



# STRATEGY 2023 - 2032

Our Passion Is  
Your Opportunity

# OUR STRATEGY

The **passion** England Ice Hockey has for our sport, is an **opportunity** for others to follow.

Ice Hockey unites diverse backgrounds who share a common passion. The sport provides opportunities for players, coaches, managers, officials and volunteers to grow, build character and learn valuable skillsets that either propel them into the upper echelons of the sport or support them in their growth in life.

Under the new brand of England Ice Hockey, we are committed to ensuring the long-term sustainability of the sport. To do this, we will harness four strategic pillars:

**Participate**

**Progress**

**Perform**

**Partner**

Each pillar will have specific workstreams, programmes and goals that will enable England Ice Hockey to grow and thrive.





## VISION

A nation enjoying memorable experiences in ice hockey, through participation, performing to the best of abilities and making continued progression.

## MISSION

To create an environment that improves the sport for existing members and welcomes new players, coaches, volunteers and officials into the community, providing the framework and partnerships to develop their talent that enables them to excel.



# OUR ICE VALUES

England Ice Hockey will be underpinned by its **ICE** Values:

- Integrity**
- Collaboration**
- Empowerment**

These values outline how we will operate and engage with our community.

## Integrity

We will uphold and develop the sport so it is welcoming, suitable and accessible for all to enable growth. We will champion good governance, high standards and sustainability in all areas.

## Collaboration

We will work in partnership with our stakeholders, members and the ice hockey community to develop the sport, and unify it for the benefit of all.

## Empowerment

We will allow the community to develop and expand for the benefit of future generations.







# OUR PURPOSE AND AMBITION

England Ice Hockey exists to serve its players, clubs, coaches, volunteers and officials, the lifeblood of the sport.

Our four identified strategic pillars are all underpinned by a robust Operational and Financial framework that upholds the values of the organisation.

## Participate

Create and deliver programmes that are beneficial to our community.

## Progress

Demonstrate continued growth across all aspects of our sport, promoting and inspiring others to follow our passion.

## Perform

Enable our community to thrive in an environment that allows them to reach their own potential and enjoy the sport at all levels.

## Partner

Uphold the integrity of the organisation, ensuring best practice in full alignment with relevant bodies and our members.

# PARTICIPATE

To grow, England Ice Hockey needs to focus on participation and sport development. We need to ensure existing and new community members are supported through sustainable and structured programmes.

## GOALS

- Increase participation in all areas
- Reduce dropout rate from Juniors to Seniors
- Increase and develop coaches
- Align with other stakeholders for the benefit of the community



## What will we do?

Establish the performance pathway to Team England and beyond, ensuring it becomes a heightened aspiration for our players.

Recruit more players in collaboration with club programmes to increase participation across the sport.

Retain existing players by continuously demonstrating the sport as an attractive proposition and showcasing options beyond playing such as officiating and coaching to sustain the future of the sport.

Create a sustainable league structure at all levels and disciplines that futureproofs the sport with attractive and competitive fixtures within leagues and cups.

Establish a leading coaching framework that supports the recruitment and development of coaches to ensure a strong support system for our players.

