

# Hockey New Zealand Facility Strategy Update



**June 2016**

## Acknowledgements

The authors wish to thank all of the individuals and organisations that participated in the consultation and those who have given feedback to date, particularly the volunteers who participated. In preparing this report significant support was received from the Steering Group including Colin French, HNZ; Jamie Delich, Sport NZ; David Curtis, Auckland Hockey; Glenn McGovern, Wellington City Council and Ken Maplesden, Auckland Council.

## Report Disclaimer

In preparing this report it has been necessary to make a number of assumptions on the basis of the information supplied to Global Leisure Group Limited in the course of investigations for this study. The recommended actions contained in this report are subject to uncertainty and variation depending on evolving events, but have been conscientiously prepared based on consultation feedback and an understanding of trends in sport and recreation facility provision.

The authors did not carry out an audit or verification of the information supplied during the preparation of this report, unless otherwise stated in the report. Whilst due care was taken during enquiries, Global Leisure Group Limited does not take any responsibility for any errors nor mis-statements in the report arising from information supplied to the authors during the preparation of this report.

## Authors

Richard Hutchinson, David Allan and Anna Coleman

## Contacts:

Global Leisure Group Limited  
PO Box 2147  
Stoke  
Nelson

Richardh@glg.nz

## Contents

<b>1</b>	<b>Introduction .....</b>	<b>3</b>
1.1	Purpose of the strategy update.....	3
1.2	The Process.....	3
<b>2</b>	<b>The 2010 National Facility Strategy .....</b>	<b>4</b>
2.1	The Value of the National Facility Strategy (2010).....	4
2.2	Areas for Improvement .....	4
<b>3</b>	<b>The Current Situation.....</b>	<b>5</b>
3.1	Hockey Participation Overview .....	5
3.2	Current Participation .....	6
3.3	Turf Access.....	7
3.4	Types of Turf.....	9
3.5	Turf Provision Indicators.....	10
3.6	Indicators of Latent Demand .....	11
<b>4</b>	<b>Participation Trends and Future Demand .....</b>	<b>16</b>
<b>5</b>	<b>Challenges and Opportunities .....</b>	<b>19</b>
5.1	At a National Level.....	19
5.2	At an Association Level.....	20
<b>6</b>	<b>Key Facility Considerations .....</b>	<b>22</b>
6.1	Types of Turf.....	22
6.2	Turf Sustainability.....	23
6.3	Multi-sport use of hockey facilities .....	24
6.3	Turf sizes and availability of spaces.....	24
6.4	Event driven facility development.....	25
6.5	Travel times .....	25
6.5	A Hub and Spoke Approach .....	26
<b>7</b>	<b>Key Strategic Direction.....</b>	<b>29</b>
7.1	A National Facility Hierarchy .....	29
7.2	Major Event Venues .....	29
7.3	Hub and Spoke.....	30
7.4	Priority for Community Turf Development .....	31
7.5	Sustainable Facilities.....	32
7.6	Strategy Implementation.....	32
	<b>Appendix 1 Hockey New Zealand’s Vision and Goals.....</b>	<b>34</b>
	<b>Appendix 2 Turf utilisation Trends (2003 - 2015).....</b>	<b>35</b>

# 1 Introduction

---

## 1.1 Purpose of the strategy update

Hockey is a growing sport. To continue to grow the sport it is critical that sufficient quality, accessible facilities are provided in a network across the country. It is essential that these are sustainable and accessible to meet the needs of current and future potential hockey players.

This facility strategy is focused on identifying the current and future demand for hockey within New Zealand. The strategy identifies any changes in hockey participation, changes in turf provision and the impact of the 2013 census data on the Association's demographics.

This strategy seeks to review and update the National Hockey Facility Strategy (2010). The update considers the progress that has been made, the changes in participation trends and projections and to build on the lessons learnt from 2010. Where possible, information that is considered to still be relevant today has been transferred directly from the 2011 document.

## 1.2 The Process

The strategy has been developed with the steering group with representatives of Hockey New Zealand, Auckland Hockey, Sport NZ, Wellington City Council and Auckland Council.

The process of developing this strategy included:

- Facility breakout discussions at the Hockey Leaders Conference in September 2015.
- Steering group workshops in December 2015, February 2016 and March 2016.
- One on one meetings with representatives for Hockey New Zealand.
- A survey of regional Associations.
- Detailed analysis of participation numbers and turf utilisation.
- Analysis of the Association's population and projected demographic changes.
- A draft Hockey Facility Strategy outlining potential options and recommendations.

## 2 The 2010 National Facility Strategy

---

A review of the 2010 strategy was undertaken with HNZ and the Associations to identify progress that has been made and importantly lessons that have been learnt and where improvements could be made.

### 2.1 The Value of the National Facility Strategy (2010)

Feedback from the key stakeholders identified that the 2010 Strategy had resulted in a number of positive benefits. These were identified as:

- Increased recognition of the role facilities play in the development of hockey and HNZ identifying a greater level of resources and support to Associations.
- Greater appreciation of HNZ's vision and strategy and the role that facilities played in delivering these.
- The strategy helped to set a standard in terms of turf provision and taking a long term view on usage requirements.
- The ability to compare between Associations.
- Greater co-ordination and sharing of information over turf provision, in particular in the Auckland region following the development of the Auckland Regional Facility Plan.
- Evidence to help support funding applications for new turfs.

### 2.2 Areas for Improvement

While a number of significant benefits have been identified there are a number of areas for improvement. These included:

- There was different levels of buy in and awareness of the strategy across the Associations. While some had used the strategy to support funding applications for new turfs others had very limited or no knowledge or awareness of the strategy.
- Some Associations were aware of the strategy however did not identify any tangible benefits for them.
- The importance of local information as the strategy could identify sufficient capacity overall however did not fully consider accessibility, travel time and individual turf utilization within an Association area.
- It was identified that having a clear overarching strategic picture of the turfs required both nationally and within the Association was helpful, greater benefits could be achieved at a local level by coordinating existing information and providing practical guide to help facility development and operation.

In developing this update these have been taken into account with a series of supporting documents and toolkits developed including:

- A management and governance guide.
- A guide to hockey events and economic impact.
- A hockey surface and facility guide.
- Impact of hockey facility development case studies.

## 3 The Current Situation

---

### 3.1 Hockey Participation Overview

The Whole of Sport Plan developed in 2012 identified that Hockey was performing below its potential in New Zealand and on the world stage and that over many years, Hockey, and New Zealand, had 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 Whole of Sport Plan identified 6 priority projects. These are:

- Develop, brand and market national participation programmes
- Expand the delivery of hockey throughout New Zealand
- Develop the player talent pathway from grass roots to elite
- Strengthen regional capability
- Grow hockey's value and generate sustainable revenue outside of annual grants
- Develop World Class hockey events and facilities.

