



**Hockey  
Ireland**

STRATEGY 2021 – 2024  
**CHANGE THE GAME**





# HOCKEY IRELAND

## INTRODUCTION

**Hockey Ireland is the National Governing Body for the sport of hockey on the island of Ireland, and is officially recognised as such by Sport Ireland (SI), Sport Northern Ireland (SNI), European Hockey Federation (EHF), International Hockey Federation (FIH), Olympic Federation of Ireland (OFI) and The Federation of Irish Sport (FIS).**

Hockey Ireland has four affiliated branches that govern the sport at provincial level. Hockey is a proud and vibrant all-island sport enjoyed by players across a long lifecycle, ranging from beginners under 6 years of age, to over 80s competing at masters' competitions. Hockey is going through unprecedented growth at grassroots, with new clubs forming and over 32,000 members across the island of Ireland. This demonstrates the profound impact and importance of the qualification, success and media coverage of our Senior Men's and Women's teams at Olympic Games and World Cups over the last four years. Irish coaches, umpires and officials have been awarded high profile international appointments, matching our playing success, and representing our Irish hockey community with excellence around the world. Domestic competition includes provincial and national leagues, cups and events for third level (17), schools (280), and clubs (154). This supports and underpins international preparation and competition at junior age group (JAG), indoor, para hockey, senior and masters level.

Hockey is an inclusive, gender balanced, skilful and progressive Olympic sport. It has a rich history internationally and in Ireland, with the Men's Irish Senior Cup holding the title of the oldest men's hockey competition in the world, beginning in 1893. Annual rule and competition format changes are the norm, constantly improving the player and spectator experience, and increasing the commercial potential of the sport. It is an exciting time for hockey in Ireland, and this strategy outlines Hockey Ireland's roadmap for building on progress and 'changing the game' over the next four years.



# WHERE ARE WE NOW? 2015 - 2020

## MEMBERSHIP

**154**  
CLUBS NATIONWIDE

**32,000**  
ACTIVE MEMBERS

**280**  
SCHOOLS

**17**  
THIRD LEVEL INSTITUTIONS

**EHF CLUBS OF THE YEAR 2019:**  
BALLYMONEY HC & LORETO HC

**6**  
PARAHOCKEY TEAMS

**13**  
MASTERS TEAMS

**188**  
SYNTHETIC PITCHES

## PERFORMANCE

2020 WORLD RANKINGS  
**#8** | **#13**  
WOMEN'S SENIOR | MEN'S SENIOR

**2015 & 2016 FIH GOALKEEPER OF THE YEAR**  
NOMINATIONS 2017 & 2018

**MENS EUROPEAN BRONZE 2015**  
**2** SENIOR WOMEN WIN SILVER MEDAL AT WORLD CUP 2018



**QUALIFIED TEAMS**  
RIO 2016 | TOKYO 2021  
MEN | WOMEN

**RTE TEAM & MANAGER OF THE YEAR 2018**

**306 SHIRLEY MCCAY**  
MOST CAPPED IRISH FEMALE INTERNATIONAL OF ANY SPORT

**050 WOMEN WORLD CUP WINNERS 2018**

## SOCIAL REACH

**440K** WORLD CUP TV VIEWS  
**379K** OLYMPIC QUALIFIERS

**2.7 MILLION**  
SOCIAL IMPRESSIONS

**RECORD CROWD**  
**6,137 PEOPLE**  
03/11/2019 ENERGIA PARK DONNYBROOK

## COACHING

**2015 FIH COACH OF THE YEAR**

**2,526**  
COACHES EDUCATED

## UMPIRING

**78**  
EHF/FIH UMPIRE APPOINTMENTS

# STRATEGIC CONTEXT

**Over the past five years, hockey has been incredibly successful on the international stage. The Senior Men's Team won a bronze medal at the 2015 European Championships and competed at the Rio Olympic Games in 2016. The Senior Women's Team won a silver medal at the 2018 World Cup, the highest finish of any Irish team, in any sport, at a World Cup. They will also compete at the Tokyo Olympic Games 2021.**

This unparalleled success has emanated from a long-standing professional approach to training and competition, in spite of amateur level resources. Hockey as a sport has maximised its human and financial capital, outperformed ranking and expectation, and becoming a source of national sporting pride.

This has led to an increase in expectation from our hockey community and stakeholders in our national team performances on the pitch, and of our off-pitch performance as a National Governing Body. Hockey has enjoyed a fantastic and deserved period of success, but the spotlight has revealed two things. Firstly, as a sport and a community, we are ambitious for more success on the international stage. Secondly, our organisation and structures are no longer fit for purpose. Our membership numbers and public profile have grown exponentially, and we must now evolve, expand and professionalise as a National Governing Body, to ensure all our members have the opportunity to participate, progress, excel and be proud of our game.

The strategic priorities outlined in this document have come from an in-depth and realistic assessment of where Hockey Ireland is now with regard to club support,

finances, governance and structures, high performance, participation and communications. This comprehensive process has included consultation with stakeholders and relevant outside agencies, and research into hockey and other sports and organisations, nationally and internationally. It is now time to focus on building the foundations that will support further growth and success. It is time to address the inefficiencies in our sport, build high quality, trusting relationships with all our stakeholders, and take balanced action around current and future priorities and opportunities.

The Covid 19 global pandemic has brought some key lessons into acute focus which can inform how we move forward together as a sport: the necessity to work together to achieve great things, the power of strong national leadership, clear and sincere communication, and dynamic, decisive action. It has shown us the value of social connection, mental and physical wellbeing, and the role one person can play in the implementation of a national strategy. In times of challenge, it is clear that sport and community play a vital role in sustaining and renewing life on our island. Hockey is rich with capable, passionate and devoted people, and with strong leadership, and a community stepping together, the implementation of this strategy will 'Change the Game.'

