



SCOTTISH  HOCKEY

STRATEGIC PLAN 2019 – 2023

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FOREWORD

The strategy we implemented over the past four years has enabled Scottish Hockey to transform and significantly raise its profile. Our vision of 'Inspiring Involvement in Hockey' has delivered greater opportunities for people across Scotland to get involved in our fun, friendly and exciting sport for life. The re-invigorated hockey community, embracing equality and inclusion, has extended the membership by 80% in 4 years; the second fastest growing sport for women and girls in Scotland. This success, well beyond our targets, has been exciting to see unfold across our sport.

Fundamental to this quick growth has been our network of Regional Development Managers. They have worked in partnership with our focus Clubs and Districts to help our Clubs build growth and sustainability; 80% of our Clubs have grown in membership over the four-year cycle. sportscotland need to be commended for this astute and successful investment in our sport.

This more effective outreach and engagement to motivate Scotland's citizens into playing hockey has been achieved through linking with communities, introducing new youth sections, providing new, innovative informal hockey opportunities, using social media to engage with a new generation of hockey players and bringing a series of high-level, international hockey competitions to Scotland. This has made a real and lasting difference to the health

and well-being of thousands of young and older people across Scotland. Our results at the Commonwealth Games were mixed: the women's international team were frustrated at their performance, but the men's international team had their best ever set of results in recent history. Disappointingly in 2016, there were no Scottish representatives in the GB Olympic hockey teams.

To improve performance at this highly competitive level, we recruited a new Head of Performance. A new strategic performance model has subsequently been introduced to provide clear and consistent pathways for players. This is already bringing positive change, especially at the national age group programmes. The changes have also forged a stronger relationship with GB Hockey and resulted an all-time high of 12 Scottish athletes being involved in GB programmes – and a GB wide framework that will help guide the development of talented young athletes throughout our player pathway.

Financing of the sport is becoming increasingly challenging as traditional sources, such as the Lottery Fund, continue to diminish. Despite attracting sponsorship of over £120,000 in 2017, we need to turn one off deals into long-term multi-year deals and continue to build a sustainable business model for the sport. The Board of Scottish Hockey has been strengthened in this crucial financial area.

Despite these considerable successes, we require to work to: source alternative funding streams to ensure financial sustainability at the local and national levels within sports' changing financial landscape; strengthen leadership across the sport at all levels; provide even better hockey experiences at the local level; collaborate more effectively with partners to integrate with schools and communities; retain the growing interest and involvement of youth; encourage and reward our volunteers; continue to improve Scottish Hockey's international performance through an enhanced strategic performance model; and to more effectively use social-media channels to engage with all stakeholders and continue to grow the sport. These are our exciting challenges for the next four years.

The following content provides our current baseline, the direction of travel for our sport, the resulting strategic outputs to drive positive change across the sport, and a strong monitoring and evaluation framework to provide transparency and accountability to our members and partners.

We look forward to working with our partners over the next four years to meet these exciting challenges and delivering an even better hockey experience for more, and an increasingly diverse set of Scots. Hockey is fast becoming a popular sport for life.



Scott Baird, Chair

EXECUTIVE SUMMARY

Our vision over the next four years is to be one of the top three team sports in Scotland, assessed across all aspects of the sporting landscape, including membership growth, equalities and international performance. Our continued mission, in partnership with our Clubs, Districts and schools, is to “Inspire Involvement” in hockey. Whether that is someone picking up a hockey stick for the first time, returning informally, or continuing their involvement in the sport.

We are also very proud of the naturally equitable nature of our sport, where we believe our 50/50 gender balance is unique within the team sport landscape. Our sport also prides itself on being naturally inclusive in terms of gender, age, sexual orientation and we will look build on those strengths over the period of the plan.

Over the last four years, we have focused our efforts behind delivering a set of clear, targeted KPI's that have produced significant success; the highlight being membership growth of 80% in four years. To build leadership, capacity and sustainability at the Club level, over 30 of the 99 Clubs have been part of the focus club programme. Our men's international team have returned to the European elite for the first time in nearly 20 years and secured their best Commonwealth Games' finish. The business has been restructured to provide more efficient and effective services. In partnership with the Home Nations, more playing opportunities and more players in Great Britain pathways than ever before have been achieved. However, this momentum needs to be continued over the next four years, especially in building leadership across the sport, integrating the sport more effectively with schools and communities, retaining the growing interest and involvement of youth, and improving international performance through a strong talent development system.

Our forward focus is to deliver six key areas to improve the business and hockey experiences. For each area, there are clear and transparent KPI's that will be used to monitor, measure and adapt progress in our sport, and report to our members and other key partners on the outcomes.



CLUBS AND COMMUNITIES

The future of the sport is dependent upon supporting the growth and expansion of strong Clubs through good governance, have strong leadership and are more sustainable. The aim is to have more members than ever before associated with accredited Clubs, and for the majority of Clubs in Scotland to be directly engaged in youth activities. This crucial objective will be more effectively achieved by targeting Clubs to become more focused and engaged with their communities, with an emphasis on facility ownership and multisport community hubs, where opportunities arise.



DISTRICTS

For nearly every player in Scotland, their first experience of hockey is representing their Club in a District match or event. Our best advert for the sport is for every member to enjoy and enthuse about their experiences. Our Districts currently deliver a wide range of leagues and events, however, there are significant differences amongst the Districts. Over the next four years, the plan is to partner more effectively with the Districts to enable their growing of the game. Implementation of a new player pathway will enhance playing opportunities at all levels of the game and create the best possible membership experience across Scotland. Districts will also be supported to deliver informal hockey opportunities and develop more officials and coaches. By focusing on the support of Districts, the objective is to grow the sport and achieve a membership rise of 25% to over 14,000 by the end of 2022.



PERFORMANCE

The performance focus is twofold: delivering successful Scotland teams, while also developing GB athletes with medal winning potential. The key to this will be to create and deliver the best possible high-performance programme, supported by outstanding player and coach pathways, that are adopted across the nation and throughout the system. We will also create a system that optimises the human and financial resources available to it. We will develop strong partnerships to enhance the domestic system and introduce a domestic Best-v-Best competition that will enhance player development opportunities and deliver more international ready athletes for both Scotland and GB.





WORKFORCE

An enhanced workforce, essentially of volunteers, is at the heart of our plans for the next four years. If the skills and knowledge of people leading and delivering hockey are significantly improved through capacity development and best practice sharing, then this will lead to greater sustainability and growth in the sport. More flexible and accessible training and qualification opportunities will be introduced. The Great Britain coach development strategy will be adopted to provide a wider range of courses and workshops to introduce new and upskill our existing coaches, while providing a clear pathway for aspiring performance level coaches. The expansion and retention of umpires and technical officials will also be a focus, with the delivery of bespoke continued professional development opportunities to support their ongoing advancement.



SPORT EXPOSURE

Delivering success on the international stage, especially at home, will stimulate Scotland's pride in their hockey team and, with the right events, marketing and social media in place, will attract renewed interest from spectators, sponsors and broadcasters alike. Since 2014, Scottish Hockey and Clubs have hosted 11 World or European level tournaments, compared to just one for the previous four years. The sport's increased profile that is derived from this exposure and visibility will inspire young people and adults, especially through role models, to ensure hockey is relevant to the widest group of people. The aim is to create a strong brand with a consistent, clearly recognizable corporate identity and to become even more digitally agile through social media. Scottish Hockey will continue to identify opportunities to host international matches and tournaments and ensure that we are delivering a first-class event experience.



