

HOCKEY IN SCOTLAND

Strategic Plan 2015–2019





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PREFACE

For the last four years, Scottish Hockey has focused on delivering opportunities for more people to participate in hockey to the highest level that they desire.

Our commitment to establishing strategic goals and implementing business plans to achieve this vision has resulted in varying degrees of success for hockey in Scotland.

Notably, participation and membership continues to steadily increase, with successes at World and European levels, in the form of international team results and umpire and official appointments providing particular highlights.

We have also successfully delivered two international events at our new 'Home for Hockey', the Glasgow National Hockey Centre, which now functions in legacy mode for the benefit of clubs, schools and university hockey.

We reviewed our Governance structures and implemented a skills-based board to ensure expertise was applied across various areas of the sport.

But while we reflect on the positive outcomes, we also note that there is room for further improvement and positive change.

Ultimately, we all want a vibrant, enjoyable, safe, accessible, equitable and successful sport that will grow by effectively attracting and retaining members within the hockey community for a number of years.

As we come to the end of our current strategic cycle, board members, management, staff, District, Club representatives and members have been consulted over a number of months to analyse the current situation, to discuss the future aspirations of the sport, and to prescribe a forward-thinking and shared vision with a number of strategic goals and actions to be included in the Strategic Plan for 2015-2019.

The successful achievement of the Strategic Plan's vision and objectives will require effective partnership-working, establishing strong networks, maintaining sustainable relationships and promotion of constructive discourse between the governing body, Districts, Clubs, Schools, Universities, Government, Local Authorities, **sportscotland**, commercial partners and media.

It will also entail the need to increase District involvement and cultivate a stronger Club culture to ensure that holistic models of development across the various guises of participation are created and implemented for the benefits of all those members who have touch points with hockey.

It is important to communicate the change in **sportscotland's** funding of our high performance programmes. Previously, funding was allocated to Scottish Hockey with autonomy to invest and allocate funds

to squads across the entire performance programme. This will no longer be the case; from 2015 onwards, **sportscotland** has specifically allocated funding to each of our high performance squads based on the results achieved against targets in the previous funding cycle. Consequently, our Senior Women's programme will receive a higher level of investment and support than our Senior Men's programme. Subsequently, we will continue to source alternative funding streams from sponsorship to address the reduction in funding for our Senior Men's programme.

In line with its strategy for increasing membership across all sports, **sportscotland** has also made investment in the employment of 4 Regional Development Managers (RDM) in Hockey; one in the West, one in the East, one for Tayside & Fife, and one for Grampian. The RDM positions have been funded with the objective of increasing the sport's membership numbers and to work in partnership with targeted clubs to establish strong foundations and best practice across a number of key areas. The RDM positions for all sports will be reviewed by **sportscotland** in 2017 against performance targets and objectives agreed with the Sports Governing Bodies in Scotland.

The following content provides an outline of where we currently stand, the direction in which we wish to take the sport, the strategic impact of our recommendations, and how we increase transparency and accountability to our members by measuring and reporting the outcomes.

Notwithstanding inevitable challenges along the way, we believe that this Strategic Plan has the best intentions for hockey in Scotland and we look forward to working with you to inspire, attract and retain valuable members and volunteers for the benefit of hockey in Scotland.



Scott Baird
Chair Scottish Hockey

EXECUTIVE SUMMARY

This document contains the Strategic Plan 2015-2019 and is the blueprint for the future of hockey in Scotland.





1. VISION

Our vision is to make hockey attractive to the 21st century lifestyle where people are playing hockey longer in life, are more spontaneous in when they want to play hockey, demand equitable opportunities to participate, would prefer to have a range of sports integrated in a club and want to experiment and play sport informally, be involved with a family orientated sport, but have clear pathways to excel. The adoption of this strategy will allow the sport to grow in a number of innovative directions, leading to wider participation, greater integration of hockey entry points, improved performance and associated membership.