# VISION, PURPOSE & VALUES

## VISION

Hockey, one of the 'big 4'

## PURPOSE

To lead the growth and success of hockey in Ireland

## VALUES

### PEOPLE

Our people are our greatest resource.

Our volunteers, players, coaches, umpires, officials, administrators, staff, board and committee members are at the heart of delivering the hockey experience, and determining the success of our sport locally, nationally and internationally.

### LEADERSHIP

Advancing our sport.

Delivering progress by taking decisions and actions that exemplify professionalism, ambition, integrity, and proactivity.

### AMBITION

Striving for high performance on and off the pitch.

Looking for opportunities rather than seeing limits. Taking committed, effective action to reach lofty goals.

### ACCESSIBILITY

A sport for all, for all of life.

People can participate in, and enjoy hockey equally regardless of age, ability, location, race, gender, religion and sexual orientation, served by a National Governing Body that is available to its membership.

### COMMUNICATION

Expressing ambition and celebrating and connecting our hockey community.

Engaging, informing, representing and promoting hockey in a positive and timely manner, to build trust, support, credibility and recognition for what we are doing.

### ENJOYMENT

A passion for the game, on and off the pitch.

Cultivating fun, engagement and a love for the game.

# STRATEGIC FOCUS AREAS

## STRATEGIC GOALS

## OBJECTIVES

### SECURE THE FUTURE

Develop a financially secure and commercially focused organisation that maximises public funding, sponsorship and revenue generating opportunities.

### GROW THE HOCKEY COMMUNITY

Provide leadership in education and member services to drive growth in coaching, umpiring, infrastructure, clubs and participation.

### WIN ON THE WORLD STAGE

Maximise the potential of our high performance people and teams to put Ireland in a position to medal at all tournaments.

### LEAD OUR SPORT

Lead with energy and integrity, operating to high standards in all areas to improve and advance our sport.

### ENGAGE POSITIVELY WITH STAKEHOLDERS

Communicate with professionalism and passion to build positive relationships, and represent hockey with excellence

### BUILD THE HOCKEY IRELAND BRAND

Establish the Hockey Ireland brand to become a nationally respected sports brand.

# GROWING HOCKEY: ROLES OF HOCKEY IRELAND AND HOCKEY COMMUNITY

## ROLE OF HOCKEY IRELAND

- Providing sport leadership and strategic direction
- Providing a framework and pathways from beginner to international levels for players, coaches, umpires, officials and administrators
- Managing and resourcing our national teams' participation in world level events
- Managing the national competition and events programme
- Managing key stakeholder relationships
- Representing hockey's interests nationally
- Increasing the profile of the sport through communication and brand strategies
- Providing a framework for social hockey, affiliate participation and club development
- Hosting national and international events
- Building an organisation with expertise to assist the development of hockey island-wide

## ROLE OF PROVINCIAL BRANCHES

- Providing player, coach, official and administrator development opportunities
- Delivering quality competitions that meet participant needs
- Supporting the delivery of schools competitions
- Developing strategic plans that support long term sustainability
- Sourcing grant funding and sponsorship to support game development and talent development programmes
- Partnering with councils and LSPs to promote hockey
- Managing regional talent development programmes
- Supporting and aligning with Hockey Ireland initiatives and programmes

## ROLE OF CLUBS

- Recruiting and developing players, coaches, officials and administrators
- Promoting and delivering hockey as an exciting, inclusive, lifelong sport
- Building relationships with local schools, media and communities
- Providing a player pathway for all ages and abilities
- Developing strategic plans to support long-term sustainability
- Supporting teams to enter local competition
- Facilitating social hockey where possible
- Promoting healthy social interaction, fun and friendship
- Sourcing local grant funding for club development
- Supporting various Hockey Ireland initiatives to progress our sport

## ROLE OF SCHOOLS

- Recruiting and developing players, coaches, umpires and supporters
- Positioning your most engaging and capable coaches with beginners
- Promoting and delivering hockey as a fun and exciting sport
- Building relationships with local clubs, media and communities
- Providing a player pathway for all ages and abilities
- Developing strategic plans to support long-term growth
- Supporting teams to enter local competitions
- Facilitating social hockey, indoor or outdoor
- Promoting healthy social interaction, fun and friendship
- Sourcing local grant funding for facility and equipment development
- Supporting various Hockey Ireland initiatives to progress our sport



# GLOSSARY

<b>ADO</b>	Anti-Doping Officer
<b>CA</b>	Competitions Administrator
<b>CDM</b>	Coach Development Manager
<b>CDO</b>	Coach Development Officer
<b>CEO</b>	Chief Executive Officer
<b>CM</b>	Commercial Manager
<b>Comm Comm</b>	Communications Committee
<b>Comp Comm</b>	Competitions Committee
<b>CVM</b>	Club & Volunteer Manager
<b>EM</b>	Events Manager
<b>FIM</b>	Finance Manager
<b>FM</b>	Facilities Manager
<b>HP Comm</b>	High Performance Committee
<b>HPD</b>	High Performance Director
<b>HRM</b>	Human Resource Manager
<b>IHUA</b>	Irish Hockey Umpire Association
<b>JPM</b>	JAG Pathway Manager
<b>MCM</b>	Marketing and Communications Manager
<b>MCO</b>	Marketing and Communications Officer
<b>MM</b>	Membership Manager
<b>NCO</b>	National Children's Officer
<b>PPO</b>	Participation Officer
<b>PUAs</b>	Provincial Umpire Associations
<b>UDM</b>	Umpire Development Manager
<b>U Reps</b>	Umpiring Representatives

## GOAL 1: SECURING THE FUTURE

*We will develop a financially secure and commercially focused organisation that maximises public funding, sponsorship and revenue generating opportunities.*