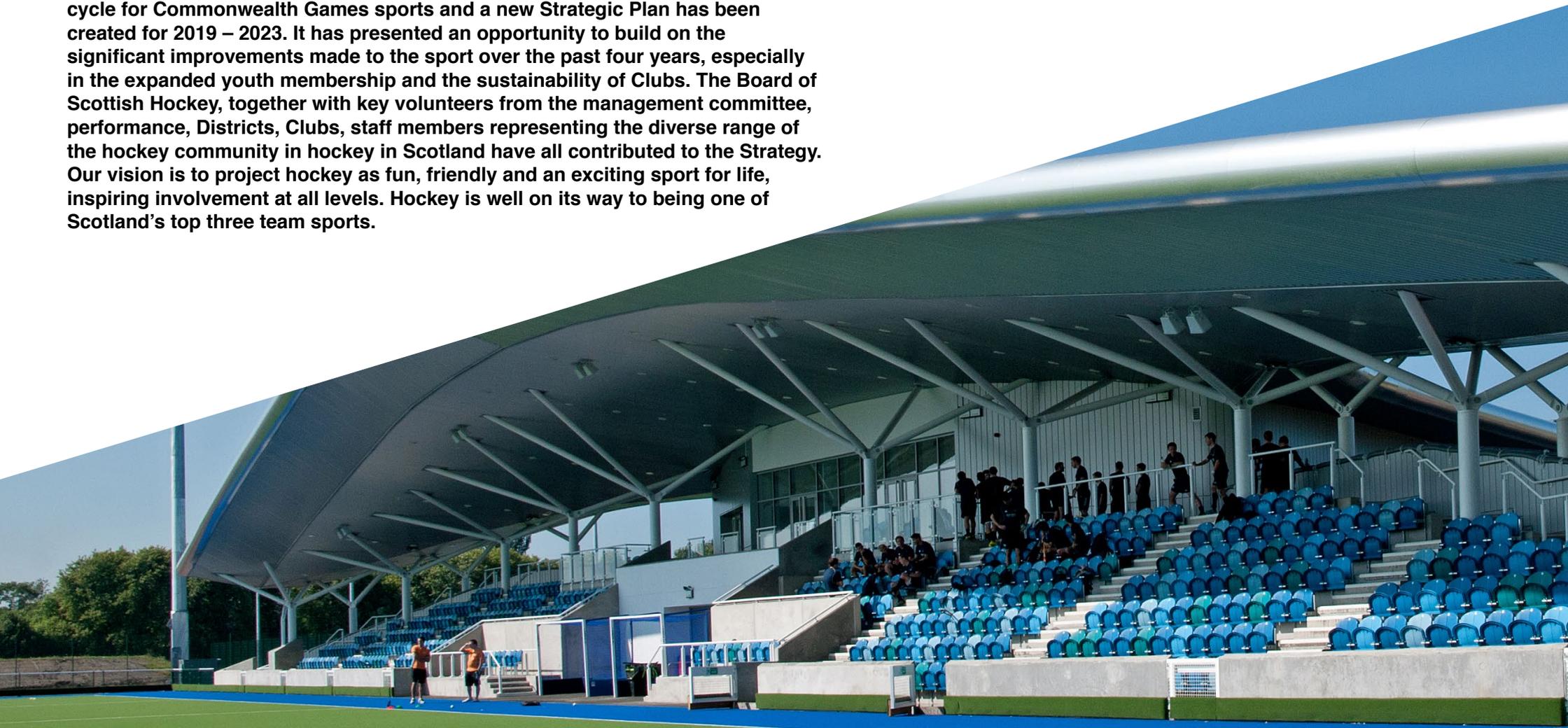
LEADERSHIP

Strong Leadership of the sport at all levels, from Club and District all the way through to international representation and the Scottish Hockey board, is critical for growth and the successful long-term future of the sport. A range of leadership programmes will be created and delivered to significantly upskill the hockey community and enhance their capabilities. Hockey will continue its quest to be the most equitable sport in Scotland and through continued support of Clubs and Districts, hockey will continue to be a naturally equitable sport that is open and available to everyone.

Scottish Hockey looks forward to working with our partners over the next four years to meet these exciting challenges and delivering an even better hockey experience for more, and an increasingly diverse set of Scots. Hockey is fast becoming a popular sport for life.

1. INTRODUCTION & BACKGROUND

Scottish Hockey's strategic planning is aligned with sportscotland investment cycle for Commonwealth Games sports and a new Strategic Plan has been created for 2019 – 2023. It has presented an opportunity to build on the significant improvements made to the sport over the past four years, especially in the expanded youth membership and the sustainability of Clubs. The Board of Scottish Hockey, together with key volunteers from the management committee, performance, Districts, Clubs, staff members representing the diverse range of the hockey community in hockey in Scotland have all contributed to the Strategy. Our vision is to project hockey as fun, friendly and an exciting sport for life, inspiring involvement at all levels. Hockey is well on its way to being one of Scotland's top three team sports.



2. OUR RECORD – PROGRESS, PROFILE AND PEOPLE LEGACY OVER THE LAST FOUR YEARS

Hockey is a sport for life and the Scottish Hockey strategic plan 2015 – 2019 provided a transformational platform that enabled hockey to raise its profile. Scottish Hockey’s Vision of Inspiring Involvement in Hockey has delivered greater opportunities for people across Scotland to get involved in our fun, friendly and exciting sport for life. Hockey is in many ways now prospering in Scotland.

Over the last four years, the hockey community, with equality and inclusion as a cornerstone, was extended with Scottish Hockey membership rising by 80% in 4 years; the second fastest growing sport for women and girls in Scotland.

At the heart of this rapid growth is our network of Regional Development Managers working in partnership with our focus Clubs and Districts, supporting our Clubs to grow and strengthen. This bespoke approach has seen over 80% of our Clubs grow in membership over the four-year cycle through linking with communities, the introduction of new youth sections and informal hockey opportunities, more effective outreach using social media and the impact of bringing a series of high-level, international hockey competitions to Scotland. This has made a real and lasting difference to the health and well-being of thousands of young and older people across Scotland.

Although the women’s international team were frustrated at their results at the Commonwealth Games, the men’s international team had their best ever set of results in recent history and performed beyond expectations. Disappointingly in 2016, there were no Scottish representatives in the GB Olympic hockey teams. To ensure continued performance improvement at this highly competitive level, a new Head of Performance was recruited and a new strategic performance model has been introduced to ensure clear and consistent pathways for players. This is beginning to bear fruit and build on some of the outstanding work already being achieved in the national age group programmes. While a stronger relationship with GB Hockey has resulted in significant contributions being made by Scotland to the new Great Britain Elite Development Programme (GB EDP) and





Talent Development Framework (GB TDF). As a result, we now have an all-time high of 14 Scottish athletes involved in GB programmes – and a GB wide framework that will help guide the development of talented young athletes throughout our player pathway.

Financing of the sport is becoming increasingly challenging as traditional sources, such as the Lottery Fund, continue to diminish. However, efforts to attract sponsorship are paying dividends and over £120,000 was raised in 2017. While this is positive, we need to turn one off deals into long term multi-year deals and continue to build a sustainable business model for the sport. The board of Scottish Hockey has been strengthened in this crucial financial area.

Despite these considerable successes, work is still required to: ensure financial sustainability at the local and national levels within sports' changing financial landscape; strengthen leadership across the sport; provide even better hockey experiences at the local level; collaborate more effectively with partners to integrate with communities; encourage and reward our volunteers; continue to improve Scottish Hockey international performance through an enhanced strategic performance model; and more effective use of social-media channels to engage with all stakeholders and continue to grow the sport. These are the exciting challenges for the next four years.

HEADLINE OBJECTIVES ACHIEVED:

Objective	Outcome
Grow Membership by 3100	Membership grown by 5540 (80% Growth)
20 Clubs Working with RDM's	Over 30 Clubs working with RDM's
Men Compete at Gold Coast	Men Secured best ever Finish at Commonwealth Games
Host 3 FIH or EHF Events in Scotland	11 Events between Scottish Hockey and our Clubs
Over £50K Annual Income from Partners	Over £120K generated in 2017
200 Informal Hockey Participants	Achieved through Summer Slam, Social Hockey and Back to Hockey projects
One Umpire at the Olympics	2 Umpires at Olympics, both did Medal matches
Improve Membership Engagements	Created, reviewed and Utilised membership engagement framework
Support Clubs and Districts	More staff resource available than ever before through RDMs and Development Officers to support Clubs and Districts
Advanced Equalities Standard	On track to deliver in 2019; Independent Audit praised our inclusive approach to the sport as an example of Best Practice

3. CHANGING SPORTS LANDSCAPE – PEOPLE, PLACES AND PARTICIPATION

PEOPLES' ENGAGEMENT WITH HOCKEY

Hockey needs to be attractive to the 21st century lifestyle. People are playing hockey longer in life, are more spontaneous in when they want to play hockey, demand equitable opportunities to participate, want to experiment and play sport informally, be involved with a family orientated sport, and have clear pathways to excel.

