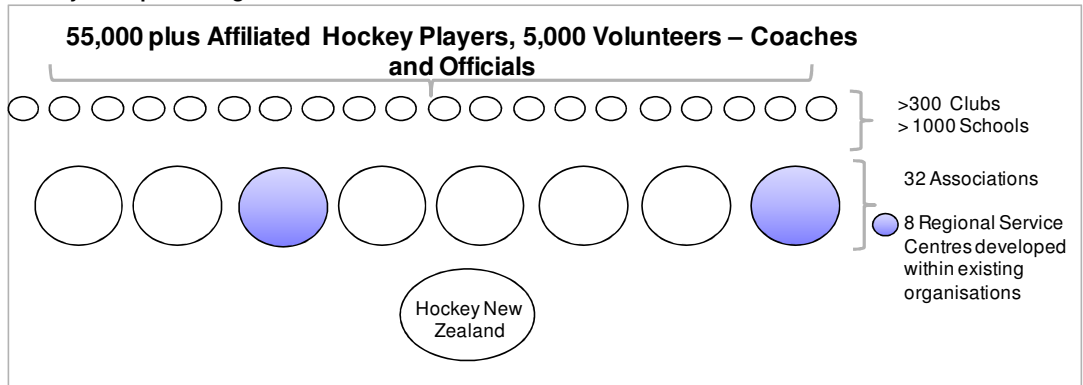
**Proposed – Strengthened Regional Capability**

There is recognition from the hockey community that hockey needs to work to build concentrations of capability regionally, and there is general alignment with the eight Regions created in support of the two elite national competitions – the U 21's and the National Hockey League (NHL).

Rather than create new regional organisations, reduce the number of NHL Regions or change the Association structure, we recommend that the sport continues to invest in building regional capability in each of the eight NHL Regions. We propose formalising this with the introduction of the "Regional Service Centre" model.

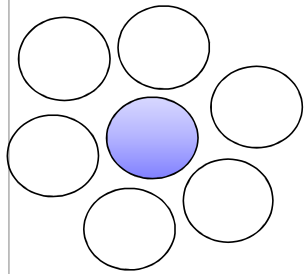
Regional Service Centres will concentrate capability in core areas, and where possible reside in existing established organisations eg. Associations or regional entities that already exist.

**Hockey's Proposed Organisation Model**



## Regional Functions – Role of Regional Service Centre

### Regional Service Centres (RSC)



- Concentration of regional capability developed within an existing Association/entity to service its region for these functions: sport development, regional talent development, regional competition, regional teams for U21 and NHL
- Separate legal entity established, for purposes of governance, funding and financial management – likely to be entity established for NHL franchises
- Contract for service provision to Associations within their Region
- Contract for service provision from Hockey New Zealand
- Led by CEO or Executive Officer of that Association/entity - reports to Regional Board on regional matters

These entities will have a contract for services provision from Hockey New Zealand, for national programmes that we support on a regional basis. Its proposed that these “Service Centres” will provide the following services for their Region:

- **Regional Plan for Hockey** – build the regional plan and budget (linked to Hockey Strategy and Whole of Hockey Plan) – for sport development, regional talent programme, competitions and events, facilities and infrastructure
- **Regional Sport Development** – take a lead role for the region for the roll out of national participation programmes and coaching and umpire development, attraction of players, developing the game in schools.
- **Regional Talent Programme** – the nationally co-ordinated programme outlined in Project 3, encompassing the player talent development pathway through the regions to the national High Performance programme.
- **Regional Facilities and Infrastructure** – take the lead in determining the optimal facilities and infrastructure to deliver the sport in the region.
- **Regional Competitions and Events** – age group, hockey festivals, U21, NHL, home tests, NZ Junior Academy camps and Junior Black Sticks competitions; requires regional “facilities hub” – to host events of a certain level.
- **Regional Marketing, Sponsorship and Funding** - to support activities above. Hockey New Zealand will work to fund regionally, the national programmes for participation, sports development, talent development.

## Regional Service Centres

It is emphasised that it is up to each Region where there are multiple Associations or separate regional entities established, to confirm their Regional Service Centre, but its strongly desired they work within the outlined Regional Model, and perform the Regional functions:

Regions Based on NHL Franchises	Associations
Northern	Northland
North Harbour	North Harbour
Auckland	Auckland
Midlands	Bay of Plenty Counties Tauranga Thames Valley Waikato
Central	Central Hawkes Bay Hawkes Bay Horowhenua Manawatu Poverty Bay Rangitikei Ruahine-Dannevirke Taranaki Wanganui
Capital	Marlborough Nelson Wairarapa Wellington Buller Nelson
Canterbury	Ashburton Canterbury South Canterbury Malvern West Coast
Southern	Central Otago Eastern Invercargill North Otago Otago

Separate legal entities (Capital, Southern) may still need to be established for the purposes of regional governance, funding, financial management - where they service multiple Associations.

For the rest they are likely to be the entity established for NHL franchises if this has already been set up (or the existing Associations where they remain one and the same – Northland, North Harbour, Auckland), or an existing lead Association.

The Regions will need to confirm which entity is taking the lead for the Regional functions outlined earlier for:

Regional Talent Development  
Regional Sport Development

## Project 4 – Plan Summary

### 1. Set Up and Resource Project

Milestones Year 1 2010-2011	Milestones Year 2 2011 - 2012	Milestones Year 3 2012-2013
<ul style="list-style-type: none"> <li>Set up national steering committee</li> <li>Secure SPARC support/expert resource</li> <li>Scope project</li> </ul>		

### 2. Confirm Regional Capability to be Developed

Milestones Year 1 2010-2011	Milestones Year 2 2011 - 2012	Milestones Year 3 2012-2013
<ul style="list-style-type: none"> <li>Complete Organisation Development Tool of entities proposed as Service Centres</li> <li>Understand capability/ capability gaps of proposed Service Centres</li> </ul>	<ul style="list-style-type: none"> <li>Build capability in Service Centres where there a gaps</li> </ul>	

