



ICE HOCKEY UK



GREAT BRITAIN
ICE HOCKEY

STRATEGY 2024 : 2030

UNLOCKING POTENTIAL, THROUGH UNITY AND INNOVATION



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SETTING THE SCENE



"The game will take a huge leap forward in the coming years"

"We're entering a new era of Ice Hockey here in the United Kingdom – an era that brings big opportunities.

As the National Governing Body, we have a responsibility to seize upon these opportunities and improve the game for everyone – players, coaches, staff and fans.

We must also help to improve the pathway from youth to junior, and then provide exceptional development opportunities for players in the GB setup, whilst ensuring everyone involved enjoys the journey and feels the support of the ice hockey family."

HENRY STAELENS
CHIEF EXECUTIVE OFFICER, ICE HOCKEY UK

"We will move from surviving to thriving"



"Ice Hockey in the UK has seen considerable change over the past two to three years, particularly as we emerged from a period of dislocation that had far-reaching impacts in all areas of our sport, and indeed our lives. I believe we are now in a far better place than we were then, and maybe even five years ago.

With the help of those who helped steady the ship during a difficult period, the people we now have involved at all levels of the sport, and the improvements we have made at every level, including our national teams, we will move from surviving to thriving.

I feel confident that we can take Ice Hockey UK, and indeed the sport to the next level. This is made considerably easier now that we have significantly improved relations with and support from our key stakeholders.

This strategy, Unlocking Potential, Through Unity and Innovation, seeks to align our plan with those of our national and international partners, build on the progress we have already made, setting Ice Hockey UK, and our sport up for a sustainable future and long-term success."

LORD CLIFTON WROTTESELEY
CHAIRMAN, ICE HOCKEY UK

OUR VISION

01. POTENTIAL

We believe that the latent talent and desire to achieve GB success already exists, and that it is our duty to unlock the barriers that may previously have existed, through a unified approach – it's our responsibility to unearth, develop and support our Athletes and People within a progressive pathway.

02. UNITY

We're Stronger Together – from home nations and affiliates, to clubs, players, staff and volunteers, and never forgetting the importance of ice hockey's fan base, our shared vision and cohesion will be critical to our success.

03. INNOVATION

Whilst many of the ingredients for success are already available, we understand the need to modernise and professionalise our approach – both on and off the ice – to deliver world-class performances and operations.

OUR MISSION

Ice Hockey UK will continue to evolve to ensure a world-class development pathway for our Athletes and teams, and we have a clear plan to achieve this.

01.

We will be competitive on the world-stage in the Men's and Women's game by supporting our Athletes and people to create extraordinary moments.

02.

We will operate an improved GB Development Pathway for junior Athletes, and work collaboratively with other national stakeholders to elevate the game for everyone involved.

03.

We will govern the game in the UK with integrity and transparency, creating a unified force for the good of the game and its participants.

OUR VALUES THE GB WAY

01. **Honesty and Integrity** in all that we do

02. **Building a Prosperous and Sustainable Future** for the game we all love

03. **Stronger Together** on and off the ice

04. **Safe, Equal, Inclusive and Progressive** environments



STRATEGIC PRIORITIES

THE POWER OF FIVE^S

01. PROFESSIONALISE TO PERFORM

- A. Further develop talent pathways
- B. Re-shape ice hockey relations
- C. Deliver world-class GB environments

02. ENHANCE THE EXPERIENCE FOR OUR ATHLETES & PEOPLE

- A. Improve communication and engagement
- B. Implement progressive People Plan
- C. Improve all areas of wellbeing, including mental, emotional and physical health

03. 'FAN-CENTRICITY'

- A. Give fans a greater platform
- B. Double-down on engagement
- C. Expand the GB audience

04. SUSTAINABILITY FOR GENERATIONS TO COME

- A. Best in class governance and integrity
- B. Financial viability and long-term investment
- C. Environmental focus and social impact

05. FULLY RECOGNISE OUR COMMERCIAL POTENTIAL

- A. Ambitious events strategy
- B. 365-day revenue generation through retail
- C. Revamp our brand and story

PROFESSIONALISE TO PERFORM

We will provide world-class environments and support systems for our people.

MEASURES OF SUCCESS - WHAT WILL WE DO?

