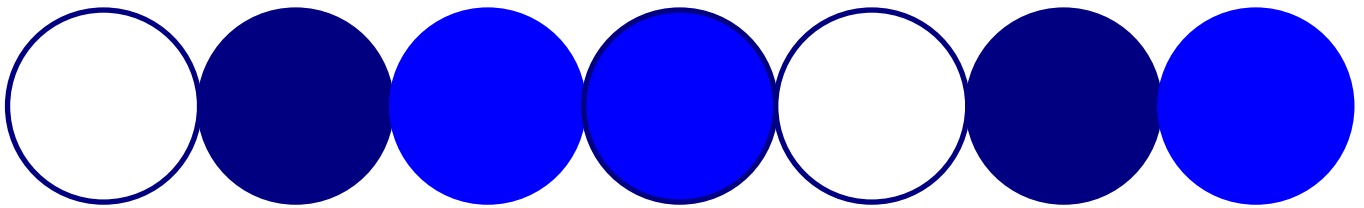


DRAFT FOR CONSULTATION

DELIVERING HOCKEY

A delivery framework for hockey in the community



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1. INTRODUCTION

Hockey was confirmed by Sport England as one of its top 10 priority sports for funding in November 2003. To access Sport England funding from April 2005, hockey is required to submit a Whole Sport Plan by November 2004. This Plan, based upon the England Hockey Strategy 2004-2009 (to be published Summer 2004) will define the vision, strategic objectives, structure for delivery, and intended sporting outcomes for the development of hockey from grass roots to elite performance.

This document, *Delivering Hockey – a delivery framework for hockey in the community*, provides guidance to County Sports Partnerships* (CSPs), County Hockey Associations, clubs and schools regarding the delivery objectives of the England Hockey Strategy (Whole Sport Plan) from introducing young people to the game to potentially reaching county representation. *Delivering Hockey* also clarifies the roles of all partners involved in local hockey delivery.

England Hockey believes that CSPs are essential to the effective implementation and delivery of the Strategy. CSPs are in a unique position to add value to hockey at a local level in three key ways – they can provide support to drive up participation and quality in hockey, they can provide generic expertise about developing our sport and facilitate work with other sports and partners, and they can help us to secure external resources, particularly through non sport specific avenues.

England Hockey believes that working with CSPs is a key mechanism for delivering hockey's strategic aims up to and including county level. This delivery will be in partnerships with existing structures including County Hockey Associations (CHA), Hockey Umpire Associations (HUA) and School Sports Partnerships (SSP). (see Diagram 2 on page 7)

England Hockey acknowledges that CSPs will be at different stages of development and varying states of readiness for delivery. It should be recognised that the framework is for a four to five year period and the expectation is that not everything can be achieved in year one.

The Sport England funding changes mean that, for the first time, hockey will be able to directly fund the work laid out in this framework, which only includes areas identified in the England Hockey Strategy. In addition to the framework, a number of supporting documents (SDs) will be provided. These will detail exactly how elements of the framework are to be delivered. Each SD includes examples of good practice and templates which should be used. Please note these documents are current work in progress and will be available from September 2004.

2. BACKGROUND INFORMATION

Hockey was one of nine sports originally involved in the Active Sports programme from 1999, for which the English Hockey Associations (EHA) produced a delivery framework in partnership with Sport England.

Between 1999 and 2004 there have been significant changes in both wider sport and hockey environments:

- A changing government agenda, highlighting the role sport can play in health, education and reducing crime.
- Funding streams have changed and National Governing Bodies of Sport (NGBs) are now being empowered to invest external funding into achieving our aspirations and vision for our sport.
- The governing body for hockey has undergone significant changes, and following internal difficulties the EHA ceased trading in 2002. England Hockey was formed in 2003 as the new NGB for hockey in England and has now put in place a very clear strategy for the future of the sport (to be published Summer 2004).

* Please note: for the purposes of this document 'County Sports Partnerships (CSPs)' refers to both existing Active Sports Partnerships and wider County Sports Partnerships. See glossary in appendix for more information on CSPs.