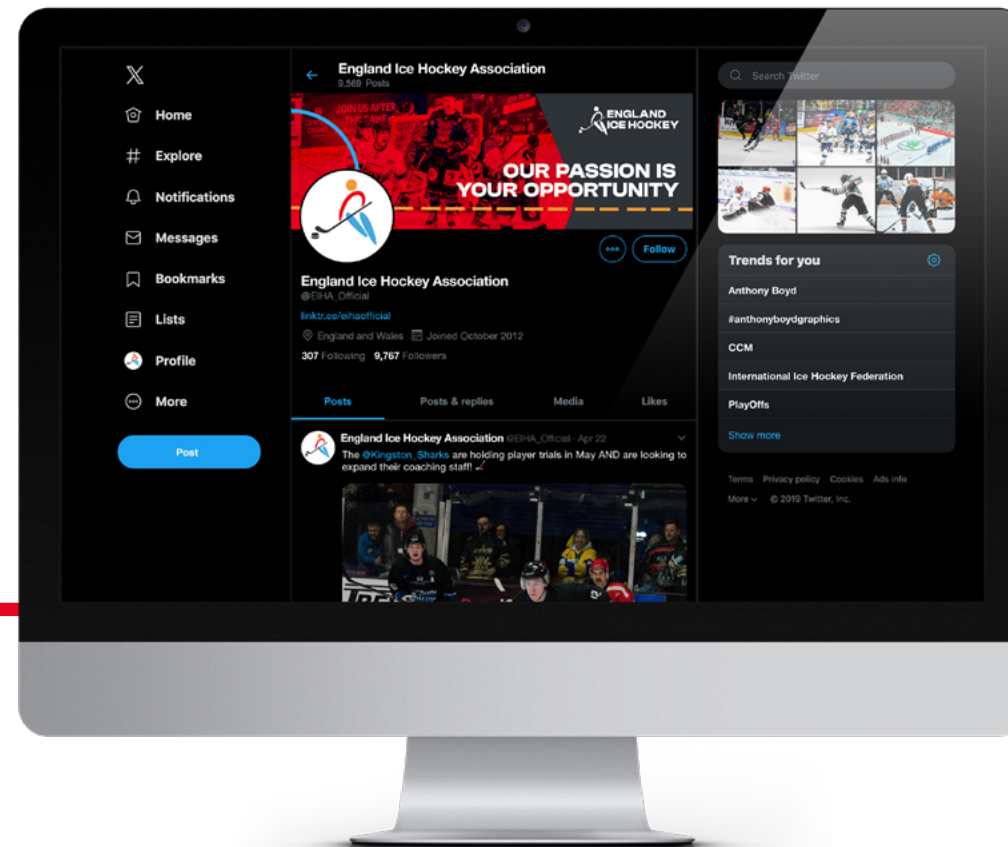
Develop and build a volunteer strategy through an accredited registration scheme that will enable England Ice Hockey to understand the community, recognise their achievements and deliver role specific education.

# PROGRESS

As a sport it is critical to continuously progress to grow the game across all aspects. We need to ensure that how we showcase ourselves is reflective of who we are and seeks to promote and inspire others to follow our passion.

## GOALS

- Increase social media audience, reach and engagement
- Develop member benefits
- Increase awareness of England Ice Hockey within the community and in the media



## What will we do?

Rebrand to England Ice Hockey, moving away from the dated EIHA name and brand, to become a dynamic and influential organisation.

Build a new digital platform (website and sport management software) for administration and promotion of the sport, aligned with the brand identity to make the sport more appealing.

Create a dedicated media strategy, with an experienced media delegate, to bring the sport to new and existing followers.

Provide additional member benefits and add extended value to our community through their membership.

Engage with venues to better promote the sport and learning to play with targeted campaigns.



# PERFORM

England Ice Hockey is a community of thousands, participating in the sport at all levels. We need to ensure our community is able to thrive in environments that encourage a positive experience and champion them performing to the best of their ability.

## GOALS

- Increase connection with all disciplines of the sport
- Support our players and volunteer community to maximise their potential
- Develop Diversity, Equality and Inclusive pathways for all to be involved in the sport



## What will we do?

Align with experts in respective disciplines of the sport to create bespoke strategies that support players.

Establish an education platform for the community that members can use to develop their own game and perform to the best of their ability.

Adopt the Sport England Club Matters Toolkit template, tailoring to England Ice Hockey and ensure role based education for our club community to ensure club to club consistency.

Demonstrate our commitment to all community groups and showcase ice hockey as a safe space to both watch and participate in through an Equality, Diversity and Inclusion Strategy.

Aligned with an EDI Strategy, establish codes of conduct that demand the best of our community at all levels.

# PARTNER

England Ice Hockey needs to set the benchmark through its leadership, delivering strategies that are fit for a modern world and working in partnership with key bodies to deliver its work.