2. STRATEGIC IMPACT

The strategic plan will have the following impact on hockey in Scotland:

Provide sporting opportunities for a modern lifestyle – Our lifestyles have radically changed in the last decade and this needs to be reflected in how hockey is delivered to a wider range of potential participants. The strategy will focus on opportunities to develop and use new forms of informal hockey to attract and retain new members at all ages, and bring these new members into Scottish Hockey clubs.

Inspire a new generation of hockey players – The success of the Commonwealth Games in Glasgow to expose the top-level game to over 100,000 spectators as well as the Internet broadcasting throughout the UK and the interaction on social media, highlighted the importance of bringing hockey events to Scotland and the influential role of successful Scottish players. The strategy focuses on the opportunities to host major international and domestic events, allowing improved performance, an opportunity to view World Class hockey and the associated benefits that we have seen to hosting competitions in 2014. This will be done against a sound background of cost v benefit analysis.

Develop great players, teams and officials – Provide the coaches, resources, high-level competition and contact time to enable our teams to achieve on the European and World stage. To continue to provide world class players to the GB Programmes, and work as part of GB to give maximum opportunity for our Athletes to Medal as they did in 2012, for future Games. Pathways will continue to be developed and supported for our players and officials to reach their potential.

Create healthy, sustainable clubs and Districts – Clubs are the engine room of the sport and need to be vibrant and attractive homes to appeal to participants at all levels. Scottish Hockey will work closely with clubs, Districts and schools through Regional Development Managers to raise their financial and social capital to ensure sustainability and growth. The strategy recognises that a strong programme of domestic competition is a key expectation of members. We acknowledge that for many members costs are a concern and will look at how we support our clubs and Districts around cost of and access to facilities.

Support growth through motivated volunteers – Hockey is dependent on volunteers. This is recognised in the strategy by introducing a much more strategic approach to the recruitment, development, support and recognition of volunteers. Volunteers will be more motivated and valued leading to greater use of this valuable resource. Key volunteers will be identified to lead and enable this transformation.

Build trust and respect in leadership of the sport – Evolve a culture of transparency and accountability and more effective and sensitive customer engagement. Working as a service based organisation where we have strong partnerships and clearly understand our customers. This will build trust, strengthen relationships amongst Districts, clubs and members and generate greater energy to drive success. Ensure that we continue to build on our standing as an inclusive, equitable Sport. We will have transparent Key Performance Indicators (KPI's) and will regularly measure performance against these.



3. ACTIONS TO ACHIEVE THE VISION

A series of interventions will be introduced to achieve the five strategic goals of the vision.



Extended & Strengthened Hockey Community – Schools will be more effectively engaged, Masters Hockey for our over 35's will be embraced and new forms of informal hockey will be gradually introduced to increase participation and membership. Clubs will be strengthened, encouraged to form partnerships and multi-sport clubs and integrated with school and University of sport entry points.

International Success – Performance will be enhanced for the Senior Teams, where resources allows, through regular exposure to high-level competition and specific project work. A new emerging player and an improved age group player programme will provide greater opportunities for all to participate and excel in international hockey at the highest level. Sport Scotland have differentiated their funding for our Women's and Men's programme which has helped shape the targets for these teams. Coaches, umpires and technical officials will be supported and encouraged to achieve world-class status.

Great Events & Competitions – A strengthened network of coaches, umpires and volunteers will support a strong domestic programme that is consistent year on year and reflects the needs of the clubs. New events will be introduced at younger age groups and events designed to improve the experience and build number of spectators. GB and European level events will be brought to Scotland regularly.

Financial Stability in Hockey – Corporate sponsorships will be pursued for the benefit of all members and sustainable revenue streams will be developed in conjunction with clubs and Districts. A new charitable Foundation will be created with a development focus. We will work with sportscotland, Local Authorities and Universities to safeguard existing and target new outdoor and indoor facilities, ensuring new are compatible with hockey and are affordable to use.