In addition, hockey now has the benefit of five years' experience of Active Sports delivery. Hockey has been able to collect and share examples of good practice that will underpin the ability to deliver hockey's strategic aims moving forward.

3. ENGLAND HOCKEY STRATEGIC OBJECTIVES

The England Hockey Strategy 2004–2009 will be published in Summer 2004. The Strategy was produced following a series of nine roadshows held around the country between September and November 2003. The Strategy will be the backbone of hockey's Whole Sport Plan submission to Sport England.

The VISION for hockey in England is:

- **A DYNAMIC, VIBRANT, SUCCESSFUL SPORT FOR ALL**

The MISSION as the Governing Body for Hockey in England is to:

- **PROVIDE EFFECTIVE LEADERSHIP AND SUPPORT FOR ALL TO FULFIL THEIR POTENTIAL**

The OBJECTIVES for hockey are to:

- **ENSURE EFFECTIVE AND EFFICIENT CORPORATE GOVERNANCE AND OPERATIONS FIT FOR PURPOSE AND C21ST**
- **BRING MORE YOUNG PEOPLE INTO THE SPORT**
- **FACILITATE A THRIVING AND ROBUST CLUB INFRASTRUCTURE**
- **ACHIEVE INTERNATIONAL SUCCESS AT THE HIGHEST LEVEL**
- **PROVIDE ENHANCED COMMUNICATIONS, MARKETING AND PR FOR THE SPORT**
- **BROADEN OUR INCOME BASE**

England Hockey believes that the vision for hockey is a common vision for all those involved in the game. To achieve the objectives hockey must work with key partners who share this vision and are able to deliver the different elements of the strategy.

4. STRUCTURE FOR DELIVERY (ROLES & RESPONSIBILITIES)

England Hockey is a small organisation with only 28 paid staff. Our sport relies very heavily on the work of skilled and experienced volunteers at local, county, regional and national level.

The importance of having a clear vision of roles and responsibilities for delivering the strategic objectives is essential. Diagram 1 on page 6 outlines key areas of responsibility and how in general terms the England Hockey Strategy (Whole Sport Plan) will be delivered. Diagram 2 on page 7 offers a more detailed picture of the structure for delivery at county level and below.

5. FUNDING

Hockey has benefited hugely through Active Sports funding. Currently 40 partnerships have accessed money for hockey and only 5 have received no funding. Of the 40 that have received funding, 35 have funding guaranteed from Sport England to the end of their Active Sports Plan. The other 5 were given short term funding through to April 2005.

The 5 partnerships with no funding and the 5 that are on short term funding to April 2005 will be able to work with England Hockey from September 2004 to plan for delivery against the England Hockey Strategy (Whole Sport Plan) and access funding direct from England Hockey from April 2005. The other 35 partnerships are encouraged to start planning using this new framework and have the opportunity to move from direct funding from Sport England to funding through the England Hockey Whole Sport Plan.

Funding from England Hockey will be subject to a Service Level Agreement between the CSP and England Hockey. It is envisioned that, as previously through Active Sports, County Hockey

Associations will continue to play a key role in forming the plans submitted by the CSP for funding. The Service Level Agreement will include key performance indicators (KPIs) that CSPs will be measured against. Both the detailed funding and the KPIs are currently being agreed with Sport England as part of the Whole Sport planning process. The intention is to have a simple and straight forward application procedure.

6. CONSULTATION FEEDBACK PROCESS

Delivering Hockey has been prepared using feedback from a 1st phase of consultation on outline proposals undertaken during March and April 2004. Key stakeholders from hockey at county level and County Sports Partnerships were invited to a consultation meeting in each Region.

England Hockey does not underestimate the importance of the grass roots work undertaken by local, county and regional hockey volunteers, CSPs, clubs, schools and local authorities. The purpose of this consultation is to use their ability to understand the issues that hockey faces at a local level to shape the final content of *Delivering Hockey – a delivery framework for hockey in the community*.

You are invited to take part in this consultation by responding, using the consultation feedback questionnaire attached at the appendix of this document, **by Thursday 1 July 2004**. Please note that responses **MUST** use the questionnaire provided to aid collation and analysis. Responses in other formats will not be considered.