Since the inception of the WOH Plan in 2010 there have been significant gains in growth, participation, and increased commercial revenue with a number of notable successes achieved at all levels of the sport. Some of the highlights include:

- 17% growth in winter participation – from 44,507 in 2010 to 51,947 in 2015
- 28% growth in junior participation – from 20,377 in 2010 to 25, 823 in 2015
- Successful implementation of the Small Sticks programme - 373 schools and 70,000 children
- 8 community hockey manager roles developed
- New membership model developed and rolled out
- 7 officials at the 2012 London Olympics
- Successful delivery of the 2011 Men's Champions Trophy
- Creation and delivery of our own world class Women's 8 Nations event
- Increase in average attendance of home test matches to over 1,000 attendees in 2015
- Black Sticks Women – semi-finalist at 2012 London Olympics
- Black Sticks Women – 3rd 2011 FIH Champions Trophy and 2nd FIH World League Final 2015
- Black Sticks Men – 2nd FIH World League Final 2014 and winners Azlan Shah 2015
- Doubling of the commercial cash income of HNZ
- Increased financial turnover from \$4.7m in 2010 to \$7.5m in 2015
- 139,000 people connected to HNZ via Facebook.

In 2016 the next phase was commenced with the implementation of the 2020 Strategy which will look to capitalise on the gains made through the WOH Plan and the strengths of the all-of-sport approach, with the new strategy identifying four key objectives that form the framework of our strategic plan initiatives:

- Grow the Hockey Community
- Deliver World Class Events
- Win on the World Stage
- Strengthen the Business

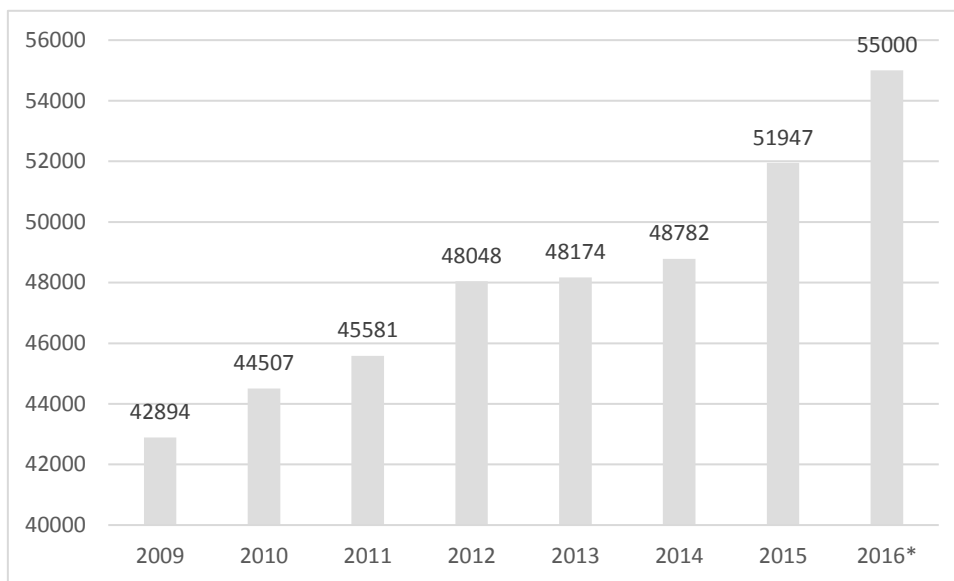
The 2020 strategy looks to also capitalise on the key point of difference for hockey: People. The success of previous strategies and the key to the 2020 Strategy is the people who are central to the sport of hockey. Hockey has a strong base in New Zealand, which exists because of the important role that regions and associations play in developing the game across every level in New Zealand. The strength of the national regions and associations will remain critical to the ongoing success of Hockey New Zealand and the ability to deliver the 2020 Strategy.

### 3.2 Current Participation

As hockey in New Zealand continues to evolve as an all-year sport, the tracking of player numbers and participation trends is becoming increasingly difficult as many players will play both winter and summer hockey resulting in the potential to double count making it difficult to accurately track participation numbers. While it is difficult to accurately track all players it is clear that participation has grown significantly.

In 2015, Hockey New Zealand had 51,947 registered winter hockey players, an increase of 21.1% since the 2010 strategy was developed. In addition, over the same period summer hockey players has increased by 42.6% to 18,829.

**Figure 3.1 Registered Winter Hockey Players**



\* Note. Provisional 2016 play number to be confirmed.

**Figure 3.2 Regional Participation**

	<b>Resident Active Population</b>	<b>Total Registered Players</b>	<b>Player 5-12 Years</b>	<b>Players 13 – 18 Years</b>	<b>Player 18+</b>
Auckland	612,515	6345	1972	2580	1793
Bay of Plenty	67,845	1929	1269	376	284
Buller	5,300	187	76	30	81
Canterbury	287,190	5349	2658	1029	1662
Central Otago	35,220	718	476	102	140
Counties/Manukau	134,350	994	335	344	315
Eastern Southland	15,535	537	380	55	102
Hawkes Bay	88,460	2383	1283	780	320
Horowhenua	39,880	513	350	106	57
Invercargill	40,245	1158	778	255	125
Manawatu	79,820	2366	1054	717	595
Marlborough	24,590	816	664	57	95
Mid Canterbury	27,070	606	347	59	200
Nelson	53,050	1019	480	225	314
North Harbour	257,480	4442	2025	1223	1194
North Otago	10,890	391	228	93	70
Northland	86,100	2586	1220	595	771
Otago	86,400	2366	1118	624	624
Poverty Bay	27,960	813	432	123	258
Rangitikei	7,870	207	207	0	0
South Canterbury	30,460	1007	599	252	156
Taranaki	66,070	1386	661	351	374
Tauranga	120,260	2495	1489	683	323
Thames Valley	40,010	615	288	175	152
Waikato	190,765	4018	2520	949	549
Wairarapa	22,400	1368	676	378	314
Wanganui	30,080	850	448	222	180
Wellington	258,680	4153	1630	1342	1181
West Coast	11,740	330	160	76	94
	<b>2,758,235</b>	<b>51,947</b>	<b>25,823</b>	<b>13,801</b>	<b>12,323</b>

### 3.3 Turf Access

Artificial turf provision has increased markedly over the last six years, with the number of artificial turfs increasing from 69 in 2009 to 81.5 in 2015. Of these, 22 are provided by schools where there is an on-going agreement for the Association to use the turf for community hockey. In the 2010 strategy it was identified that there was significant variation in the level of turf provision throughout the country, while the additional turfs have helped to address some of these shortfalls there is still significant variation across the Associations.



**Figure 3.3 Full Sized Turfs**

Association	Association / Trust Turfs			School Turfs			
	Wet	Wet dressed	Sand	Wet	Wet dressed	Sand	Total
Auckland	3			4	3		10
Bay of Plenty	4						4
Buller	1						1
Canterbury	1	3					4
Central Otago			1				1
Counties/Manukau	2			1		1	4
Eastern Southland	1						1
Hawkes Bay	3.5						3.5
Horowhenua	1						1
Invercargill	2						2
Manawatu	2					1	3
Marlborough	1						1
Mid-Canterbury	1						1
Nelson	2						2
North Harbour	3	2		3			8
North Otago	1						1
Northland	3	1					4
Otago	2						2
Poverty Bay		1					1
Rangitikei					1		1
South Canterbury	1	1					2
Taranaki	2						2
Tauranga	2				2		4
Thames Valley		1					1
Waikato	2			1	2	2	7
Wairarapa	2						2
Wanganui	1				1		2
Wellington	3	2					5
West Coast			1				1
<b>TOTALS</b>	<b>46.5</b>	<b>11</b>	<b>2</b>	<b>9</b>	<b>9</b>	<b>4</b>	<b>81.5</b>

In addition to the full sized turfs identified in Figure 3.2 a further 42 school sites have been identified by the Associations that provide access to a half field court, tennis or netball courts for use by the Association. These sites are used mainly for training and fun sticks development programmes.