SUSTAINABLE FINANCING OF HOCKEY

Although sport is a high priority for the Scottish government within the context of their Active Scotland initiative, the traditional sources of finance through the Lottery Fund and sportscotland are reducing and sports are increasingly being asked to be much more self-sufficient through sponsorship and innovative sources of investment. Leadership at all levels need to be strengthened to allow hockey to survive and grow in this challenging financial environment.

PERFORMANCE

Over the period of this plan, it is unlikely that Scottish Hockey will be in a position to resource a full-time centralised playing programme, similar to the world's top nations. Instead, Scottish Hockey will aspire to deliver the best possible 'part-time' high performance programme, by being astute in how resources are used, developing and embedding an effective strategic performance model, and working with higher and further education establishments and employers to support the "dual aspirations" of both career and hockey development, for our very best athletes.



GEOGRAPHICAL REACH OF THE GAME

We are thrilled that the location of hockey clubs is becoming more geographically diverse. Competitions and support from District organisations need to be structured to help these Clubs grow the game. Clubs and Districts should be alert to identifying local opportunities, especially in non-traditional hockey areas.

ATTRACTIVE AND ACCESSIBLE TO YOUNG PEOPLE

The social landscape that our young people live in is radically different than even four years ago. Scottish Hockey needs to continue to work closely with our Clubs to identify engagement opportunities for young people to get involved, understand any perceived barriers for entry to the sport, and how we impress parents and guardians as key to supporting young people to be part of the active for life paradigm.

COMMUNICATION WITH CONSUMERS

The traditional channels to communicate and engage with hockey consumers have radically changed to now embrace social-media. Scottish Hockey and our partners need to be digitally agile, have a multi-media strategic vision, plan effective digital content and grow community engagement.

BUILDING A WORKFORCE

To support the expected expansion of hockey participation, a corresponding development of coaches, technical officials, volunteers, umpires and performance coaches is needed. This will require new innovative approaches to identifying, encouraging, supporting and rewarding this wide range of volunteers. Provision of leadership for Club development will increase the capacity and capability of more clubs and community sports associations and contribute to more capacity in the workforce.



4. VISION, MISSION & KEY STRATEGIC OBJECTIVES OF NEW STRATEGY

VISION

To be one of the top three team sports in Scotland.

MISSION

Inspiring involvement in the fun, friendly and exciting sport for life

VALUES

Working Together, Always Improving, Fair, Transparent

Our mission is to project hockey as fun, friendly and an exciting sport for life, inspiring involvement at all levels. Continued growth will be achieved through strengthening leadership at the local and national levels, encouraging inclusiveness and equitable opportunities, building strong and sustainable Clubs, providing the infrastructure of workforce and facilities that a great sport demands, creating new entry points through informal hockey to suit new lifestyles, being digitally agile and engaging effectively through social media to expand our outreach, and to secure innovative sources of funding to underpin our sustainability. Hockey is well on its way to being one of Scotland's top three team sports.

The strategy is not just about getting the active more active, it stresses the importance of getting the inactive active, especially to support inactive people from lower socio-economic groups, and promotes the vision to support a successful and active sporting nation.

This strategy explains how we are going to achieve this vision over the next four years through the delivery of the following six strategic, transformational goals:

Clubs & Communities – continue to build and expand a network of strong, sustainable Clubs to grow the game;

Districts - support our Districts to deliver great experiences of local hockey;

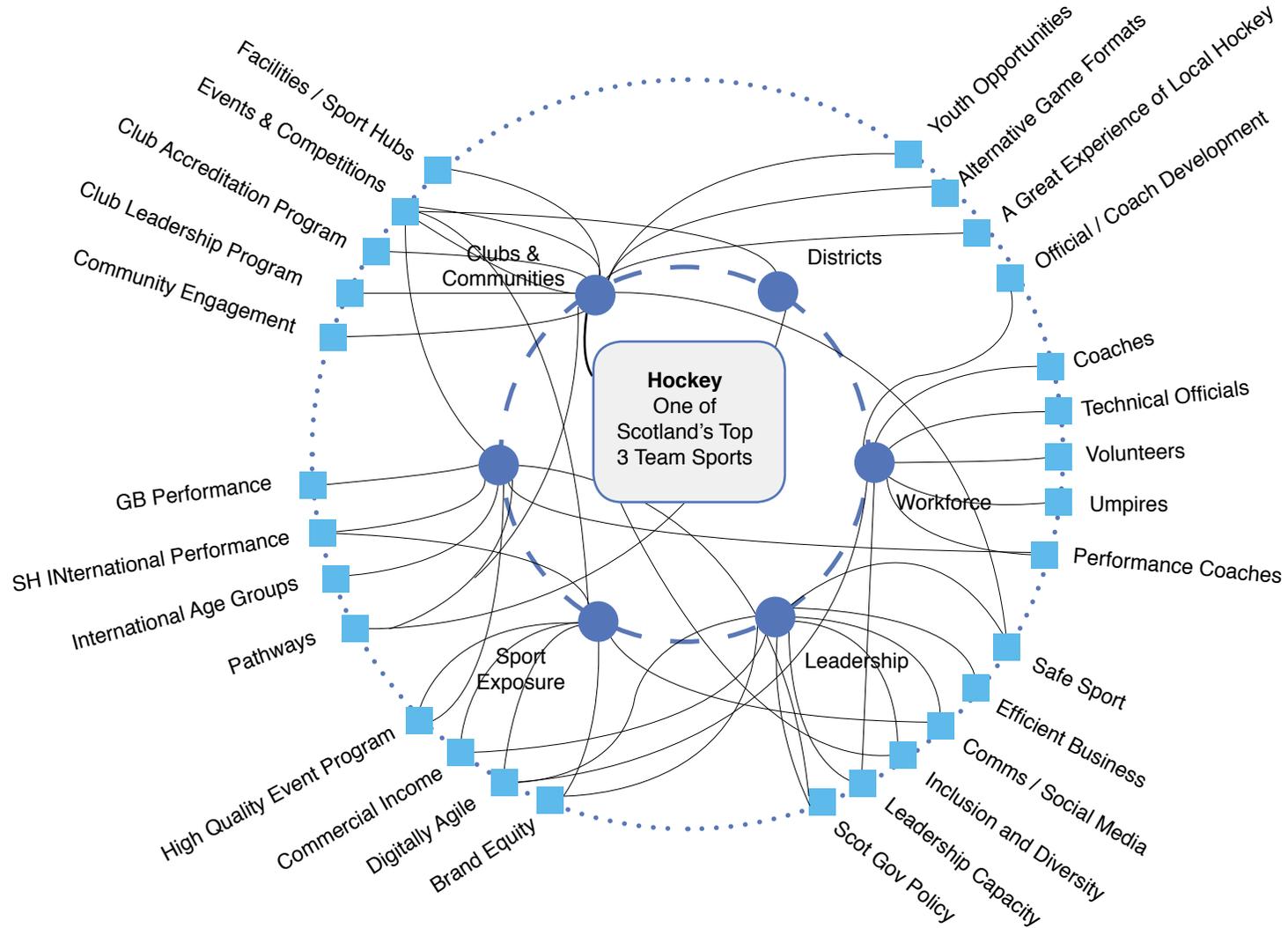
Performance - systematically deliver successful Scotland Teams and Medal Winning GB Athletes;

Workforce - growing, developing and supporting our volunteers;

Sport Exposure – create new commercial income streams and support members through events and effective social-media channels;

Leadership – create a safe sport for all, supported by an efficient and effective business.