### 3. Confirm Regional Structure and Roll Out Plan

Milestones Year 1 2010-2011	Milestones Year 2 2011 - 2012	Milestones Year 3 2012-2013
<ul style="list-style-type: none"> <li>Confirm role of Service Centres</li> <li>Confirm where Regional Service Centres will be located</li> <li>Confirm the catchment they will service</li> <li>Establish any changes in governance</li> </ul>	<ul style="list-style-type: none"> <li>Establish contract arrangements between Service Centres and HNZ</li> <li>Establish contract arrangements between Service Centres and Associations they work to service</li> <li>Establish budgets and funding</li> <li>Establish implementation plan</li> </ul>	<b>Implementation</b>

## Project 4 - Resources

### *Project Leadership*

Hockey New Zealand will take the lead in managing this project

### *Steering Committee*

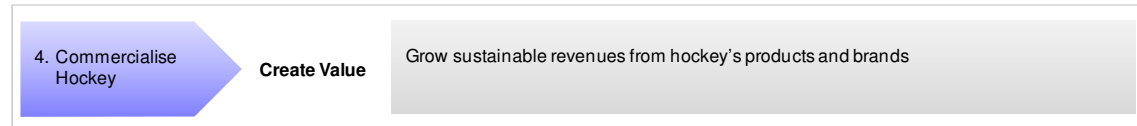
A regional steering committee is to be established (or Regional Board if already in place), for HNZ to work with on this.

### *Main Assumptions For Budget*

- Support from SPARC with regard to developing regional capability
- Hockey New Zealand will need to provide some “set up support” to Service Centres, to both incentivise and enable regional set up
- Regional funding through Hockey New Zealand for:
  - Small Sticks – to be developed
  - Regional Development Programme – as per existing, aim to increase
  - Regional Talent Programme – to be developed
  - Regional Capability Building – to be developed
- Legal support for service contracts and any constitution changes
- It is envisaged that each Region will need to appoint a
  - Hockey Development Manager – to lead the regional sport development programme
  - A High Performance or Regional Talent Programme Manager – to lead the regional talent programme

<b>Assumptions</b>	<b>Expenditure</b>	<b>Income</b>
<b>SPARC</b>	<ul style="list-style-type: none"> <li>• ODT's for each region</li> <li>• Expertise in developing regional capability</li> <li>• Whole of Sport investment via Hockey New Zealand</li> </ul>	
<b>Hockey New Zealand</b>	<ul style="list-style-type: none"> <li>• Financial support for Regional Service Centres <ul style="list-style-type: none"> <li>• Regional Talent Programmes</li> <li>• Regional Sport Development</li> <li>• Small Sticks</li> </ul> </li> </ul>	
<b>Regions/Associations</b>	<ul style="list-style-type: none"> <li>• Hockey Development Managers</li> <li>• Regional Talent Programme Manager</li> <li>• Increase in Regional Development Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Service Centres with increased capability and stronger regional focus and identity can attract regional sponsorship, suppliers and gaming trust funds</li> </ul>

## PROJECT 5 - Grow Hockey's Value and Generate Sustainable Revenue



### Proposed - Enhanced Communications and Brand Building

Hockey as a sport has a relatively low level of awareness, relevance, familiarity and regard in New Zealand. Compared to our competitor sports, we have a low profile and do not attain the level of coverage that a sport of our calibre should be able to attract. However, this is not surprising given the low level of investment we have made in building our profile and the current capacity we have in communications and marketing and sponsorship.

To build profile and strengthen our brands – hockey as a code, Black Sticks and Small Sticks, we need to increase the level of media coverage overall through all media, create household names and generate public interest in our national players. We also need to work with some of the heroes of the past who already have profile, to help with our current brand building. While we have a high volume of communications, there is low cut-through, we need to review our communication tools and create an online Hockey community.

### Proposed - Integrated Partnership With Principal Sponsor/s

Over 64% of Hockey New Zealand's existing income comes from annual funding from SPARC and Gaming Trusts. With SPARC we gain much value in terms of SPARC's knowledge, insights and experience in high performance and sports delivery at grass roots. This is critical investment support for hockey and ongoing maintenance and development of strong relationships with SPARC and key funders is essential.

Our current sponsorship is spread across a diverse portfolio of sponsors. We do not have any well integrated national sponsorship to assist us to develop the sport throughout New Zealand. As a result, there is no existing sponsor who has a dominant association with the sport - this is the opportunity.

We need to attract one or several major commercial partners who can help develop the sport throughout the country. The ideal model would be that of the National Bank relationship with cricket, now into its 12th year. The National Bank is associated with every level of the sport – international competition, through to fan clubs, and grants available to clubs. Another successful model is Contact Energy's sponsorship of TriNZ, which permeates every level of that sport, and more recently, the new partnership announced between ASB and football.

### Proposed - Official and Preferred Suppliers

We are currently well supported by a number of capability partners, but there is opportunity for greater breadth and depth of support, and longer term contracts, and the potential to tie some of this support around events and competitions – this will generate greater awareness and value for these partners, who will become known as “official suppliers”.

We also intend to invest in building relationships and secure contracts with “preferred suppliers” to Hockey through New Zealand. This will enable Hockey to extract greater value from these relationships but also create the potential to generate revenue by “clipping the ticket” e.g. insurance, turf, energy.

### **Proposed - Donations and Fund Raising**

The launch of The Hockey Foundation and targeted fundraising will be comprised of major donations and nationally driven but locally delivered fundraising campaigns. The Foundation needs to benefit a broad base of the community. This must be balanced with support for the Regional Talent Programme, National Junior High Performance Programme and National Senior High Performance Programme.

### **Proposed - Online Hockey Community**

The hockey community are passionate supporters of hockey. Hockey New Zealand has an opportunity to create a vibrant and active online hockey community that is the “hub” of all things hockey. Being able to access the hockey community (the 300,000 people in New Zealand, our players and volunteers) is of critical value to our commercial partners.

The components of this are:

- A relevant and dynamic website that works for fans, players, sport development, high performance and administration – promoting the sport and driving traffic to clubs and Associations
- Database – of our different hockey communities – players, fans, Associations, clubs.
- Sharing of information and news – between players, clubs, Associations and service providers.
- Tournaments and events – not just results but blow by blow progress through tournaments.
- Trade – advertisers – targeting the hockey market; merchandising.
- Sponsors and funders – recognition and links.

This “hub” connecting the community can create real value for hockey.

