



PORTUGUESE HOCKEY FEDERATION STRATEGIC PLAN

2025 - 2034

*FAMILIES, FRIENDS
AND FESTIVALS*

With thanks to World Sport Pics
for the provision of the photography



INTRODUCTION

Families, friends and festivals - the notable driving forces and key reflections received from the hockey community which has helped shape our new strategic plan, with the ultimate aim of advancing hockey across Portugal over the next 10 years. Hockey's ability to connect families and create friendships across generations was a message that was received loud and clear. It has therefore played a central part in the creation of our plans for future growth.

More families, more friends, more festivals – our strategy sentiment - we want more people across the country experiencing what hockey has to offer with the benefits we know it can provide. To achieve this, our strategy planning process started back in May 2024, with the support of EuroHockey, to dive deep into the detail of the challenges we are facing as a sport, and the actions required to move forward in a positive direction. Although a 10 year strategy timeframe should enable us to make significant progress in overcoming some of these challenges, we know that it still might not be enough time for all we want to achieve. With this in mind, we have constructed our strategic plan into five key focus areas that will help shape our work for this strategy, but also for many years to come.

Our five focus areas were developed following a categorisation process of the content that was captured through our consultations with both staff and stakeholders, so their relevance, for all involved in hockey, could not be any more appropriate. The challenges that were raised as part of our discussions, such as the limited awareness of the sport, limited resources for its growth, and of course a lack of facilities, all feature as part of these focus areas. They do not feature however simply as a statement of context. They are mentioned in the form of a series of objectives and measures of success that will help focus our efforts, build momentum, and drive change to overcome the challenges we face. The five strategy focus areas that will shape our work, and provide the structure for the remainder of the document are as follows:

- **Cementing our role – with our personality:** raising the awareness of the purpose and positioning of the Portuguese Hockey Federation within sport and society, with an emphasis on the great individuals and personalities we have running the game

- **Connection and growth – with family, friends and festivals:** utilising the power of hockey as a sport that ignites connections with family and friends to increase the sport's popularity, using our festivals as a key driver for engagement

- **District development – with clubs at the core:** spreading the sport across the country and supporting the evolution of our main hubs of the game, our clubs, as part of the process

- **Talent development – with team performance as our focus:** creating national teams that inspire greater interest and engagement in hockey, as a result of ensuring the most gifted players, coaches and referees reach their full potential

- **Inspiring infrastructures – with the need for innovation:** working towards the development of more accessible facilities to play hockey, whilst being creative in not letting existing challenges limit engagement with the sport.

THE WORLD OF PORTUGUESE HOCKEY –
OUR BENCHMARKS TO BE BUILDING FROM

PLAYERS



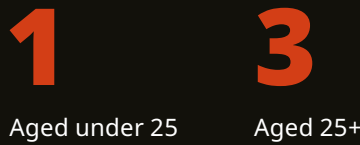
COACHES



UMPIRES



TECHNICAL OFFICIALS



FEDERATION STAFF



MALE

FEMALE

PLAYERS



COACHES



UMPIRES



TECHNICAL OFFICIALS



FEDERATION STAFF





PITCHES

3

Water-based

30

Indoor halls

1

Hybrid

NATIONAL TEAMS

**HOCKEY
11-A-SIDE: MEN'S,
WOMEN'S**

**INDOOR HOCKEY:
MEN'S, WOMEN'S, U21
MEN'S, U21 WOMEN'S**

CLUBS

9

Clubs

12

Parahockey

SCHOOLS

35

Primary schools
playing hockey

15

Secondary
schools playing
hockey

SOCIAL MEDIA



1100

X followers



1300

YouTube subscribers



8700

Facebook followers



3272

Instagram followers

What three words come to mind when you think of the Portuguese Hockey Federation?