The ownership of the turfs and their associated facilities can impact significantly on their accessibility to 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 these 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. An FTE Turf has been 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 81.5 available turfs equate to approximately 73 FTE turfs.

**Figure 3.4 Full Turf Equivalent**

<b>Association</b>	<b>Total</b>	<b>FTE</b>
Auckland	10	5.9
Bay of Plenty	4	4
Buller	1	1
Canterbury	4	4
Central Otago	1	1
Counties/Manukau	4	2.9
Eastern Southland	1	1
Hawkes Bay	3.5	3.5
Horowhenua	1	1
Invercargill	2	2
Manawatu	3	2.8
Marlborough	1	1
Mid-Canterbury	1	1
Nelson	2	2
North Harbour	8	7
North Otago	1	1
Northland	4	4
Otago	2	2
Poverty Bay	1	1
Rangikei	1	0.6
South Canterbury	2	2
Taranaki	2	1.7
Tauranga	4	2.5
Thames Valley	1	2
Waikato	7	5.8
Wairarapa	2	2
Wanganui	2	1.8
Wellington	5	5
West Coast	1	1
<b>TOTALS</b>	<b>81.5</b>	<b>72.7</b>

### 3.4 Types of Turf

In terms of overall turf provision in New Zealand, 78% of Association / Trust turfs are water based with 41% of school turfs also water based. While there is limited data available on the overall proportion of water based turfs globally, initial discussions with the FIH indicate that overall access to water based turfs is significantly higher in New Zealand than the majority of hockey playing federations.

### 3.5 Turf Provision Indicators

In considering turf provision the strategy has refined and broadened the range of provision level indicators. When considering provision, it is important to look at a number of indicators including:

- The resident active population (the potential player pool)
- The ratio of registered players per full-time equivalent turf (FTE) as this gives an indication of the current level of use of the existing turfs (current turf utilisation).
- The number of FTE per resident active population (turf accessibility per population).
- The ratio of registered players per active resident (a measure of local participation rates).

These indicators highlight levels of provision and can indicate regions where people do not have the same level of access to turf and there is potential latent demand.

**Resident Active Population.** This is a measure of the potential player pool and identifies the total population aged between 5 and 49 years old. This age group represents the significant majority of players with analysis of available player data indicating that an average of 76% of players are aged between 5 and 18 years old; 21.2% between 19 and 49 years old and 2.5% over 50 years old.

**Ratio of Total Registered Players per FTE.** This is a measure of turf utilisation and provides an indication of the overall level of use. These were established in the 2010 facility strategy and have been further refined by considering the breakdown of the local membership between senior (including college age) and junior (those requiring a full size turf and those that can play on a half turf or smaller respectively).

**Ratio of Full Field Players per FTE (full field).** This is a measure of turf utilisation that considers the demand from those that require a full sized field for competition play and includes all Senior and College age teams. This recognises that the younger age groups play on a half turf or smaller and potentially do not have to play on a full sized field.

**FTE per Resident Active Population.** This provides a measure of accessibility of the turfs.

**Ratio of Registered Players per Active Resident.** This provides a measure of local participation rates in hockey.

Detailed analysis from the demand models used to identify the hours of use each team requires on a turf identifies that the point at which a turf can be considered to be operating at a sustainable capacity is between 650 to 850 players per FTE. The point at which an Association sits within this range is determined by the ratio of senior/ college (play on a full sized turf) to junior (play on a part sized turf) in its membership. Based on the detailed analysis at the national level:

- 75% senior/ college to 25% junior. Capacity is 650 players per FTE
- 50% senior/ college to 50% junior. Capacity is 750 players per FTE
- 25% senior/ college to 75% junior. Capacity is 850 players per FTE

An important factor to consider is also the ratio of Full Field Players per FTE. Based on an analysis of games and training requirements it is identified that a turf is considered to be operating at capacity when the ratio of Full Field Player per FTE reaches 500.

In considering the demand indicators:

- Where the Players per FTE is greater than the 650 – 850 range then additional turf time is required to meet the demand.
- Where the Full Field Player per FTE is greater than 500 then additional full sized turf is required to meet demand.

### **3.6 Indicators of Latent Demand**

In addition to the turf provision indicators it is important to consider measures of latent demand. These include the active residents per turf and the active residents per players. These measures have been developed based on a detailed analysis of current participation trends, provision levels and demand modelling undertaken in developing regional hockey facility plans.

#### **Active Residents per turf**

Where the active residents per turf is higher this indicates that there is less turf available for the active population to participate. This measure, in itself, is not a tipping point to identify the need of an additional turf, however it is a factor that could indicate potential latent demand.

Where this figure is higher than 40,000 residents per FTE it would indicate that access to facilities may be a barrier and further detailed local assessment is required.

#### **Active Residents per Player**

Where the number of active residents per turf is high this indicates that a large resident population is required to generate an active hockey player. There are many reasons which influence peoples reasons to participate in hockey, one of which may be access to facilities.

Where this figure is higher than 50 residents per registered player it would indicate that local participation in hockey is at a lower level and access to facilities may be a barrier. A further detailed local assessment is required.

**Figure 3.5 Current Participation**

	<b>Resident Active Population</b>	<b>Total Registered Players</b>	<b>Percentage of Player Requiring Full Field</b>	<b>Ratio of Players for FTE Threshold</b>
Auckland	612,515	6345	69%	650
Bay of Plenty	67,845	1929	34%	850
Buller	5,300	187	59%	750
Canterbury	287,190	5349	50%	750
Central Otago	35,220	718	34%	850
Counties/Manukau	134,350	994	66%	650
Eastern Southland	15,535	537	29%	850
Hawkes Bay	88,460	2383	46%	750
Horowhenua	39,880	513	32%	650
Invercargill	40245	1158	33%	650
Manawatu	79,820	2366	55%	750
Marlborough	24,590	816	19%	650
Mid Canterbury	27,070	606	43%	750
Nelson	53,050	1019	53%	750
North Harbour	257,480	4442	54%	750
North Otago	10,890	391	42%	750
Northland	86,100	2586	53%	750
Otago	86,400	2366	53%	750
Poverty Bay	27,960	813	47%	750
Rangitikei	7,870	207	0%	850
South Canterbury	30,460	1007	41%	750
Taranaki	66,070	1386	52%	750
Tauranga	120,260	2495	40%	750
Thames Valley	40,010	615	53%	750
Waikato	190,765	4018	37%	850
Wairarapa	22,400	1368	51%	750
Wanganui	30,080	850	47%	750
Wellington	258,680	4153	61%	650
West Coast	11,740	330	52%	750
	<b>2,758,235</b>	<b>51,947</b>		

