

Hockey Australia Inc.

Submission to the Independent Sport Panel

Introduction

Hockey Australia Inc. is the National Sporting Organisation for the sport of Hockey, in some places known as field hockey, mainly to distinguish between other forms of hockey, such as ice hockey, underwater hockey, street hockey etc.

HA commenced operations in January 2001 following the amalgamation of the gender specific, Australian Hockey Association established in 1924 and the Australian Women's Hockey Association established in 1910. Hockey as a sport is a game for everyone, a sport that is accessible and enjoyable for male and female Australians of all ages and backgrounds. Hockey is played throughout the world and there are currently in excess of 125 member nations of the International Hockey Federation (FIH).

HA's mission is "to encourage, promote, develop and administer hockey to maintain Australian hockey as a world leader and a game for everyone. This will be done through managing Australia's high performance program and maximising participation, enjoyment and community profile."

A significant number of Australians participate in organised hockey and our 2008 census found that participants in club and school competitions exceed 200,000 from junior to veteran players.

Governance and Structure

HA is currently an incorporated association under the Victorian Associations Incorporations Act 1981. It is anticipated that in November of this year by a proposed change of constitution the organisation will become a company limited by guarantee under the Corporations Act.

The members of HA are the eight State/Territory Hockey Associations, who elect the Board of Directors to govern the organisation. The National office is located in Melbourne and the High Performance office in Perth in co-location with the Australian Institute of Sport (AIS) Hockey Unit. HA also currently has out-posted staff in Canberra and Darwin.

Memberships/Affiliations

HA is a member of :-

- International Hockey Federation
- Oceania Hockey Federation
- Australian Olympic Committee
- Australian Commonwealth Games Association

In addition there are presently hockey programs conducted at the AIS and each State Institute/Academy of Sport.

Ensure Australia's Continued Elite Sporting Success (Terms of Reference No.1)

1.1 International Performance

Australian hockey teams have a long and sustained history of success in international competition, but the performance standards have become more difficult to achieve and competitions are more even and have greater depth. The competitive environment has seen greater resources and better programs for training and competition put in place by our major competitors. More than ever before Australia is suffering from geographical isolation and the costs of travel in comparison with the other strong hockey nations, particularly in Europe, but also in Asia.

During the last two Olympic cycles it has been necessary to isolate priority performance targets and prepare teams to achieve peak outcomes. The identified competitions in order of importance are:

- a) Olympic Games
- b) World Cups
- c) Commonwealth Games

Each of these competitions are played only every four (4) years, with World Cups and Commonwealth Games in the same year at the cycle at the mid-term of the Olympiad.

Australia has an enviable record in these competitions:-

- a) Olympic Games

Hockey for men was introduced in 1956 and Australia has since qualified for each Games, but withdrew from the 1980 competition. From thirteen competitions, the Australian men's team has medalled eight (8) times, including at the last five (5) Olympics.

Hockey for women did not become a program sport until 1980. Australia first competed in 1984 and from seven (7) Games, three (3) Gold medals have been achieved.

- b) World Cups

Similar results are evident from World Cup participation, with the men achieving seven (7) medal results from ten (10) starts and the women five (5) medals from eight (8) Cups.

- c) Commonwealth Games

Hockey became a Games program sport in Kuala Lumpur in 1998. The Australian men's team has a perfect record winning three (3) Gold medals from three (3) Games, whilst the women's team has also medalled three (3) times, including two (2) Gold.

1.2 The Planning Process

HA has a sophisticated and coach driven high performance planning process, which is based on the four year Olympic Games cycle. The plan engages program partners, particularly the ASC/AIS and SIS/SAS as the support of those organisations is fundamental to achieving the outcomes of the plan.

The processes and actions are designed for continuous improvement of athletes, coaching and support staff and programs to achieve peak performances at the most important competitions.

1.3 Identified Actions

The following actions have been identified to maintain and improve Australian team performance:-

- A model structure of a fully integrated and hybrid National teams/AIS program, supported by National Training Centres (NTC) and selected training camps.
- A defined athlete pathway, the maintenance of both central and de-central daily training bases and planned development of high performance players.
- Servicing and management of players located in Europe.
- High standard coaching staff in the centralised and de-centralised (NTC) programs.
- Organisation and direction of NTC programs.
- International competitions of at least thirty (30) matches annually for each senior team and ten-fifteen (10-15) games for each Australian junior team.
- High standard sports science/medicine and athlete support services.

1.4 National Teams/AIS Programs

Since the mid-nineties, a very productive and effective relationship between HA and the AIS has developed a fully integrated program, geographically located in Perth. This system has been a key driver in the performance of Australian teams and is fundamental to continued international performance.

The co-operation and program design between the Institute and the sport could quite easily translate to a model for other sports and has been achieved by the establishment of common goals and strategies, but with appropriate accountabilities in place for both organisations. Supervision and direction occurs through a joint management group and attempts are being made to replicate the system within the state-based programs. This system provides an excellent example of best utilisation of resources and a reduction of duplication.

1.5 National Training Centre Programs

There have been NTC programs for hockey in each state and territory since 1990. The programs run in partnership with SIS/SAS and state hockey associations are responsible for providing daily training environments for nationally identified athletes and also to underpin the requirements of the National program.