### **Proposed - Merchandising and Licensing**

There is opportunity for Hockey to generate revenue from the sale of Black Sticks branded product (replica gear, starter hockey sets), Hockey New Zealand DVD's, coaching materials. This will increase when the sport's profile and brands improve, so revenue in the short term will be low. We have 39 national tournaments, and development of the event trade show model for the range of products and services targeting the hockey community needs to be developed.

### **Proposed - Capability Building**

Hockey overall, and Hockey New Zealand as the leader of this initiative, needs to build capability in sponsorship, marketing, communications, capture and monitor of relevant information and networks, and fund raising, if we are to be successful with the sport commercially.

## Project 5 - Plan Summary

### 1. Reposition Hockey Through Greatly Enhanced Communications

Milestones Year 1 2010-2011	Milestones Year 2 2011 - 2012	Milestones Year 3 2012-2013
<ul style="list-style-type: none"> <li>Review of our brands, communications and communication tools</li> <li>Confirm brand positioning and protect IP</li> <li>Confirm brand positioning</li> <li>Media training – key people (exec, coaches, players)</li> <li>Increase communications and media management capability</li> </ul>	<ul style="list-style-type: none"> <li>Establish tv and radio media partner</li> <li>Steady release of hockey stories</li> <li>Build profile of “hockey heroes”</li> </ul>	<ul style="list-style-type: none"> <li>Hockey on tv – events and grass roots show</li> <li>Steady release of hockey stories</li> <li>Build profile of “hockey heroes”</li> </ul>

### 2. Develop National Strategic Commercial Partnership – Sponsors

Milestones Year 1 2010-2011	Milestones Year 2 2011 - 2012	Milestones Year 3 2012-2013
<ul style="list-style-type: none"> <li>Strengthen relationships with existing partners and build leverage</li> <li>Develop proposition to attract principal sponsor/commercial partners</li> <li>Secure and establish relationship</li> </ul>	<ul style="list-style-type: none"> <li>Leverage relationship</li> <li>Develop relationship- Associations and clubs - scope/buy in</li> </ul>	<ul style="list-style-type: none"> <li>Leverage relationship</li> <li>Develop relationship- Associations and clubs - scope/buy in</li> </ul>

### 3. Build an Online Hockey Community

Milestones Year 1 2010-2011	Milestones Year 2 2011 - 2012	Milestones Year 3 2012-2013
<ul style="list-style-type: none"> <li>Set up project - scope, resource and accountabilities, budget</li> <li>Merge existing databases into future proof structure</li> <li>Design portal /website - including revenue and comms model</li> </ul>	<ul style="list-style-type: none"> <li>Launch new portal/website</li> <li>Develop advertising model</li> </ul>	<ul style="list-style-type: none"> <li>Develop portal/website</li> </ul>

### 4. Secure Family of Official Suppliers and Preferred Supply Agreements

Milestones Year 1 2010-2011	Milestones Year 2 2011 - 2012	Milestones Year 3 2012-2013
<ul style="list-style-type: none"> <li>Scope targets</li> <li>Develop propositions and proposals</li> <li>Present proposals, secure/contract</li> <li>3 secured</li> </ul>	<ul style="list-style-type: none"> <li>Develop propositions and proposals</li> <li>Present proposals, secure/contract</li> <li>3 secured</li> </ul>	<ul style="list-style-type: none"> <li>Develop propositions and proposals</li> <li>Present proposals, secure/contract</li> <li>3 secured</li> </ul>

**5. Create a Sustainable New Revenue Stream Through Donations, Bequests, Fund Raising**

Milestones Year 1 2010-2011	Milestones Year 2 2011 - 2012	Milestones Year 3 2012-2013
<ul style="list-style-type: none"> <li>Establish Foundation</li> <li>Secure founding donors - First XI</li> <li>Establish fundraising case and plan</li> </ul>	<ul style="list-style-type: none"> <li>Secure founding donors - First XI</li> <li>Set up national fundraising programme</li> </ul>	<ul style="list-style-type: none"> <li>National fundraising programme</li> </ul>

**6. Create a Sustainable New Revenue Stream Through Licensing and Merchandising**

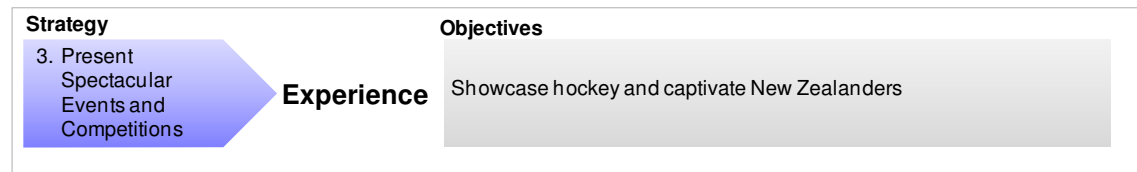
Milestones Year 1 2010-2011	Milestones Year 2 2011 - 2012	Milestones Year 3 2012-2013
<ul style="list-style-type: none"> <li>Merchandising – Black Sticks replica gear</li> </ul>	<ul style="list-style-type: none"> <li>Launch starter hockey set</li> <li>Set up event merchandise/trade display model</li> </ul>	<ul style="list-style-type: none"> <li>Small Sticks hockey sets</li> </ul>

**Project 5 - Resources**

*Main Budget Assumptions*

- Expenses and incremental commercial income assumed only at the national level
- To generate sustainable commercial income for the sport at a national level, Hockey New Zealand needs to build capability and increase in resource in communications, sponsorship, fundraising, media management, research, brand and IP development
- Brand positioning – Y&R, Brand Capital
- Development of Hockey New Zealand IT and online capability – website, portal, electronic communications
- Incremental income will be generated through
  - increasing and expanding relationships with official suppliers
  - attract new sponsorships – for the participation programmes, teams and events
  - increase in event revenues
  - generating income from the website – advertising and referrals
- Assumes that fundraising and donations raised will be invested in the High Performance Programme

## PROJECT 6 - Develop World Class Events and Facilities



Major events require the 3 C's – consistency, certainty and continuity. The FIH is working on a major revision of the international competition structure calendar that we hope will provide hockey internationally with a marketable event package, longer lead times and certainty.

By lifting the quality of Hockey events in New Zealand we will help strengthen the profile, brand and image of the sport, which in turn will attract players and spectators.