ORGANISATION
NATIONAL
TEAMS
COMMITTED

COMPETITION
COLLABORATIVE
TOURNAMENTS
AMBITION
happiness Family

SOLIDARITY
SUPPORT
MOTIVATED
CHARISMATIC
PROGRESS
Unknown
RESPECT
Flexible
PASSIONATE
Quality Fair play
Perseverance Friendship

The speed & dynamism of the sport

TEAM SPIRIT The social opportunities

THE PEOPLE
& FRIENDS
I HAVE MET

The places I have seen and travelled to
Difficulty and complexity, I enjoy the challenge

BEING A FAMILY SPORT,
HOCKEY HAS BEEN IN MY VEINS
SINCE I WAS A CHILD
The technical skills that make exciting moments

COMPANIONSHIP The combination of physical and tactical components

What do you like most about hockey as a sport?

OUR STRATEGY SUMMARY

VISION

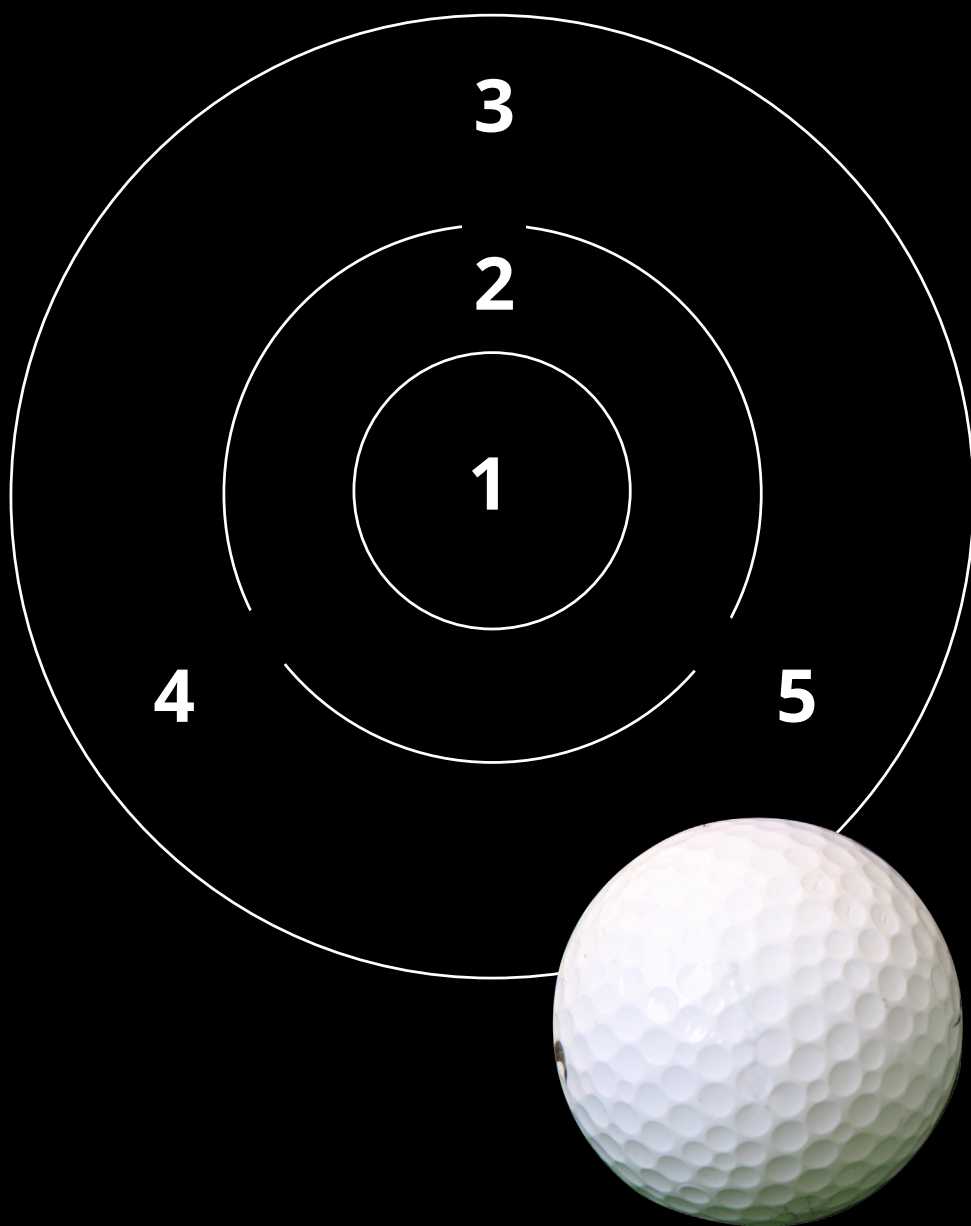
More families, more friends, more festivals.