**Figure 3.4 Turf Provision Indicators 2015**

	Ratio of Total Players per FTE	Ratio of Full Field Players per FTE	FTE per Active Population	Ratio of Registered Players per Active Resident
Auckland	1,075	741	103,816	97
Bay of Plenty	482	165	16,961	35
Buller	187	111	5,300	28
Canterbury	1,337	673	71,798	54
Central Otago	718	242	35,220	49
Counties/Manukau	343	227	46,328	135
Eastern Southland	537	157	15,535	29
Hawkes Bay	681	314	25,274	37
Horowhenua	513	163	39,880	78
Invercargill	579	190	20,123	35
Manawatu	860	477	29,025	34
Marlborough	816	152	24,590	30
Mid Canterbury	606	259	27,070	45
Nelson	510	270	26,525	52
North Harbour	635	345	43,641	58
North Otago	391	163	10,890	28
Northland	647	342	21,525	33
Otago	1,183	624	28,800	37
Poverty Bay	813	381	27,960	34
Rangitikei	318	0	12,108	38
South Canterbury	504	204	15,230	30
Taranaki	840	439	33,035	48
Tauranga	998	402	48,104	48
Thames Valley	308	164	20,005	65
Waikato	699	261	33,177	47
Wairarapa	684	346	11,200	16
Wanganui	486	230	17,189	35
Wellington	831	505	51,736	62
West Coast	330	170	11,740	36
	<b>718</b>	<b>361</b>	<b>36,245</b>	<b>27</b>


Key;

	<b>All appears ok. No obvious areas of concern.</b>
	<b>Pressure showing overall.</b>
	<b>Pressure is increasing, begin investigation into future options.</b>
	<b>Demand parameter is approaching the threshold for action.</b>
	<b>Over the demand parameter, action is likely to be required.</b>

It is important to note that the above assessment is at an Association level and does not take into account the location of turfs in relation to the player base. In some Association areas these factors should be explored in a regional facility plan.


The following demand parameters are therefore recommended:

- **Where the ratio of players per FTE exceeds 750.**




<p>Current facilities not being utilised to their maximum potential.</p> <p>Geographical barriers may distort the figures at a local level with excess capacity in one part of the Association while other facilities operating at or above capacity.</p>	<p>650 – 850</p> <p>(Depending on proportion of senior / junior players)</p>	<p>Current facilities being used to capacity with demand measures in place.</p> <p>Additional capacity is required to meet demand</p>
---	--	---

- **Where the ratio of residents per turf is greater than 40,000 active population.**



<p>Above average FTE within the Association area - overall access to facilities may not be a barrier.</p> <p>However, while there may be sufficient population numbers, caution is required as geographical barriers may be restricting access.</p>	<p>40,000</p>	<p>Below average FTE. Limited access to facilities may be a barrier to participation.</p>
---	---------------	---

- **Where the ratio of residents per player is above 50.**



<p>High level of local participation within the population indicating that those that want to play hockey are playing</p>	<p>50</p>	<p>Below average level of local participation. May be result of other competing sport or limited access to facilities.</p>
---	-----------	--

### Current Turf Requirements.

Based on an analysis of the turf utilisation parameters the Associations that exceed them are identified in Figure 3.5.

**Figure 3.5 Associations exceeding turf utilisation parameters (2016)**

Player per FTE turf over threshold 650 – 850)	Full Field Player per FTE turf over 500	Over 40,000 active population per turf	Residents per play over 50
<ul style="list-style-type: none"> <li>• Auckland</li> <li>• Canterbury</li> <li>• Manawatu</li> <li>• Otago</li> <li>• Poverty Bay</li> <li>• Taranaki</li> <li>• Tauranga</li> <li>• Wellington</li> </ul>	<ul style="list-style-type: none"> <li>• Auckland</li> <li>• Canterbury</li> <li>• Otago</li> <li>• Wellington</li> </ul>	<ul style="list-style-type: none"> <li>• Auckland</li> <li>• Canterbury</li> <li>• Counties Manukau</li> <li>• Otago</li> <li>• Tauranga</li> <li>• Wellington</li> </ul>	<ul style="list-style-type: none"> <li>• Auckland</li> <li>• Canterbury</li> <li>• Counties Manukau</li> <li>• Horowhenua</li> <li>• Mid Canterbury</li> <li>• Nelson</li> <li>• North Harbour</li> <li>• Taranaki</li> <li>• Tauranga</li> <li>• Thames Valley</li> <li>• Waikato</li> <li>• Wellington</li> </ul>

### Current Priorities

In terms of identifying the priorities the players per FTE is the key determining factor. Where two or more of the factors combine this identifies the need for further investigation at a local level.

However, where other utilisation factors are exceeded this indicates that additional investigation is required to identify the local barriers to participation. Access to suitable facilities is likely to be a potential barrier however it should not be assumed that it is the main barrier at a local level.

### Impact of Travel Time

The impact of travel time is also an important consideration as many Associations cover a large geographical area. Where this is the case an initial analysis may indicate that there are sufficient facilities to meet demand however when the geographical factors are taken into account this can be seen not to be the case.

Anecdotally, it is identified that players willingly travel from a smaller settlement to a larger settlement to participate however there is resistance to the reverse journey from larger to smaller to participate. Where this is the case a facility within the larger urban area may be operating above capacity while the one in the more rural area is under-utilised.

Where this is the case, additional analysis at a local level is required.



## 4 Participation Trends and Future Demand

In considering the future demand for hockey one of the key determining factors is the projected change in the Active Population (aged 5 to 49 years old) as this represents the potential population which makes up over 97.5% of current hockey players.

The active population is projected to increase by 235,790 from 2,738,235 in 2015 to 2,994,025 by 2033. While this represents a significant increase the the hockey playing age population it is not uniform across New Zealand. Understanding how this population change is going to impact on each Association is important to estimating future growth.

**Figure 4.1 Active Population Projections**

	<b>NZ Statistics 2015 Mid year Estimates</b>	<b>NZ Statistics Population Projections, Medium Series 2033</b>	<b>Change in Active Population</b>
Auckland	612,515	734,410	121,895
Bay of Plenty	67,845	59,590	(8,255)
Buller	5,300	5,520	220
Canterbury	287,190	309,343	22,153
Central Otago	35,220	37,860	2,640
Counties/Manukau	134,350	162,160	27,810
Eastern Southland	15,535	14,335	(1,200)
Hawkes Bay	88,460	82,480	(5,980)
Horowhenua	39,880	38,170	(1,710)
Invercargill	40,245	38,285	(1,960)
Manawatu	79,820	81,220	1,400
Marlborough	24,590	22,960	(1,630)
Mid Canterbury	27,070	32,888	5,818
Nelson	53,050	49,280	(3,770)
North Harbour	257,480	326,555	69,075
North Otago	10,890	10,890	-
Northland	86,100	87,380	1,280
Otago	86,400	82,720	(3,680)
Poverty Bay	27,960	26,840	(1,120)
Rangitikei	7,870	6,710	(1,160)
South Canterbury	30,460	29,390	(1,070)
Taranaki	66,070	66,720	650
Tauranga	120,260	128,370	8,110
Thames Valley	40,010	35,310	(4,700)
Waikato	190,765	210,530	19,765
Wairarapa	22,400	21,030	(1,370)
Wanganui	30,080	25,780	(4,300)
Wellington	258,680	256,190	(2,490)
West Coast	11,740	11,110	(630)
	<b>2,758,235</b>	<b>2,994,025</b>	<b>235,790</b>

When the impact of the projected active population change against the current participate numbers and participation rates the total number of hockey players is projected to increase by 5,803 to 57,750 by 2033.