A. FURTHER DEVELOP TALENT PATHWAYS

1. Provide extra support and leadership to the England Ice Hockey and Scottish Ice Hockey national team programmes, to provide greater opportunity for junior players to reach GB.
2. Increase playing time by up to 50%, to improve the effectiveness of the pathway, in skill-development and an understanding of the 'GB Way'.

B. RE-SHAPE RELATIONS WITH THE HOME NATIONS & AFFILIATES

1. A director from each of our affiliate stakeholders (England Ice Hockey, Scottish Ice Hockey and Elite Ice Hockey League) each have taken a seat on the IHUK Board, and we will put in place long-term agreements to ensure alignment, partnerships and collaboration between all stakeholders in our sport.
2. We will empower and support the Home Nations in their performance, development and governance responsibilities.

C. DELIVER WORLD-CLASS GB ENVIRONMENTS

1. Improve the world rankings for our Men, Women and Development teams.
2. Focus on every detail of selection, training, travel and competition, to provide world-class, professional preparation for Athletes and coaches to deliver an exceptional Athlete experience.

ENHANCE THE EXPERIENCE FOR OUR ATHLETES & PEOPLE

We care deeply about the welfare and wellbeing of everyone involved in GB, and we understand that the success of delivering our strategy, as well as growing the game, relies heavily on the value and expertise of our people.

MEASURES OF SUCCESS - WHAT WILL WE DO?

A. IMPROVE COMMUNICATION & ENGAGEMENT

1. IHUK and GB Management will host regular meetings with the GB Leadership Groups across Men, Women and Development programmes, which comprise of Athletes and People.
2. IHUK will carry out an organisation-wide review of all People matters, to ensure everyone is provided the best opportunity to fulfil their potential and aspirations within the GB setup.

B. IMPLEMENT A PROGRESSIVE PEOPLE PLAN

1. Development and delivery of an 'Appreciate & Reward Programme' to recognise exceptional performances by our Athletes and People.
2. Enable our people to perform at their highest potential by delivering opportunities for continuous learning, upskilling and career transition planning.

C. IMPROVE ALL AREAS OF WELLBEING, INC. MENTAL, PHYSICAL, EMOTIONAL & PHYSICAL HEALTH

1. To support our People to thrive by providing comprehensive physical rehabilitation support for injuries that may occur whilst on GB duty. Improve all areas of wellbeing, including mental, emotional and physical health.
2. Offering direct and regular access to emotional-wellness workshops and 'GB Mentor' programmes, to develop a culture of support allied with performance, allowing our Athletes and People to flourish.

'FAN-CENTRICITY'

GB supporters are a vital part of our journey.

MEASURES OF SUCCESS - WHAT WILL WE DO?

A. GIVE FANS A GREATER PLATFORM

1. Run two Fan Forums a year, to discuss all aspects of 'IHUK: The Home of GB Ice Hockey'
2. Include fans in working groups, to help shape our planning

B. DOUBLE-DOWN ON ENGAGEMENT

1. 20,000 fans will receive monthly communication from IHUK
2. Launch of IHUK FanFair, held each Summer from 2025

C. EXPAND THE GB AUDIENCE

1. Launch a new website and brand-feel by Autumn 2024
2. Increase online-interaction by over 50% (social media, website and other digital channels)

SUSTAINABILITY FOR GENERATIONS TO COME

We will be built to last, to thrive, not just survive.

MEASURES OF SUCCESS - WHAT WILL WE DO?

A. GOOD GOVERNANCE AND INTEGRITY

1. Achieve Tier 2 compliance with UK Sport's Code for Sports Governance in 2024.
2. Our revamped Board will be committed to leadership in corporate governance and ice hockey knowledge.

B. FINANCIAL VIABILITY AND LONG-TERM INVESTMENT

1. Increase our organic, non-public income by over 100% by 2030.
2. Invest a minimum of 75% of our funds into GB Women and Development Programmes.

C. ENVIRONMENTAL FOCUS AND SOCIAL IMPACT

1. All GB events will be carbon-neutral from 2026.
2. Deliver initiatives alongside the Home Nations, in parallel with our EDI Policy, to make the game more accessible for groups that have a lower-representation and/or opportunity to reach the GB Pathway.

FULLY RECOGNISE OUR COMMERCIAL POTENTIAL

We will tell our unique story and build value in our brand.

MEASURES OF SUCCESS - WHAT WILL WE DO?