Great events attract commercial support and broadcasting interest, which in turn help fuel the development of Hockey. This provides an opportunity for New Zealanders to see our Black Sticks teams in action in world class competition at home – again great for the profile of Hockey.

### Proposed – Re-package the National Hockey League

We need to re-launch the National Hockey League (NHL) to achieve the two main objectives of this competition:

- Offer the highest standard of national domestic competition; and
- Create a product or package that will attract media, sponsors and spectators.

This competition needs to be played in each of the 8 NHL Regions, at a time of year when the national squad players are available. We need the NHL to be supported by a nationally integrated sponsorship package, and significantly enhance the media and communications around this event.

The aspiration must be to align our domestic competition with Australia, and form a Trans Tasman competition, even if it is just the final. An international connection would lift this competition, for example a connection with the Australian Hockey League. However, we need the FIH international calendar to be locked down before we invest in developing something along these lines.

### Proposed – Overhaul of National Domestic Competition Programme

Hockey currently has 39 national tournaments that nearly 10,000 athletes compete in each year, supported by thousands of volunteers – managers, coaches, umpires and officials. While this structure is great for the sport, and the envy of most other codes, we need to undertake a substantial review for these reasons:

- Hockey is now a year round sport, though the competition calendar is congested in the winter months. If we take The Netherlands for example, all their national age group competition is during the summer months.
- A concern that we are starting national competition at too early an age, providing disincentive to players who are not selected with their peers into representative teams
- The cost of participating – it is of concern that hockey, particularly given the national tournament costs – is a very expensive sport, and this limits both participation and retention

- The need to increase the quality of club competition - we need to generate a higher standard of club competition between Associations and/or within Regions, or other geographic groupings. Learnings from how other countries organize this – within Australian states, or looking at the Netherlands and Germany.

### Proposed - World Class Event That We Own

Within hockey's international event calendar, we should have at least one pinnacle world class event that we own which show cases top level international hockey to New Zealand on an annual basis, and which becomes a regular fixture on both the international and New Zealand's hockey calendar. The current hypothesis is that this event could be a regular 4 Nations Tournament, run in early February, for both the men and the women. New Zealand and Australia would regularly be part of this competition, enabling us to incorporate the Trans Tasman challenge on years when the Oceania Cup is not played. In addition, there would be two other teams from within the top 1-6 world ranking invited, who may become regular competitors.

### Proposed - World Class Hockey Facilities

If we are to run spectacular events, we need facilities that will be world class for players, spectators and sponsors. Ongoing refurbishment and development of new turfs, with spectator viewing facilities requires substantial investment but is essential if we are to run world class events. This facility could be potentially a home base for Hockey, and the National High Performance Programme. If we are to have a world class High Performance Programme we need to have world class national facilities.

## Project 6 – Plan Summary

### 1. Re-launch the National Hockey League

Milestones Year 1 2010-2011	Milestones Year 2 2011 - 2012	Milestones Year 3 2012-2013
<ul style="list-style-type: none"> <li>• Review NHL event and reformat</li> </ul>	<ul style="list-style-type: none"> <li>• Secure major sponsor</li> <li>• Rebrand and repackage communications</li> </ul>	<ul style="list-style-type: none"> <li>• Re launch NHL</li> <li>• Reformat to ultimate set up with 2-3 round robin weekends and 4-5 days of finals</li> <li>• Tie up with Australian or international Hockey League</li> </ul>

### 2. Overhaul of National Domestic Competition Programme

Milestones Year 1 2010-2011	Milestones Year 2 2011 - 2012	Milestones Year 3 2012-2013
<ul style="list-style-type: none"> <li>• Establish review committee and scope</li> <li>• Look at how other countries organise themselves</li> <li>• Confirm new national domestic tournament programme and annual calendar</li> </ul>	<ul style="list-style-type: none"> <li>• Roll out for 2012 season</li> </ul>	<ul style="list-style-type: none"> <li>• Roll out for 2012 season</li> </ul>

### 3. Develop a Major International Event

Milestones Year 1 2010-2011	Milestones Year 2 2011 - 2012	Milestones Year 3 2012-2013
		<ul style="list-style-type: none"> <li>• Develop event concept and high level feasibility</li> <li>• Test Concept with participating nations/Hockey Australia</li> <li>• Test Concept with Media Partner</li> <li>• Test Concept with "major events" and other key funders</li> <li>• Present business case and proposal to major events/key funders</li> <li>• Confirm sponsors</li> <li>• Confirm media</li> <li>• Announce event</li> <li>• Develop business case</li> <li>• Launch event</li> </ul>

### 4. World Class Hockey Facilities

Milestones Year 1 2010-2011	Milestones Year 2 2011 - 2012	Milestones Year 3 2012-2013
	<ul style="list-style-type: none"> <li>• Feasibility Study</li> </ul>	<ul style="list-style-type: none"> <li>• Business Plan</li> <li>• Implementation Plan</li> </ul>

### Project Resources

#### *Project Leadership*

- Hockey New Zealand will take the lead in managing this project

#### *Main Budget Assumptions*

- Feasibility for major international event
- Feasibility study on World Class Hockey Facilities - what, where, and how
- Attraction of a principal sponsor is fundamental to the re-packaging of the NHL
- Cost of national domestic tournament review

## 6.0 PLAN IMPLEMENTATION

### 6.1 Hockey Community Support and Respective Roles

This plan needs the support during implementation from the Hockey Community, in particular the Associations, and Regions.