Three party partnerships are difficult to manage in relation to expectations, desired outcomes, supervisory responsibilities and ownership. In 2008, under the direction of a steering committee comprising senior staff representatives of the ASC, the National Elite Sports Council and HA, a comprehensive review of the NTC program was conducted by the Innovation and Best Practice section of the Commission.

The detailed review report contained fifteen (15) separate recommendations, which were accepted in full by program partners, subject to sustainability and affordability. The financial impact of implementing the recommendations is anticipated to be an additional \$500 – 600,000 per annum. The key areas covered in the recommendations include:-

- Leadership of the system by HA.
- Roles and responsibilities of NTC and State bodies in high performance pathways.
- Collective planning across all key stakeholders.
- Creation of a practical National performance management system.
- Better integration and use of resources, including the National coaching network.
- Creation of a National player development framework.
- Implementation of a National coach development plan.

The review concluded that some elements of the recommendations already exist within the current system and that the report was not about changing what is a very good high performance program. It is rather about enhancing and enabling the system to further evolve.

The review report could be used as a “blueprint” for other sports and it addresses areas of duplication identified as an issue for the Inquiry terms of reference.

1.6 Government Funding Programs

High performance programs for hockey are expensive and very dependant on financial support from the Australian Government, through the ASC and the AIS. The system of “one-line appropriation” is supported and with appropriate accountability and measures should continue.

The system allows the sport to determine expenditure priorities to best support and achieve agreed outcomes.

1.7 Performance Measurement

In recent years, Olympic and Commonwealth Games success has been measured in some (important) quarters by the number of medals won. This does not of course take into account pure team sports, capable under this measure of being counted for only one medal per team. The measurement is therefore fundamentally flawed, particularly when taking the investment into account.

The team sport ethic is an important part of the Australian culture, not only in a historical sense, but also in the development of a culture of working together to achieve a goal.

The medal count should therefore be disregarded as a measurement for the overall success of Australia’s elite level performance.

1.8 Recommendations

1. The Inquiry considers Hockey as a model structure for other team sports.
2. National and AIS programs be fully integrated.
3. The NTC review report be considered as a blueprint for sports with similarly spread programs.
4. Australian Government funding be increased and indexed to enable sustainability of the high performance system, including the continuation of the one-time appropriation.
5. The propensity to count medals as a performance measure at Olympic and Commonwealth Games be discouraged.

Better place sport and physical activity as a key component of the Government's preventative health approach (Terms of Reference No.2)

Strengthen pathways from junior sport to grassroots community sport right through to elite and professional sport (Terms of Reference No.3)

This part of the Hockey Australia submission is structured according to several 'pillars' recently discussed at a Community Sport forum hosted by the Australian Sports Commission (ASC):

1. Sport and Education
2. Sport and Preventative Health
3. Social Inclusion

Existing Hockey Australia Programs/ Products

Hook in2 Hockey (Hin2H)

Hook in2 Hockey is Hockey Australia's national recruitment program, which was launched in 2005 as an ASC Targeted Sports Participation Growth Program. The program is currently conducted in partnership with State Associations according to the following parameters:

- Program able to be used in schools as well as the community environment
- Community program divided into two stages being for 5-8 and 9-12 year olds

- Online centre and participant registration
- Flexible price structure allowing centres to set it between \$30-\$120
- Kookaburra Sport is the Official Equipment Supplier
- Participants have the option of receiving one of two packs – apparel or hockey equipment
- Program Coordinators require HockeyEd Beginner coaching accreditation
- Program Leaders are recommended HockeyEd Community coaching accreditation
- Triple Olympic gold medal winner, Rechelle Hawkes is the Ambassador for the program.

Research has shown that Hook in2 Hockey has a program participant conversion rate to club membership of 62%, arguably the highest of any similar sporting program in Australia.

Rookey

Hockey Australia's modified hockey game which is played using a modified stick and ball and focuses on maximum player involvement using small-sided games. Rookey aims to increase participation in hockey particularly amongst primary school aged children and others who have not played hockey previously.

HockeyEd

HockeyEd is Hockey Australia's new coach and umpire accreditation training programs operating within the ASC's NCAS and NOAS structure. HockeyEd is competency based and is designed to reflect the modern game and the needs of hockey participants. These programs see a shift in the focus towards developing practical skills and self-development, and thus ensure coaches and umpires are better prepared to meet the demands of the game. The new HockeyEd structure is as follows the lowest level of accreditation to the highest:

- Community
- Beginner
- Development
- Advanced
- High Performance (Coach) or National (Umpire)

Since launching HockeyEd in April 2007, Hockey Australia has successfully rolled out the Community, Beginner and Development levels. The Umpire Coach and Technical Official accreditation courses are currently being reviewed to be included within HockeyEd.

Hockey Australia has also introduced a HockeyEd Membership to add value to being an accredited coach or umpire. Accredited personnel receive access to a number of exciting membership benefits specific to their level of accreditation including, online templates and resources, a free rule book, discounts on Hockey Australia resources, event accreditation and media releases.