A. AMBITIOUS EVENTS STRATEGY

1. Bid for and host an increasing number of major events, either one off or championships
2. More than 400,000 fans will watch GB National teams live by 2030

B. 365-DAY REVENUE GENERATION THROUGH RETAIL

1. Work with fans and commercial partners to create a compelling retail offering
2. Increase revenue generation in official merchandise by over 300% by 2026

C. REVAMP OUR BRAND AND STORY

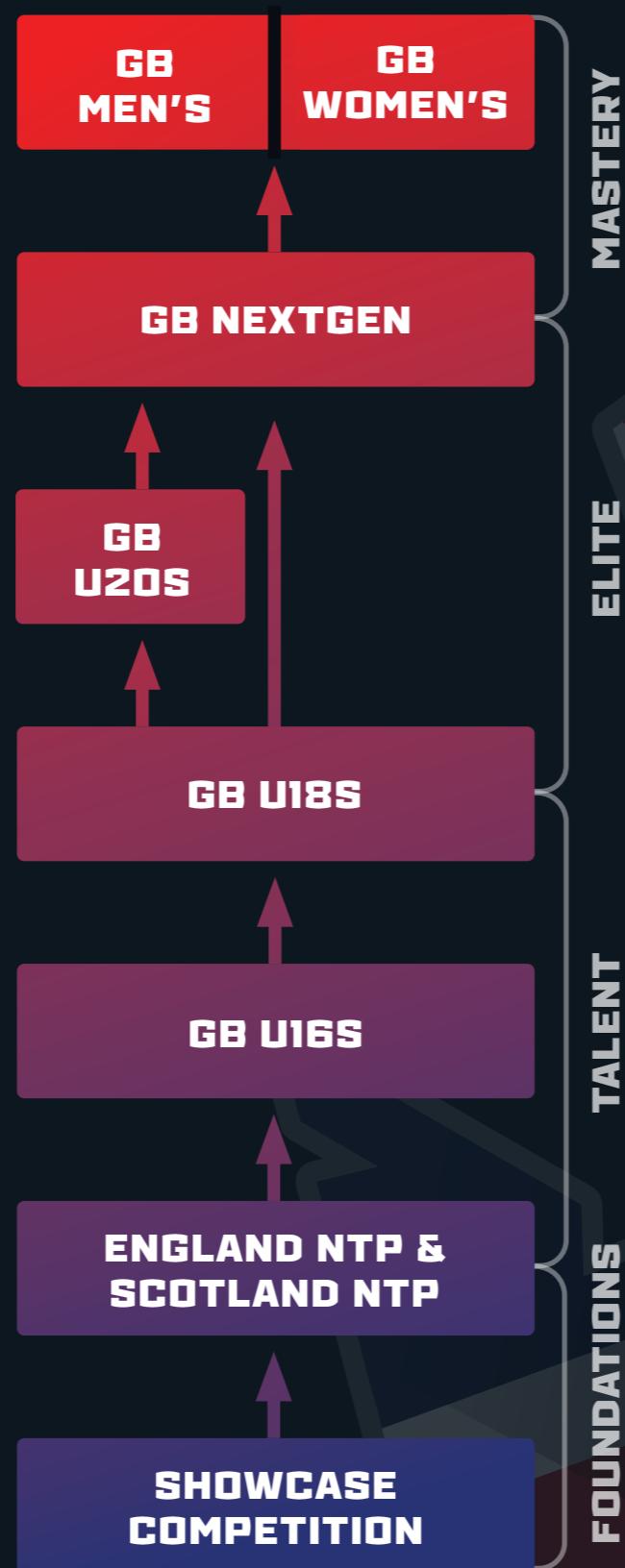
1. Build and communicate a powerful and captivating narrative that highlights the appeal and value of following our national teams
2. Deliver record partnership revenue for Great Britain



PERFORMANCE PATHWAY

Aligning, consistently-investing and communicating a clear pathway to Great Britain Men and Women, is perhaps the most critical aspect of developing GB stars of the future.

The GB Pathway, starting with England and Scotland representation, includes GB NextGen - a group of prospects who will attend and train selected Great Britain Men and Women's camps, as IHUK look to close the gap between development groups and senior squads.



**PROGRAMME &
DEVELOPMENT STAGE**

GB MEN'S & GB WOMEN'S

The purpose is to select players that are ready to compete and win at the International Level.