Responses will be analysed and a final version of the document will be completed in July/August 2004, to both inform the Whole Sport Plan submission due November 2004 and facilitate briefing work with CSPs in September ahead of implementation in April 2005.

If you would like any further information about this consultation please contact your Regional Development Manager in the first instance:

EAST – Charles Farrow

Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Lincolnshire, Norfolk, Suffolk

Tel: 01284 756930

Mob: 07811 336895

MIDLANDS – Sue Sutton

Birmingham, Derbyshire, Worcestershire, Leicestershire, Northamptonshire, Nottinghamshire, Shropshire, Staffordshire, Warwickshire, Black Country

Tel: 0121 415 8330

Mob: 07836 502271

NORTH – Naomi Jones

Cheshire, Cumbria, East Riding & Humberside, Lancashire, Manchester, Merseyside, Northumberland, Durham, Isle of Man, North & NE Lincolnshire, Tyne & Wear, Yorkshire

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SOUTH – Simon Letchford

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Mob: 07880 555915

7. DELIVERY FRAMEWORK

The framework contains six sections related to the key objectives as identified in the England Hockey Strategy. Table 1 that follows on pages 8 to 11 outlines, for each objective, the detail of:

- Outcomes we are seeking to achieve
- Key areas of work needed to achieve the outcome
- Reference to the England Hockey supporting documents that will be provided to shape delivery (these documents are work in progress and will be available September 2004)