MISSION

Leading the growth of hockey on a national and international scale, through the development of community-focused clubs and high performing individuals that connect as friends and family.

VALUES

Connect, Develop, Inspire.



FOCUS AREAS

- 1) Cementing our role – with our personality
- 2) Connection and growth – with family, friends and festivals
- 3) District development – with clubs at the core
- 4) Talent development – with team performance as our focus
- 5) Inspiring infrastructures – with the need for innovation



FOCUS AREA SUMMARIES

CEMENTING OUR ROLE –
WITH OUR PERSONALITY

OBJECTIVES

Promote the value of engaging with hockey as a sport, regardless of role, age, gender or ability to grow interest and engagement in our game.

Position and promote our national hockey teams as idols for our future stars, ensuring they receive the required levels of coverage to inspire others to get involved in the sport.

Raising the awareness of the purpose and positioning of the Portuguese Hockey Federation within sport and society, with an emphasis on the great individuals and personalities we have running the game.

MEASURES OF SUCCESS

- Develop a communications campaign that highlights the benefits of participating in hockey, showcasing its contribution to physical, mental, and social well-being (Short-Term)
- Connect with national media to share at least one article, story or case study that promotes the value of hockey at least once per quarter, to support changing the perception of hockey and challenging barriers to participation such as travel logistics and playing the sport in the rain (Short-Term)
- Develop a newsletter that is shared on a quarterly basis that features key stories and moments to celebrate from across the hockey network such as community engagement successes and personal achievements (Short-Term)
- Grow our combined social media followers by 50% through consistent content creation focused on youth events, family stories, and behind-the-scenes insights into Portuguese hockey (Medium-Term)
- Showcase the success and journey of Portugal’s national hockey teams through regular media campaigns and events at least once per quarter (Short-Term)
- Develop and share at least 5 ‘athlete background’ stories per year, with a focus on the communities they grew up in and how hockey formed a part of their daily life (Short-Term)
- Increase Portuguese hockey’s visibility through increasing coverage of international tournaments with at least 30% of matches being shown via YouTube (Medium-Term)
- Host at least one international hockey tournament in Portugal (Short-Term)

OBJECTIVES

Document and communicate the role of the federation, ensuring all stakeholders understand its role, responsibilities and governance requirements.

Ensure the federation and all Portuguese hockey clubs are financial self-sustainable.

Lead the development and implementation of enhanced ways of working that can help drive efficiencies and effectiveness in the development and delivery of hockey.

MEASURES OF SUCCESS

- Publish a structured framework that outlines the roles and responsibilities of the federation, the individuals who are a part of it, and how their roles interact with the rest of the hockey network (Short-Term)
- Develop a collaborative platform for leaders of hockey at a national and district level, to share knowledge and foster mutual respect, aiming to strengthen the hockey community culture (Short-Term)
- Develop a team summary for the federation website that provides an insight into the individuals working within the federation, their interests, and role in supporting the growth of hockey (Medium-Term)
- Increase the income of the federation by 20%, achieving this through diversified revenue streams such as sponsorships, media rights, and community-based funding campaigns (Medium-Term)
- Deliver an annual forum on financial sustainability for clubs to provide an avenue for learning and development, and an opportunity to share success stories and best practice (Short-Term)
- Upgrade the federation’s digital systems - including player and referee tracking, competition data, and financial management, to improve operational efficiency and transparency (Medium-Term)

CONNECTION AND GROWTH – WITH FAMILY, FRIENDS AND FESTIVALS

Utilising the power of hockey as a sport that ignites connections with family and friends to increase the sport’s popularity, using our festivals as a key driver for engagement.