GB NEXTGEN PROGRAMME

The purpose is to support the transition of athletes into the GB Senior programmes.

U18S/20S PROGRAMME

The purpose is to transition athletes with the right skills and behaviors into International competitive athletes.

U16S PROGRAMME

The purpose is to select players with the holistic and physical characteristics for future progression in International Ice Hockey.

ENGLAND NATIONAL TEAM PROGRAMME & SCOTLAND NATIONAL TEAM PROGRAMME

The purpose is to support the development of Ice Hockey players capable of performing domestically.

SHOWCASE PROGRAMME

The purpose is to identify players for ENTP/SNTP trials for forthcoming season.

**PROGRAMME
PURPOSE**

NEW INITIATIVES TO SUPPORT OUR STRATEGY

'ATHLETE2' PROGRAMMES

With the success of both the Great Britain Men and Women over recent years, Ice Hockey UK will work with former GB Athletes to develop and launch two vital initiatives – Athlete2Coach and Athlete2Mentor.

The aim of these initiatives is to provide the very best support for our Athletes on and off the ice, from Athletes who have performed at the very highest level, across both the Men's and Women's game.

IHUK will offer GB Athletes the opportunity to transition into coaching or mentoring, with a programme of continuous professional-development courses, access to external working groups across other sports and exposure to training sessions with experienced GB Coaches across the system.

To develop and deliver the most impactful programmes for those enrolling, as well as the Athletes within the system who will benefit, IHUK is working with ex-GB Athletes Matthew Myers and Jonathan Phillips.



ATHLETE2COACH



"I aim to pass on valuable experience, core skills development and knowledge to the athletes of today and tomorrow."

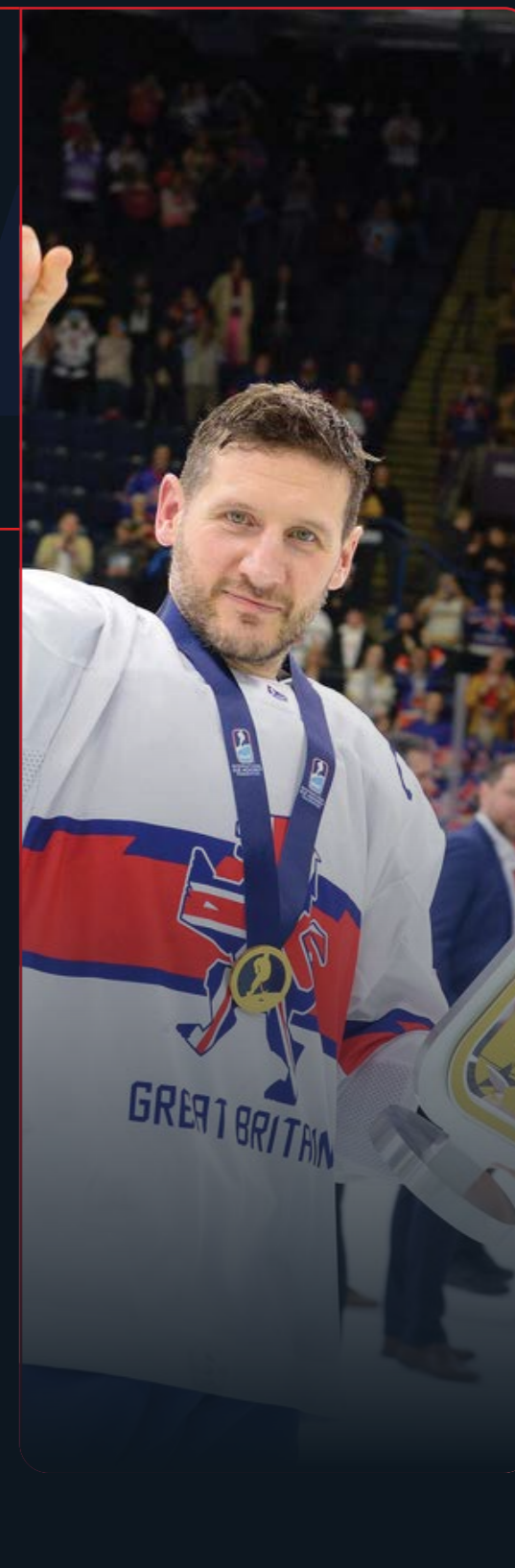
"I am excited to be working with Ice Hockey UK to develop the Athlete2Coach Programme, so that those athletes who reach the end of their on-ice career, can stay involved with Great Britain and push themselves to become the best coaches they can be, as they enter the next chapter of their career.