In summary we are asking the Associations and Regions to “buy-in” to and support the following national initiatives that come from the 6 projects:

1. Pilot and roll out of a national participation programme for juniors - **Small Sticks** then national implementation of **Player Registration**, and eventually a **Youth Participation Programme**
2. Ongoing support to, and expansion of the **Regional Development Programme** and increasing **Hockey into Schools**
3. Development of the **Regional Talent Programmes** – taking a nationally consistent approach and co-ordination with talent development
4. Building of Regional Capability, through development and implementation of the **Regional Service Centre** concept
5. Review of the **National Domestic Tournament Programme and Annual Calendar**, and re launch of the **National Hockey League**
6. Support for **The Hockey Foundation** and the concept of nationally developed, but locally driven fund raising initiatives (to benefit local coaching, competition, and talent development)

In return, Hockey New Zealand will work to facilitate and provide the following support:

Initiatives	HNZ	Associations and Clubs
1. Small Sticks	<ul style="list-style-type: none"> <li>• Develop game formats</li> <li>• Design, implement and monitor pilots</li> <li>• Provide programme guides</li> <li>• Provide programme marketing material</li> <li>• Secure sponsorship</li> <li>• Develop branded equipment</li> <li>• Provide training programme</li> <li>• <b>National facilitation of financial support for local funding of equipment, production of guidelines and training materials and coaching tools</b></li> </ul>	<ul style="list-style-type: none"> <li>• Learn the programme</li> <li>• Promote the programme to the community</li> <li>• Deliver the programme</li> <li>• Use nationally consistent pricing</li> <li>• Use branded equipment</li> </ul>
2. Player Registration	<ul style="list-style-type: none"> <li>• Develop national system for all players for player registration</li> <li>• Develop national protocol and guidelines</li> <li>• Ongoing management and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in pilot</li> <li>• Upgrade own website and system to link with national system</li> <li>• Ongoing utilisation for member registration</li> </ul>
3. Regional Development Programme and Hockey Into Schools	<ul style="list-style-type: none"> <li>• Review and reconfirm role of Regional Development Officer</li> <li>• Development and provision of coach development programme</li> <li>• Development and provision of umpire development programme</li> <li>• <b>National facilitation of financial support for the Regional Development Positions</b></li> </ul>	<ul style="list-style-type: none"> <li>• Deliver coach development programmes</li> <li>• Deliver umpire development programmes</li> <li>• Deliver local programmes to take hockey into schools, and to connect schools and players with local competition</li> </ul>

Initiatives	HNZ	Associations and Clubs
4. Regional Talent Programme	<ul style="list-style-type: none"> <li>• Development of Regional Talent Programme content, systems and processes</li> <li>• Integrated management of the system with the National High Performance Programme</li> <li>• <b>National facilitation of financial support for the Regional Talent Programmes</b></li> </ul>	<ul style="list-style-type: none"> <li>• Develop regional plan for Regional Talent Programme</li> <li>• Appoint Regional Talent Programme Manager</li> <li>• Set up Regional Talent Programme in line with the National Programme</li> </ul>
5. Regional Service Centres	<ul style="list-style-type: none"> <li>• Assist with development of Regional Plans – for sport development, talent and high performance and facilities and infrastructure</li> <li>• Assist with the set up of Regional Entities where still required</li> </ul>	<ul style="list-style-type: none"> <li>• Confirm regional entity to service region</li> <li>• Develop regional plans for <ul style="list-style-type: none"> <li>• Sport Development</li> <li>• Competition</li> <li>• Marketing and commercialisation</li> <li>• Facilities</li> </ul> </li> <li>• Confirm regional governance/decision making</li> <li>• Confirm/appoint Regional Sport Development resource</li> </ul>
6. Events and Competitions	<ul style="list-style-type: none"> <li>• Revamp NHL, including sponsorship and broadcasting</li> <li>• Revamp national domestic competition structure</li> <li>• Scope and feasibility of world class facilities – events and national high performance programme</li> </ul>	<ul style="list-style-type: none"> <li>• Revise local calendar to work with national competition structure</li> </ul>
7. The Hockey Foundation	<ul style="list-style-type: none"> <li>• Develop and maintain Foundation</li> <li>• Develop national fundraising programme for local delivery and benefit</li> <li>• Distribute funds to regions</li> </ul>	<ul style="list-style-type: none"> <li>• Lead local fund raising programme, as part of national programme</li> </ul>

## 6.2 Critical Whole of Sport Milestones and Work Plan Summary Years 1 and 2

Initiatives	July 10-Dec 10	Jan11-June 11	July 11-Dec 11	Jan 12-June 12
<b>Prepare for Implementation</b>	<ul style="list-style-type: none"> <li>Confirm SPARC investment</li> <li>Appoint National Participation and Development Manager</li> <li>Confirm Gaming Trust investment into regional projects</li> <li>Communicate Plan to Hockey Community – Hockey Leaders Conference Nov 2010</li> <li>Build Hockey Community Support</li> </ul>	<ul style="list-style-type: none"> <li>Communicate Plan to Hockey Community – AGM April</li> <li>Regional contract established between Hockey New Zealand and regions for Regional Funding, and support of national projects</li> </ul>	<ul style="list-style-type: none"> <li>Report and monitor progress</li> </ul>	<ul style="list-style-type: none"> <li>Report and monitor progress</li> </ul>
<b>1. Small Sticks</b>  <b>Player Registration</b>	<ul style="list-style-type: none"> <li>Pilot the first module, fundamental skills in 3 Associations</li> <li>Development Equipment Prototypes</li> </ul>	<ul style="list-style-type: none"> <li>Secure Programme Sponsor</li> <li>Write module 2</li> <li>Write programme guides</li> <li>Prepare programme marketing material</li> <li>Produce programme equipment</li> <li>Expand to 5 Associations</li> <li>Scope national process</li> <li>Expand pilot</li> </ul>	<ul style="list-style-type: none"> <li>Expand to 10 Associations</li> <li>Develop national protocol</li> <li>Develop national guidelines</li> </ul>	<ul style="list-style-type: none"> <li>National Marketing Programme and national roll out</li> <li>Roll out</li> </ul>
<b>2. Regional Development Programme and Hockey Into Schools</b>		<ul style="list-style-type: none"> <li>Review role of Regional Development Officer</li> <li>Design Hockey Into Schools role and programme</li> </ul>	<ul style="list-style-type: none"> <li>Confirm role of Regional Development Officer</li> <li>Expand hockey into schools</li> </ul>	<ul style="list-style-type: none"> <li>Expand number of Regional Development Officers</li> </ul>
<b>3. Regional Talent Programme</b>	<ul style="list-style-type: none"> <li>Communicate and develop the concept into the programme</li> </ul>	<ul style="list-style-type: none"> <li>Confirm first 3 Regional Talent Programmes HNZ will work with</li> <li>Design regional talent programmes, budget and funding</li> </ul>	<ul style="list-style-type: none"> <li>Regional Talent Programme Plan in Place</li> <li>Design regional talent programmes, budget and funding</li> <li>Prepare people, systems, processes</li> </ul>	<ul style="list-style-type: none"> <li>Implement first 3 regional talent programmes</li> </ul>