**Figure 4.2 Turf Utilisation Measures (2033)**

	Changing in Active Population	Projected Change in Registered Players	Ratio of Total Players per FTE	Ratio of Full Field Players per FTE	FTE per Active Population	Ratio of Registered Players per Active Resident
Auckland	121,895	1,263	1,289	831	124,476	97
Bay of Plenty	(8,255)	(235)	424	143	14,898	35
Buller	220	8	195	116	5,520	28
Canterbury	22,153	413	1,440	721	77,336	54
Central Otago	2,640	54	772	271	37,860	49
Counties/Manukau	27,810	206	414	267	55,917	135
Eastern Southland	(1,200)	(41)	496	145	14,335	29
Hawkes Bay	(5,980)	(161)	635	291	23,566	37
Horowhenua	(1,710)	(22)	491	151	38,170	78
Invercargill	(1,960)	(56)	551	181	19,143	35
Manawatu	1,400	41	875	480	29,535	34
Marlborough	(1,630)	(54)	762	144	22,960	30
Mid Canterbury	5,818	130	736	318	32,888	45
Nelson	(3,770)	(72)	473	250	24,640	52
North Harbour	69,075	1,192	805	425	46,651	58
North Otago	-	-	391	161	10,890	28
Northland	1,280	38	656	357	21,845	33
Otago	(3,680)	(101)	1,133	597	41,360	37
Poverty Bay	(1,120)	(33)	780	370	26,840	34
Rangitikei	(1,160)	(31)	272	0	10,323	38
South Canterbury	(1,070)	(35)	486	198	14,695	30
Taranaki	650	14	848	456	33,360	48
Tauranga	8,110	168	1,065	415	51,348	48
Thames Valley	(4,700)	(72)	271	144	17,655	65
Waikato	19,765	416	771	283	36,614	47
Wairarapa	(1,370)	(84)	642	320	10,515	16
Wanganui	(4,300)	(122)	416	196	14,731	35
Wellington	(2,490)	(40)	823	495	51,238	62
West Coast	(630)	(18)	312	173	11,110	36
	<b>235,790</b>	<b>2,766</b>	<b>756</b>	<b>378</b>	<b>41,183</b>	<b>27</b>

### Future Turf Requirements.

Based on an analysis of the turf utilisation parameter the Associations that exceed them in 2033 are identified in Figure 4.3.

**Figure 4.3 Associations exceeding turf utilisation parameters 2033**

Player per FTE turf over threshold 650 – 850)	Full Field Player per FTE turf over 500	Over 40,000 active population per turf	Residents per play over 50
<ul style="list-style-type: none"> <li>• Auckland</li> <li>• Canterbury</li> <li>• Central Otago</li> <li>• Manawatu</li> <li>• North Harbour</li> <li>• Otago</li> <li>• Poverty Bay</li> <li>• Taranaki</li> <li>• Tauranga</li> <li>• Waikato</li> <li>• Wellington</li> </ul>	<ul style="list-style-type: none"> <li>• Auckland</li> <li>• Canterbury</li> <li>• Otago</li> </ul>	<ul style="list-style-type: none"> <li>• Auckland</li> <li>• Canterbury</li> <li>• Counties Manukau</li> <li>• Marlborough</li> <li>• North Harbour</li> <li>• Otago</li> <li>• Tauranga</li> <li>• Wellington</li> </ul>	<ul style="list-style-type: none"> <li>• Auckland</li> <li>• Canterbury</li> <li>• Counties Manukau</li> <li>• Horowhenua</li> <li>• Marlborough</li> <li>• Mid Canterbury</li> <li>• Nelson</li> <li>• North Harbour</li> <li>• Taranaki</li> <li>• Tauranga</li> <li>• Thames Valley</li> <li>• Waikato</li> <li>• Wellington</li> </ul>

## 5 Challenges and Opportunities

---

A number of challenges were identified during the development of the 2010 National Strategy, these have been reviewed and updated through the development of this document and related consultation with the Associations.

### 5.1 At a National Level

#### A National Hockey Centre

Sport New Zealand has supported Hockey New Zealand's plans to develop a National Hockey Centre to be the base for the high performance training programme and act as a Tier 1 venue as part of a targeted approach to developing a network of high performance sporting facilities. These plans have progressed in partnership with North Harbour Hockey to develop North Harbour Hockey Stadium into a National Hockey Centre.

North Harbour was identified due to:

- Accessibility of high-quality turf
- Proximity to AUT Millennium Institute of Sport & Health ("MISH"), which provides the strength and conditioning programmes for the squads
- Availability of accommodation at AUT Millennium
- Auckland based coaches and a high proportion of Auckland-based players amongst those that play in New Zealand.

The National Hockey Centre will have three core objectives:

- Community based facility for the North Harbour Hockey community
- The National High Performance Centre for the Hockey New Zealand High Performance programme
- The primary stadium for Tier One events.

Following a recent announcement to undertake substantial improvements to the Constellation Road Motorway junction these plans are under review. An alternative proposal is under development to relocate the North Harbour Hockey Stadium in its entirety to an adjacent site which will meet the following requirements:

#### Tier One Stadium

- FIH Top Property Event
- FIH 2nd Tier Property Event
- FIH Endorsed Events (Hockey New Zealand Owned)
- International Test Matches (vs. teams ranked 1-6)
- NHL Finals Weekend/Tournament.

#### A sustainable community network

In considering the range of facilities required it is essential to understand the way that hockey is played and the types of facilities that are required. There has been a substantial change in the way that hockey has been played over recent years and a large number of hockey turfs developed.

While this is a significant benefit to the game and has assisted in increasing the player numbers the investment in infrastructure has been significant. Benefits include:

- Raised the quality of facilities.
- Intensified facility use and changed the way the game is played through centralised venues.
- Increased participation in hockey.
- Provided the ability to host high quality national and International events throughout the Country.

However this has also:

- Raised hockey players expectations.
- Significantly increased the financial burden on Associations and players.
- Placed increased focus on facility development, management and renewal onto the Associations.
- Reduced opportunities to play hockey locally.

While the significant improvement in facilities is fully endorsed by Hockey New Zealand it creates a number of challenges and issues. Hockey New Zealand recognises that facilities are central to the development of the game and that Hockey New Zealand has a far greater role to play in supporting the Associations to develop appropriate facilities in a sustainable way if the game is going to continue to develop.

## **5.2 At an Association Level**

The key challenges at an Association level are identified as falling within two main categories:

### **Access to capital and development of additional facilities**

The cost of construction is a major factor in developing additional turfs to meet demand. As the majority of hockey turfs are either owned by the Associations or by schools the responsibility for securing the capital investment to develop additional turfs places a significant additional financial pressure on the Associations and participants which are already required to meet the cost of sustaining the existing turfs.

### **Renewals of existing turfs**

Maintaining the current provision of hockey turfs is one of the key challenges facing hockey. In many cases the responsibility for maintaining and renewing the existing turfs usually rests with either the hockey Associations, or with the schools; and due to this, players are charged significantly higher fees than other sporting codes to develop a reserve fund towards the renewal of turfs. While significant progress has been made by the Associations, experience has shown that additional funding will be required to meet the costs of renewal. Reliance on external sources of funding for renewals such as philanthropic funders is a significant risk as some of the sources have reducing revenues.

While the majority of challenges fall under similar broad headings each Association has their own individual issues depending on where they are within the turf development cycle. These include:

- Access to capital
- Access to operational subsidy
- Renewal of existing turf
- Development of extra turf
- Renewal of practice facilities
- Development of additional practice facilities
- Renewal of ancillary facilities
- Development of new ancillary facilities.

Analysis of the details provided of the current network of hockey turfs indicates the potential capital investment required to maintain the turf only (excluding lights, ancillary facilities etc) to be \$35m to \$40m over the next 10 years.