DIAGRAM I Structure for England Hockey Strategy delivery

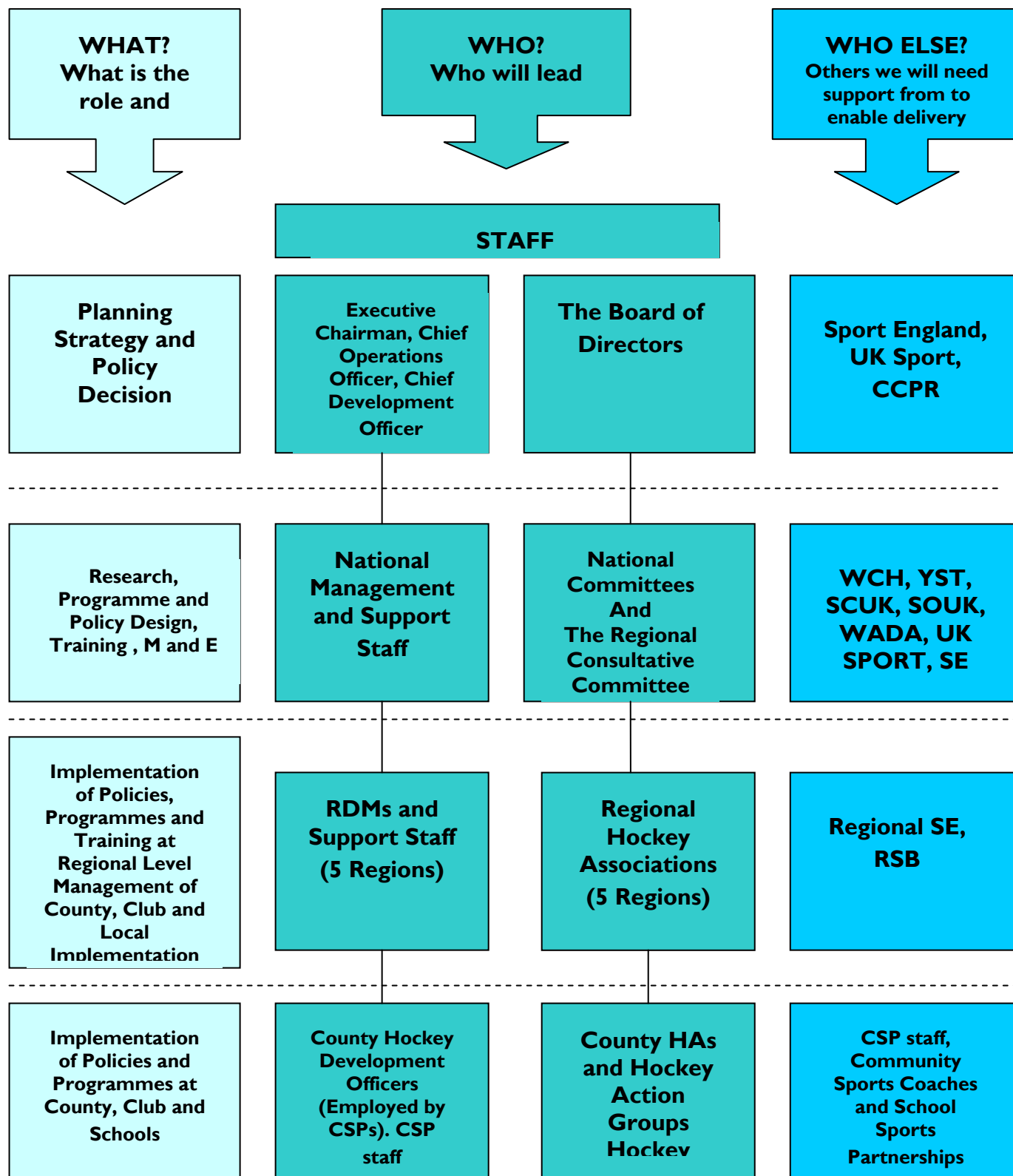
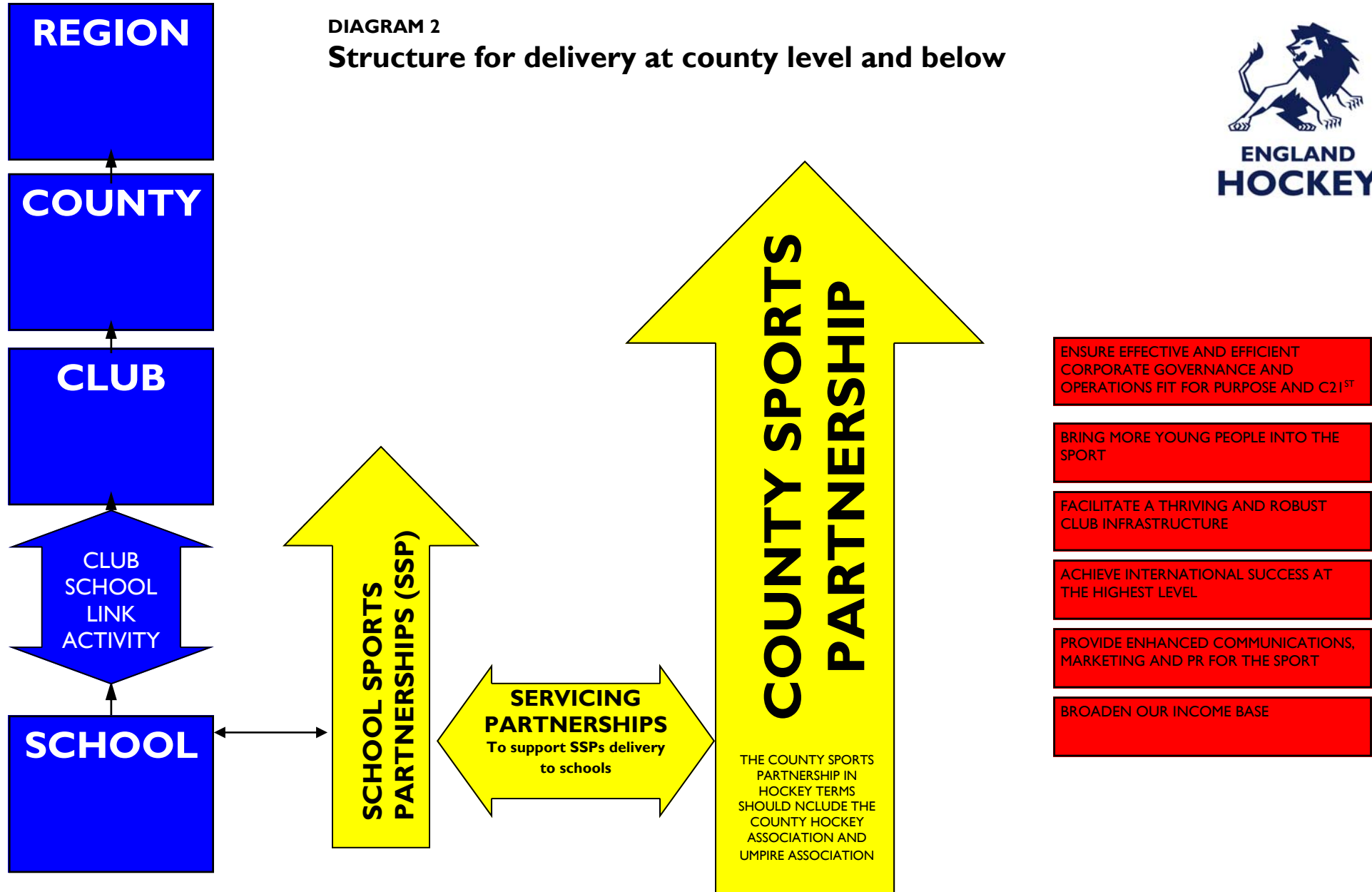