KEY ACTIONS	DELIVERY GOALS	RESPONSIBILITY	TIMELINE
<b>Develop a sustainable, longterm funding structure for the organisation</b>	<ul style="list-style-type: none"> <li>Implement a new individual membership scheme to ensure members are paying efficiently for participation in hockey, and the organisation can support new growth with sustainable annual income</li> </ul>	<ul style="list-style-type: none"> <li>CEO/MM</li> </ul>	<ul style="list-style-type: none"> <li>Q4 2021</li> </ul>
	<ul style="list-style-type: none"> <li>Establish a Hockey Trust where corporate and private benefactors can donate to support the hockey performance pathway and strategic club projects</li> </ul>	<ul style="list-style-type: none"> <li>CEO</li> </ul>	<ul style="list-style-type: none"> <li>Q3 2021</li> </ul>
<b>Maximise revenue generating opportunities</b>	<ul style="list-style-type: none"> <li>Commercialise hockey to generate significantly more revenue and maximise the value of the Hockey Ireland brand</li> </ul>	<ul style="list-style-type: none"> <li>CEO/Board</li> </ul>	<ul style="list-style-type: none"> <li>Q3 2021/ Ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>Through growing the sport gain increased funding from Sport Ireland and Sport Northern Ireland, while accessing new public funding sources from a range of government departments (north and south) tied to the National Sports Policy, National Physical Development Plan, Cross Border initiatives, Sports Capital Grants, Local Sports Partnerships, Sport Ireland Strategic Plan, European Union, Youth Field Sports, The Reconciliation Fund, Olympic Federation of Ireland discretionary funding and Sports Inclusion Grants, Large Scale Sport Infrastructure Fund.</li> </ul>	<ul style="list-style-type: none"> <li>CEO/CVM/FM/HPD/PPO</li> </ul>	<ul style="list-style-type: none"> <li>Annual/ Ongoing</li> </ul>
<b>Manage our finances prudently</b>	<ul style="list-style-type: none"> <li>Take decisions and actions that support targeted building of our reserves towards 6 months of operating expenses</li> </ul>	<ul style="list-style-type: none"> <li>CEO/Board</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>Maintain and implement robust financial processes, practices and technologies</li> </ul>	<ul style="list-style-type: none"> <li>FIM/Finance Committee</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>Examine costs to ensure we are getting value for money in all areas</li> </ul>	<ul style="list-style-type: none"> <li>FIM, HRM</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>Use our financial resources in an efficient fashion</li> </ul>	<ul style="list-style-type: none"> <li>CEO</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

## GOAL 2: GROWING THE HOCKEY COMMUNITY

*We will provide leadership in education and member services to drive growth in coaching, umpiring, infrastructure, clubs and participation.*

### CLUB & VOLUNTEER SUPPORT

KEY ACTIONS	DELIVERY GOALS	RESPONSIBILITY	TIMELINE
<b>Provide value and service to members and clubs</b>	<ul style="list-style-type: none"> <li>• Provide online membership and subscription management software</li> <li>• Provide personal accident insurance for all members</li> <li>• Provide comprehensive online resources and monthly webinars and workshops to support key volunteer and club challenges</li> <li>• Attract partners who will provide membership discounts</li> <li>• Coordinate an annual club fundraiser</li> <li>• Create member-only, segment specific, exclusive content</li> <li>• Review competitive structures and fixture programming at all levels</li> </ul>	<ul style="list-style-type: none"> <li>• MM</li> <li>• MM</li> <li>• CVM</li> <li>• CM</li> <li>• CVM</li> <li>• MCM</li> <li>• CEO/Board</li> </ul>	<ul style="list-style-type: none"> <li>• Q4 2021</li> <li>• Q1 2022</li> <li>• Q3 2021/ Ongoing</li> <li>• Q2 2022/ Ongoing</li> <li>• Q3 2022</li> <li>• Q4 2021/ Ongoing</li> <li>• Q1 2022/ Ongoing</li> </ul>
<b>Facilitate formal knowledge sharing</b>	<ul style="list-style-type: none"> <li>• Coordinate a 'Club Hub' support programme where clubs can access assistance with grant applications, PR, governance/operations, new section development and club strategic planning</li> </ul>	<ul style="list-style-type: none"> <li>• CVM</li> </ul>	<ul style="list-style-type: none"> <li>• Q4 2021/ Annual</li> </ul>
<b>Develop volunteers and young people</b>	<ul style="list-style-type: none"> <li>• Establish regional volunteer panels to provide formal opportunities to develop, support key events/initiatives, and contribute to hockey in Ireland</li> <li>• Develop young leaders to invigorate and contribute to our sport</li> <li>• Establish an annual conference for administrators</li> </ul>	<ul style="list-style-type: none"> <li>• CVM/ Provinces</li> <li>• CVM/ Provinces</li> <li>• CVM</li> </ul>	<ul style="list-style-type: none"> <li>• Q2 2022</li> <li>• Q3 2021/ Ongoing</li> <li>• Q3 2022</li> </ul>