OBJECTIVES

Deliver exciting events and enticing environments that attract new people to the world of hockey.

Lean into the heritage of our sport by engaging with past players, coaches and referees, to lead our youth activities and inspire the next generation of hockey enthusiasts.

Provide a range of programmes and initiatives that encourage parents and carers to get more involved in hockey with their children to mutually benefit from the sport.

MEASURES OF SUCCESS

- Deliver a minimum of 20 school participation programmes per year (Short-Term)
- Deliver a minimum of 3 community hockey festivals per year (Short-Term)
- Organise at least 3 non-competitive hockey events annually to attract casual players and increase the sport’s recreational appeal (Medium-term)
- Increase the total number of people involved in hockey across a range of roles: (Short-Term)
 - Players: Male 653, Female 418 (including an increase in player registrations of U12 by at least 30%)
 - Coaches: Male 36, Female 15
 - Referees: Male 27, Female 11
- Create a network of at least 10 former players, coaches and referees to support youth engagement programmes and mentorship (Short-Term)
- Organise at least 2 ‘Masters’ events annually, involving ex-players and veteran athletes, from Portugal but also other hockey nations, for competitive matches alongside the running of youth engagement activities to provide an event that celebrates both past and present (Short-Term)
- Develop a programme to engage family members in hockey through roles like officiating, volunteering, and club support with the aim to increase volunteers across the club network by 20% (Short-Term)
- Introduce a “Positive Parent Voices” initiative in youth hockey leagues to help instil the desired values of the sport across the hockey network and to foster a collaborative community spirit (Short-Term)
- Launch a storytelling campaign that shares personal and family stories in the world of hockey that highlight hockey as a way of life for many families (Medium-Term)

OBJECTIVES

Deliver inclusive festivals that target the involvement of all family members, with the aim of securing their continued interest and engagement in the sport.

Maintain our commitment and focus to developing all forms of hockey, particularly HockeyID, making the sport accessible to all who want to play.

Continue to position hockey as the stand-out sport that is inclusive and accessible for both boys and girls with its mixed gender opportunities.

MEASURES OF SUCCESS

- Launch family hockey festivals and open club days with activities for all ages, in at least 10 districts, to increase hockey’s reach and encourage multi-generational participation. (Medium-Term)
- Grow Hockey ID participation to 300 athletes (Short-Term)
- Maintain Portugal’s high performance and top 3 global ranking in HockeyID through continuous support, regular competition, and connection with social institutions (Short-Term)
- Introduce alternative hockey programmes, providing opportunities for individuals with disabilities beyond Hockey ID, with a target of 100 participants in these programmes (Short-Term)
- Increase participation in mixed-gender hockey leagues for U16 players by 25% (Medium-Term)

DISTRICT DEVELOPMENT – WITH CLUBS AT THE CORE

OBJECTIVES

- Expand the presence of hockey across the country by doubling the number of districts it is played in.
- Establish action plans for the revival and survival of clubs across the country, to develop a strong and sustainable club network.
- Develop the player experience at clubs by ensuring there is a clear and competitive player pathway for both boys and girls to enjoy and progress through.
- Support the growing quality of hockey activity at clubs through the provision of training, sharing session resources, and delivering coach education programmes.

Spreading the sport across the country and supporting the evolution of our main hubs of the game, our clubs, as part of the process.

MEASURES OF SUCCESS

- Increase the number of districts actively playing hockey from 4 to 8 (Long-Term)
- Support the reactivation of at least 5 currently dormant clubs (Medium-Term)
- Continue to provide the required advice, guidance and support for clubs to ensure that no other clubs have to seize their operations (Short-Term)
- Grow the number of hockey clubs to have at least 20 clubs across the country (Long-Term)
- Ensure that at least 50% of clubs have at least 5 youth teams (U8, U10, U12, U15, U18), with equal representation of boys and girls (Medium-Term)
- Develop a series of training resources to support club coaches deliver hockey sessions for a range of ages and abilities, with a focus on resources for U8 and U12 (Short-Term)
- Deliver a minimum of 4 coach education programmes per year, that can be accessed for coaches from all districts, focusing on youth development, inclusivity, and long-term athlete engagement rather than short-term wins (Medium-Term)
- Implement a mandatory training programme for all club directors and staff to ensure professionalism and alignment with national hockey development goals (Short-Term)