HockeyNet

HockeyNet was established in 2003 as an administration, communication and competition management system and Hockey Australia's national database. It is now in use throughout the states and territories and Hockey Australia's membership database has grown from 39,076 records to its current total of more than 150,000. Currently 68%

of associations utilise HockeyNet, with 46% of these using the competition component. It is Hockey Australia's aim to have 90% of associations using HockeyNet by the end of 2009.

Hockey Australia is about to enter in to a new phase of HockeyNet with the signing of a new agreement between Hockey Australia and SportingPulse that will provide our members with free websites at both the association and club level, a facility management system and a revenue stream for users.

Sport and Education

Enriching your lifelong learning

Building grassroots and community sport

The recent ASC Sporting Excellence Discussion Paper posed the following questions:

- Why are Australians becoming less involved in structured physical activity?
- Why do children have less opportunity to be physically active (school & community)?
- Why are Australians becoming less involved in structured physical activity?

Answers to these questions need to be sought, and then provided to community sporting organisations so that they are then able to modify their practices to attract and retain participants, coaches, officials and administrators, with change driven by evidence-based research.

Currently the Government ABS Census does not collect data on physical activity, sport, leisure or recreation. This information is required to answer the questions above, and if not to be included within the broader Census could be collected by way of a 'National Sports Survey'.

The National Sports Survey (able to be conducted via online methods) should focus on gathering data from those not participating in sport or physical activity, and younger members of the community as previous Sport and Physical Activity surveys/ reports have not collected data from persons under 15 years old.

The objectives of the Active After School Communities (AASC) program are commendable but to date have not fitted well with the objectives of Sport (Community, State Sporting Associations and National Sporting Organisations). The Australian Sports Commission and NSO's need to enter into meaningful dialogue to realign the objectives and maximise the benefits the AASC program can deliver through sport (hockey).

Sport infrastructure and facilities

Hockey Australia to:

- compile a 'National Hockey Facility Database' (clubs/ assoc & schools)
- develop minimum national standards for pitches and lighting
- develop Australian Standards for hockey equipment e.g. goals & goalkeeping equipment.

Hockey Associations, Clubs and local schools enter into partnerships to own/ operate/ utilise shared facilities, whether community based or school based. Hockey needs to form alliances to jointly use facilities with other sports e.g. tennis, lacrosse, lawn bowls,

American football. This will create more economic usage of hockey facilities, particularly during off peak times/months.

Hockey training for junior teams to be conducted after school on school grounds to alleviate existing transport issues associated with getting kids to hockey training. Interestingly, before the advent of artificial surfaces, community and school partnerships such as this were the norm. Liability concerns of community sport being conducted after school on school grounds must be addressed.

Capacity of sports to deliver pathways

It is important that Hockey Australia and the State/ Territory Associations move closer to adopting a single Strategic Plan. Hockey Australia and State/ Territory Associations to be required to agree/ sign-off on the agreed strategic goals to be shared before being provided federal or state government funding for programs.

Hockey's stakeholders (national, state, regional and club) to more clearly define the roles and responsibilities for delivery of sport programs. As an example, hockey could manage the Hook in2 Hockey (Hin2H) participation program under the following conditions:

- Hockey Australia will provide the resources- equipment, coach resources, apparel, program content.
- State/ Territory Sporting Associations will promote the program in their State, coordinate the conduct of programs, and train the deliverers of the programs.
- Regional Associations & Clubs will then provide the actual deliverers and links to clubs and associations.

Strengthening sport and education system links

Hockey to establish which of the Departments of Education/ Curriculum Councils currently includes hockey as a sport within their curriculum, and ensure presence on those not currently.

Hockey needs to be included on the national education curriculum (sport) to be considered in schools.

Re-establishment of a Schools Network by the ASC to provide NSO/ SSO's with access to support/ advice for creating links with schools and providing schools with resources from sport.

Priority access to Government grants (federal) to be provided for schools and clubs/associations that build or renovate sports facilities in equal partnership with each other. Hockey to investigate the potential of this being extended to schools and clubs/associations that become co-owners or co-tenants of an existing facility.

Hockey to position itself within 'sports schools', in offering students the opportunity to target development of hockey interest and/ or talent. This concept could be extended to AIS/ SIS/ SAS partnerships with specific universities for the high performance components, similar to the current UK model.

Provide schools and SSA with access to HockeyNet products (membership database and competition management system.) School players to be interacted into broader national database for communication and tracking purposes.

Utilise the knowledge gained from a 'National Hockey Facility Database' to identify school facilities that are not being used by clubs/ associations for their competitions and vice versa.

Market innovative modified equipment (e.g. Rookey) for private providers for use in the delivery of their programs.

Hockey Australia to promote a nationally consistent modified game format for i.e. Rookey with graduated progressions of the field size and rules for competitions and guidelines for age groups.

Hockey to ensure it is an option for coaching/teaching tertiary students. Hockey to target TAFE's/ Universities aware of HockeyEd as an online coaching and umpiring accreditation training program for their students. In ensuring Hockey as an option there is the further opportunity for university students to become delivery agents for Hin2H amongst schools and have their tertiary organisation recognise this.

Hockey to provide every school teacher (approx 235,000) with introduction to hockey information and the opportunity to gain a complimentary coaching or umpiring HockeyEd accreditation (Community or Beginner).