## PARTICIPATION

KEY ACTIONS	DELIVERY GOALS	RESPONSIBILITY	TIMELINE
<b>Create new and different participation opportunities</b>	<ul style="list-style-type: none"> <li>Establish and grow social 'quick hockey' across the 4 Branches</li> <li>Run regional World Cup and Olympic blitz events for primary schools to encourage participation and sell hockey as a fun and exciting sport</li> <li>Establish school age mixed social hockey leagues to improve retention</li> <li>Create hockey 7s summer festival events to encourage re-engagement, old teams reconnecting, and a new hockey playing experience</li> </ul>	<ul style="list-style-type: none"> <li>PPOs/Clubs</li> <li>PPOs/Provinces</li> <li>Comp Comm/Provinces</li> <li>PPOs/Clubs</li> </ul>	<ul style="list-style-type: none"> <li>Q3 2021/Ongoing</li> <li>Q1 2022 Quarterly/Ongoing</li> <li>Q3 2022</li> <li>Q3 2022/Annual</li> </ul>
<b>Facilitate hockey for all</b>	<ul style="list-style-type: none"> <li>Encourage hockey as a lifelong, inclusive, family sport by facilitating opportunities and formalizing affiliate support for para, LGBT, indoor, schools, third level education and masters participation</li> <li>Inclusion - establish coaching programmes for Parahockey ID</li> <li>Keep a club locator with waiting list visibility on our website to ensure available beginners hockey places are accessible</li> </ul>	<ul style="list-style-type: none"> <li>MM/CEO</li> <li>CDO</li> <li>MM/MCO/Clubs</li> </ul>	<ul style="list-style-type: none"> <li>Q4 2021/Ongoing</li> <li>Q1 2022</li> <li>Q4 2021/Ongoing</li> </ul>
<b>Provide targeted support to key people, groupings and entities</b>	<ul style="list-style-type: none"> <li>Develop targeted participation and communication plans to specifically grow boys hockey, hockey in areas it does not yet exist, and places where interest in hockey is highest</li> <li>Support the development of clubs, schools, coaches, umpires, officials, volunteers and infrastructure, understanding they enable new growth</li> <li>Women in Sport - establish and develop programmes to increase the number of female coaches coaching at performance levels (EYHL/Interprovincial/JAG) understanding they enable new growth</li> </ul>	<ul style="list-style-type: none"> <li>MCM/PPOs</li> <li>CDM/UDM/CVM/MM/PPO/FM</li> <li>CDM/UDM/CVM/MM/PPO/FM</li> </ul>	<ul style="list-style-type: none"> <li>Q2 2021/Annual</li> <li>Ongoing</li> <li>Ongoing</li> </ul>
<b>Promote to recruit and retain</b>	<ul style="list-style-type: none"> <li>Implement a communications strategy that celebrates all aspects of hockey and promotes our sport through digital, national media and broadcast channels</li> <li>Advance hockey's agenda by advocating for youths to generalise rather than specialise in a sport, and use senior athletes' sporting history to tell compelling stories</li> </ul>	<ul style="list-style-type: none"> <li>MCM/Comm Comm</li> <li>MCM/HP Players</li> </ul>	<ul style="list-style-type: none"> <li>Q4 2021/Annual</li> <li>Q1 2022/Annual</li> </ul>

## UMPIRING AND OFFICIALS

KEY ACTIONS	DELIVERY GOALS	RESPONSIBILITY	TIMELINE
<b>Develop and implement a new umpiring strategy with key stakeholders to support the development of umpiring from grassroots to high performance</b>	<ul style="list-style-type: none"> <li>Independent facilitation of collaborative workshops between all key stakeholders</li> <li>Update the umpiring pathway and panels to support the development of new and existing umpires</li> <li>Identify staff and board member with responsibility for progressing umpiring</li> <li>Clarify the roles, responsibilities and connections between all stakeholders in the development of umpiring regionally and nationally</li> </ul>	<ul style="list-style-type: none"> <li>CEO/Board</li> <li>UDM/IHUA/Provinces/PUAs</li> <li>CEO/Board</li> <li>CEO/Board/IHUA/Provinces/PUAs</li> </ul>	<ul style="list-style-type: none"> <li>Q4 2021</li> <li>Q2 2022</li> <li>Q3 2021</li> <li>Q2 2022</li> </ul>
<b>Lead a culture change in conjunction with our key umpiring stakeholders</b>	<ul style="list-style-type: none"> <li>Use core principles of education and development, communications, good governance, integrated operations and finance, and strong, positive working relationships to redefine how stakeholders collaborate</li> <li>Introduce online rules test for all senior players</li> <li>Develop a marketing and communications strategy to               <ul style="list-style-type: none"> <li>celebrate and publicise the achievements and appointments of our Irish umpires</li> <li>attract players to take up umpiring</li> <li>educate the hockey community on commonly misinterpreted rules</li> </ul> </li> <li>Review and refine governance, finance and operations of umpiring in Ireland</li> <li>Establish clear roles and strong, positive working relationships with all bodies responsible for delivery and development of umpiring in Ireland</li> <li>Develop and pilot a coach/captain match feedback framework to support positive engagement and game development</li> </ul>	<ul style="list-style-type: none"> <li>CEO/Board/IHUA/Provinces/PUAs</li> <li>UDM</li> <li>MCM/CComm/U reps</li> <li>CEO/Board</li> <li>CEO/Board/UDM</li> <li>UDM/U reps</li> </ul>	<ul style="list-style-type: none"> <li>Q3 2021/Ongoing</li> <li>Q1 2021</li> <li>Q1 2022</li> <li>Q2 2022</li> <li>2021/Ongoing</li> <li>Q2 2023</li> </ul>
<b>Recruit, develop and retain umpires and officials</b>	<ul style="list-style-type: none"> <li>Identify elite and experienced umpires and officials coming to, or at the end of their career, and recruit them into development and support roles</li> <li>Develop a Hockey Ireland database of active umpires and officials</li> <li>Provide aligned education opportunities to support the development of new and existing officials, to include Young Hockey Leaders, Women in Umpiring, regional and national workshops and courses</li> <li>Establish a panel of umpire and official developers sufficient to meet and sustain the goals of the organization</li> </ul>	<ul style="list-style-type: none"> <li>UDM/IHUA/U reps</li> <li>UDM/MM/CA</li> <li>UDM/Provinces/PUAs/IHUA</li> <li>UDM/U reps</li> </ul>	<ul style="list-style-type: none"> <li>Q1 2022/Ongoing</li> <li>Q3 2021</li> <li>Q3 2022/Ongoing</li> <li>Annual/Ongoing</li> </ul>