OBJECTIVES

- Create a club certification framework which outlines the minimum standards clubs are expected to follow, to ensure that all hockey activity is of high quality.
- Develop closer relationships with schools, directly as a federation, and indirectly through clubs, to provide regular positive playing experiences for children across the country.
- Explore the potential of partnerships between districts, clubs, and other organisations, nationally and internationally, that can aid the growth of the game.

MEASURES OF SUCCESS

- Develop a draft club certification framework for review and consultation with all clubs (Short-Term)
- Launch the club certification framework which promotes minimum standards and cases of best-practice for clubs to follow – covering areas such as youth development, community engagement initiatives, district collaboration, matchday experiences and coaching practices (Short-Term)
- Work to integrate hockey into the physical education curriculum in 100 schools nationwide, creating engaging participation programmes and inter-class tournaments that introduces hockey as an exciting sport for children (Medium-Term)
- Establish hockey partnerships between at least 50 schools and local clubs, to create bespoke regional hockey initiatives and pathways for children to transition into club teams (Medium-Term)
- Promote coach, referee and club volunteer opportunities across the school network to secure the support of at least 20 teachers for regular hockey activity (Medium-Term)
- Assist districts and clubs to secure at least 1 commercial partner to support the delivery of hockey activity – such as partnering with municipality governments and sponsors to reduce event costs and offer free or low-cost participation for youth hockey festivals (Medium-Term)
- Explore partnerships between Portuguese and Spanish hockey clubs to facilitate cross-border matches, tournaments, and referee exchanges (Short-Term)
- Build partnerships with councils to provide access to educational institutions and recreational spaces, to support the delivery of hockey education clinics and community engagement programmes (Short-Term)
- Partner with schools and universities to promote hockey career opportunities, training at least 25 students annually for roles in coaching, refereeing, and club administration (Medium-Term)
- Host an annual conference that connects key stakeholders of local hockey communities to help detail the examples of best practice to follow with regards to successful connections between clubs, facility owners, municipalities and schools for hockey growth (Medium-Term)

TALENT DEVELOPMENT –
WITH TEAM PERFORMANCE
AS OUR FOCUS

OBJECTIVES

- Embed our talent identification practices as part of club and school partnerships, to help identify young players between ages 10–14 through district trials and school programmes.
- Provide a professional and progressive pathway for our most talented players, ensuring they are experiencing the required training, competitions and support to reach their potential.
- Ensure our domestic competitions provide the necessary development opportunities for our national players whilst remaining competitive and exciting for fans and partners.

Creating national teams that inspire greater interest and engagement in hockey, as a result of ensuring the most gifted players, coaches and referees reach their full potential.

MEASURES OF SUCCESS

- Partner with 50 schools and clubs to create a systematic approach to talent identification for players aged U14 (Medium-Term)
- Implement a structured pathway for players aged 14+ to participate in monthly mentoring sessions with individuals who are currently a part of our national team set up (Medium-Term)
- Grow the youth national team programme to span across 3 age categories (U15, U18, U21) for both men and women (Short-Term)
- Organise quarterly talent identification days and training camps for young players, with a target of engaging 200 young athletes annually (Medium-Term)
- Relaunch our inter-regional competitions, with at least 4 regions participating and a target of 300 players involved annually (Short-Term)
- Participate in at least 3 international youth tournaments per year, to provide exposure and competitive opportunities for youth national teams (Short-Term)
- Host 4 national training camps and 2 international camps annually, to ensure at least 200 players across age categories participate in these high-performance environments (Medium-Term)
- Create 2 centralised training hubs, building on the success of the National Team Development Project, for young national team players to receive advanced coaching and support for their progression into senior teams (Short-Term)
- Establish a minimum of 8 senior teams in each of the men’s and women’s leagues, expanding the current competition structure to accommodate more players (Medium-Term)
- Design and implement a competition framework that balances financial viability, long-term sustainability for clubs, and player development for national team success (Medium-Term)

OBJECTIVES

Improve the rankings of our national teams and compete at the highest level as part of indoor and outdoor international hockey competitions.