Sport and Preventative Health

Investing in your health

Hockey to implement in conjunction with health organisations, particular activities, events and resources for associations to target current health problems within the community.

Health Issue: Obesity

Hockey to encourage the implementation of healthy eating alternatives to member associations and clubs. Hockey to implement this via an incentive based "healthy eating centre" initiative by offering clubs either grants or affiliation fee rebates if for example their canteen has a heart foundation tick of approval.

Clubs will be encouraged to run a health awareness session at their club, by getting a qualified nutritionist to attend a training night and explain the benefits of healthy eating for players and parents.

Hockey to examine the potential requirement of club affiliation/ competition entry being dependent upon obtaining a Club H.E.L.P (Healthy Environment Lifestyle Program) certificate (includes areas such as first-aid kits, healthy food options at the canteen, RSA etc.)

Nutritional information resources will be included in current programs such as HockeyEd and Hin2H.

Hockey to explore independently, or the government to do so on behalf of all sports, a partnership with a health organization to promote a healthy lifestyle to participants – that results in one consistent message via all hockey programs.

Health Issue: Cancer

Hockey Australia to form a partnership with The Anti Cancer Council and in particular the SunSmart initiative to make all Hin2H programs “SunSmart” programs. (Currently Hin2H program participants can receive a bucket hat however it is not compulsory). Hin2H participants to also receive skin cancer prevention information brochures in show bags.

Current programs such as HockeyEd, will include reference resources for the Cancer Council, Skin Cancer Australia, Women’s Breast Cancer Network.

Clubs and associations involvement with the Community Facility Funding Program (provide shelter from the sun for spectators and players with funding for shade sails, buildings etc.) will be promoted.

Health Issue: Anti Smoking

A Smokefree policy, that incorporates spectator areas and any other areas associated with the organisation where people gather (not only indoors) will be encouraged. By working in conjunction with Smokefree, hockey could provide clubs with smokefree resources, signs and policy adoption kits for outdoor venues.

In current programs such as HockeyEd, reference resources for the SmokeFree and Quit initiatives will be included.

Health Issue: Alcohol management in sport

Hockey to ensure clubs are aware of programs such as the Good Sports Program (program aims to create a safer and healthier sporting club environment and uses a process of graduated accreditation levels for the Responsible Serving of Alcohol).

Encouragement will be given for the introduction of no selling or consumption of alcohol during junior competitions and establishing ‘wet and dry’ areas for spectators at association/ club facilities.

Health Issue: Depression

Initiatives will be implemented to make associations and clubs more aware of Depression within the community. In particular hockey to specifically target males and youths aged between 14- 20 years via existing competition structures.

HockeyEd coach accreditations to include education on Depression including recognizing symptoms of depression.

Hockey to participate (via conducting Hin2H) at different social inclusion type events – e.g. ruok2day (mental health awareness festival) in conjunction with Beyond Blue.

Health Issue: Injury prevention

A national policy to make the wearing of shin guards and mouth guards compulsory (currently only required at national championship levels) will be encouraged.

A uniform risk management checklist for all venues/ competitions will be implemented (ensuring that venue meets required safety standards). Provision of HockeyNet (specifically Client Connect facility management software) by Hockey Australia to clubs/

associations will therefore ensure that they will have the ability to complete these pre match checklists

Research will be conducted on Active Club Grants to improve the safety of sporting and active recreation environments and reduce the likelihood of injury while promoting physical activity

Health Initiative: Medicare rebate

Consideration should be given to a reduction of the Medicare levy should an individual be registered with a sporting club. The participant must be an actively playing member/participant (similar to the current Army Reserve initiative).

Social Inclusion

Strengthening your community

Building grassroots and community sports

Hockey to develop Social Inclusion Fact sheets (a club development resource, as part of broader Club Development Planning/Operational Resource) with tips on how to include disadvantaged groups by removing existing barriers. This is to extend to State Associations to conduct forums to discuss how these types of strategies can be practically implemented at clubs and association levels.

Establish a high profile hockey person e.g. Ric Charlesworth as an ambassador/patron for a high profile community program, specifically one which links in with Hockey Australia objectives.

The continuation of educating coaches and umpires via HockeyEd accreditation programs about providing inclusive environments. This is to be achieved by the improved understanding of Hockey Australia's Member Protection Policy (MPP), Junior Hockey Policy (JHP) and Codes of Behaviour.

Expansion of HockeyEd online programs to incorporate inclusive concepts/ content and resources (strategies for inclusion specific to different disadvantaged groups).

Hockey to conduct Member Protection Information Officer (MPIO) training to ensure adequate provision of trained MPIO officers, due to lack of courses currently being provided by other organisations.

Production of JHP brochures – *A Guide For Hockey Providers* for each club/ association and *Helping Your Child Enjoy Hockey* for junior players/ parents. JHP brochures include many concepts and user-friendly strategies in related to social inclusion to improve practices i.e A Game for Everyone, A Game for Life, People making Hockey Happen etc

Target populations - Indigenous

Implementation of a club grants/affiliation fee rebates program for club and associations implementing social inclusion initiatives e.g. providing membership fee discount to those from: Low socio-economic background; Women undertaking coaching or officiating accreditation training; and Indigenous communities

Hockey to explore opportunities to target Culturally and Linguistically Diverse (CALD) populations, in particular traditional hockey playing nations such as Indians, Pakistanis, Europeans (i.e. existing hockey players).