Ensuring the sustainability of the existing network of turfs is a significant challenge for the Associations.

### **No consistent approach**

There is no consistent approach to how new turfs are developed and existing ones renewed. In the majority of areas, it is usually a partnership between the Association, Local Authority and other grant funding bodies. While some facilities are developed, maintained and replaced by the Local Authority as part of their on-going support to field based sports, the vast majority are not.

The majority of Associations own their turfs and have the responsibility for regular maintenance and renewal of facilities. The ownership of the facilities enables the Associations to utilise the turf access to maximize the use for hockey and the development of the game, this however, increases the operating costs for the Association and ultimately the cost to participate in hockey.

A review of the Association survey undertaken as part of the development of this strategy identifies that approximately \$35m to \$40m is required over the next 10 years to cover the costs of resurfacing the existing network of hockey turfs.

With the responsibility for securing this funding remaining with the Associations through membership fees and contestable funding from Local Authorities and other funders this is not considered a long term sustainable approach.

## 6 Key Facility Considerations

---

### 6.1 Types of Turf

It has been identified that 78% of Association / Trust turfs are water based. Internationally there is limited data available on the overall proportion of water based turfs. A high level review and initial discussions with the FIH indicate that overall access to water based turfs is significantly higher in New Zealand than the majority of hockey playing federations.

The FIH recognise three different categories of approved turf products. These are:

Global	Non-filled water based surfaces. This category of surface is normally used for FIH top level competition, lower level international and top level national competitions.
National	Normally sand dressed or sand filled surfaces designed primarily for hockey. This category of surface is normally used for lower level national, regional and club play.
Multi-sport	Surfaces designed for a number of sports and on which basic community and domestic level hockey can be played.

While only a few turfs in New Zealand have FIH Certification as a Global turf, the majority are however built to the Global standard.

A water based turf is considered the premier surface for high level hockey participation and securing access to a network of water based turf is fully endorsed by Hockey NZ, it does however raise additional factors that should be considered. These include:

- While the carpet cost and installation are similar for all surfaces the addition of a watering system increases the overall capital cost by 15 – 25% over a sand based turf.
- A water based surface is ideal for hockey and can be used for other sports. However, the surface is designed to be the ultimate surface for hockey and restricts the range of other sporting activities.
- The lifespan of a water based turf is approximately 10 years compared to 15 years for a sand dressed or 20 years for a sand filled turf. This significantly increases the whole of life costs.
- Increased use of water based turf increases the overall cost of hockey participation.
- The increased access to water based turfs has increased player expectations and places further pressure on Associations to provide the premium hockey surface for all competition and training.
- Increased player expectation regarding the suitability of surfaces and reliance on centralised water-based turfs can potentially increase barriers to participation and may restrict opportunities to participate in hockey at a local level.

When these factors are taken into account, it is considered that overall there are sufficient water based hockey turfs to meet current and future demand. However, while there are sufficient water based turfs, not all are located in the greatest area of need and therefore additional water based turf can be supported where there is a significant shortfall in provision.

## 6.2 Turf Sustainability

The long term sustainability of turfs is perhaps the most significant issue facing the future of community hockey facilities. The decision to move away from playing on grass fields to artificial surfaces was one taken by hockey, to ensure that the sport maintained pace with the development of key facility requirements of the global game. This has resulted in the transfer of responsibility for provision and maintenance of main playing surface from Local Government to Association in the majority of cases. While hockey as a code is in the fortunate position of programming and controlling access to turfs it has added a significant financial burden on the code.

While the majority of codes take responsibility for the social and clubroom provision to support their game, hockey is unique in the field sports in taking responsibility for the main playing surface. Other field codes take responsibility for the social facilities however the basic provision, maintenance and renewal of the playing surface is provided and funded by Local Government. With the significant increase in the provision of artificial turfs for rugby, football and rugby league provided by Local Government is placing further emphasis on the outlier position of hockey.

Hockey NZ and the Associations fully recognise that there are different models of provision around the Country and acknowledge the support and considerable investment of Local Authorities and other funders through grant funding to enable facilities to be developed. However, as a result of the model in place, this funding is contestable and potential funding levels are unknown.

Hockey NZ consider that the provision of hockey turfs should be considered as a basic level of provision similar to other field codes.

### Turf Renewal Costs

An analysis of existing facilities identify that the annual cost of long term renewal is:

- Carpet renewal only \$40,000 p.a.
- Cost recovery including initial build cost \$75,000 p.a.

While the preferred approach is for turfs to be considered as core council provision as an equitable approach similar to other field codes Hockey NZ recognise that other arrangements are in place. It is essential to manage the long term renewal therefore all turfs should work towards a cost recovery model with users (including representative teams and development squads etc) being charged a hire fee. This will enable the Association to develop a long term renewal fund based on a minimum of 33% cost recovery from hockey players (\$13,500 or \$25,000 per turf per annum).

In addition all turfs should have a fully funded annual maintenance programme and asset management plan.



### 6.3 Multi-sport use of hockey facilities

All hockey turfs are suitable for use by multiple sporting codes. However, the different types of surface have an impact on suitability and desirability for each individual code.

**Figure 6.1 Hockey Surface Types**

Surface	Suitability for Hockey	Potential Codes
Water	Primarily hockey	Hockey, futsal, multi code all weather winter fitness training (e.g. rugby, football, league).
Sand filled	Primarily hockey with other codes as regular users.	Primarily hockey, futsal and lower level of basketball and tennis due to low bounce. Multi code fitness training.
Sand dressed	Multi-sport with hockey as a core users.	Tennis, basketball, netball, futsal, hockey. multi code fitness training.
Longer pile / rubber crumb	Not suitable for hockey. Can be used for low level training and junior hockey if no other alternatives available.	Rugby, football, league. Multi code fitness training.

While the turf may be suitable, enabling multi-sport use, it can be difficult if not impossible during the main winter season when the turf is in use for 50 plus hours a week for hockey. Where this is the case, should other users be brought onto the turf, additional turf capacity will be required to meet the demand for the hockey which has been displaced.

In considering the potential surface for future turfs, additional water based turfs should only be considered where there is a clearly identified local need for premier regional competition given the implications to the Associations on the cost of construction, renewal and restrictions placed on attracting multiple users to maintain a regular income stream.

There has been a significant increase in the provision of longer pile / rubber crumb surface driven by football, rugby and rugby league. While these can potentially be used they are not suited to the development of hockey. A challenge for the expansion of the game is for Associations to reach out and work with other codes that are happy playing on hockey suitable surfaces to ensure that the needs of hockey are not lost as the number of these longer pile / rubber crumb surfaces are developed. This is essential where additional capacity is required but current and projected future demand does not support a water based facility.

### 6.3 Turf sizes and availability of spaces

In considering the types of facilities available to hockey, as Associations have moved away from grass fields the current default has been to develop a full sized field and operate a centralised model. While having access to a full sized field is essential to play the game there are other factors that should be considered as participation grows.

Traditionally all junior hockey and hockey training has been played on half or quarter turf area to maximise the use of the full-size turf. However as the numbers increase and the turf is being used to capacity the ability to programme all activity onto the turf becomes harder.

When additional capacity is required, especially for junior hockey and training, limited access to a water based field should not be seen as a barrier. It is considered acceptable for all junior hockey to be played on any suitable surface and any dimensions as long as an approximate ratio of 1:1.5 (width : length) is maintained for competition.