Support the ongoing education of our youth beyond the skills they use on the pitch, to develop the confidence and capacity to take on a range of other roles in their future careers.

Develop a clear and credible coaching framework, aligned with international standards, to drive the development of our coaching network.

MEASURES OF SUCCESS

- Achieve a top 15 ranking in men’s indoor hockey and top 40 ranking in outdoor hockey (Long-Term)
- Achieve a top 20 ranking in women’s indoor hockey and a top 70 ranking in outdoor hockey (Long-Term)
- Increase the participation of Portuguese hockey teams in international competitions (Medium-Term)
- Maintain our men’s national indoor hockey team in European Championship Division A, achieving at least a 6th-place finish (Short-Term)
- Position our men’s national outdoor team to qualify for the European Championship Division A (Medium-Term)
- Secure participation in the pre-Olympic qualifiers by 2028, aiming to win at least one qualifying match to further establish Portugal on the global hockey stage (Medium-Term)
- Implement training programmes for at least 50 youth athletes per year, focusing on leadership, career management, and communication (Medium-Term)
- Ensure all players aged 15+ participate in training programmes to experience coaching and officiating roles, with at least 100 players completing these certifications annually (Medium-Term)
- Design and implement a structured pathway for players transitioning into roles such as coaching, officiating, or club administration (Long -Term)
- Establish 2 annual exchange programmes with leading hockey nations, to provide youth players, coaches, and referees international development experiences (Long-Term)
- Create and launch a nationally accredited coaching pathway aligned with international standards, to offer progressive certifications for all coaching levels (Short-Term)
- Triple the number of Level I Coaches with 150 new certifications completed through structured training courses (Medium-Term)
- Double the number of Level II Coaches, training at least 30 new coaches using resources accredited through our new coaching framework once this has been established (Long-term)

TALENT DEVELOPMENT – CONTINUED

OBJECTIVES

Consolidate our efforts in referee development to formalise our processes for referee recruitment, training, reward and recognition, to attract more individuals to take on this important role within our game.

Dedicate specific resource for the development of women’s hockey and to secure the continued engagement of our most talented females in coaching and officiating roles.

Celebrate our most talented individuals within hockey, sharing their success stories to inspire others and to encourage their continued commitment.

MEASURES OF SUCCESS

- Establish a referee development programme with clear qualification pathways, annual training sessions, and modules on technical, leadership, and conflict management skills (Short-Term)
- Launch an introductory programme targeting young referees and develop school partnerships to increase the number of young referee registrations by 25% (Medium-Term)
- Conduct at least 5 national training programmes for referees to grow the number of qualified referees by 50% (Medium-Term)
- Implement a transparent reward and recognition system for referees, promoting the achievements of individuals through certifications and awards for high performance (Short-Term)
- Ensure mixed-gender teams are incorporated into youth tournaments and training programmes for players under 16, with all clubs following this as part of the club certification framework (Medium-Term)
- Double the number of women in coaching and officiating roles by creating targeted mentorship programs and providing financial support for training (Medium-Term)
- Double the number of female-only senior teams, introducing at least 8 new teams through recruitment campaigns and club partnerships (Medium-Term)
- Introduce an annual awards event for outstanding youth players, coaches, referees and club leaders (Medium-Term)



INSPIRING INFRASTRUCTURES - WITH THE NEED FOR INNOVATION

OBJECTIVES

Develop greater insight into the infrastructure gaps that are causing barriers to participation to evidence the need for more investment and development.

Focus our initial infrastructure development efforts on improving accessibility and renovating existing pitches.

Collaborate with national and local government, ministries and private partners to generate funding for the development of our new hockey facilities.

Working towards the development of more accessible facilities to play hockey, whilst being creative in not letting existing challenges limit engagement with the sport.