<b>Initiatives</b>	<b>July 10-Dec 10</b>	<b>Jan11-June 11</b>	<b>July 11-Dec 11</b>	<b>Jan 12-June 12</b>
<b>4. Regional Service Centres</b>		<ul style="list-style-type: none"> <li>• Confirm regional entities with each Region</li> <li>• Confirm resourcing of regional entities</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Plan in place for each region for:</li> <li>• Sport Development</li> <li>• Facilities and Infrastructure</li> <li>• Regional Talent Programme</li> <li>• Competitions</li> <li>• Income</li> </ul> <p>Regional contracts established</p> <ul style="list-style-type: none"> <li>• between Hockey New Zealand and Regions</li> <li>• between Regions and Associations for provision of services</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>5. Events and Competitions</b>	<ul style="list-style-type: none"> <li>• Onset of review of National Domestic Competition Programme and Annual Calendar</li> <li>• Confirm scope of facilities required for National High Performance Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Confirm National Domestic Competition Programme and Calendar</li> <li>• Secure NHL Sponsor</li> </ul>	<ul style="list-style-type: none"> <li>• Secure NHL sponsor</li> <li>• Confirm format with Australia</li> <li>• Move to establish national facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Implement new National Domestic Competition Calendar</li> <li>• Relaunch of NHL</li> <li>• Scope of facilities for world class events</li> </ul>
<b>6. The Hockey Foundation</b>	<ul style="list-style-type: none"> <li>• Finalise set up of Foundation</li> </ul>	<ul style="list-style-type: none"> <li>• Design national fundraising campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare to implement national fundraising campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Implement national fund raising campaign</li> </ul>

## 7.0 KEY PERFORMANCE INDICATORS

### 7.1 KPI Summary – Players, Volunteers, Commercial Revenue

Key Performance Indicators		2009	2010	Year 1 Jun-11	Year 2 Jun-12	Year 3 Jun-13	Year 4 Jun-14	Year 5 Jun-15				
<b>Hockey Community</b>												
Participation	Winter Affiliated Players	42,894	43,410	43,931	45,198	47,096	49,210	51,253				
	<i>Actual</i>											
	Summer "Players"	13,403	14,404	15,339	16,640	18,325	20,285	22,433				
	<i>Actual</i>		16,888									
			26%	6%	8%	10%	11%	11%				
	Total	56,297	57,814	59,270	61,838	65,421	69,495	73,686				
				3%	4%	6%	6%	6%				
School Data	Secondary School Players (NZSSSC)	13,797	13,797	13,963	14,365	14,968	15,640	16,290				
	Primary School Players			<i>Measurement to be developed</i>								
	Secondary Schools Affiliated to HNZ		219	225	234	248	263	279				
	Primary Schools With Hockey Programmes			<i>Measurement to be developed</i>								
Active Coaches	% Growth	17%	4%	4%	4%	4%	4%	4%				
	Total	3,344	3,478	3,617	3,762	3,912	4,068	4,231				
	<i>Actual</i>		3,908									
			17%									
Active Umpires	% Growth	10%	2%	3%	3%	3%	3%	3%				
	Total	1,417	1,445	1,489	1,533	1,579	1,627	1,676				
	<i>Actual *</i>		1,149									
			-19%									
	* Umpire database has been updated to show Active Umpires, 2009 measure was total umpires											
<b>New Commercial Income Generated</b>												
	New HNZ Commercial Income		\$	64,000	\$	246,000	\$	338,000	\$	715,000	\$	787,000
<b>Profile and Brand Strength</b>												
Neilson Panorama	% annual increase		5%	5%	5%	5%	5%	5%				
Neilson Research	Interested in Hockey - # people	377,000	395,850	415,643	436,425	458,246	481,158	505,216				
	Participation - last 12 months	120,000	126,000	132,300	138,915	145,861	153,154	160,811				
	Attendance - last 12 months	105,000	110,250	115,763	121,551	127,628	134,010	140,710				
Media Tracking	% annual increase			10%	10%	10%	10%	10%				
Media Monitor	Audience Circulation	123,186,980	123,186,980	135,505,678	149,056,246	163,961,870	180,358,057	198,393,863				
	Advertising \$ Space Rates Generated	2,553,460	2,553,460	2,553,460	2,553,460	2,553,460	2,553,460	2,553,460				
Brand Strength	Hockey											
Brand Capital	Black Sticks											
Research	Small Sticks											

## 7.2 Participation and Player Numbers

### Short Term – First Three Years of Plan

We are forecasting a total increase in total players base of 13% from 57,814 to 65,421 over the first 3 years of this plan.

This represents a total increase in winter numbers of just over 7% and summer player numbers are planned to increase from 31% to 39% of registered winter players.

There are currently 13,400 summer hockey players, which represents 31% of winter numbers. The current level of participation varies significantly across the country with several Associations having summer numbers in excess of 50% of their winter numbers whereas several Associations currently have no summer hockey programmes. This is an area of significant growth opportunity.

Forecast Participation	2009	2010	Yr 1 2011	Yr 2 2012	Yr 3 2013	Yr 4 2014	Yr 5 2015
Winter	42,894	43,410	43,931	45,198	47,096	49,210	51,253
Winter % Change		1%	1%	3%	4%	4%	4%
Summer	13,403	14,404	15,339	16,640	18,325	20,285	22,433
Summer % Change		7%	6%	8%	10%	11%	11%
Total	56,297	57,814	59,270	61,838	65,421	69,495	73,686
Total % Change		3%	3%	4%	6%	6%	6%

Source: Facilities and Infrastructure Strategy Project April 2010

Winter Forecast Participation	2009	2010	Yr 1 2011	Yr 2 2012	Yr 3 2013	Yr 4 2014	Yr 5 2015
Junior	19,476	19,710	19,947	20,522	21,384	22,344	23,271
		1.20%	1.20%	2.88%	4.20%	4.49%	4.15%
Youth	13,271	13,431	13,592	13,984	14,571	15,225	15,857
		1.20%	1.20%	2.88%	4.20%	4.49%	4.15%
Open	10,147	10,269	10,392	10,692	11,141	11,641	12,124
		1.20%	1.20%	2.88%	4.20%	4.49%	4.15%
Total	42,894	43,410	43,931	45,198	47,096	49,210	51,253