Scottish Hockey Strategic Framework 2019 - 2023





5. INTERVENTIONS FOR SUCCESS TO ACHIEVE THE OBJECTIVES

Underpinning the strategic plan is an associated strategic framework illustrated in Figure 1. This framework applies a series of integrated, strategic actions or interventions to the current situation to evolve the six strategic goals. The combined transformational impact of these strategic goals creates the required vision for hockey in Scotland by 2023.

To support the predicted expansion of the sport, Scottish Hockey will consider innovative forms of external service delivery at different levels across hockey.

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

5.1 STRATEGIC GOAL 1: CLUBS & COMMUNITIES

Continue to Build and Expand a Network of Strong, Sustainable Clubs to Grow the Game

EXISTING SITUATION:

Clubs are at the core of hockey in Scotland, providing the talent and support infrastructure. Therefore, Clubs need to be strong, innovative, resilient with a long-term focus to continue to make hockey prosper. Over the past four years, Scottish Hockey's 'Focus Club Programme' has been implemented to support the work of clubs that have ambitions to be the best that they can be; increasing participation, achieving high standards while developing coaches, volunteers and players. Improved governance has been achieved on a wider scale through a good governance accreditation scheme - of the existing 99 Clubs, four have achieved gold status, whilst 24 have been accredited silver status. This specific focus on supporting Club development has been achieved primarily through the support of four Regional Development Managers working closely with Clubs. This excellent initiative needs to build momentum in improving Clubs and be scaled up.

Youth membership within Clubs has increased substantially and Clubs need to offer a better hockey experience and adopt a Scottish Hockey set of pathways for this burgeoning membership to continue to attract and retain this future generation of hockey players.

Lifestyle changes are influencing hockey and many players are preferring more informal versions of the sport and seek easier access to multiple sports. However, apart from limited summer hockey leagues, there are emerging channels to the sport through informal hockey, but there are very few multi-sport Clubs and Community Sport Hubs with hockey included as a core activity. Clubs also need to be more closely integrated with local communities and ensure they are inclusive for all sections of society, including the socio-economic disadvantaged and the older generation, for example.

Leadership in sport has emerged as a key issue in recent years and hockey needs to consider how the sector can improve capacity for leadership by supporting and developing leaders in hockey, especially at the Club level.



STRATEGIC ACTIONS:

Scottish Hockey, with the help of Districts, will continue to support the development of Clubs to deliver a sustainable expansion of hockey. This will be achieved through: developing capability and leadership within Clubs by providing high-quality learning and development opportunities; strengthening the Club Accreditation Programme; introducing more attractive and exciting events and competitions to improve the experience of players; working with partners to enable access to better facilities, especially as integral parts of sport hubs; encourage Clubs to support the Masters hockey community; and improve the engagement of Clubs with their local communities and promote inclusiveness.

This will result in Clubs with clearer pathways, both in terms of players and coaches, as well as a wider range of access points for potential members to join and support growth. Clubs will also be able to have better long-term planning through the analysis of membership and sports related data. These data are managed within Scottish Hockey's Membership and Competitions Data Management System (CORE) and can be integrated with Active Schools and sportscotland's data. This membership knowledge coupled with more structured pathways will help retain members, e.g. through more teams at youth level, and increase membership through more opportunities for all to join.

a) Club Leadership Programme

- Conduct a leadership skills assessment of Clubs to help design a Club Leadership Programme and utilise sportscotland's Club Sport Framework principles. The aim is to generate a new generation of leaders within hockey with forward looking, innovative skills to lead their Clubs.
- Provide, or outsource, leadership training for club development that increases the capacity and capability of more clubs and contributes to a more active Scotland. This includes developing the skills, knowledge and behaviours of people leading and delivering hockey in Clubs.
- Evaluate and monitor the impact of the Club Leadership Programme aiming to continuously improve.

b) Club Accreditation Programme

- Maintain the 'continuous improvement' approach to quality assuring standardised work that Clubs undertake, and extend this framework to include 'holiday provision'.
- Promote and use the Club Accreditation Programme to provide support to all and especially targeted Clubs.
- Provide Clubs access to a knowledge sharing network of Clubs' best practice.
- Ensure that Clubs are effectively using Scottish Hockey's CORE system to support the Club's long-term strategy and administration.
- Evaluate and monitor the impact of the Club Accreditation Programme and improve where appropriate.



c) Events & Competitions

- Scottish Hockey will create, promote and support the implementation of a revised player pathway.
- Support Clubs in integrating data from Scottish Hockey's CORE system into their competition planning to establish their membership demographics and design suitable player pathways and competition outlets.
- Where appropriate from data analysis, Clubs should consider their "offer" for competitive outlets and friendly games for U8, U10, U12 and U14 hockey opportunities as a minimum, align their "offer" with new pathways and improve the depth and quality of opportunities.
- Support Districts to introduce a wider network of youth festivals and competitions and as a result incrementally reduce the need for younger youth members playing senior hockey.
- Encourage an approach to youth hockey, where enjoyment and participation are the main aims. Clubs should be encouraged to collaborate to ensure all players have competitive opportunities.
- Continue to strengthen the transition of youth hockey into senior hockey, especially female players.
- Introduce grassroots development around informal, alternative formats of hockey.
- Review Indoor Hockey and the role it plays in Scottish Hockey.
- Work with the Masters community to review potential domestic competitive and social opportunities.

d) Community Engagement

- Explore and work in Community Sports Hubs to engage and integrate more effectively with communities.
- Be inclusive and have a plan to outreach to non-traditional hockey playing areas.
- Continue to build, create and strengthen pathways between Clubs and schools, through the "Club Connect" programme, and between Clubs and Universities through collaboration with Scottish Student Sport.
- Support a Club or District to lead a pilot project of a Parahockey club / team to engage with the now established EHF events.



e) Facilities

- Work with Districts, Clubs, schools, communities and local authorities to support Community Sports Hubs, where hockey is a natural or good fit.
- Scottish Hockey will engage with Clubs to explain Community Asset Transfer and the range of funding approaches when Clubs aspire to own their own facilities.
- Scottish Hockey will support clubs and local authorities with facility related projects and policy to increase access, mitigate the cost of outdoor and indoor facilities for clubs and minimise the risk that well-used pitches are replaced by 3G.
- Scottish Hockey will engage with sportscotland over how hockey facilities can be utilised to better engage with communities, for example, the addition of six-a-side size areas to facilitate multi-sport involvement.

STRATEGIC GOAL OUTCOMES:

The strategic activities will produce the following outcomes:

- The skills, knowledge and behaviours of people leading and delivering hockey in Clubs is significantly improved leading to greater sustainability and growth of Clubs.
- Greater cross sport collaboration to share ideas and resources to build greater success.
- Participation in the Club Accreditation Programme provides skills, tools and best practice to run strong, innovative, resilient Clubs with a long-term focus.
- Opportunities and experiences for youth to play hockey within Clubs are enhanced leading to more youth transitioning into senior hockey, especially for females.
- Informal formats of hockey attract new participants, encourages returners and aids in retention of members.
- Increased opportunities for Masters Hockey supports the Hockey for Life paradigm within Clubs.
- Clubs are more connected with surrounding communities, including non-traditional hockey playing areas.
- Hockey facilities become more accessible to Clubs and support facilities are shared.

KPIS

- KPI 1: 75% of Scottish Hockey members are affiliated to accredited Clubs by summer 2022.
- KPI 2: 65% of Clubs engage with Youth Leagues after four years.
- KPI 3: Five additional Clubs are an integral part of Community Sport Hubs after four years.
- KPI 4: Four additional Clubs maximise their sustainability, community engagement and membership by taking ownership or management of facilities over the next four years.



5.2 STRATEGIC GOAL 2: DISTRICTS

Enable our Districts to Deliver Great Experiences of Local Hockey

EXISTING SITUATION:

Local league hockey in Scotland is currently organised and delivered by five Districts that geographically cover Scotland. The majority of the Districts have amalgamated the governance arrangements for women's and men's hockey. Traditionally, Districts have had a high degree of autonomy, which has led to a variety of approaches and variability in experiences of local hockey for players. This current situation is not conducive for sustaining further substantial growth of the sport.