Strong Leadership across Hockey – Member satisfaction will be improved through more sensitive and effective customer engagement and will be tested annually. Volunteers will be strategically managed to improve the recruitment, development, support and recognition of volunteering. The Board will continually review and advance governance arrangements, improve transparency and accountability through published KPIs and target the Equality advance level.

4. MEASURING SUCCESS

A monitoring and evaluation framework will be established and a series of KPIs created around the key outputs from implementing the Strategic Plan. Progress against the KPIs will be published annually and will form a fundamental part of Board accountability.

1 INTRODUCTION AND BACKGROUND

Scottish Hockey's current Strategic Plan finishes in 2015, and created the ideal opportunity for the Scottish Hockey community to re-assess where we are and the direction that Scottish Hockey will take over the next four-year cycle. Since the previous strategy from 2010 – 2014 we have seen an increase in our membership and an improvement of our International sides, with two of our players medalling at the London Olympics. Our new four-year strategy ties in with the sportscotland funding cycle for Commonwealth Games sports. The Board of Scottish Hockey, together with key volunteers from the management committee, Districts, staff members and a roundtable of individuals representing the diverse range of the hockey community in hockey in Scotland have all contributed to the Strategy. At the heart of the strategy is growing hockey in Scotland.





2 CURRENT SITUATION

We have thousands of people involved in hockey in Scotland; the majority are members of our 113 clubs throughout Scotland. Our clubs, schools, Universities and Districts provide the entry points for people to be involved with hockey. Hockey is still very much a family oriented sport. Some just play hockey for fun, enjoyment and friendship. Others have pathways provided through District and development squads to be involved with our national programme, potentially progressing all the way to International and Great Britain representation. Many of our member clubs, find facilities costs and access to facilities a real concern, and for the small number of member clubs who own their facility, they are constantly focused on long term saving to replace the artificial surface. For many of our member clubs, attracting and retaining members is an on-going challenge. Competitions and events are the bedrock for hockey whether our youth festivals, District hockey, or our National Leagues.

3 WHERE WE WANT TO BE IN 5 YEARS

Our vision is to make hockey attractive to the 21st century lifestyle where people are playing hockey longer in life, are more spontaneous in when they want to play hockey, demand equitable opportunities to participate, would prefer to have a range of sports integrated in a club and want to experiment and play sports informally, be involved with a family orientated sport, but have clear pathways to excel. The adoption of this strategy will allow hockey to grow in a number of innovative directions, leading to wider participation, greater integration of hockey entry points, improved performance and associated membership.

The strategy will produce the following impact:

Provide sporting opportunities for a modern lifestyle – Our lifestyles have radically changed in the last decade and this needs to be reflected in how hockey is delivered to a wider range of potential participants. The strategy will encourage grassroots development, including informal approaches to hockey that will widen access to quality experiences around hockey.

Inspire a new generation of hockey players – The success of the Commonwealth Games in Glasgow to expose the top-level game to over 100,000 spectators as well as the Internet broadcasting throughout the UK and the interaction on social media, highlighted the importance of bringing hockey events to Scotland and the influential role of successful Scottish players. This strategy will build on this legacy by continuing to increase performance levels to obtain international success and delivering exciting events at the domestic and international levels.

Develop great players, teams and officials – Provide the coaches, resources, high-level competition and contact time, within budget limitations, to enable our teams to achieve on the European and World Stage. To continue to provide world class players to the GB Programmes, and work as part of GB to give maximum opportunity for our Athletes to Medal as they did in 2012, for future Games. Support our officials to excel on the world Stage.

Create healthy, sustainable clubs and Districts – Clubs are the engine room of the sport and need to be vibrant and attractive homes to appeal to participants at all levels. Scottish Hockey will work closely with clubs, Districts and schools through Regional Development Managers to raise their financial and social capital to ensure sustainability and growth.