With college age and above, access to a half sized turf area with goal and circle markings is required for training.

## 6.4 Event driven facility development

The opportunity to hosts hockey events provides a number of benefits to each area in terms of;

- Raising awareness of hockey
- Local profile and economic benefit
- Providing the catalyst for facility improvements and legacy developments.

While these benefits can be significant they should not be seen as a primary driver for facility development. The potential to develop facilities that would enable events to be held, for examples a second water based turf on the same site for an International series or a third turf to host the masters. Developing facilities to host an event should not be considered unless there is a strongly identified local community need to support the on-going use of the facilities.

In many cases, where there is demand of additional turf capacity, developing a number of smaller facilities or partnering with a neighbouring Association, is a more sustainable approach to grow the game in the long term.

Based on a review of the existing facilities Hockey New Zealand does not consider that any additional three turf facilities (on the same site) are required to meet the needs of existing or planed future events. In considering the demand for events requiring access to three turfs, collaboration between Associations is encouraged to secure access to three turfs within a 90 minute drive-time.

## 6.5 Travel times

The time taken to travel to access a hockey facility varies considerably depending on a number of factors such as the distance in rural areas to traffic issues in urban areas. Analysis of available data identifies the maximum travel times in Figure 6.2.

**Figure 6.2 Maximum acceptable travel times**

	<b>Competition</b>	<b>Training</b>
Senior	60 minutes	30 minutes
Junior	45 minutes	30 minutes

These may vary, especially with large geographical catchment areas. The development of the strategy would support that travel times can also vary within an Association as players are willing to travel from smaller / rural areas to the larger / urban areas but not the other way round.

It is acknowledged that there may be local circumstances which result in different travel times within each Association, accordingly the above these should be considered as a guide.

## 6.5 A Hub and Spoke Approach

To address these considerations each Association or regional grouping of Associations (where appropriate) should develop a hub and spoke approach to facility development.

### The Hub

- This should be the main Association facility ideally with access to a water based turf.
- The hub should be a base for most, if not all, competitive hockey that is played on a full sized turf.
- The hub should provide the main training base for senior and representative hockey in the Association area.
- Should there be capacity within the hub and it is geographically placed to serve the area it is considered appropriate for the hub to meet the needs of all hockey competition and training).
- Additional turfs should be provided at the hub where sufficient community demand and membership numbers can be demonstrated to ensure the long term viability.

### The Spoke

- The spokes should be additional facilities that are distributed throughout the Association catchment area.
- Spokes should provide local opportunities for junior competition and training.
- Spoke facilities should be a surface that is suitable for hockey and allow a wide range of multiple use.
- The dimensions of a spoke facility should not be seen as a barrier to participation with suitable facilities including:
  - Full size turfs (other community or school facilities).
  - Half turfs
  - School or community netball or tennis courts. For example 3 netball courts is considered a suitable size equivalent to a half turf.

When additional hub or spoke facilities are being planned it is essential that a flexible approach is taken as it is unlikely that sufficient additional hockey demand can be generated to support the facility from day one. The key drivers for all facility development should be to:

- Maximise hockey participation and grow the game
- Ensuring the long term sustainability of the facility.

Options should include:

- Developing facilities in partnerships with local schools / multi-code facilities with hockey as a core user.
- Exploring options for hockey suitable multi-sport surface
- Exploring options to develop several half turfs geographically located within the Association area would have a greater impact on increasing recruitment of new players and participation than a single full-size turf.

Where all options have been explored and sufficient demand can be demonstrated, then options for a new Association turf should be considered.

### A Hub and Spoke Scenario

An Association has identified the need for additional turf to meet a growing demand. An analysis of the FTE data indicates that an additional FTE is required and that there are 350 senior players per turf.

Two options are being considered:

- Develop a 2<sup>nd</sup> full sized water turf at the hub site
- Develop a small size (40m x 26m) sand filled turf (ensuring a hockey suitable surface) at the hub and an additional 2 small size turf at other locations in the Association catchment area.

Analysis of the capital costs indicates that the initial investment required to build is similar for both options.

#### A Full Size Turf

Advantages	Disadvantages
<p>Can potentially hold a wider range of events.</p> <p>Have access to 2 full sized turf to enable flexibility of programming.</p> <p>All activity centralised.</p>	<p>Full size turf not required for community hockey - with careful programming all games that require a full size turf can be played on the existing turf.</p> <p>20 year lifecycle will require 2 turf renewals at an estimated cost of \$1m.</p>

#### 3 Half turfs

Advantages	Disadvantages
<p>Provides local facilities for junior and training maximising the reach of hockey across the Association geographical area and embeds hockey in these communities.</p> <p>Frees up capacity on the full size turf to focus on competition with small sided games and training provided locally.</p> <p>A hockey surface that is suitable for multi-sport use. Partnership opportunities with other codes and / or schools</p> <p>20 year lifecycle cost will require 1 surface renewal at an estimated cost of \$600,000</p>	<p>Cannot hold events requiring 2 turfs on a single site.</p>

In this situation the preferred delivery model would be to develop 3 small sided turfs as it maximises the reach of hockey, the potential to increase participation while providing a cost effective solution.

# 7 Key Strategic Direction

---

A number of key strategic directions have been identified to further support the development of facilities to enable Hockey in New Zealand to excel and overall participation to growth.

These are identified as:

- A National Facility Hierarchy
- Major Event Venues
- Hub and Spoke Delivery Models
- Priority for Community Turf Development
- Sustainable Facilities
- Strategy Implementation

## 7.1 A National Facility Hierarchy

Ensuring an appropriate range of facilities to host elite competition and training is an immediate priority for Hockey New Zealand.

### National Hockey Centre

1. The immediate priority is to develop a centralised training base for the Black Sticks with priority turf access.

### Tier 1 Hockey Stadiums

2. Ensure the relocated North Harbour Hockey Stadium is developed as a Tier 1 Venue to be identified by HNZ as the primary hockey stadium for FIH events.
3. Support the network of Tier 1 venues across New Zealand to include Regional Sports Park, Hawkes Bay; North Harbour Hockey Stadium; National Hockey Stadium, Wellington; and Nga Puna Wai, Christchurch. No additional Tier 1 hockey stadiums are required to meet the current competition requirements.

## 7.2 Major Event Venues

The ability to host other International and National level events throughout New Zealand is important to Hockey New Zealand to raise awareness of the game and promote participation. While this is a priority, hosting events should not be viewed as the primary catalyst for facility development.

### Three Turf Venues

4. Access to three turf venues is currently required for a number of national competitions including the National Hockey League and the Masters tournament. A network approach is supported with access to three turfs within a 90 minute drive-time.
5. No additional three turf venues are required to meet competition requirements and would only be supported to meet the demand for community based participation.

### A Collaborative Approach

6. HNZ supports a collaborative approach from Associations to support event delivery.

### 7.3 Hub and Spoke

7. All Associations should develop a hub and spoke approach to turf provision to develop a community network with a focus on providing improved access to hockey within local communities.

#### Hub Facility:

- The primary hockey turf for the Association with hockey as the primary activity
- The primary base for all hockey requiring access to a full size turf.

#### Spoke Facility:

- A school turf or other community based turf facility
- Part of a multi-sport facility
- A focus for small sided games (junior and hockey 5's)
- A focus for local training opportunities
- There are no fixed requirements in terms of size or surface material. Suitable facilities include:
  - Purpose built small size hockey turfs
  - Multi-sport surfaces that hockey can use
  - School or community netball or tennis courts.
- All facilities, where possible should be floodlight to maximise the use of the facilities during peak hours of winter demand.