The establishment of links between clubs/associations and CALD communities and organisations, via community Migrant Resource Centres. For example, Clubs and associations to promote and make aware to these communities about local hockey competitions/clubs and participation opportunities.

The possible conduct of a “world cup” type event, aligning communities to hockey clubs, with the intention to have them fully integrate into that club in the future will be explored.

Continued provision of Indigenous Sport Program (ISP) funding State/ Territory Associations to be made available after careful consideration of a closer alignment with indigenous and sport organisation strategic goals.

The ISP sees local hockey organisations working in partnership with local indigenous organisations to deliver hockey in the local area. For example to reduce barriers to participation by providing transportation, reducing fees.

Hin2H to be the primary program utilised by the ISP program in that it provides equipment for participants and coach/ leadership training for those involved in delivery of the program.

The production of an ‘Indigenous Hin2H’ resource that includes traditional indigenous hockey games.

Athletes involved in the Indigenous Talent ID program are utilised as role models for junior indigenous communities and participants.

Education of participants and spectators regarding Codes of Conduct, particularly racial harassment/ vilification via the ‘Play the Whistle’ initiative. Greater incentives to achieve the award at competitions will be provided.

Hockey Australia to ensure the production of HockeyEd training programs on DVD for use by remote and indigenous communities in rural areas/ clubs (where internet is not available).

Target populations – Women

The implementation of a club grants/affiliation fee rebate program for club and associations for the implementing inclusion of women initiatives e.g. provide payment for women to undertake HockeyEd coaching/ officiating training.

Further support for women’s involvement via targeted inclusion in promotional and educational multi media to support each of the six JHP guidelines (inclusion thread) e.g. for Quality Coaches guideline use a female coach as the example.

Hockey Australia to expand current Female Coaching Apprenticeship Program via increased workshop and event opportunities for development and observation/ analysis purposes. Hockey Australia to expand the number of coaches involved and use a two tiered structure of development coaches in addition to sub-elite level coaches.

Target population – Disability sports

Hockey Australia to provide modified hockey equipment to disabled sport associations.
e.g. Rookey equipment.

In conjunction with disability organisations a Hin2H resource will be developed with modified skills/ drills activities for people with disabilities, including how to include people with disabilities.

Ensure Hockey is involved with a Hin2H 'come and try' hockey event – in partnership with organisations conducting the 'Access for All Abilities' program.

The delivery of Rookey (modified equipment) will be offered to Respite Centres as a social physical activity.

Sport infrastructure and facilities

Hockey will encourage facility managers/ users to identify low usage times and promote the use of their facility to disadvantaged groups.

The possibility that to be eligible for government facility funding allocation/ grants that clubs/ associations provide access to facility use for disadvantaged communities will be advocated e.g. Centre must provide 5 hours per month to a community group at 50% of normal hire fee.

Encouraging hockey clubs to provide 'pay as you play' options and reduced fee competitions for masters/ veterans (older adults), mothers groups (return to hockey groups post baby), and other community groups during off-peak periods (day time). This would again increase the use of facilities and also provide an opportunity for socialising after events and emphasise participation and the social elements of hockey.

Recommendations:

- Hockey Australia has a number of national programs/ products that are currently well placed to deliver on government education, health and social inclusion objectives. For this to be achievable however, hockey will require additional resources to enable these programs to be expanded and delivered to a greater proportion of the community.
- The roles and responsibilities of organisations involved with the delivery of sport need to be more accurately defined to minimise the duplication of resources amongst Federal Government, State/ Territory Government, Local Government; National Sporting Organisations, State/ Territory Sporting Organisations, Regional Associations and Clubs
- Federal Government to consider the introduction of a tax rebate scheme, specifically for volunteers involved with the delivery of sport.
- ABS Census to include sport, recreation and physical activity questions in an effort to ascertain current levels of (non)involvement across the entire Australian population.
- Government funding provided to sports at national and state level to require agreement between national and state sporting organisation with regard to strategic objectives to be targeted/ achieved.

- Federal and state governments together to explore the possibility of aligning/ grouping sports with particular health objectives/ messages.
- Hockey Australia to conduct a national audit (via expanded National Hockey Census) and make recommendations on the supply of hockey facilities versus the demand/ requirements (quality, quantity and type).
 - What management models used by different states/ territory is most effective/ positive impact?
 - What criteria should be looked at when determining the need for a new facility?
 - Develop at a coordinated national strategy/ management models to best meet hockey's infrastructure needs.
- Hockey Australia to introduce a uniform risk management program for all hockey facilities where competitions are played..
- Hockey Australia to include key health prevention information within HockeyEd frameworks.
- Hockey to implement a club grants/affiliation fee rebates program for club and associations implementing targeted social inclusion initiatives.
- Hockey to expand the reach of the Hin2H program to ensure this is utilised for social inclusion initiatives with indigenous, disabled and CALD populations.