Support growth through motivated volunteers – Hockey is dependent on volunteers. This is recognised in the strategy by introducing a much more strategic approach to the recruitment, development, support and recognition of volunteers. Volunteers will be more motivated and valued leading to greater use of this valuable resource. Key volunteers will be identified to lead and enable this transformation.

Build trust and respect in leadership of the sport – Evolve a culture of transparency and accountability and more effective and sensitive customer engagement. This will build trust, strengthen relationships amongst Districts, clubs and members and generate greater energy to drive success. Ensure that we continue to build on our standing as an inclusive, equitable Sport.

4 STRATEGIC FRAMEWORK

HOW TO ACHIEVE THE VISION

Underpinning the strategic plan is a strategic framework illustrated in Figure 1. This framework applies a series of strategic actions or interventions to the current situation to evolve the five strategic goals. The combined impact of these strategic goals creates the required vision for hockey in Scotland by 2019.

This section details the strategic actions required to achieve each of the five strategic goals.



Figure 1: Strategic Framework

STRATEGIC GOAL 1: Extend and Strengthen the Hockey Community

EXISTING SITUATION:

We recognise that many clubs live from year to year, are under financial pressure through significant increases in costs of pitch hire and although youth membership is increasing, senior membership is increasing slowly. Several clubs have amalgamated reducing the geographical opportunities for participation (clubs have reduced from 125 to 113 in four years) and there are very few multi-sport clubs with hockey included as a core activity. Apart from limited summer hockey leagues, there are no channels to the sport through informal hockey.

ACTIONS:

Increase Participation & Membership

- Provide Regional Development Managers with a range of products or shared services to create new members and retain existing members. This will lead to new clubs, more teams in clubs and make existing teams more sustainable.
- Incrementally support hockey in schools through closer links with Active schools and volunteering and continue engagement with non-state schools.
- Improve the quality and develop more coaches, umpires and technical officials to support the growth in the game.
- Increase the number of volunteers through the introduction of a strategic approach to the recruitment, development, support and recognition of volunteering. Key volunteers will be identified to lead and enable this transformation.
- Integrate Masters Hockey into Scottish Hockey.
- Gradually introduce grassroots development around informal forms of hockey. Support all participation initiatives with new marketing campaigns.
- Work on our strengths as an equitable sport.

Build Strong and Sustainable Clubs

- Work with clubs, Districts, schools, communities and local authorities to support community sports hubs.



- Utilise **sportscotland's** Club Sport Framework principles to support our clubs.
- Encourage clubs to form wider partnerships.
- Integrate the schools and Universities sport entry points with clubs.
- Work in partnership with Scottish Student Sport and Universities.
- Provision of Regional Development Manager support to assist clubs' growth ambitions in the formation and implementation of club development plans, informed by health checks.
- Provide strategic support to Districts to facilitate the implementation of this strategy.
- Support clubs and local authorities with facility related projects and policy to increase access and reduce the cost of outdoor and indoor facilities for clubs.
- New facilities will be strategically targeted to fill gaps in areas of high demand or performance.

Sustain the Growth

- Support retention of members especially around youth, student graduates, over 35's particularly females and non-playing members as skilled volunteers.
- Retain our existing members by improving their experience of hockey, and by identifying and supporting opportunities for our volunteers to develop.
- Continue to build, create and strengthen pathways between schools, clubs and Universities.
- Work with government partners to deliver diversity related participation initiatives.

STRATEGIC GOAL OUTCOMES:

The strategic activities will produce the following outcomes:

- Increased number of members.
- Achieve Advanced Equality Standard.
- Clubs and Districts that are much more sustainable.
- A more attractive game for informal participation.
- Stronger relationships forged with communities, schools and local authorities.
- Sufficient coaches, volunteers, umpires and technical officials to support the growth in the game.

KPIs

KPI 1: No less than 9% (775) year on year average increase in membership.