#### Priority Developments

8. In terms of managing demand (players per turf) the following priority actions:
  - A hub and spoke model is established (junior and geographical access). Only once all junior competition and training is relocated to local community sites then opportunity to develop a new turf should be considered.
  - A second turf provided at a hub facility
  - A additional turf in partnership with a school
9. With the exception of the development of regional hub facilities, it is considered that the majority of additional turfs should be developed in partnership with schools or multi-code sites.

#### School Based Hockey Facilities

10. HNZ, Association to partner with schools to ensure all school hockey turfs are considered as part of the Associations network of facilities with management, governance and access arrangements adopting good practice guidelines.
11. Where a school turf is developed as a community facility, the Association should be the lead organisation to manage and co-ordinate community hockey use. Should community funding be considered e.g. community trust, gaming trusts, Council, the Association should be central to the project to confirm community usage and access agreements are in place. Where this cannot be achieved, these projects should not be identified as a priority for the Association.

## 7.4 Priority for Community Turf Development

### Current Priorities (2016)

12. The priority for additional turf capacity to meet current demand are:

Additional turf capacity required as players per FTE exceeds threshold:	Areas where additional full sized turf is required to meet the demand for teams that play on a full size turf:
<ul style="list-style-type: none"> <li>• Auckland</li> <li>• Canterbury</li> <li>• Manawatu</li> <li>• Otago</li> <li>• Poverty Bay</li> <li>• Taranaki</li> <li>• Tauranga</li> <li>• Wellington.</li> </ul>	<ul style="list-style-type: none"> <li>• Auckland</li> <li>• Canterbury</li> <li>• Otago</li> <li>• Wellington.</li> </ul>

### Future Priorities (2033)

13. The priority for additional turf time to meet projected future demand are:

Additional turf capacity required as players per FTE exceeds threshold:	Areas where additional full sized turf is required to meet the demand for teams that play on a full size turf:
<ul style="list-style-type: none"> <li>• Auckland</li> <li>• Canterbury</li> <li>• Central Otago</li> <li>• Manawatu</li> <li>• North Harbour</li> <li>• Otago</li> <li>• Poverty Bay</li> <li>• Tauranga</li> <li>• Taranaki</li> <li>• Waikato</li> <li>• Wellington.</li> </ul>	<ul style="list-style-type: none"> <li>• Auckland</li> <li>• Canterbury</li> <li>• Otago</li> </ul>



## Other important factors

In considering the above priorities it is important to consider that analysis at an Association level may not provide the complete picture, especially where an Association is approaching the player per FTE threshold.

There are areas where hockey turfs have been developed to meet a local need however they are located outside of a realistic catchment area for the main centre of population. Here the turf provides potential capacity within the Association area however is outside of the identified drive-time catchments.

In these areas, it is recommended that a regional facility plan is developed.

## 7.5 Sustainable Facilities

### Annual maintenance funding

14. An annual maintenance plan should be developed for all hockey turf.

### Long term renewal

15. To ensure greater equity with other field sport codes, hockey turfs should be considered a core element of council provision.

16. Where this is not possible in the short to medium term, hockey turfs should operate a cost recovery model with the Association generating a target of 33% while working towards greater equity. Any higher than 33% significantly increases the cost to participate in hockey.

### Association Turf Plan

17. An Association Turf Plan should be developed for all hockey turfs in the Association area (Association, Trust, Local Authority, School) which identifies:

- Annual maintenance costs
- Long term renewal.

18. The Association Plan should be developed with; and endorsed by Local Authorities with funding secured towards the implementation of annual maintenance costs and long term renewal.

### Development of new facilities

19. All new facilities should be developed with an annual maintenance plan, asset management plan and long term renewal plan to be incorporated into the Association Turf Plan.

## 7.6 Strategy Implementation

A key challenge to the implementation of the strategy is the level of support and implementation provided by Hockey NZ to supporting and developing facilities given the significance that they have on the game.

20. Hockey NZ identify a facility strategy champion

21. The strategy champion provides ongoing support for regions through:

- Guides, templates and case studies
- A full time resource to provide advice, engage with TA's to help shape provision and funding and support the facilitation of community projects.

22. Hockey NZ do not endorse facility developments as a priority, which do not align with the National Facility Strategy or a Hockey NZ endorsed Regional Facility Plan.
23. Hockey NZ website home page to include 'Facilities' as a headline option with linked page having a brief introduction statement regarding the National Facility Strategy, each key resource document and the champion and links to Strategy report.

## Appendix 1 Hockey New Zealand's Vision and Goals



## Appendix 2 Turf utilisation Trends (2003 - 2015)

	Registered Players (2001 NZH Annual Report)	Registered Players (2003 NZH Annual Report)	Registered Players 2008	Registered players 2015
Auckland	3,899	4,522	4,341	6,345
Bay of Plenty	1,648	1,462	1,733	1,929
Canterbury	2,738	3,272	3,734	5,349
Central Otago	315	361	442	718
Counties/Manukau	990	1,104	1,119	994
Eastern Southland	444	504	405	537
Hawkes Bay	2,099	2,003	2,120	2,383
Horowhenua	605	758	770	513
Invercargill	1,131	1,127	958	1,158
Manawatu	2,079	2,255	2,359	2,670
Marlborough	665	689	585	615
Mid Canterbury	591	502	523	606
Nelson	830	855	1,054	1,019
North Harbour	3,569	4,221	4,059	4,442
North Otago	431	445	437	391
Northland	1,919	2,048	1,976	2,586
Otago	1,604	1,581	1,734	2,366
Poverty Bay				813
South Canterbury	826	802	981	1,007
Taranaki	991	952	1,186	1,386
Tauranga	1,566	1,645	1,767	2,495
Thames Valley	566	632	531	615
Waikato	2,813	3,402	3,048	4,018
Wairarapa	1,728	1,684	1,475	1,368
Wanganui	1,117	850	786	954
Wellington	3,223	2,872	3,717	4,153
West Coast	637	456	509	517
	<b>39,024</b>	<b>41,004</b>	<b>42,349</b>	<b>51,947</b>

**Ratio of Registered Players per FTE.**

	<b>2003 Ratio of Players per Turf</b>	<b>2008 Ratio of Players per Turf</b>	<b>2015 Ratio of Players per turf</b>
Auckland	904	724	1075
Bay of Plenty	731	433	482
Canterbury	1,091	1,245	1337
Central Otago	361	442	718
Counties/Manukau	1,104	1,119	343
Eastern Southland	504	405	537
Hawkes Bay	1,002	1,060	794
Horowhenua	758	770	513
Invercargill	1,127	319	579
Manawatu	1,128	786	971
Marlborough	689	585	615
Mid Canterbury	502	523	606
Nelson	855	527	510
North Harbour	844	812	753
North Otago	445	437	391
Northland	1,024	659	647
Otago	791	867	1183
Poverty Bay			813
South Canterbury	802	981	504
Taranaki	476	593	840
Tauranga	548	442	998
Thames Valley	632	531	308
Waikato	1,701	508	699
Wairarapa	1,684	1,475	684
Wanganui	850	786	545
Wellington	957	929	831
West Coast	456	509	517
	<b>872</b>	<b>694</b>	<b>748</b>