Scottish Hockey membership has grown significantly in the last four years, with the greatest area of growth in players under the age of 14. However, there is a strong fall-off in numbers as these young players migrate to the under 18 age group; especially in the number of females opting out of the sport. To mitigate this leakage, Districts will be encouraged and supported to delivering a better local hockey experience. This will retain youth members as they mature and join the senior ranks, and retain and encourage returners in the senior game. A high-quality sporting infrastructure is crucial for the continued expansion of the sport and Scottish Hockey will continue to work in close partnership with the Districts to deliver this enhanced experience of the sport.

STRATEGIC ACTIONS:

Scottish Hockey will work closely in partnership with our Districts to continue the momentum for hockey and ensure there are greater opportunities with better experiences for people to participate. To achieve this aim, a District Framework approach will be introduced to underpin this partnership. This will include elements of financial and technical support from Scottish Hockey. The framework will potentially focus on four transformational areas that form the strategic actions: a) enabling a great experience of local hockey; b) providing exciting and fun opportunities for regular youth activities and implementing player pathways; c) developing local coaches and officials where coach and player pathways are interlinked; and d) introducing alternative game formats. This more structured framework will allow the Districts and the members involved in the leagues to benchmark their performance on an annual basis.

a) Enable a Great Experience of Local Hockey

- Create appropriate league structures that aim to offer each league between 14 and 22 matches a season and ensure that the majority of matches are completed prior to the end of season deadline



- Conduct an Annual Satisfaction Survey of members, review the feedback and generate action points for change to the forthcoming season.
- Work with Districts to review and enhance protocols around league operations to provide a better experience for participants.
- Review opportunities and where there is demand, facilitate Masters and indoor hockey at the club level, where appropriate.

b) Provide Opportunities for Regular Youth Activities

- Offer a minimum of 10 Youth Festival dates within the District on an annual basis and aspire to run District Youth Leagues within four years.
- Increase the offer of U8, U10, U12 and U14 hockey opportunities at the local level as a minimum.
- Introduce the agreed team and pitch size for youth age groups as specified by Scottish Hockey.
- Encourage an approach to hockey, where enjoyment and participation are the main aims. Clubs should be encouraged to collaborate to ensure all players have great hockey opportunities.
- Where possible, these youth opportunities should be offered to Clubs outside the District and all people interested in hockey to increase the catchment and participation.
- Provide opportunities for “talent identified” players to train and play in an appropriate and supportive performance environment that provides a stepping stone into the Scottish Hockey talent pathway.

c) Develop Local Coaches and Officials

- Provide umpire training and assessment courses to create a new generation of qualified umpires to effectively support local and national hockey.
- Introduce umpiring Continuing Professional Development (CPD) opportunities to ensure the quality of umpires is retained and enhanced.
- Provide access to a level of senior hockey that is conducive to the training and development of umpires.
- Provide entry level and advanced level (shared with other Districts) coaching courses to raise the quality of coaching in line with Scottish Hockey’s guidelines.
- Introduce coaching CPD opportunities to ensure the quality of coaching is retained and enhanced.

d) Introduce Alternative Game Formats

- Encourage, support and standardise the expansion of grassroots development around informal forms of hockey, for example, 6-a-side format.
- The alternative game formats should, where possible, be run by Clubs or local trusts throughout the regular season on a weekday. This will provide opportunities for those players not getting regular weekend hockey, returners and for those wanting more playing time.
- Provide or outsource District wide competition outlets during the summer season to ensure hockey becomes a year-round activity to help the retention of players.
- Support all participation initiatives in alternative game formats with new marketing campaigns.



STRATEGIC GOAL OUTCOMES:

The strategic activities will produce the following outcomes:

- Create stronger partnerships between Districts and Scottish Hockey and deliver mutually agreed strategic goals.
- Players have a greater experience of playing local hockey, leading to an increased number of members.
- Senior hockey is increasingly played by adults, leading to greater retention of senior players.
- Opportunities and experiences for youth to play hockey are enhanced leading to more youth transitioning into senior hockey, especially for females.
- A more attractive game for informal participation and the encouragement of returners.
- Numbers of quality coaches and umpires support the growth in the game.
- Increased opportunities for Masters Hockey to support the Hockey for Life paradigm.

KPIS

KPI 5: All Districts embrace, support and deliver “Inspiring Involvement” through a mutually agreed district partnership framework

KPI 6: Target 25% membership growth within Districts achieved over four years, supporting Scottish Hockey to achieve over 14,000 members by 2022.



5.3 STRATEGIC GOAL 3: PERFORMANCE

Systematically Deliver Successful Scotland Teams and GB Athletes with Medal Winning Potential

EXISTING SITUATION:

Scottish Hockey's performance system has a number of historical strengths, with pockets of good practice being delivered, which benefit the sport. Our women's international team has had a period of relative success in recent years, with a sustained period of participation in European A Division, which only recently came to an end in 2017. Our men's team, which has received significantly less sportsScotland investment than the women over the past 4-year cycle, has been able to grow and develop – earning qualification for World League 3, promotion to European A Division for the first time in a generation and achieving a best ever finish at the Commonwealth Games in 2018. Our national age group programmes also continue to grow and develop, with a number of high quality coaches recruited to complement the high-quality workforce already deployed in this area.

However, much of this work has taken place in isolation or in silos - and in general is constrained by a lack of human and financial resources to be delivered effectively. This lack of cohesion can often lead to counter productivity, putting a strain on athletes, coaches, administrators and finances. Finance in particular is a significant limiting factor in terms of delivering high quality training and playing programmes that could give our emerging and high-performance athletes the appropriate quantity and quality of competitive stretch. There are further limitations placed on the performance system and a lack of depth in our talent pool, leading to a relatively small number of high quality matches played domestically by our very best players. This in turn leads our best talent to seek enhanced competitive opportunities out-with Scotland.

STRATEGIC ACTIONS:

In order to optimise Scottish Hockey's performance system, a number of high level actions are required to deliver transformational change to the system. In particular, working closely with key individuals to develop the commercial element of the business - and grow private sector investment and other forms of income generation - is mission critical to the development of the system. Events such as the hosting of the women's EuroHockey Championship II in Glasgow, potentially provides Scottish Hockey with outstanding opportunities to grow the quality and profile of the international calendar.

We will also provide a different and more effective form of leadership for the system, which will help create a clearly agreed performance philosophy and new more collaborative ways of working. This philosophy and methodology will be delivered by a more inspired and motivated



workforce, who will create and deliver the best possible high-performance programme and an outstanding player pathway that optimises the human and financial resources available to it. We will also create an enhanced domestic system that will maximise the development of our locally developed talented athletes, for the benefit of both Scotland and Great Britain.

a) Develop a Clear Performance Philosophy and Provide Strong Leadership to Align and Enhance the System.

- Create and embed “Stronger Scotland” philosophy, to align coach and athlete behaviour throughout the system.
- Strengthen existing and create new partnerships that drive improvements in performance.
- Develop a high-quality performance product that increases revenue, links to the commercial strategy and increases the visibility of the sport.
- Develop leadership and management systems that support and ‘professionalise’ the system.

b) Deliver High Performing Athletes and Teams - Within a Strong and Healthy Performance Culture.

- Develop an evidence based “What it Takes to Win” model that informs and drives athlete and team development, training environments and the wider system.
- Provide periods of high quality national training and appropriate international competition.
- Create a more flexible “Athlete Support Model” that promotes dual aspirations: a winning mentality and creates a culture of continuous improvement, accountability and enjoyment.

c) Create an Athlete Pathway that Develops “International Ready” Athletes for Scotland and Great Britain.