DIAGRAM 2
Structure for delivery at county level and below



7

TABLE I

I. ENSURE EFFECTIVE AND EFFICIENT CORPORATE GOVERNANCE AND OPERATIONS FIT FOR PURPOSE AND C21ST

NO.	OUTCOME REQUIRED	KEY AREAS OF WORK	ENGLAND HOCKEY SUPPORTING DOCUMENT
1.1	Hockey at county level and below is driven by an effective area based hockey development group that is embedded within the County HA. The development group are responsible for guiding, supporting and driving hockey development at all levels from grass roots to county level	1. A four year development plan, annual action plan and service level agreement is submitted to England Hockey for funding approval 2. An annual updated action plan and subsequent report is submitted to England Hockey for funding.	SD 1 Service Level and Funding Agreement SD 1 as above and SD 2 - Annual Reports
1.2	There is in place a quality workforce of staff that includes a sustainable county/area based Hockey Development Officer responsible for co-ordinating hockey development work guided by the development group, and hockey trained community sports coaches deployed appropriately to assist hockey development locally.	1. HDO to attend England Hockey national training and quarterly regional training / meetings 2. Community Sport Coach attends in-service hockey and generic training	SD 3 Hockey Development Officers and Community Sports Coaches
1.3	The County HA is fit for the purpose of driving hockey development	Work with the County HA to achieve accreditation	SD 4 County HAs
1.4	Local hockey delivery is in line with all England Hockey policy and guidance with specific reference to Child Welfare, Equity, Ethics and Health and Safety	1. Formal adoption of England Hockey policies by County HAs 2. Commitment to ensure all involved in hockey development adhere to these policies	SD 5 England Hockey Policies
1.5	All involved in the sport are insured, County HAs, clubs, players, coaches, officials	1. Supply information on access to appropriate insurance	SD 5 England Hockey Policies
1.6	There are in place appropriate facilities to deliver hockey activity	1. Establish and maintain facility list forward to EH each time updated. 2. Provide guidance of where to find help on facility development	SD 6 Hockey Facilities
1.7	More volunteers are attracted, developed and retained within the sport	Work with local hockey and volunteer agencies to encourage more volunteers into hockey	SD 7 Volunteers

2. BRING MORE YOUNG PEOPLE INTO THE SPORT

NO.	OUTCOME REQUIRED	KEY AREA OF WORK	ENGLAND HOCKEY SUPPORTING DOCUMENT
2.1	More schools offer opportunities to be introduced to hockey	1. Work with County Schools Hockey Association (where in place) to develop an integrated programme of festivals, leagues and competitions for schools	SD 12 Competition in Clubs and Schools