MEASURES OF SUCCESS

- Conduct a comprehensive mapping exercise of existing facilities and participation levels to prioritise localities for infrastructure development. (Short-Term)
- Renovate and upgrade at least 50% of current hockey facilities, including the Jamor pitch and the 17-year-old Lamas pitch to ensure they meet international standards and support both domestic and international competitions (Medium-Term)
- Improve accessibility at the Jamor and Lisbon pitches through the development of enhanced scheduling systems for clubs and working with facility providers, ministries (Education, Sport, and Youth), and municipalities to secure protected time allocation for hockey players and events (Medium-Term)
- Collaborate with local authorities to increase the total number of hockey fields across Portugal (Medium-Term), including:
 - A second pitch in the Lisbon district
 - A new pitch in Porto city
 - One pitch in the Algarve to promote hockey tourism
- Have at least 1 synthetic hockey pitch in each major region (North, Central, South) to provide access to hockey pitches for players nationwide (Long-Term)
- Secure funding for the development of at least 1 new indoor arena to provide a national home for indoor hockey (Long-Term)

OBJECTIVES

Pursue partnerships and provide club support on the topics of infrastructure funding, development, management and maintenance to improve hockey facilities nationwide.

Ensure that the development of new infrastructure, as well as the management of existing facilities, follows best practice guidelines in sustainability.

Remain agile in our approach to delivering hockey with the existing infrastructure we have, to continue growing the sport regardless of the facility challenges we currently face.

MEASURES OF SUCCESS

- Create partnerships with at least 3 municipalities to develop hockey facilities, with club involvement in the planning and design processes to meet local needs (Medium-Term)
- Assist at least 3 clubs in acquiring or developing their own facilities by providing technical guidance, funding strategies, and support for external sponsorships (Long-Term)
- Attract at least 30kEUR in private sponsorships or partnerships to fund the construction and maintenance of hockey fields (Medium-Term)
- Incorporate sustainable materials and designs in all new facilities, ensuring all hockey infrastructure projects are environmentally friendly and cost-effective (Short-Term)
- Implement a national maintenance strategy for all hockey fields, to ensure pitches are well-maintained, with measures such as restricted public access to prevent damage (Short-Term)
- Ensure at least 2 renovated or new pitches meet international standards to host regional or European-level hockey competitions, to promote hockey tourism and generate funds that can recuperate our investment (Medium-Term)
- Formalise and expand innovative formats (e.g., 3v3 for U8, 6v6 for U12) to maximise participation in regions with limited outdoor facilities, targeting at least 500 youth players annually (Short-Term)
- Design and pilot at least 2 multi-sport facilities in collaboration with other sports and municipalities, to embed hockey as part of more general infrastructure development discussions (Short-Term)

PRIORITISATION PLAN

Whilst we would love to work on all aspects of our strategy at once, our time and resource is limited with what we can achieve. To ensure this strategy produces the greatest impact possible, we have prioritised each aspect of our work over short-term, medium-term and long-term timeframes to generate the appropriate momentum and success required for the long-term growth of the sport.

In the short term (2025-2027) our efforts will focus on communications, community engagement and education. A communications campaign will promote hockey’s physical, mental, and social benefits, and regular content will be published that showcases national team success to inspire participation.

To capitalise on this inspiration and interest, community engagement initiatives such as hosting international tournaments, school programmes, festivals, and non-competitive events will be a key focus of our work. Expanding our inter-regional competitions, Masters events, and HockeyID initiatives will also play a part in developing the sport across our districts. Ensuring these experiences help develop ongoing interest and habits in hockey, our education efforts will focus on training for our coaches and referees, staff and volunteer development programmes, and a certification framework for clubs.

Building on this work, **in the medium term (2028-2030)**, continued communications and community engagement will generate the interest and commitment required for regular participation and stakeholder support in hockey. Providing greater purpose to this participation, our high-performance goals will include expanding our youth national teams to U15, U18, U21 age groups, hosting training camps, and maintaining our top rankings on the international stage.