KPI 2: 200 new informal hockey participants in each year in years 3-4.

KPI 3: 20 clubs working with Regional Development Managers on club development each year.



STRATEGIC GOAL 2: International Success

EXISTING SITUATION:

The Scottish Hockey women's team have shown that with investment into two blocks of full time training they can be within touching distance of some of the World's top ranked teams. We saw two of our athletes win Bronze at the Olympics in 2012, and a continuing commitment that Scottish athletes are part of a GB performance programme. The Scottish Hockey men's team showed positive performances in the Commonwealth Games, but have not shown significant improvement over the past 8 years. Our Youth teams are often amongst the top eight in Europe. Our indoor International teams, currently provide opportunities for identified players to compete within a European performance environment. Our officials are regarded as some of the best in the world and are frequently appointed to world level tournaments, with the last Olympic final and Commonwealth final both officiated by Scottish Umpires. Although a pathway strategy exists, it is not implemented and monitored across the hockey community.

Funding from sportscotland for 2015 – 2019 now reflects the performance differential between the women and men outdoor international teams; the women's team has double the funding of the Men's programme. This will be reflected in the different levels of support available for the teams.



ACTIONS:

Increase Performance of Senior Teams and Players

- Introduce the pathway strategy across Districts and clubs and provide services to facilitate implementation and monitoring and provide a consistent development framework for players.
- Seek levels of funding whether state or through private sponsorship to increase contact time for our Senior Teams and expose them to high-level competition on a regular basis.
- Develop the close relationship with the SportScotland Institute of Sport to utilise their support for our senior players, teams and emerging players.
- Implement a fully integrated Great Britain Performance Pathway.
- Support our Athletes to be involved with Great Britain activity.
- Develop strong partnerships with clubs to improve the quality of training and performance
- Introduce specific project work on key areas such as drag flicking, corner unit work and goal scoring.
- Develop and deliver an emerging player programme.

Enhanced development programmes in order to excel in International Hockey

- Delivery of a World Class programme for emerging players, age groups and development players to give them the best possible experiences of high level hockey, Change our ways of working to improve the quality of contact time at every age group, to drive improved performance in future years.
- Identify sponsorship and self-funding models to provide opportunities to experience International indoor hockey to improve core skills.

Create World Class Umpires and Officials

- Continue to support our International umpires and technical officials so they are appointed to World level events such as Olympics and outdoor and indoor World Cups.

STRATEGIC GOAL OUTCOMES:

The strategic activities will be:

- Coach and coaching development.
- Enhanced support programmes.
- Emerging player development programmes.
- Specialist technical projects.
- Increased contact time, through full time periods (women's international team only).
- Performance club development.
- Higher quality of player moving into senior squads.



KPIs

KPI 4: Women compete in the World Cup in 2018. Men to aim for World Cup in 2022.

KPI 5: Commonwealth Games Gold Coast, Men to compete and targeting top 8 and Women Top 4.

KPI 6: Women compete at Division 1 in Euro Nations in 2017. Men to qualify in 2017 or 2019.

KPI 7: 2 players from Scotland part of GB squads at the 2016 Olympic Games.

KPI 8: One umpire or technical official at Olympic Games.

STRATEGIC GOAL 3: Great Events and Competitions

EXISTING SITUATION:

A comprehensive outdoor and indoor National and Regional League structure is delivered and the Districts provide strong local league competitions. A range of youth events at Under-14 and above, both within a performance and festival environment, are successfully provided for a burgeoning youth membership. An exciting range of cups and events are also provided and are increasingly attracting larger audiences. The quadrangular tournaments run prior to the Commonwealth Games in Glasgow Green have increased confidence in delivering very successful, high profile tournaments.