Maintain Australia's Cutting edge Approach to Sports Science, Research and Technology (Terms of Reference No. 4)

4.1 Science and Medicine

HA's utilisation of sports science/medicine support is limited by resource availability.

Private medical providers are engaged from to service athlete and team requirements and the remuneration available to them is low in comparison to what is paid by professional codes and also to what they earn on a day to day basis in their businesses.

Psychology services are also usually purchased privately, whilst certain services particularly in relation to strength and conditioning and physiology are purchased from the WA Institute of Sport.

Specialist science services e.g. bio-mechanics is occasionally provided by AIS staff from Canberra.

The AIS can play a leading role, in conjunction with NSO's, in servicing the medical and science needs of program sports.

AIS role should be to provide direction, coordination and support to all sports to ensure that:

- There is consistency in approach around Australia without denying sports the freedom to develop their programs and initiate projects with appropriate partners.
- We are abreast of what is going on overseas and without duplication we can use the existing knowledge and build on it to make it "Australian" specific.

- That sports (NSOs) and groups (science and research) are heading in the same direction. There needs to be some assurance that sports' requirements are the priority and that these are being met in a timely manner.
- Science is not out of balance with all other inputs into an athlete's development. Aim for coaches and scientists to have a better understanding of where science fits into the overall development of an athlete, including a better appreciation of how it can add to their progression at the various stages of the athlete pathway. This input will vary depending on the:
 - type of athlete.
 - stage of athlete's program.
 - other inputs that an athlete is receiving at the time.
 - need for the developing elite athlete to focus on the skill development and game awareness components of the sport. Science needs to compliment these sports specific factors.

In terms of science and medicine, national programs and AIS decentralised programs should not have to compete for limited resources with other "professional" teams or state-based athletes in terms of:

- Facilities – turf, strength and conditioning, recovery, medical imaging etc.
- Personnel – scientists, doctors, physiotherapists, psychologists etc. However realistically sports such as hockey will for the foreseeable future be competing for staff, particularly medical staff.

There is a strong gravitation for science and medical personnel to be drawn to the professional codes/teams where sports/teams offer significant payment, long-term contracts and greater kudos. This limits the choice that a sport like hockey has in terms of scientists, doctors, physiotherapists, and psychologists etc to work with our athletes (often our science / medical personnel are shared with other sports) on a daily basis. This also impacts on their availability to tour with our National/AIS teams. For continuity it is best practice for science and medical personnel who work with our athletes on a daily basis to also travel with teams to international competitions. There is a need to increase the funding for these areas if we are to successfully compete in the market place for their time.

4.2 Technology, Innovation & Research

In the hockey program, projects are generally driven by the questioning of the hockey staff, particularly the coaches.

What limits our capacity for innovation, research and technology is the imagination or willingness to ask the questions and what fuels our capacity to have these questions answered is the interaction between sports and other groups or agencies who we build relationships with.

In terms of technology, innovation and research the role of sports is to:

- Look at what systems are currently in place or available, what they can provide moving forward and how these systems can be best utilised (to their full potential).

From the previous development of game analysis systems and technology, hockey has identified areas for on-going discussion and implementation. These include:

- Program developers to tour regularly with the national teams to “iron-out” any bugs in game analysis systems.
 - Review of current systems (both complete and in-complete) to see if further development and refinement is required for on-going use.
 - The need to harness technology used by other countries at the Olympic Games and further develop it to make it specific to our requirements.
 - How to make systems and the information they provide more accessible to coaches and athletes who operate in the SIS/SAS environment or are playing overseas.
- Identify further areas of need (research and technology).
 - Development of flickers.
 - Increased biomechanics presence to assist with technique development.
 - Continued use of GPS units to capture appropriate data and implement protocols for use of GPS monitoring in training.
 - Medical data base – which is the most suitable system for our sport.
 - Recovery programs – more scientific approach in the development of programs.
 - Compare/contrast the strength and conditioning programs of other countries and sports, team concepts (leadership and dynamics within a group), playing styles / systems and training techniques.
 - Ensure that projects are initiated by the needs of the sport.
 - Use existing or new contacts and networks to establish alliances.
 - Allow time for cross-fertilisation of ideas and the identification of mutually beneficial projects between it and the networks/alliances.

It is important that coaches and the relevant tertiary / industry / business people spend significant time together to discuss the ideas/needs of an idea or project and the have input into the overall design of the system or technology that is being developed.
 - Drive, finance and manage projects jointly with agencies (universities, AIS, SIS/SAS, hospitals) and local industries etc.

Sports must plan and budget for relevant research projects, just as they would for their coach or athlete development. The capacity for our sport to do this alone is limited; however it is manageable with the assistance of various other groups and agencies. Commencing in 2009 hockey, with the assistance of Curtin University, WA Department of Sport and Recreation (DSR) and Hockey WA will provide funding for up to four PhD students per year for its High Performance Program (HPP) related research projects. It is also imperative for the sport to have within its organisation someone to coordinate its research area.

At a National level, the AIS should:

- provide a facilitating role in establishing networks for sports.
- have the capacity to play a “national coordination” role for research/technology projects (to ensure there is not a duplication of resources).
- fulfil a secondary role to financially support selected research projects that are undertaken as partnerships between any of the following groups: AIS, sports, SIS/SAS, tertiary institutions and local industries and businesses.
- Advisory centre for sports to seek information and advice on efficient management concepts and innovative ideas/products relating to elite performance.