The pipeline for these teams will be enhanced through reactivating dormant clubs, promoting open club days, and training students

across a multitude of hockey roles to support the growth of the game. To generate the required resource for this growth, annual conferences will be held to connect stakeholders that can help drive efficiencies in our work, in addition to engaging with commercial partners who can support our work throughout our performance pathways.

With a growing demand for hockey, we would hope that this secures the funding for facility upgrades in Lisbon, as well as new pitches in Porto and the Algarve to further boost accessibility and tourism through hockey.

In the long term (2031-2034), our efforts will focus on nurturing the interest and growth that was generated through the earlier actions of the strategy, supporting 20 clubs across 8 districts as the main hubs of hockey. Initial participation in hockey will be driven by quality experiences delivered by clubs and the inspiration instilled by our high performing national teams. Continued participation will be driven by structured pathways that support players transitioning into roles like coaching and officiating. Annual exchange programs with leading hockey nations will also provide valuable experience for youth players, coaches, and referees to progress further in the sport.

To ensure the infrastructure for hockey aligns with the demand for both indoor and outdoor play and competition, will we work on securing funding for a national indoor hockey arena and assisting three clubs in developing their own facilities through technical and financial support.

Through this strategic and sequential approach to the delivery of our initiatives, we aim to build a sustainable, competitive, and accessible hockey ecosystem across Portugal for families and friends to enjoy for many years to come.



CONCLUSION AND CALL TO ACTION

Throughout our strategy planning process, we have encouraged the engagement and contributions of a wide range of stakeholders, knowing they are just as important as us as a federation in shaping the future of hockey across the country. The following summary below provides an insight into the profiles of the individuals we connected with, and shows how our strategy will be delivered on a day to day basis with their support.

How would you describe your current role in supporting the development and support of hockey in Portugal?

MANAGEMENT OF FACILITIES

I REFEREE MATCHES AT VARIOUS LEVELS.

SUPPORTING LOCAL CLUBS IN DEVELOPING THEIR STRUCTURE AND THE SPORT

DEVELOPMENT OF REFEREEING

MANAGEMENT OF DEVELOPMENT PROGRAMMES FOR THE SPORT

WITH THE NATIONAL TEAM

MANAGING A SPORTS CENTRE THAT DELIVERS HOCKEY

COORDINATING SPORT WITHIN THE DISTRICT

I RUN RULES CLARIFICATION SESSIONS IN THE COMMUNITY

I TUTOR TWO FEMALE REFEREES FOR THEIR TRAINING

NATIONAL TEAM PLAYER, INTERNAL SUPPORT AT THE CLUB, PLAYER AT THE CLUB

NATIONAL TEAM PLAYER – I WILL ALWAYS DO MY BEST TO PROMOTE/IMPROVE PORTUGUESE HOCKEY WHEREVER POSSIBLE. I ALWAYS TRY TO ACT AS SOMEONE THAT THE YOUNGER GENERATION CAN LOOK UP TO ON THE FIELD AND OFF THE FIELD.

NATIONAL TEAM PLAYER, INTERNAL SUPPORT AT THE CLUB, PLAYER AT THE CLUB

VOLUNTEER AT EVENTS

AMBASSADOR, INTERNATIONAL PLAYER.

NATIONAL TEAM PLAYER

The objectives and measures of success outlined within this document provide the broad direction for us as an organisation, and for hockey as a sport, over the next 10 years. It is these examples listed above however that already provide an insight into the daily actions and activities that will help deliver these objectives. Without this input, the delivery of the strategy would not be possible, but we are always in need of more support.

Hockey in Portugal currently relies on a small number of individuals, but to realise the aspirations listed within this strategic plan, the combined efforts of the growing hockey community across the country will be required. Whether you are an existing player, parent, coach, or simply someone who loves sport and interested in what we do, there are a variety of ways you can get involved - all of which will be promoted across our channels listed on the back cover.

More families, more friends, more festivals will only ever be achieved with more people getting involved helping to make it all happen, so do not hesitate to get involved. Thank you to all our staff and stakeholders that have helped detail this exciting direction for the sport – we look forward to connecting and collaborating with you further as part of delivering our plans both on and off the pitch!



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