ACTIONS:

Strong Domestic Programme

- Continue to deliver a strong, consistent, outdoor and indoor domestic programme that accurately reflects the desires and needs of our member clubs.
- Provide the performance, environment and culture so that our coaches, umpires and volunteers generate a positive experience for all involved.
- Supply a strong youth programme, including inter-Districts, schools and age group cups.
- Design our Youth events to encourage wide participation as well as performance.

Great Domestic Events

- Deliver attractive outdoor and indoor domestic events that encourage players and supporters to bring former and new players to events, and present the experience, value adding activities around the tournament.
- Expand our programmes to look at delivering festival opportunities for more of our members, including Under-14 and younger.
- Work with our Masters community to expand their opportunities for competitions.



Bringing Hockey to Scotland

- Build on the positive feedback from hosting World level events in 2014 and actively pursue opportunities to host British, European and World level events within an events strategy.
- Work with Glasgow Life, Event Scotland and other partners to optimise the use of the legacy facility of Glasgow National Hockey Centre.
- Use home advantage to boost performance; the greatest opportunity to win and perform is when the event is on home soil.
- Provide free or discounted tickets for youngsters to watch the matches.
- Broadcast a marketing message that attracts new people to the event as well as the existing hockey community.
- Include value-add activities around the tournament.

STRATEGIC GOAL OUTCOMES:

The strategic activities will produce the following outcomes:

- Clubs are fully committed to and engaged with the domestic programme providing a highly competitive and challenging programme, leading to stronger performance at the club level.
- Attractive events that draw larger audiences and provide entertainment and value to a wider section of the hockey community.
- A greater number of international events raises the profile of the sport, provides home advantage to Scottish teams, provides an excellent environment for volunteering and exposes the sport to a wide audience beyond the hockey community.

KPIs

KPI 9: 5 outdoor/indoor events that attract over 250 for the venue (within normal health and safety limits) per event year on year.

KPI 10: Attract 3 GB/European/World events to Scotland.

KPI 11: Publish baseline and trends of annual member engagement surveys.



STRATEGIC GOAL 4: Financial Stability in Hockey

EXISTING SITUATION:

Hockey can be an expensive sport to take part in. Pitches and indoor halls are often costly to hire, and some of the equipment, including goalkeeping kit, is very specialised. We see some great examples of reduced costs for voluntary and youth sections, but these are on a localised basis. Many of our clubs have strong relationships with local companies for sponsorship, but often they are left with no choice, but to pass any increased costs onto their members. Currently, there are no major sponsors.



ACTIONS:

Activate New Revenue Streams

- Explore innovative sources of sustainable revenue streams.
- Work on a national basis and support clubs and Districts to uncover and develop sustainable funding streams.
- Improve our knowledge of people involved or interested in hockey.

Obtain Corporate Grants and Sponsorship

- Improve awareness of companies and their Corporate Social Responsibility policies and targets to better identify potential sponsors, including corporate grants.
- Build strong commercial relationships with a range of companies. Hockey has a strong proposition as an attractive, well-positioned sport with good access to youth members and a growing Masters population. The customer engagement system will be essential in supporting sponsors to track and target members.
- Ensure members benefit from the corporate sponsorships.

Create Charity Status

- Create a charitable arm/foundation, specifically designed with a development focus to identify new participants to the sport, and encourage them to enjoy and improve their hockey.

Optimise Uses of Facilities

- Operate on a national level to ensure that MP's and MSP's are aware of the importance of great facilities and hockey's ability to access them.

- Revise Scottish Hockey's national facilities strategy to include the targeting of facilities to fill gaps in areas of high demand or performance
- Support clubs and Districts to lobby local politicians and decision makers so they recognise the benefits of hockey and reduce the costs of facilities.
- Work with sportscotland, Local Authorities and Universities to safeguard existing outdoor hockey pitches and ensure that new pitches are compatible with hockey rather than 3G pitches; many hockey pitches are being turned into football and rugby 3G pitches. Ensure facilities at schools and multi-sport clubs are fully available at evenings, weekends and school holidays.
- Work with new build facilities to ensure there is appropriate space and spectator access, particularly for indoor hockey.
- Influence providers of indoor facilities to change their concerns over playing hockey on their floors (similar floors are used without issue across Europe) and to reduce costs through coordinating clubs' access to facilities.