- Create a pathway that drives performance behaviours and measures athlete development against a clear set of evidence based principles.
- Develop a national training programme for athletes, based on clear principles and individual development programmes.
- Introduce a series of specialist programmes to develop key areas for performance.
- Improve competitive opportunities to allow for optimal development and benchmarking of athletes.

d) Ensure Provision of High Quality Coaching and Support Services that Align and Deliver against the Needs of the System.

- Support emerging and existing coaches to align with the needs of the player pathway, while creating a strong community of practice.
- Work with our home nation partners to develop a clear and consistent coaching philosophy - and to support the coach development workforce across GB.
- Provide bespoke development opportunities for coaches that align to “Stronger Scotland” and GB principles.

e) Develop Effective Partnerships that Strengthen the Domestic Game and Close the Gap to International Hockey.

- Work in partnership with our leading Clubs to help understand international standards, drive performance behaviours and promote the delivery of “best practice” in the domestic system.
- Support the development of a “high performing” club model for Clubs with the ambition & ability to enhance their programmes.
- Lead the development of a stronger Best-v-Best competition structure in partnership with Clubs and Districts.

STRATEGIC GOAL OUTCOMES:

The strategic activities will produce the following outcomes:

- A developed and embedded “Stronger Scotland” performance philosophy, including a clear and simple “What it Takes to Win” Mode, aligning the system for our international teams.
- A high-quality performance product that increases revenue and visibility of the sport.
- Enhanced leadership and management systems that support and professionalise the system.
- A more flexible “Athlete Support Model”, that creates a culture of continuous improvement, ethically delivered.
- An athlete pathway that better develops “International Ready” athletes.
- Access to high quality national training and appropriate international competition to effectively support. The optimal development of best possible part time programmes.
- Coaches aligned with the needs of the player pathway within a strong community of good practice.
- Domestic game strengthened through a “high performing” club model and Best-v-Best competition to close the gap to international hockey.

KPIS

KPI 7: Two Scottish players in team GB in 2020 & four in 2024.

KPI 8: Both men and women to achieve a top 6 finish in Commonwealth Games 2022.

KPI 9: Qualify for World Cup in a minimum of one gender in 2022.

5.4 STRATEGIC GOAL 4: WORKFORCE

Growing, Developing and Supporting our Volunteers.

EXISTING SITUATION:

Across the country, there are thousands of volunteers who devote their time and energy to helping hockey grow and flourish; whether at school, Club, District or international level.

There are occasions when volunteers are delivering a number of different roles within a club, which while admirable, puts a level of pressure onto the individual, and has a significant impact to the club if they ever choose to step away; Clubs become vulnerable.

We also have a number of individuals who have been trained and qualified in both umpiring and coaching, who have chosen not to be involved with any of the currently provided CPD. There is an inconsistent delivery of CPD across Scotland and across each District. So, while the game, rules, coaching structures have evolved, individuals haven't received any continued CPD.

This new strategy is aligned to provide a range of resources for our coaches, umpires and technical officials regardless of the aspirations of the individual.

STRATEGIC ACTIONS.

The growth and success of the sport is highly dependent upon developing a workforce, essentially of volunteers, that can provide the infrastructure an excellent sport now demands. This will be achieved through: embracing existing best practice, especially learning resources from GB Hockey; promoting more flexible and accessible training and qualification opportunities; and more clearly understanding how to motivate and retain the workforce, in particular young people.

Volunteers at the Club level are crucial to hockey. Scottish Hockey will help Club's develop new volunteer models to support their sustainability and growth. This will include the creation of a workforce tool to encourage all Clubs to carry out workforce analysis to understand their current and future workforce requirements for their Club. This will be promoted through the network of RDM's.

a) Coaches

- Fully embed the GB Coach Development Strategy across the Scottish Hockey programmes.



- Create and deliver a Scottish Hockey workforce plan for coach developers.
- Offer professional development using a range of resources, including the range of Great Britain individual coaching workshops to allow coaches the opportunity to “dip in” for continued development. Develop an enhanced “offer”, aligned to the wider GB strategy, to Scotland’s coaching community, with a varied programme of formal and informal learning opportunities to allow for the continuous development of our coaching workforce.
- Continue to promote the on-line learning resources provided by the Scottish Hockey ‘Hockey Hub’, such as the ‘motivational climate’ and ‘golden thread principles’ - and encourage our Clubs and schools to adopt the principles included within the GB Talent Development Framework.

b) Technical Officials

- Assess the appropriate number of technical officials to deliver our competitions, striking a balance between numbers, and suitable opportunities when individuals are qualified.
- Work with our International Appointments Panel to provide CPD for Technical Officials on an annual basis.
- Openly promote opportunities for qualifying as a technical official across Scottish Hockey.

c) Volunteers

- Create national and regional networking opportunities for Clubs to discuss and share best practice, including focus on volunteer retention and recruitment.
- Encourage Clubs to look at short life working groups and other less formal opportunities to engage volunteers.

d) Umpires

- Ensure Districts create and deliver workforce plans for umpire developers.
- Offer the Level One qualification in partnership with our Districts to develop new umpires.
- Work with our Districts to offer opportunities for umpires that wish to progress within the system.
- Assess the trends of umpires joining and leaving the system and review how umpiring contributions are recognised at all levels.
- Review CPD opportunities for all umpires, including those who wish to improve, but not progress through the system.
- Continue to encourage Districts and Clubs to provide young umpires for suitable events and competitions and promote the Youth Umpires Award to young umpires.

e) Performance Coaches

- Assess and ensure the GB Coaching strategy provides the appropriate CPD for performance coaches.
- Endorse and encourage coaches to attend the GB Coaching Conference.
- Create an open programme of frequent formal and informal opportunities with Scottish Hockey’s Professional Coaches and offer coach networking sessions.



STRATEGIC GOAL OUTCOMES:

- The skills and knowledge of people leading and delivering hockey are significantly improved, leading to greater sustainability and growth in the sport.
- Clubs and Districts succession plan for growth.
- Individuals who want to develop themselves in a non-playing role are offered a range of formal and informal learning opportunities.
- An increased number of coaches that understand and implement the principles associated with the GB Talent Development Framework relating to The Player, The Environment and The Game.
- Scottish Hockey communicates a clearly articulated and aligned playing philosophy to our coach workforce.

KPIS

KPI 10: Six coaches accredited through the GB Advanced Coaching Programme over four years.

KPI 11: 90% of accredited Clubs to have a workforce assessment and workforce plan in place in four years.

KPI 12: 75% Clubs annually attend a national or regional networking session.

KPI 13: 250 active umpires annually engage with planned, supported and structured CPD.



5.5 STRATEGIC GOAL 5: SPORT EXPOSURE

Create New Commercial Income Streams and Support Members Through Events and Effective Social-Media Channels

EXISTING SITUATION:

The current business model of Scottish Hockey is highly dependent upon grant investment from sportscotland and member subscriptions. Although members' subscription levels are marginally increasing, the level of grant funded is predicted to significantly reduce over the next four years. Therefore, Scottish Hockey needs to diversify its revenue streams, especially through sponsorship. Income through sponsorship, mostly one-off, was £120,000 in 2017.

STRATEGIC ACTIONS:

Delivering success on the international stage, especially at home, stimulates Scotland's pride in their hockey team and, with the right events, marketing and social media in place, will attract renewed interest from spectators, sponsors and broadcasters alike. The sport's increased profile that is derived from this exposure and visibility will inspire young people and adults, especially through role models, to ensure our sport is relevant to the widest group of people. Therefore, high profile, high quality domestic and international events are required to increase spectator numbers, broadcast coverage and event sponsorship and raises the profile of the sport.

a) Increase Brand Equity & Change the Perception of the Sport

- Design and deliver inspirational media and communication strategies to increase TV viewers, website traffic and digital media followers to capture new audiences.
- Develop and implement a distinct brand strategy with a consistent, clearly recognisable corporate identity.
- Position men's, women's, junior and master's hockey using national role models to ensure the sport is relevant to the widest group of people.

b) Deliver a Programme of High Quality Hockey

- Deliver the women's European event in 2019 and all other International opportunities to the highest standard and maximise exposure, interest and commercial revenue.
- Host more one-off or series of internationals at the Glasgow National Hockey Centre or at venues across the country using the opportunity of visiting national teams to the Pro-League.