## COACHING

KEY ACTIONS	DELIVERY GOALS	RESPONSIBILITY	TIMELINE
<b>Update the coaching pathway to support the development of new and existing coaches</b>	<ul style="list-style-type: none"> <li>• Review and update Fundamentals and Level 1</li> <li>• Review and update Level 2</li> <li>• Deliver Level 3 biannually</li> <li>• Engage with teacher training colleges and provide a 'coaching hockey' module</li> <li>• The Coach Education Committee membership to be reviewed to consider to include coaching representatives from each pathway stage, academia, women in coaching, independents (non-hockey), international input (non-Irish perspective)</li> </ul>	<ul style="list-style-type: none"> <li>• CDO</li> <li>• C</li> <li>• CDOM</li> <li>• CDO</li> <li>• CEC Chair</li> </ul>	<ul style="list-style-type: none"> <li>• Q3 2021</li> <li>• Q4 2021</li> <li>• Ongoing</li> <li>• Q2 2021/ Ongoing</li> <li>• Q2 2021</li> </ul>
<b>Deliver a comprehensive and cutting-edge suite of coach development programmes, resources and CPD modules to support the growth of all our coaches</b>	<ul style="list-style-type: none"> <li>• Develop coaching resources to support Hooked for Life (Long Term Player Development) implementation</li> <li>• Establish a High Performance Coach Development Programme to advance our JAG and senior international coaches</li> <li>• Deliver regular CPD webinars</li> <li>• Establish a community of practice for youth coaches</li> <li>• Hooked for Life - to create Hooked for Life ambassadors for every club and implement competition formats in every province. All of the development and coaching strategies should be reflecting the Hooked for Life model</li> </ul>	<ul style="list-style-type: none"> <li>• CDM/CDO/HP Coaches</li> <li>• CEC Chair/HPD</li> <li>• CDM</li> <li>• CDO</li> <li>• CDO</li> </ul>	<ul style="list-style-type: none"> <li>• Q3 2021</li> <li>• Q3 2022</li> <li>• Q2 2021/ Ongoing</li> <li>• Q2 2022</li> <li>• Q1 2022</li> </ul>
<b>Quality assure our coaches and improve player development standards in the future</b>	<ul style="list-style-type: none"> <li>• Develop a licensing model to include annual CPD requirements</li> <li>• Develop a Hockey Ireland database of active coaches</li> <li>• Establish a panel of coach developers sufficient to meet and sustain the coaching goals of the organisation</li> <li>• Ensure all coaches are current with safeguarding and vetting requirements</li> </ul>	<ul style="list-style-type: none"> <li>• CDM</li> <li>• CA</li> <li>• CDM</li> <li>• NCO</li> </ul>	<ul style="list-style-type: none"> <li>• Q3 2023</li> <li>• Q3 2021</li> <li>• Annual/ Ongoing</li> <li>• Ongoing</li> </ul>

## INFRASTRUCTURE

KEY ACTIONS	DELIVERY GOALS	RESPONSIBILITY	TIMELINE
<b>Implement a facilities strategy to develop, improve and protect our hockey pitches nationally</b>	<ul style="list-style-type: none"> <li>• Advocate and activate for hockey, as needed, at a national and local level to support grant applications and allocations, and advance the agenda of our sport</li> <li>• Cultivate strategic and community partnerships with councils, LSPs and 3rd level institutions to increase the hockey footprint in Ireland</li> <li>• Support clubs with Capital Grant applications and local council, school or multi-sport centre partnership guidelines</li> <li>• Audit and maintain a record of hockey facilities island-wide, identifying and acting on opportunities and threats to hockey</li> </ul>	<ul style="list-style-type: none"> <li>• CEO/FM/Provinces</li> <li>• FM/HPM</li> <li>• FM</li> <li>• FM/Provinces</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Q4 2020/Ongoing</li> <li>• Annual</li> </ul>
<b>Develop key 'home of hockey' infrastructure projects</b>	<ul style="list-style-type: none"> <li>• Develop the Sport Ireland hockey facility to be fit for purpose for our High Performance teams</li> <li>• Engage with Sport Ireland, to develop fit for purpose Hockey Ireland offices</li> </ul>	<ul style="list-style-type: none"> <li>• HPD/FM</li> <li>• CEO</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Q2 2021</li> </ul>
<b>Invest in technology and systems</b>	<ul style="list-style-type: none"> <li>• Invest in technology that connect our community and allow us to service and reach members efficiently and effectively to include:             <ul style="list-style-type: none"> <li>- All-island competition management and membership system</li> <li>- Best-in-class communications technology</li> <li>- Fit for purpose accounting software</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• HRM</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>



## GOAL 3: WINNING ON THE WORLD STAGE

*We will maximise the potential of our high performance people and teams to put Ireland in a position to win medals at all tournaments.*