We need to be committed to ongoing compliance and embedding governance principles within and across the organisation.

## GOALS

- Build a competency-based Board of Directors
- Follow government guidelines on good governance
- Enhance Codes of Conduct
- Embrace the voice from our community



## What will we do?

Ensure a safe environment for Children and Adults at risk with an enhanced Safeguarding Strategy that sees ongoing development and provision of policies, best practice guidance and central support.

Work with known and established external organisations and experts and identify new partnership opportunities with the ultimate goal of developing and growing the game.

Implement an annual club and player survey to understand performance of England Ice Hockey and to influence future decision making.

Regularly engage and collaborate with our clubs, players, volunteers and coaches with a formalised plan outlining how we speak regularly to all groups to educate, involve and inform.

Align with Sport England A Code For Sports Governance ensuring best practice is applied at England Ice Hockey.

Take a collaborative approach with our stakeholders to become a more dynamic organisation with Articles of Association to reflect that.

Review and create a governance structure with subject matter experts and appointed officials across the organisation, underpinned by strong administrative support.

Climate change impacts all of us, England Ice Hockey needs to safeguard its venues and demonstrate its role in the environmental sustainability challenge through a clear strategy.

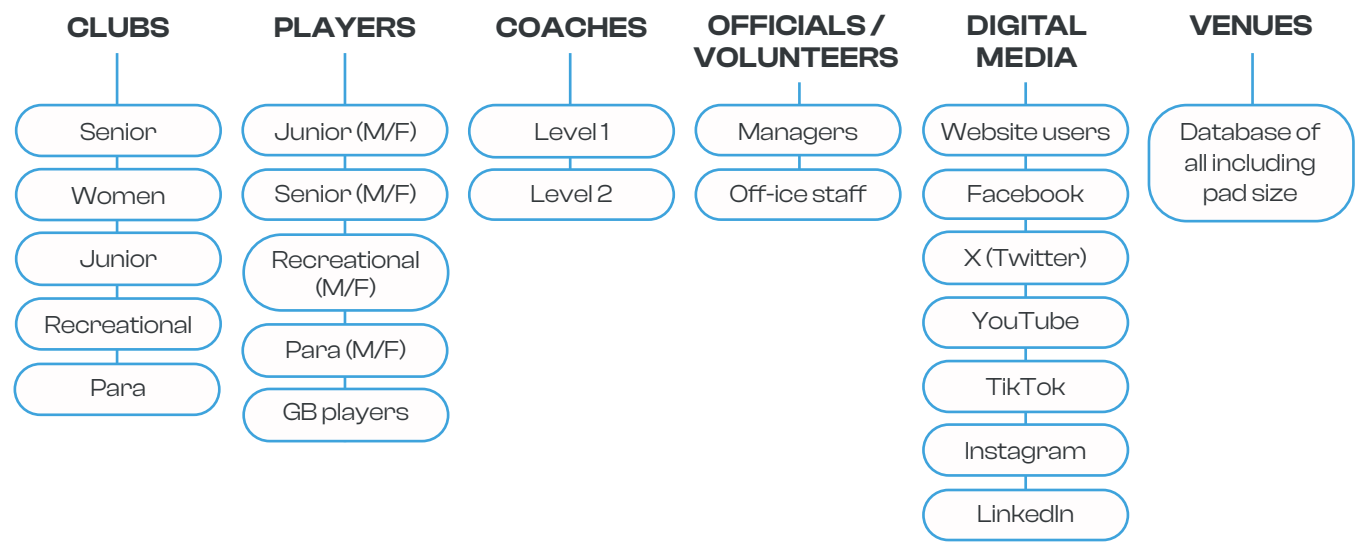




# MEASURES OF SUCCESS

England Ice Hockey will establish a data house to showcase its performance via a dashboard and infographic on an annual basis. We will deliver a yearly Annual Report and the data will be presented at the Annual General Meeting. The Annual Report will present the datasets outlined below as well as outlining progression of England Ice Hockey's ambitions.

The following data will be tracked:







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