		<p>2. Ensure access to Coaching for Teachers courses (where they are not arranged by LEA, HDO should organise in partnership with other HDOs)</p> <p>3. Facilitate a formal link between School Sports Partnerships and appropriate clubs</p> <p>4. Promote Zone Hockey for use in schools and arrange Zone Hockey training course</p> <p>5. Promote England Hockey resources to schools, LEAs and clubs</p>	<p>SD 8 Courses for Teachers</p> <p>SD 9 Club School Links</p> <p>SD 10 Zone Hockey</p> <p>SD 11 Resources & Services</p>
2.2	More young people are involved in hockey as leaders, officials and volunteers	<p>1. Implement a Young Leaders Programme</p> <p>2. Work with Hockey Umpires Association to set up County Young Umpire Action Group (YUAG)</p>	<p>SD 13 Guide to developing young leaders</p> <p>SD 14 Officiating Development</p>
2.3	More clubs offer safe, effective and child friendly opportunities for young people to play and more young people are playing regularly in those clubs	See 3.1	

3.0 FACILITATE A THRIVING AND ROBUST CLUB INFRASTRUCTURE

NO.	OUTCOME REQUIRED	KEY AREA OF WORK	ENGLAND HOCKEY SUPPORTING DOCUMENT
3.1	More clubs offer safe, effective and friendly opportunities for people to play and more people are playing regularly in those clubs	<p>1. Support clubs to achieve Clubs 1st accreditation</p> <p>2. Promote the Clubs 1st scheme through holding information and portfolio guidance sessions</p> <p>3. Provide access to and promote generic club development courses</p> <p>4. Provide support to clubs on accessing external grants e.g. A4A and other grants</p> <p>5. HDO to train as Clubs 1st Nominated Officer to carry out assessments on clubs in other counties</p>	<p>SD 15 Club Development</p> <p>SD 16 Accessing Funding</p>
3.2	Clubs have a formal link with a School Sports Partnership	Facilitate a formal link between School Sports Partnerships and appropriate clubs	SD 9 Club School Links
3.3	A structured interclub competitive programme is available for young people across the whole player pathway	Set up, where needed, inter club competition for all levels of player pathway	SD 12 Competition in Schools & Clubs
3.4	More high quality and active coaches and officials who are licensed and accredited	<p>1. Organise Level 1 Coach Award courses in partnership with England Hockey Regional Office</p> <p>2. Promote Level 2 and 3 Coaching Courses</p> <p>3. Track and provide mentoring for coaches at Level 1</p> <p>4. Organise hockey specific and</p>	<p>SD 18 Coach Award Courses</p> <p>SD 19 Tracking and Mentoring</p> <p>SD 20 In Service Courses</p>

		generic in service training courses for coaches in partnership with Regional Office 5. Work with Hockey Umpires Association to deliver Level 1 umpire courses and in service training for qualified and active umpires	SD 14 Officiating Development
3.5	Access for all to hockey club activity within a 30 minute travel time	1. Work with clubs, schools and county HAs to set up satellite coaching sessions where required. 2. Provide an activity map on “Where to play hockey”	SD 17 Where to Play

4.0 ACHIEVE INTERNATIONAL SUCCESS AT THE HIGHEST LEVEL

NO.	OUTCOME REQUIRED	KEY AREA OF WORK	ENGLAND HOCKEY SUPPORTING DOCUMENT
4.1	There is a seamless, fair and equitable pathway for people wanting to try the sport for the first time through to representation at club and county level hockey. (Based on Long Term Athlete Development model, LTAD)	Work with County HA to provide assessment and development opportunities for young players leading to county representation	SD 21 Developing Players
4.2	Appropriate playing, coaching, assessment and selection opportunities exist for young people at schools, clubs and county level	1. Work with the County HA to achieve accreditation 2. Work with clubs to achieve Clubs 1 st 3. Work with clubs to link with SSPs	SD 4 County HAs SD 21 Developing Players SD 15 Club Development SD 9 Club School Links