KEY ACTIONS	DELIVERY GOALS	RESPONSIBILITY	TIMELINE
<b>Build our HP system culture and identity</b>	<ul style="list-style-type: none"> <li>• Develop a performance culture within Hockey Ireland that pervades all teams and is lived by everyone involved in high performance in Hockey Ireland</li> <li>• Take a 'whole person' approach to maximise the performance potential of all athletes and teams</li> <li>• Capture lessons from past successes and failures to inform processes, programmes and performances of the future</li> <li>• Acknowledge what makes Irish people and teams unique, and foster this as core to how we compete on the international stage</li> </ul>	<ul style="list-style-type: none"> <li>• HPD</li> <li>• All HP staff</li> <li>• HPD/Snr Coaches</li> <li>• HPD/Snr Players/ Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Q4 2021/ Ongoing</li> <li>• Q1 2022</li> </ul>
<b>Invest in people and national programmes</b>	<ul style="list-style-type: none"> <li>• Attract, develop and retain world class people</li> <li>• Establish a High Performance Coach Development Programme to advance our JAG and senior international coaches</li> <li>• Identify and develop managers who can operate in elite environments and support our international high performance teams</li> <li>• Develop a HP personnel welfare policy</li> <li>• Invest proportionately in current and future high performance athletes and coaches</li> <li>• Deliver sustainable and effective national programmes</li> <li>• Establish a strong base of world class athletes</li> <li>• Expose coaches and athletes to high quality competition</li> <li>• Specialist coaching - establish masterclass courses for goalkeeping; penalty corner coaching etc competition</li> </ul>	<ul style="list-style-type: none"> <li>• Board/CEO/HPD</li> <li>• CC Chair/HPD</li> <li>• HP Comm/HPD</li> <li>• HP Comm/HPD</li> <li>• Board/CEO/HPD</li> <li>• HPD/CEO</li> <li>• HPD/Snr Coaches</li> <li>• HPD/Snr Coaches</li> <li>• HPD/Snr Coaches</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Q3 2022/ Annual</li> <li>• Q3 2022/ Annual</li> <li>• Q1 2022</li> <li>• Ongoing/ Annual</li> <li>• Ongoing/ Annual</li> <li>• Q3 2024</li> <li>• Ongoing/ Annual</li> <li>• Ongoing/ Annual</li> </ul>
<b>Lead on talent development structures and curriculum</b>	<ul style="list-style-type: none"> <li>• Establish uniform regional, island-wide talent development pathways that are aligned to the national structures, and provide continuity from participation to performance</li> <li>• Implement Hooked For Life across our extended performance community to ensure alignment, shared understanding and a unified approach to talent development</li> </ul>	<ul style="list-style-type: none"> <li>• HP Comm/ HPD/HPM/ Provinces</li> <li>• JPM</li> </ul>	<ul style="list-style-type: none"> <li>• Q2 2022</li> <li>• Q1 2022</li> </ul>





## GOAL 4: LEADING OUR SPORT

*We will lead with energy and integrity, operating to high standards in all areas to improve and advance our sport.*

KEY ACTIONS	DELIVERY GOALS	RESPONSIBILITY	TIMELINE
<b>Provide national leadership on key structures, models, processes and pathways</b>	<ul style="list-style-type: none"> <li>• Conduct an audit of the national operating, financial and governance model and implement recommendations</li> <li>• Work with stakeholders to develop one aligned, robust and uniform national disciplinary process</li> <li>• Review competitive structures and fixture programming at all levels to maximise the playing experience, commercial potential of hockey, and to support player retention</li> <li>• Update our coaching, umpiring and talent development pathways</li> </ul>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Disciplinary Committee/CEO</li> <li>• Board/Provinces</li> <li>• Coaching/ Umpiring/HP Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Q2 2022/ Q3 2023 Implementation</li> <li>• Q2 2023</li> <li>• 2021</li> <li>• 2022</li> </ul>
<b>Govern with excellence</b>	<ul style="list-style-type: none"> <li>• Continue to operate to best practice standards as set out in the Governance Code adopted by the board</li> <li>• Review and refine board and subcommittee processes annually</li> <li>• Induct new board and subcommittee members</li> <li>• Oversee strategic implementation to ensure there is timely and impactful progress in our sport, and we are building the foundations for tomorrow's success today</li> <li>• Develop appropriate board subcommittees to deliver the objectives of the Strategic Plan</li> <li>• Develop a succession planning model to ensure continuity in Board expertise</li> <li>• Implement an annual workplan approach</li> <li>• Continually review and implement best practice and compliance in safeguarding, child welfare and protection, and anti-doping.</li> </ul>	<ul style="list-style-type: none"> <li>• CEO/Chair</li> <li>• Board/CEO</li> <li>• CEO</li> <li>• Board</li> <li>• Board/CEO</li> <li>• Board</li> <li>• CEO/Chair</li> <li>• NCO/ADO</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Q1 Annually</li> <li>• Q3 Annually</li> <li>• Ongoing/ Quarterly</li> <li>• Q4 2021</li> <li>• Q1 2021</li> <li>• Q2 Annually</li> <li>• Ongoing/Annual</li> </ul>

KEY ACTIONS	DELIVERY GOALS	RESPONSIBILITY	TIMELINE
<b>Raise the performance of our organisation</b>	<ul style="list-style-type: none"> <li>• Develop a healthy, enterprising and vibrant culture in Hockey Ireland</li> <li>• Clarify and delineate strategic and operational roles and responsibilities, levels of decision making, and flow of information</li> <li>• Restructure the organization and revise roles to ensure strategic goals are met</li> <li>• Work preemptively and proactively by developing annual and integrated calendars for board and subcommittee meetings, training and competition, education, member services and communications</li> <li>• Invest in organizational development to ensure activities are carried out to the highest of standards</li> <li>• Engage, develop and retain highly capable people to advance hockey on the island of Ireland</li> <li>• Introduce an organizational scorecard</li> </ul>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• CEO/Chair/Independent Governance Expert</li> <li>• CEO/HR Board Director</li> <li>• CEO/HRM</li> <li>• CEO/HRM</li> <li>• Board/CEO</li> <li>• Board/CEO</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Q2 2022</li> <li>• Q3 2021</li> <li>• Q3 2021/ Q2 Annually</li> <li>• Annual/ Ongoing</li> <li>• Ongoing</li> <li>• Q3 2021</li> </ul>
<b>Build trust and credibility</b>	<ul style="list-style-type: none"> <li>• Focus on providing value to our members</li> <li>• Publish half-yearly public progress updates to keep the membership and general public informed of what we are doing, how we are doing it, and increase confidence in the work of Hockey Ireland in the public eye</li> <li>• Publish annual calendars in mid June in advance of the upcoming season to allow the hockey community to plan ahead</li> <li>• Address the inefficiencies in our sport and tackle systemic issues which are preventing progress</li> <li>• Become data driven and member-centric to enable Hockey Ireland to be a relevant, responsive and representative National Governing Body.</li> <li>• Deliver on our strategic goals</li> <li>• Take decisions and actions in a timely and transparent fashion</li> <li>• Communicate to members often, with excellence</li> <li>• Represent our sport positively</li> </ul>	<ul style="list-style-type: none"> <li>• All staff</li> <li>• CEO/Board</li> <li>• CEO/MCM</li> <li>• Board</li> <li>• Board/CEO/MM/CM/MCM</li> <li>• Board/CEO</li> <li>• Board/CEO</li> <li>• CEO/MCM</li> <li>• CEO/Board/All</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• June/Dec Annually</li> <li>• Q2 Annually</li> <li>• 2020-23</li> <li>• Q3 2021/ Ongoing</li> <li>• Per Roadmap</li> <li>• Monthly/ Ongoing</li> <li>• Monthly</li> <li>• Ongoing</li> </ul>