At a State level the DSR could play a very similar role to that of the AIS at a national level.

4.3 Potential Partnerships

There are many partnerships in operation throughout the Australian sporting landscape including those that currently exist between the ASC, AIS, SIS/SAS, DSR, universities, local industries and medical facilities. It is important for sport and specifically hockey to continue to build on these relationships and partnerships.

It is also vital for sports such as hockey to establish contact and form partnerships with anyone or any group that we think will provide us with an advantage. This network should not be limited to those organisations outlined previously, but should include organisations from the following sectors:

- Business
- Arts
- Military
- Alternative Therapies
- Other sporting environments, both locally, nationally and abroad.

Sport with the assistance of the AIS, SIS/SAS and DSR should also be proactive in establishing alliances and partnerships with those organisations that we can learn from immediately.

4.4 Recommendations

- The opportunities for a competitive advantage be recognised and appropriately resourced.
- The AIS to play a leading role in medicine and science support for program sports, including those located out of Canberra.
- That there should be a central co-ordination for National and State organisation partnerships.

Identify opportunities to increase and diversify the funding base for sport through corporate sponsorship, media and any

recommended reforms such as enhancing the effectiveness of the Australian Sports Foundation (Terms of Reference No. 5)

5.1 Current sponsorship environment for hockey

5.1.1 Existing Sponsors

Hockey Australia enjoys the support of a small group of corporate partners in;

- Kookaburra Sport,
- Kukri Australia,
- Accor Hotels (Novotel Brand),
- ASICS,
- Skins, and
- Powerade.

Each of the above contributes either cash, in-kind or a combination of both to Hockey Australia in exchange for a variety of commercial benefits ranging from branding opportunities on playing uniforms to IP usage rights to athlete access for promotions.

It should be noted that each of these sponsoring organisations has a specific interest or purpose for affiliating with hockey and/or sport. Kookaburra Sport is a manufacturer of hockey equipment, Kukri and ASICS manufacture club uniforms and hockey specific footwear respectively, Accor Hotels are breaking into the sports-group accommodation market whilst Skins and Powerade market sports compression garments and sports drinks respectively. The relationship with Kookaburra Sport is of particular importance as they provide Hockey Australia with hockey balls for all domestic and international tournaments. The ongoing supply of this equipment is critical given Kookaburra Sport are the only approved hockey ball manufacturer for international competition. While these existing corporate relationships are paramount to Hockey Australia's existence, in recent times, very few non-sports related brands have shown interest in partnering with hockey.

It should also be noted that each organisation above is only considered to be a supporting partner of Hockey Australia, and not a 'major' sponsor which is afforded top level branding and other benefits in exchange for a significant cash contribution. Hockey Australia has not enjoyed a sponsor of this nature since its one-year agreement with ANZ in 2004 for naming-rights of the Hockeyroos, and prior to this pre-2000 Olympics when the women's team was partnered with Telstra and the men's team with Esanda, each for more than a decade.

Further, each of these brands (with the exception of Powerade's use of its affiliation with hockey to drive its 2008 Olympic marketing campaign) invests little or nothing in leverage activities for the partnerships, limiting exposure for the sponsoring brand, hockey and associated hockey brands. Hockey Australia's limited discretionary budgets allow for only servicing of those obligations included in each sponsorship contract to be fulfilled.

The recent partnership with Powerade demonstrates the enormous potential of the sport to engage with notable corporate brands and work together to maximise a commercial relationship. This however also highlights the subsequent limitations Hockey Australia faces in forging partnerships with large corporate brands. The Powerade sponsorship was only feasible because of the existing Coca-Cola Amatil sponsorship of the AOC/IOC.

Furthermore, Hockey Australia's important relationship with the AIS had to be deleted from the project documentary because of the AIS' affiliation with direct competitor, Gatorade. Although this reflects the powerful position the AOC/IOC have with exclusivity and corporate partners, the Powerade partnership with Hockey Australia should be considered an effectively leveraged sponsorship.

Investing with Hockey Australia for the talent rights and IP to its athletes and Kookaburras brand, Powerade also invested considerably in three key activation projects. These were; a television commercial featuring hockey footage, a branded-content documentary following the team's build-up to the Beijing Olympics and a point of sale promotion featuring hockey athletes with a competition to drive sales. Ratings, sales and competition entrant figures each point to a successful overall campaign for Powerade and highlight the significant reach (beyond the hockey community) of the hockey brand through this partnership. Importantly, however, is the timing of the campaign, being in the lead-up to the Olympics and thus at a time where hockey generates peak interest from media and the wider community. In the current sponsorship environment, it is questionable as to whether another such brand would be interested in utilising hockey in a non-Olympic context.

5.1.2 Current approach to procuring sponsorship

Traditionally, sponsorship of teams, events and other HA properties has focused upon branding opportunities including uniforms, pitch signage, website and publications. More recently HA has made tailored approaches to pitching for partnerships, and where possible taken into consideration the marketing direction of the prospective partner.