5.0 PROVIDE ENHANCED COMMUNICATIONS, MARKETING AND PR FOR THE SPORT

NO.	OUTCOME REQUIRED	KEY AREA OF WORK	ENGLAND HOCKEY GUIDANCE DOCUMENT
5.1	There is an effective communications network between all those involved in the sport at county, club and school level	Disseminate England Hockey communication to schools and clubs as appropriate	SD 22 Communications
5.2	The hockey development group is the unified voice of hockey at local level	There is in place an active county / area based hockey development group that is embedded within the County HA. This group are responsible for guiding, supporting and driving hockey development at all levels from grass roots to county level see 1.1	SD 1 Service Level and Funding Agreement
5.3	The county/area Hockey Development Officer is the face of England Hockey at a local level	See 1.1 Promotion of the officer as an England Hockey representative.	SD 3 Hockey Development Officers and Community Sports Coaches
5.4	Increased recognition of the brand of England Hockey	1. Promote the England Hockey website as the key vehicle for accessing information on hockey 2. Promote England Hockey services and resources to schools and clubs	SD 22 Communications

6.0 BROADEN OUR INCOME BASE

NO.	OUTCOME REQUIRED	KEY AREA OF WORK	ENGLAND HOCKEY GUIDANCE DOCUMENT
6.1	England Hockey products and services are promoted	Promote England Hockey resources to schools, clubs, counties and LEAs	SD 11 Resources & Services
6.2	Income for developing opportunities in hockey from grass roots to county level has been increased (including non sports specific grants e.g.: working with health authority, local crime reduction teams)	Provide support to clubs and county on accessing external grants e.g.: A4A	SD 16 Accessing Funding
6.3	Effective financial management is in place to generate income to reduce reliance on funding through England Hockey and Sport England	A plan is in place to move towards financial independence for hockey development by 2009	

APPENDIX

TABLE 2 - GLOSSARY OF TERMS

A4A	Awards for All – the awarding body for small Lottery grants of £500 - £10,000
Activator	See HDO
ASP	Active Sports Partnership. See CSP
Active Sports (AS)	Active Sports. Sport England lottery funded programme started in 1999. Has seen £0.85m invested in grass roots hockey to date. Gradually being replaced by the Whole Sport Plans required of National Governing Bodies of sport
CCPR	Central Council of Physical Recreation – the representative body of National Governing Bodies
County HA	County Hockey Association
Clubs 1st	England Hockey's club accreditation award part of the Sport England 'Clubmark' initiative. A 'kitemark' for quality administration in clubs.
CSC	Community Sports Coach. These will be multi skilled sports coaches employed by CSPs and will be deployed in the community to coach
CSP	County Sports Partnership. 45 Active Sports Partnerships (ASPs) were established in 1999-00 to deliver the Active Sports programme. As Active Sports funding draws to a close, ASPs are evolving into CSPs with a revised remit to provide an effective link between school sport and sport in the community. CSPs are identified as a key part of Government's strategy for delivering it's sport objectives.
EH	England Hockey – the National Governing Body for hockey in England
EHA	English Hockey Association. The former National Governing Body for hockey that ceased trading in 2002
HAG	Hockey Action Group – Small, dynamic group representing all sides of hockey delivery in a given area including volunteers and paid staff. Many are changing to Hockey Development Groups
HDO	County Hockey Development Officer (or Activator) employed through the County Sports Partnerships or their equivalent
HDG	Hockey Development Group (see HAG)
HUA	Hockey Umpires Association
LEA	Local Education Authority
LTAD	Long Term Athlete Development. This is a project considering whether it is possible to propose a consistent approach to the use of principles of good practice in player development
M and E	Monitoring and evaluation
NGB	National Governing Body (of sport)
RDM	England Hockey Regional Development Manager
RSB	Regional Sports Board
SCUK	Sports Coach UK. Formerly the National Coaching Foundation. The national body for sports coaching.
SD	Supporting Document detailing how elements of the framework are to be delivered
SE	Sport England - the Government agency responsible for distributing exchequer funding for sport and the Lottery Sport Fund
SOUK	Sports Officials UK
SSP	School Sports Partnership. Local networks of primary and secondary schools, most linked to a hub specialist Sports College.
UK Sport	UK Sport is the agency charged by the Government with responsibility for creating a strategy for developing high-performance sport in the UK.
WADA	World Anti Doping Agency
WCH	World Class Hockey – the elite performance unit for hockey in England
WSP	Whole Sport Plan – The new funding stream for sport encompassing grass-roots to elite funding. England Hockey's WSP will be based upon the England Hockey Strategy 2004-2009 (to be published Summer 2004).
YST	Youth Sport Trust
YUAG	Young Umpiring Action Group
Zone hockey	Modified version of hockey, especially useful for people with a disability



CONSULTATION FEEDBACK QUESTIONNAIRE

Delivering Hockey – a delivery framework for hockey in the community

This consultation feedback questionnaire accompanies the document *Delivering Hockey – a delivery framework for hockey in the community* which sets out the delivery objectives of the England Hockey Strategy from introducing young people to the game to potentially reaching county representation.