After over 20 years of playing professional ice hockey, including at the highest level for GB at multiple World Championships, moving into coaching felt like the natural next step for me, where I aim to pass on valuable experience, core skills development and knowledge to the athletes of today and tomorrow."



MATTHEW MYERS
114 CAPS FOR GREAT BRITAIN

ATHLETE2MENTOR



"I am looking forward to sharing my knowledge and experience with the great athletes we have across the GB system"

"I have been very honoured to represent my country for two decades and I know what it takes to play at the highest level, so developing the Athlete2Mentor Programme with Ice Hockey UK is an initiative I am really looking forward to.

To earn the right to wear the GB jersey takes sacrifice, dedication and living a particular set of values – this level of focus is important across all the age groups, and I am looking forward to sharing my knowledge and experience with the great athletes we have across the GB system."



JONATHAN PHILLIPS
116 CAPS FOR GREAT BRITAIN



UK ICE HOCKEY FOUNDATION

The UK Ice Hockey Foundation (UKIHF), a registered charity, was founded as a standalone legal entity to invest into the future of ice hockey in the United Kingdom.

Ice Hockey UK and UKIHF have entered into a Cooperation Agreement, so that we can look for opportunities which exist across the ice hockey landscape where both parties, as well as other stakeholders across the sport, will collaborate to unlock barriers and deliver increased activity for those either playing or coaching in national ice hockey squads.

GB NextGen – young, aspiring GB prospects will see increased opportunities to train and learn in the GB Men’s and Women’s environments on a regular basis.



ONGOING SCOPING

Ice Hockey UK continues to scope potential opportunities that align with the Strategic Priorities, as set out in this document.

The projects listed here require extensive due diligence, planning, political and or stakeholder support, and investment. IHUK will provide updates via our communication channels over the coming months/years on these projects as they progress through their various stages.

BRITISH PARA ICE HOCKEY ASSOCIATION

Ice Hockey UK, in conjunction with England Ice Hockey, will continue exploring opportunities with BPIHA in relation to growing the sport over the coming years.

IMPORT LEVELS AND PROFESSIONAL PATHWAY

Ice Hockey UK and Elite Ice Hockey League are in discussions to agree a multi-faceted long-term partnership with the aim to increase the number of opportunities in the professional game for GB Athletes.

CENTRE OF EXCELLENCE HOME OF THE GB JUNIOR HIGH PERFORMANCE ACADEMY

Discussions to create and operate an High Performance Academy, within an academic setting, for Great Britain’s Athletes (aged 16-18) continue with various locations across the United Kingdom.

GB YOUTH ACADEMY

Working in co-operation with the UK Ice Hockey Foundation (UKIHF), Scottish Ice Hockey and England Ice Hockey, Ice Hockey UK are excited by the potential of providing a greater level of training and competition for Athletes aged 12-16.

MEGA-EVENT VIABILITY

The United Kingdom, and the passionate ice hockey fanbase, deserves large-scale ice hockey events to take place on home-ice.

Accordingly, we will continue to assess opportunities to be hosted in the UK. In 2023 we successfully delivered the IIHF Ice Hockey World Championship Division I, Group A (Men's), and in 2024 we host a round of qualification events for both the Men's and Women's Olympic Games, as well as World Championship Division I Group B (Women's) in 2025.

Looking forward, IHUK remain in constant dialogue around potential multi-game series with leading nations, and high-profile leagues, as well as World Championship opportunities with the IIHF and government agencies.



GIVING EVERYONE A FAIR AND EQUAL OPPORTUNITY

Ice Hockey should be a game for all, no matter the socio-economic background or location. It should also offer second opportunities to those that need it. IHUK will look to deliver a transformational initiative that welcomes everyone into the sport, whilst also looking after those who already play or coach the game they love.

As part of IHUK's unwavering desire to unlock the barriers to participate in ice hockey for the current and next generation, as well as coaches and support staff, it is expected that an initiative will launch in 2025 to a package of support measures, including financial aid to certain athletes and families. This will involve close working relationships with all key stakeholders across the sport.



ICE HOCKEY UK



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For press enquiries, please email media@icehockeyuk.co.uk.