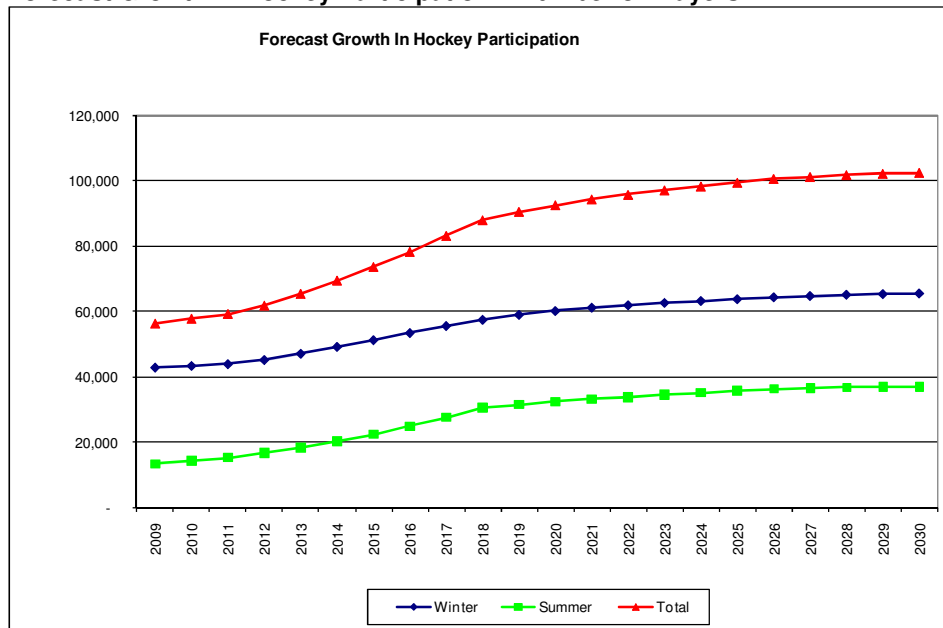
### Long Term Forecast - Hockey Participation (source: Facilities and Infrastructure Strategy)

The strongest rate of growth is projected in the period from 2011 to 2020, as a result of the initiatives identified in this plan. Allowing for average annual growth of 2% for winter, there will be 65,500 winter players by 2030.

Modelling has allowed for overall participation in summer hockey to lift from the current 31% of winter participation to 54% by 2020 and 57% by 2030 with participation levels being higher in larger Associations and lower in smaller volunteer-based Associations. This scenario envisages 37,000 summer hockey players by 2030. (The definition of a summer player is a fee paying participant in one or several summer hockey competition modules).

It should be noted that in the future hockey may well reach a point where hockey activity is relatively constant throughout 10-11 months of the year. It is anticipated that this will flatten demand rather than accentuate the current winter peak in demand. The following reflects the above projections long term, with a flattening off of summer growth.

### Forecast Growth In Hockey Participation – Number of Players



Source: Facilities and Infrastructure Strategy Project April 2010

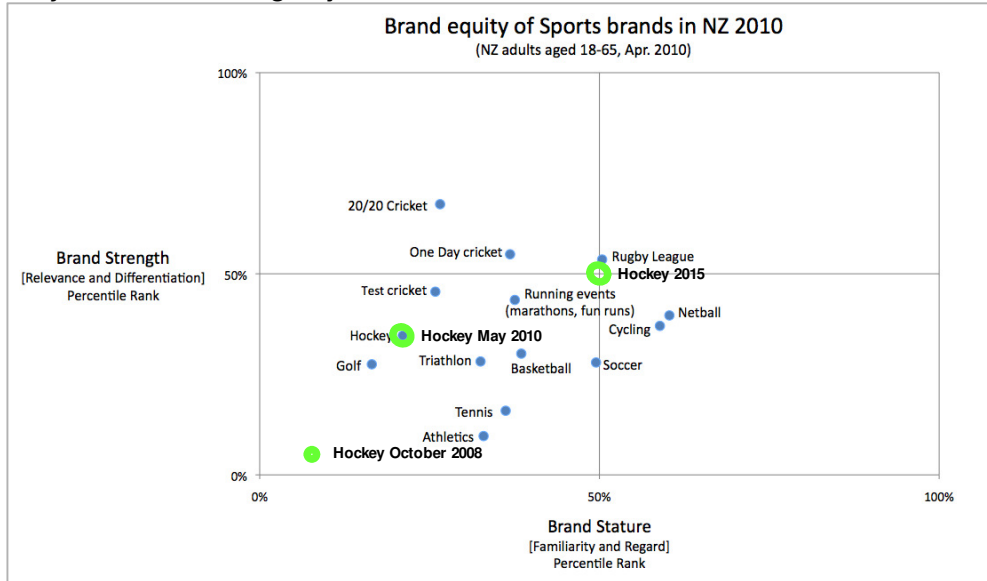
## Profile Of Hockey and Strength Of Hockey's Brands

Strengthening hockey as a sports brand, the Black Sticks team brand and development of the Small Sticks participation brand are essential to fuelling the growth of Hockey. The goal long term is to build the brand equity of hockey as a sports brand, the Black Sticks team brand, and our new participation brand for our national junior programme – Small Sticks. The following chart shows the targeted movement of Hockey's main brands:

- Hockey - sports brand
- Black Sticks – national team brand

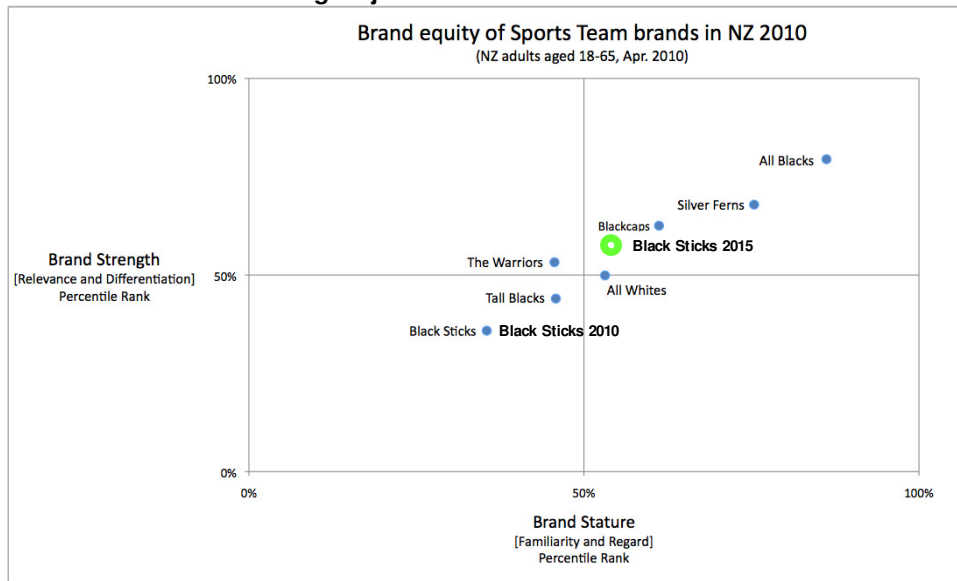
Small Sticks – national participation brand for juniors – positioning needs to be developed.