The feedback that you are invited to provide on this questionnaire will be valuable to ensure that the delivery framework will meet the needs of hockey locally. The framework must provide appropriate information and guidance to support local hockey to plan and deliver countywide hockey programmes to develop and strengthen our sport. Readers are reminded that only areas of work related to England Hockey’s Strategy which are identified in the final framework will be eligible for funding.

England Hockey’s Regional Development Managers will be available to offer support throughout the process outlined in the *Delivering Hockey* document, and are also available to provide information and support relating to this consultation if required.

Please complete the questionnaire below and return it by **Thursday 1 July 2004** to:

**Delivering Hockey Consultation, England Hockey, National Hockey Stadium, Silbury Boulevard,
 Milton Keynes, MK9 1HA**

Alternatively you can complete the form electronically and email to: deliveringhockey@englandhockey.org

Completing this form (Microsoft Word version only). To select a check box, point the cursor at your selection and left click. To deselect, repeat this process. To add text to a comment box, point the cursor at the grey shaded area and left click. The shading will darken, and you can begin typing.

1. Please indicate your involvement with hockey (tick all that apply):

<input type="checkbox"/> School	<input type="checkbox"/> Club	<input type="checkbox"/> County	<input type="checkbox"/> Region	<input type="checkbox"/> Other (please state) _____
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2. Please indicate whose views you are representing in this response (please tick only **one** box):

<input type="checkbox"/> School	<input type="checkbox"/> Club	<input type="checkbox"/> Personal view	<input type="checkbox"/> Local authority
<input type="checkbox"/> County	<input type="checkbox"/> Region	<input type="checkbox"/> County Sports Partnership	<input type="checkbox"/> Other (please state) _____

3. Does the framework communicate a clear message of how England Hockey Strategy objectives are to be delivered at the grass roots? Yes No

If no, how could the framework be changed to reflect this?

4. Does the framework provide a clear structure with which to plan countywide hockey programmes to develop and strengthen our sport? Yes No

If no, how could the framework be changed to provide a clear structure?

5. Does the content of the framework reflect the needs of the game in your county area? Yes No

If no, what needs does your county area have that are not in the framework?

6. Does the framework provide a clear vision of roles and responsibilities for delivering hockey activity at grass roots level? Yes No

If no, what additional information is needed to clarify roles and responsibilities locally?

7. Do you support the proposal of funding the activity in the framework through County Sports Partnerships? Yes No

If no, what alternative methods should be used to fund the activity in the framework?

8. Do you support the proposal that an area based hockey development group that is embedded within the County HA should be responsible for guiding, supporting and driving hockey development locally at all levels from grass roots to county level? Yes No

If no, who or what should take responsibility for driving hockey development from grass roots to county level?

9. Do you support the proposal that a county/area Hockey Development Officer should be employed to be responsible for co-ordinating local hockey development work? [Note: it is envisaged that this work would be guided by the hockey development group, or an alternative as suggested in Q8] Yes No

If no, who or what should take responsibility for co-ordinating development work locally?

10. If you answered YES to Q9, do you support the proposal that the county/area Hockey Development Officer should be employed by the County Sports Partnership? Yes No

If no, what body/organisation should employ the Hockey Development Officer?

11. Do you support the principle of accreditation as a kitemark of quality for:
- a) Clubs Yes No
- b) County HAs Yes No

If no, please explain your reason (or reasons if you answered no to both and your reasons are different for each)



12. ADDITIONAL COMMENTS

Please use the space below to make any further comments on the document

Signed: _____

Print name: _____

Date: _____

Daytime contact telephone no. _____

Email contact: _____