Increase Financial Viability of Clubs and Districts

- Work with clubs and Districts to provide opportunities to generate income.
- Support clubs and Districts to build their club and their brand, offering targeted marketing support and guidance as part of the Development Manager Toolkit.
- Work with Local Authorities to invest in new facilities where healthy clubs are being limited in growth due to lack of access to and expense of facilities.
- Sell the benefits of a family orientated sport for all ages with equality.

STRATEGIC GOAL OUTCOMES:

The strategic activities will produce the following outcomes:

- Sustainable funding streams for the hockey community.
- New strong, corporate sponsorships with benefits for all members.
- A Foundation specifically designed with a development focus to identify new participants to the sport (if found to be the appropriate legal vehicle).
- Improved access to reasonably priced facilities designed for hockey.
- Healthy and sustainable clubs and Districts.



KPIs

KPI 12: Over £50K per annum raised out with revenue from sportscotland and members.

KPI 13: Create a charitable arm/foundation, specifically designed with a development focus (if Foundation deemed appropriate).

KPI 14: Support all Districts to work in strategic partnership with Local Authorities to negotiate improved agreements over compatible facilities and access costs and development opportunities.

STRATEGIC GOAL 5: Strong Leadership across Hockey

EXISTING SITUATION:

The way we are organised and deliver services was significantly strengthened in 2012, but there are still some responsibility disconnects across stakeholders to be resolved and accountability must be increased. Member engagement has been poor and constrained by a deficient customer engagement solution that was replaced in 2014; this will underpin the future engagement strategy. Volunteering is unstructured and without a corresponding strategy doesn't allow stakeholders to effectively tap into this rich resource. Good progress has been made in supporting equality and Scottish Hockey was one of the first Scottish sports to comply with the initial equality requirements.



ACTIONS:

Clarity of Shared Responsibilities in Delivering Strategy

- Continually review the governance structures, improve where appropriate and ensure terms of reference are clarified.
- Ensure that all stakeholders (board, committees, staff, Districts, clubs, members and volunteers) understand and have clarity on their responsibilities in implementing the corporate strategy in partnership.

Excellent Member & Partner Relations

- Implement a corresponding engagement strategy to enhance internal and external communications and fully utilise a variety of media channels.
- Continue to improve and extend the customer engagement solution to enhance the member communication experience and increase customer satisfaction.
- Conduct and publish baselines and trends of annual member engagement surveys.
- Continually manage sponsor relationships to ensure they obtain value for money.
- Strategically manage volunteering, through lead volunteers, to improve the recruitment, development, support and recognition of volunteers.

Committed to Equality

- Scottish Hockey will extend equality awareness, ensure skills and knowledge to address inequalities in hockey, create a diverse workforce and ensure equality of opportunity to participate, progress and achieve in hockey is advanced.

Transparency & Accountability

- Transparency at all levels in the organisation will be the norm.
- Progress against strategic KPIs will be annually reviewed and continuously published at all levels.

High Performing People

- Develop, recognise and reward staff and volunteers.
- Introduce recruitment, retention and succession strategies.
- Improve staff and volunteer engagement.

STRATEGIC GOAL OUTCOMES:

The strategic activities will produce the following outcomes:

- A strong partnership is formed amongst all stakeholders to jointly implement the strategic plan.
- Stronger relationships forged with the hockey community and partners through an effective customer engagement solution lead to higher member satisfaction.
- Scottish Hockey is respected and trusted to lead through increased transparency and accountability.
- Scottish Hockey is fully committed to equality and this is reflected through achieving 'advanced' level accreditation.
- Staff and volunteers are provided with opportunities and rewards to excel and their contributions are fully recognised.