## GOAL 5: ENGAGING POSITIVELY WITH STAKEHOLDERS

*Communicating with professionalism and passion to build positive relationships, and represent hockey with excellence.*

KEY ACTIONS	DELIVERY GOALS	RESPONSIBILITY	TIMELINE
<b>Engage positively with members</b>	<ul style="list-style-type: none"> <li>• Develop a member engagement strategy and content plan to increase our relevance to all members</li> <li>• Overhaul and update the Hockey Ireland website</li> <li>• Establish a data analysis framework to assess and understand reach, engagements and participation levels, and create targets and success measures</li> <li>• Design a suite of promotional resources to increase the profile of hockey at all levels</li> </ul>	<ul style="list-style-type: none"> <li>• MCM/MM/Com Comm</li> <li>• MCM</li> <li>• MCM/Com Comm/PPOs/Provinces</li> <li>• MCM/MCO</li> </ul>	<ul style="list-style-type: none"> <li>• Q4 2021/ Annually</li> <li>• Q2 2021</li> <li>• Q4 2022</li> <li>• Q1 2022</li> </ul>
<b>Engage professionally with key stakeholders</b>	<ul style="list-style-type: none"> <li>• Develop a stakeholder management strategy</li> <li>• Conduct a quarterly stakeholder relationship analysis and implement agreed actions</li> <li>• Designate ownership of all stakeholder relationships</li> </ul>	<ul style="list-style-type: none"> <li>• CEO/Board</li> <li>• CEO/Board</li> <li>• CEO/Board</li> </ul>	<ul style="list-style-type: none"> <li>• Q3 2021</li> <li>• Quarterly/ Ongoing</li> <li>• Ongoing</li> </ul>
<b>Build connection within the hockey community</b>	<ul style="list-style-type: none"> <li>• Examine and strengthen the connections and communications between Hockey Ireland and the provinces and clubs</li> <li>• Develop partnership plans with provinces and affiliates</li> <li>• Facilitate connections within the hockey community in order to learn, share and progress our sport</li> <li>• Bring key influencers together to deliver on HI strategic objectives, making the best use of our collective resources</li> <li>• Create an annual Hockey Ireland programme of events that foster community spirit and excitement</li> <li>• Celebrate the rich history of our sport in Ireland and consolidate and develop the Hockey Ireland archive</li> </ul>	<ul style="list-style-type: none"> <li>• CEO/Board/Comm Comm/MM</li> <li>• CEO/Board</li> <li>• CVM/FM</li> <li>• CEO/Board</li> <li>• EM</li> <li>• MCO, Board Member</li> </ul>	<ul style="list-style-type: none"> <li>• Q4 2021/ Annually</li> <li>• Q3 Annually</li> <li>• 2022/ Ongoing</li> <li>• Q2 2021/ Ongoing</li> <li>• Q1 Annually</li> <li>• 2020-2023</li> </ul>

## GOAL 6: BUILDING THE HOCKEY IRELAND BRAND

*We will work to establish the Hockey Ireland brand to become a nationally respected sports brand.*

KEY ACTIONS	DELIVERY GOALS	RESPONSIBILITY	TIMELINE
<b>Position the Hockey Ireland brand to leverage international success for the benefit of the whole community</b>	<ul style="list-style-type: none"> <li>• Become data and insight driven to understand brand perceptions, and take informed decisions and actions</li> <li>• Communicate with excellence to stakeholders at every touch-point</li> <li>• Build long term relationships and partnerships that align with Hockey Ireland's values and can support our ambitions to be realised</li> <li>• Invest in commercial expertise</li> </ul>	<ul style="list-style-type: none"> <li>• CM/CEO/Board</li> <li>• CEO/All staff</li> <li>• CM/CEO</li> <li>• Board</li> </ul>	<ul style="list-style-type: none"> <li>• Q4 2021</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Q4 2021</li> </ul>
<b>Increase visibility and exemplify ambition and professionalism</b>	<ul style="list-style-type: none"> <li>• Develop one annual flagship international event targeting significant attendance and national media coverage</li> <li>• Diversify our merchandising range in line with brand guidelines and values</li> <li>• Develop and implement brand guidelines for Hockey Ireland including master and sub brands as necessary</li> </ul>	<ul style="list-style-type: none"> <li>• EM/CEO</li> <li>• CM</li> <li>• CM/MCM</li> </ul>	<ul style="list-style-type: none"> <li>• Q4 Annually</li> <li>• Q2 2022/ Annually</li> <li>• Q2 2022</li> </ul>
<b>Create world leading digital content</b>	<ul style="list-style-type: none"> <li>• Deliver targeted marketing, PR and promotion of key activities, events and initiatives with local, national and international media</li> <li>• Use ambassadors and performance methods to create value</li> </ul>	<ul style="list-style-type: none"> <li>• MCM</li> <li>• MCM</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> </ul>



# CHANGE THE GAME

'Change the Game' is designed to positively impact every member of Hockey Ireland. Its successful implementation relies on a collaborative approach from all stakeholders.