WINNERS

EuroHo
Championsh
Glasgow

c) Grow Commercial Income

- Review the commercial opportunities for TV / streaming coverage of Scottish Hockey’ owned major domestic and international events.
- Create a strategy and stronger business model by sustained profits through new, diversified revenue assets and opportunities. Innovate and securing new official partners, official suppliers and deliver a quality service and experience to existing commercial partners.
- Grow the retail and licensing programme.

d) Digitally Agile

- Develop and implement a social media strategy to strengthen hockey’s brand and profile, showcase the achievements of athletes and teams, and enhance propositions for commercial sponsors.

STRATEGIC GOAL OUTCOMES:

- The strategic activities will produce the following outcomes:
- A distinct brand strategy with a consistent, clearly recognisable corporate identity.
- Inspirational media and communication strategies to capture new audiences.
- A series of high profile international events in Scotland, that will generate significant growth in spectator, media and sponsors interest.
- Increased media coverage.
- A strong, business model that is sustained by profits through new, diversified revenue assets and opportunities.
- Efficient engagement with all stakeholders is underpinned by a very effective and evolving social media strategy.

KPIS

- KPI 14: By 2022 collecting £150,000 in partnership and commercial revenue annually
- KPI 15: Add at least 5,000 new followers on social media channels (Twitter, Facebook and Instagram) within four years.
- KPI 16: Launch a new Scottish Hockey’s email newsletter with at least 5,000 recipients in four years.



5.6 STRATEGIC GOAL 6: LEADERSHIP

Create a Safe Sport for All, Supported by an Efficient and Effective Business

EXISTING SITUATION:

Leadership in sport has emerged as a key issue in recent years and hockey needs to consider how the sector can improve capacity for leadership by supporting and developing leaders across the hockey community, at all levels, including youth. This is the key to sustainability and growth in the sport in the next four years.

Hockey has successfully promoted equality awareness across the hockey community, but needs to continue to ensure that on-going equality of opportunity to participate, progress and achieve in hockey is advanced.

Safeguarding participants must be at the core of hockey and Scottish Hockey and their partners have been active in enforcing and monitoring safeguarding. However, Scottish Hockey needs to be vigilant and continue this approach to ensure participants at all levels are never endangered.

Scottish Hockey has performed well to deliver an efficient business to support their members, especially through astute investments in ICT. These ICT investments need to continue, especially in social media, to improve outreach, transparency and value for money services.

The new strategy needs to be aligned with and directly supportive of the Scottish government's and sportscotland's policies.

STRATEGIC ACTIONS:

A series of actions are required: to develop capability and leadership across the hockey community; to continue the journey of inclusivity and safeguarding; to continue to drive value for money in delivering services; to strengthen communication and embrace the opportunities of social media; and to align the new strategy with government policies to improve opportunities to participate, progress and achieve in sport.



a) Improved Capacity in Leadership

- Conduct a leadership skills assessment across hockey to help design a Leadership Programme. This will include the board and staff as well as Districts, Clubs and volunteers.
- Provide, or outsource, high-quality learning and development opportunities that increases the capacity and capability of hockey and contributes to a more effective hockey community.
- Young people make a valuable contribution as leaders in sport and will be encouraged to assume more leadership roles.
- Evaluate and monitor the impact of the Leadership Programme and improve where appropriate.

b) Inclusion & Diversity

- 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.
- Scottish Hockey will ensure diversity on the board that offers a depth and breadth of insight, perspective, philosophies and experience, in addition to age, ethnic and gender diversity.
- Scottish Hockey fully embraces and actively supports the government charter, launched March 2011, calling for anyone with an interest or involvement in hockey to unite to tackle homophobia and transphobia in sport and aim to make sport a welcoming environment for lesbian, gay, bisexual and transgender (LGBT) people.

c) Safe Sport

- Ensure that Scottish Hockey and their partners provide a fun, friendly and safe sport. Safeguarding participants must be at the centre of what we do and will be continually monitored at all levels of the sport.



d) Efficient & Transparent Business

- Scottish Hockey will continue to deliver an efficient, value for money business to their members.
- Liaise with international countries and clubs to benefit from good practice that can be applied in Scotland.
- Transparency at all levels in the organisation will be the norm and the performance of the board will be continually assessed.
- Progress against strategic KPIs will be annually reviewed and continuously published at all levels.
- The effective investment in ICT is delivering beneficial management and member services to more effectively manage the business. These services will continue to be enhanced and extended.
- Conduct and publish baselines and trends of annual member engagement surveys.

e) Communications / Social Media

- Scottish Hockey understands the impact and value of social media for strengthening brand and profile, showcasing the achievements of athletes and teams, enhancing propositions for commercial sponsors, supporting staff recruitment, building engagement & community with members and triggering first point of contact for prospective players. Scottish Hockey will continue to invest in the right skill sets, kit and technologies to enhance its social media presence, expand the two-way conversation with communities and keep up to date with emerging trends.
- 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.



f) Supporting Scottish Government Policy

- Scottish Hockey will support the Active Scotland Outcomes Framework that describes Scotland’s ambitions for sport and physical activity. By empowering our Clubs and Districts to understand and work with their local communities
- Scottish Hockey will support sportscotland to build a better sporting system everywhere in Scotland through: our Clubs delivering positive, inclusive sporting opportunities within communities and helping to aspire young participants and players to develop and learn; and raising hockey’s profile through success in performance sport to inspire participation in the sport.

STRATEGIC GOAL OUTCOMES:

The strategic activities will produce the following outcomes:

- The skills, knowledge and behaviours of people leading and delivering hockey are significantly improved leading to greater sustainability and growth the sport.
- Hockey is highly recognised for embracing inclusiveness and equality.
- Hockey is an exemplar in sport for business efficiency, transparency and quality of service to members.
- Efficient engagement with all stakeholders is underpinned by a very effective and evolving social media strategy.

KPIS

KPI 17: Leadership development programme is designed and delivered to over 100 Participants over four years.

KPI 18: Scottish Hockey secure and maintain our Advanced Equalities, and ensure equalities, health and wellbeing are criteria for Club Accreditation.



6. HOW WILL THE HOCKEY EXPERIENCE CHANGE?

Key Stakeholder Group	Benefits of Scottish Hockey Strategy
Senior Players	Teams composed of senior players; a better hockey experience, access to excellent pitches; stronger club infrastructure; opportunities to play informal hockey; hockey open to all.
Representative Players	Clearer pathways and support for opportunities to represent Districts, Scotland and GB at the highest possible level.
Youth Players	Access to youth leagues; a festival approach to hockey; opportunities to participate in Scottish Hockey's talent pathway; chance to play informal hockey; much improved hockey experience.
Master Players	Played at Club level; more leagues and competitions; ability to play at the highest possible level.
Casual Players	Wider opportunities to play informal hockey within or outside Clubs all year round; a more fun experience.
Supporters	Access to world class hockey with European and World level events; more events with higher standard of entertainment and competitive intensity of fixtures; family attractions.
Volunteers	Greater opportunities to support world class hockey events, training and rewards to excel; contributions are fully recognised.
Clubs	Higher levels of support from Districts; enhanced leadership through training programme; increased growth and sustainability; wider volunteering; multi-sport and integrated with communities; more satisfied members.
Districts	Strong partnership with Scottish Hockey and access to national devolved resources; better coordination of wider set of events and leagues, including youth and informal hockey; more opportunities to develop local coaches and officials.
Umpires	Greater opportunities for training and assessment courses; participation in CPD programme; rewards to excel; clear pathway; contributions are fully recognised.
Coaches	Greater opportunities for training and assessment courses; participation in CPD programme; rewards to excel; clear pathway; contributions are fully recognised.
Technical Officials	Greater opportunities for training and assessment courses; participation in CPD programme; rewards to excel; clear pathway; contributions are fully recognised.
Scottish Hockey Staff	Motivated through supporting a vibrant, successful sport; excellent business environment and tools; opportunities to innovate and develop; contributions are recognised and rewarded.
Scottish Hockey Board	Diversity that offers a depth and breadth of insight, perspective, philosophies and experience, in addition to age, ethnic and gender diversity; greater accountability; transparency and excellent communication with stakeholders.
Sponsors	Strong social media strategy for strengthening brand and profile, enhancing propositions for commercial sponsors; association with growing, vibrant sport with opportunities for investment and increased returns.
sportscotland	Delivery against agreed objectives, supporting sportscotland's corporate plan; strong partnership.