KPIs

KPI 15: Achieve advanced level Equality standard.



5 WHAT WILL THE STRATEGY MEAN FOR STAKEHOLDERS?

Key Stakeholder Group	Benefits of Scottish Hockey Strategy
Club Players	Variety of competitive levels, stronger club infrastructure, improved experience.
Representative Players	Opportunity to represent Scotland and GB at the highest possible level.
Youth Players	Chance to play formally or just for fun; clear path for performance.
Master Players	More competitions; ability to play at the highest possible level.
Casual Players	Greater opportunities to play informal hockey; more fun.
Supporters	Higher standard of entertainment and competitive intensity of fixtures; family attractions.
Volunteers	Greater opportunities, training and rewards to excel; contributions are fully recognised.
Clubs	Higher levels of support; increased sustainability; wider volunteering; multi-sport and integrated with communities; new revenue streams.
Districts	Strong partnership with Scottish Hockey and access to national devolved resources.
Umpires	Greater opportunities, training and rewards to excel; clear pathway; contributions are fully recognised.
Coaches	Greater opportunities, training and rewards to excel; clear pathway; contributions are fully recognised.
Technical Officials	Greater opportunities, training and rewards to excel; clear pathway; contributions are fully recognised.
Scottish Hockey Staff	Clear direction for business and role; opportunities to stretch and develop; contributions are recognised and rewarded.
Scottish Hockey Board	Clear, visible, long term direction for business and wider hockey community; greater accountability.
Sponsors	Association with growing, vibrant sport with opportunities for investment and increased returns.
sportscotland	Delivery against agreed objectives; strong partnership.



6 MEASURING SUCCESS

The following KPIs will be used to monitor and evaluate success of implementing this strategic plan:

Strategic Goal 1: Extend & Strengthen the Hockey Community

KPI 1: no less than 9% (775) year on year average increase in membership.

KPI 2: 200 new informal hockey participants in each year in years 3-4.

KPI 3: 20 clubs working with Regional Development Managers on club development each year.

Strategic Goal 2: Deliver International Success

KPI 4: Women compete in the World Cup in 2018. Men to aim for World Cup in 2022.

KPI 5: Men to compete at Gold Coast in 2018 targeting top 8 and Women Top 4.

KPI 6: Women compete at Division 1 in Euro Nations in 2017. Men Aiming to compete in 2017 or 2019.

KPI 7: 2 players from Scotland part of GB squads at the 2016 Olympic Games.

KPI 8: One umpire or technical official at Olympic Games.

Strategic Goal 3: Great Events & Competitions

KPI 9: 5 outdoor/indoor events that attract over 250 for the venue (within normal health and safety limits) per event year on year.

KPI 10: Attract 3 GB/European/World events to Scotland.

KPI 11: Publish baseline and trends of annual member engagement surveys.

Strategic Goal 4: Financial Stability in Hockey

KPI 12: Over £50K per annum raised out with revenue from sportscotland and members.

KPI 13: Create a charitable arm/foundation, specifically designed with a development focus (if Foundation deemed appropriate).

KPI 14: Support all Districts to work in strategic partnership with Local Authorities to negotiate improved agreements over compatible facilities and access costs and development opportunities.

Strategic Goal 5: Strong Leadership across Hockey

KPI 15: Achieve advanced level Equality standard.





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Harrod

MARINE
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MARIT
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BRUNNEN
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7 THE WAY FORWARD

The priority strategic activities during the first two years of implementing the Corporate Plan will be:

- 1.1 Increase Participation and Membership.
- 1.2 Build Strong & Sustainable Clubs.
- 2.1 Increase Performance of Senior Teams & Players.
- 3.1 Strong Domestic Programme.
- 4.2 Obtain Corporate Grants and Sponsorship.
- 5.1 Clarity of Shared Responsibilities in Delivering Strategy.
- 5.4 Transparency & Accountability.









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