<b>DEPENDENCIES</b>	<b>WHO &amp; HOW: LEVERAGING ALL OUR RESOURCES FOR SUCCESS</b>				
<b>QUALITY OF OUR PEOPLE</b>	→ <b>HUMAN CAPITAL</b>	STAFF	CLUBS	VOLUNTEERS	INTERNS
		BOARD	PROVINCES	PLAYERS	OUT SOURCE
<b>QUALITY OF OUR RELATIONSHIPS</b>	→ <b>SOCIAL CAPITAL</b>	RELATIONSHIPS	STAKEHOLDERS		SUB COMMITTEES
		NETWORKS	VOLUNTEERS		
<b>COMMERCIAL ACUMEN</b>	→ <b>FINANCIAL CAPITAL</b>	MEMBERSHIP	TRUST		UNTAPPED FUNDING SOURCES
		COMMERCIAL REVENUE	CORE GRANTS		
<b>QUALITY OF FUNCTIONALITY</b>	→ <b>TECHNOLOGY</b>	MEMBERSHIP SYSTEM	COMPETITION MANAGEMENT	FINANCIAL SYSTEMS	OFFICIALS
		WEBSITE	DIGITAL	PERFORMANCE ANALYSIS	
<b>FOCUS ON EFFECTIVENESS</b>	→ <b>OTHER RESOURCES</b>	MORE DATA	IMPROVED PROCESSES	POLICY REVISION	PROVINCIAL PARTNERSHIP AGREEMENTS
		STRUCTURE CHANGES	STRATEGIC FOCUS		

**SUCCESSFUL IMPLEMENTATION**

# IMPLEMENTATION



Each element of 'Change the Game' will be implemented in four phases:

## 1. FOUNDATIONS

Review, audit, revise, establish, update, restructure, build relationships, come together, plan

## 2. ENHANCE

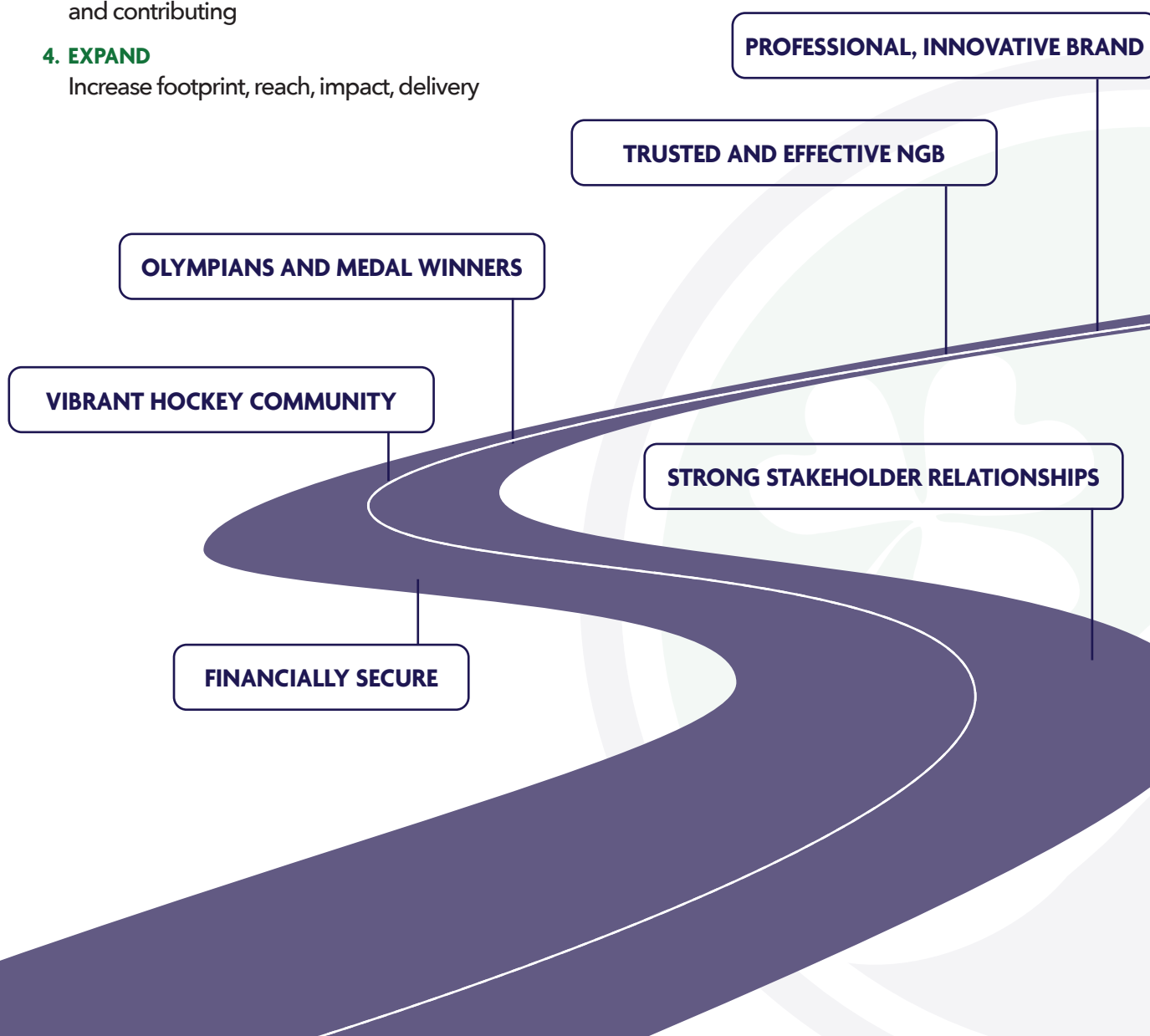
Improve quality, programmes, processes, resources, engagement, delivery, experience

## 3. ADVANCE

Progress with all stakeholders mobilised and contributing

## 4. EXPAND

Increase footprint, reach, impact, delivery





**Hockey  
Ireland**