### Hockey Brand Positioning Objective



Source: Brand Capital May 2010

### Black Sticks Brand Positioning Objective



Source: Brand Capital May 2010

## 8.0 KEY RISKS AND ISSUES

### Resourcing and Capability – At Hockey New Zealand And Regions

To deliver on this plan, Hockey needs to invest in building capability at both a national and regional level, without this, Hockey will not be able to develop or implement the changes required in this plan. Hockey has got less than enough resource to operate in “today’s” world, let alone transition to create tomorrow’s world.

### Design and Develop, Before Implementation

Projects one to four all require investment in design and development, before implementation. This is a critical point with regard to ensuring both successful implementation but also understanding this business plan...for example:

**Project 1 National Participation Programmes:** we must first have stage of design, developing and piloting these programmes, and protecting them, before they are rolled out nationally, if they are to have the robustness, strength and appeal, for national uptake

**Project 2:** Review and reconfirming what we want from our national regional development network, along with building hockey plans with Regional Sports Trusts is required, if we are to make sustainable and impactful change with the development of hockey.

**Project 3:** Designing the regional talent programme, building regional support and then implementing.

**Project 4:** Building regional capability will require us to assess and design the capability we require in the regions, alongside building regional support, before we go into implementation mode.

### Support of Hockey Community including Regions and Associations

As with most plans and initiatives, the devil is in the detail.

While the hockey community strongly support the 6 Priority Projects, the detail for implementation will be developed largely during year 1.

As the detail is being worked through, particularly for Projects 3 and 4, its going to be important for Hockey New Zealand to show strong leadership, balanced with gaining regional buy-in as the implementation details become clearer. The hockey community is going to have to work together, in some cases make sacrifices and trade-offs for the good of the sport.

### Retaining and Strengthening Executive Leadership and Governance of Hockey

The Associations and Regions that are making progress in participation and regional talent development in recent times, are those that have got strong CEO’s and effective Boards. Hockey needs more of this in some critical locations, if we are to successfully implement change. The role of a CEO/Executive in a NSO and RSO in the current economic and funding environment is tough due to lack of support and resources. Retaining these leaders to implement this plan will be critical.

## Appendix 1

### RECOMMENDED INITIATIVES FROM THE NATIONAL FACILITIES AND INFRASTRUCTURE STRATEGY PROJECT

1. Encourage entry level hockey activity to be delivered locally on range of appropriate surfaces [usually indoor or outdoor courts] to improve accessibility compared to competitor sports.
2. Encourage Associations to increase use of a small sided game format (consistent with nationally branded participation programmes) to increase turf revenue and/or reduce fees for entry level players.
3. Encourage Associations to plan to deliver turf capacity just in time using improved predictive modelling and evidence based advocacy to funding partners.
4. Encourage Associations to supplement the core hub facility by establishing satellite turfs to improve accessibility (i.e. play home and away, practice local).
5. HNZ to support Associations in advocating for development of turfs and part turfs [hard court overlays] on school sites to increase profile of hockey in schools.
6. Encourage Associations to partner with schools and Councils to share cost burden in provision of hub facility and supplementary turfs to reduce cost to play.
7. Encourage Associations to use non-hockey funded surfaces for practice and some junior competitions when Association owned turfs are fully occupied during their useable hours [tennis club, school, etc].
8. Encourage investment in Club and Association facilities to enhance the social experience of Hockey.
9. HNZ finalise a specification and hierarchy for venues in consultation with Associations.
10. Develop a national stadium for hosting FIH top property events.
11. Selected investment (by Associations and their funding partners) in venues that comply with HNZ requirements for other HNZ international events.
12. Establish a core hub facility in each region able to host all domestic tournaments (including masters).
13. Encourage Associations to establish an venue facility in each region that complies with HNZ requirements to host HNZ international test events and NHL games.
14. HNZ to co-locate a national training facility with a hub facility (then national stadium when developed) to provide assured access for national squad and player development purposes
15. Priority is to maximise use of hockey Association owned turfs.
16. Establish at least one core hub facility in each region/larger Association to improve net revenue through economies of scale (operational efficiencies) and sufficient hourly throughput to sustain higher levels of service.
17. Increase supplementary spend by users on products and services such as food and beverage at hub facilities to increase net revenues.
18. Selective investment in pavilion facilities to improve level of service (especially food and beverage) and increase the social value to users.
19. Develop small sided (eg: 6 v 6) game formats that are nationally branded and involve a marketed participation programme to achieve higher player throughput per hour to improve net revenues from turf use.
20. Encourage completion of an asset management plan (AMP) for each turf owned by an Association to enable budget provisions for timely renewals.
21. Encourage each Association to complete a funding plan for renewal of infrastructure using HNZ defined guidelines (to be developed).
22. Encourage Associations to maintain quality of turf and other infrastructure to agreed HNZ standards.
23. HNZ to establish a support service to gather and hold best practice information on infrastructure development and management and offer advisory services to Associations and other turf owners and operators.
24. HNZ to develop an operating manual template for turfs for use by turf owners and operators.
25. HNZ initiate in conjunction with Associations the establishment of KPIs for turf performance [such as use, occupancy, pricing, revenue, costs, renewal savings].
26. HNZ initiate in conjunction with Associations the standardised reporting against KPIs by all Associations and turf owners and operators.
27. HNZ to collate the data to enable evidence-based advocacy by Associations to Local Government and other funding partners.