7. MEASURING SUCCESS

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

Clubs & Communities – continue to build and expand a network of strong, sustainable Clubs to grow the game;

- KPI 1: 75% of Scottish Hockey members are affiliated to accredited Clubs by summer 2022.
- KPI 2: 65% of Clubs engage with Youth Leagues after four years.
- KPI 3: Five additional Clubs are an integral part of Community Sport Hubs after four years.
- KPI 4: Four additional Clubs maximise their sustainability, community engagement and membership by taking ownership or management of facilities over the next four years.

Districts - enable our Districts to deliver great experiences of local hockey;

- KPI 5: All Districts embrace, support and deliver “Inspiring Involvement” through a mutually agreed District partnership framework
- KPI 6: Target 25% membership growth within Districts achieved over four years, supporting Scottish Hockey to achieve over 14,000 members by 2022.

Performance - systematically deliver successful Scotland Teams and Medal Winning GB Athletes;

- KPI 7: Two Scottish players in team GB in 2020 & four in 2024.
- KPI 8: Both men and women to achieve a top 6 finish in Commonwealth Games 2022.
- KPI 9: Qualify for World Cup in a minimum of one gender in 2022.

Workforce - growing, developing and supporting our volunteers;

- KPI 10: Six coaches accredited through the GB Advanced Coaching Programme over four years.
- KPI 11: 90% of accredited Clubs to have a workforce assessment and workforce plan in place in four years.
- KPI 12: 75% Clubs annually attend a national or regional networking session.
- KPI 13: 250 active umpires annually engage with planned, supported and structured CPD.



Sport Exposure – create new commercial income streams and support members through events and effective social-media channels;

KPI 14: By 2022 collecting £150,000 in partnership and commercial revenue annually

KPI 15: Add at least 5,000 new followers on social media channels (Twitter, Facebook and Instagram) within four years.

KPI 16: Launch a new Scottish Hockey's email newsletter with at least 5,000 recipients in four years.

Leadership – create a safe sport for all, supported by an efficient and effective business.

KPI 17: Leadership development programme is designed and delivered to over 100 Participants over four years.

KPI 18: Scottish Hockey secure and maintain our Advanced Equalities, and ensure equalities, health and wellbeing are criteria for Club Accreditation.



8. WAY FORWARD

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

STRATEGIC GOAL 1: CLUBS & COMMUNITIES

- 1.a Club Leadership Programme
- 1.c Events & Competitions
- 1.d Community Engagement

STRATEGIC GOAL 2: DISTRICTS

- 2.b Provide Opportunities for Regular Youth Activities
- 2.d Introduce Alternative Game Formats

STRATEGIC GOAL 3: PERFORMANCE

- 3.a Develop a Clear Performance Philosophy and Provide Strong Leadership to Align and Enhance the System.
- 3.b Deliver High Performing Athletes and Teams - Within a Strong and Healthy Performance Culture.
- 3.c Create an Athlete Pathway that Develops “International Ready” Athletes for Scotland and Great Britain.
- 3.d Ensure Provision of High Quality Coaching and Support Services that Align and Deliver against the Needs of the System.

STRATEGIC GOAL 4: WORKFORCE

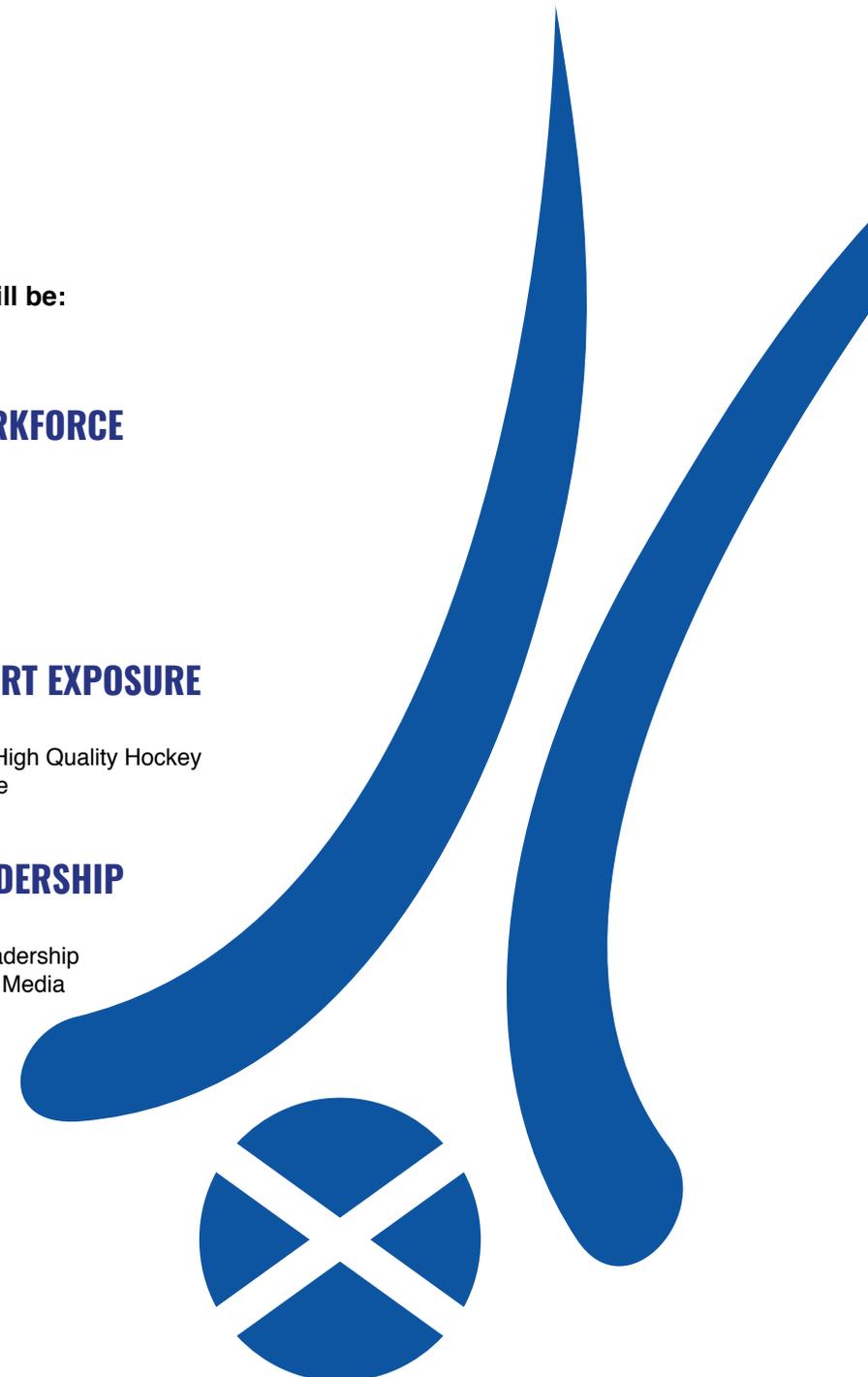
- 4.a Coaches
- 4.b Technical Officials
- 4.c Volunteers
- 4.d Umpires
- 4.e Performance Coaches

STRATEGIC GOAL 5: SPORT EXPOSURE

- 5.b Deliver a Programme of High Quality Hockey
- 5.c Grow Commercial Income
- 5.d Digitally Agile

STRATEGIC GOAL 6: LEADERSHIP

- 6.a Improved Capacity in Leadership
- 6.e Communications / Social Media





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