This has seen a number of new sponsorship activation concepts developed including mentoring and motivational programs for corporate partners, athlete ambassador programs and creative leverage activities for partners to engage in. Although at present hockey does not have major partners to buy into such concepts, there is potential to utilise such ideas to attract corporate support.

In creating such opportunities, the sport can be less reliant on the inconsistent brand exposure a partner receives through irregular match broadcasting and press coverage, as well as the inconsistency of fixturing international matches in Australia. This can also, to some extent, negate the limitations placed on the sport during its peak mainstream media exposure at the Olympic and Commonwealth Games when HA is unable to promote or leverage its own partnerships.

5.2 Limitations to procurement of sponsorship in hockey

5.2.1 Existing Limitations

It is widely agreed that a handful of limitations impede HA's capacity to attract significant corporate support in sponsorship. These include:

- Irregular and limited television broadcast coverage of non-Olympic and non-Commonwealth Games competition, restricting the brand exposure of a partner, in terms of both playing uniform and pitch fence branding.
- A general lack of media coverage, particularly during non-Olympic or Commonwealth Games periods.
- Irregular and inconsistent international competition in Australia and factors such as quality of opposition, timing of matches, location of matches and quality of

sports presentation inhibiting the capacity for HA to commit regular and definitive exposure and leverage opportunities to a partner.

- Olympic and Commonwealth Games restrictions which prohibit HA specific partners from leveraging their relationship during peak media exposure and community interest times for the sport.
- Hockey's participation rates and spectator attendance are relatively low when compared to those sports which enjoy significant corporate support.
- Hockey Australia is somewhat restricted in its capacity to communicate with the wider hockey community, with state/territory bodies the link to grass roots participants, thus reducing the value of selling direct marketing communication opportunities to sponsors. This is being addressed through the ongoing project of developing a national database.
- Increasing propensity for Australian athletes (particularly men) to play professionally overseas, limiting athlete access to corporate partners and wider media.
- Most importantly in current times is the worldwide financial crisis, which is expected to have a considerable adverse impact on sport sponsorships.

5.3 Opportunities to increase and diversify the funding base for sport through corporate sponsorship

In considering the above information the following opportunities could be further explored to expand corporate sponsorship opportunities for the sport;

- Establish partnerships with brands already affiliated with the AOC and/or ACGA to negate limitations placed on non-Olympic or Commonwealth Games partners during peak exposure times. Work with such brands to encourage major leverage activities to capitalise on their Olympic/Commonwealth Games partnership investment as well as provide the sport itself significant exposure,
- Continue to develop non-branding related benefits for sponsorship packages, specifically tapping into the 'high performance' link between sport and business, and focusing on 'inner sanctum money-can't-buy' experiences.
- Establish an annual fixtured event in Australia for each of the national teams, attracting high quality competition, ensuring professional sport presentation, thus providing regular exposure for sponsors seeking brand awareness/ recognition benefits through sponsorship.
- Work with broadcasters and commercial partners to secure television coverage of annual fixtured event to further exposure of the sport and national teams, as well as partners.
- Continue to develop opportunities for prospective sponsors to directly reach/ engage with target markets, including growing HockeyNet.
- Capitalise on the evolution of digital media and investigate online broadcast where television coverage is not feasible, allowing measurable exposure to sponsors.
- Implement research programs to better understand the hockey consumer and subsequently target specific corporate organisations with a 'good fit' with the wants and needs driving members of the hockey community with tailored proposals offering activation programs to reach desired individuals.
- Conduct NSO forums (coordinated by the ASC) to provide opportunity for collaboration and networking with marketing/sponsorship experts and prospective partners. Consider opportunities to seek sponsorship by a collective of sports to increase sponsor value.

5.4 Enhancing the effectiveness of the Australian Sports Foundation

A small number of hockey clubs have successfully made applications to the Australian Sports Foundation for assistance. Hockey Australia has not registered because the supply of donations has not warranted registration. The hockey community is more likely to donate to local causes.

In order to enhance the effectiveness of the Australian Sports Foundation, it is necessary to ensure:

- Sporting bodies of all levels are aware of its availability of support, driven by both the Foundation and through national and state/territory governing bodies promoting to their member clubs and associations.
- Prospective donors are aware of its availability to them to provide support, again driven through the Foundation and the sports themselves.
- Sporting bodies are actively approached and encouraged to undertake new projects to grow their sport.
- Prospective donors are actively sought by the Foundation to provide assistance.

5.5 Recommendations

The following recommendations are made by Hockey Australia for consideration:

- In relation to television broadcast, meeting production costs is prohibitive for most sports. The Senate inquiry on women's sport identified the need for Government assistance and the recommendation needs to be considered by the current Government;
- Greater synergy between sporting partners and a re-examination of Olympic Insignia Act should be considered. A number of different organisations are seeking the scarce sponsorship dollar, which will become more difficult given the global financial crisis. The AOC, ACGA, AIS, SIS/SAS and NSO's are all in the market place for connected properties;
- The Government should consider offering company tax benefits for sports sponsorship;
- Tax relief (GST exempt status) for the purchase of sporting equipment should be considered; and
- The Government to again consider lotteries for sport, as practised so successfully in a number of our most competitive nations, particularly in Europe.