

# 2019

ANNUAL REPORT AND  
FINANCIAL STATEMENTS



# 2019 Strategic Highlights

The past few months have been a difficult time for us all, due to the unprecedented impact on our health, society and economy of COVID-19 – a situation that none of us ever anticipated we would find ourselves in. I hope you are well and enjoying some of our new freedoms as lockdown eases.

Prior to lockdown, 2019 was an exciting year for Scottish Hockey and we have seen the organisation make significant progress. We launched our new Strategic Plan for 2019-23 and we are already seeing excellent delivery against the new targets that have been set for the business, and for hockey in Scotland.

The Scottish Hockey Board is responsible for running the business efficiently and allowing more money to be spent on the sport. Despite financially challenging times, we once again operated with a small profit that will help our reserves grow back to target level of £150K. I would like to thank Scott Baird, the previous chair, for guiding Scottish Hockey so well through the first half of the year.

It's very exciting to see our membership continue to grow and we recently reached over 13,000 members. It's a tremendous milestone and with 90% growth in membership since 2014, it shows how strong hockey has become in Scotland.

The launch of the Playground to Podium Player Pathways was an important piece of work delivered in 2019, and one that will have a positive impact on hockey in Scotland in the long-term. The group set out to provide a clear pathway for players, coaches, umpires and volunteers to engage with, and move through, to a level that meets their needs. What was delivered is an excellent piece of work and it's exciting to see clear resources and actions that will increase skill development as well as the number of people accessing hockey.

It was also very encouraging to see the success of the Club Accreditation programme in 2019 and the impressive work subsequently being delivered by clubs that have been part of it. The work of our Regional Development Managers (RDM) cannot be underestimated, particularly through programmes, such as Club Accreditation. It's always pleasing to hear the great feedback we get from clubs on the impact RDMs are making to our sport.

We are therefore thrilled to have continued the roles of our RDMs in partnership with sportscotland, and are delighted that sportscotland has agreed, in principal, to support these roles for the next four years. The RDMs have continued to provide bespoke support to our focus clubs and Districts that has impacted on the continued growth of club membership and the strengthening of our clubs; this is a key part of our strategic plan. We are also very appreciative of the support from East Lothian Council and Live Borders for the development officers in their areas. Both areas have seen strong membership growth.

From an international perspective 2019 saw Scottish teams performing at their very best level. Scotland men, after winning EuroHockey Championship II in 2017, took to the pitch amongst the top teams in Europe in Antwerp at the EuroHockey Championships. The competition was a remarkable occasion, but despite competing well, goal difference saw the team relegated.

However, there are plenty of exciting, talented players in the squad and tremendous players are emerging from the younger age groups.

I was delighted to see the men's team finish the year with their highest ever world ranking of 19. The men's squad has worked exceptionally hard for many years and it was great to see their consistency rewarded – congratulations to Derek Forsyth and his squad.

Scotland's age groups are really delivering on the international stage and it was marvellous to see Scotland U21 men and women both win gold medals, and promotion, at the U21 EuroHockey Championships in 2019. An exciting trend of Scotland teams at all age groups winning tournaments and gaining promotion has emerged over the last couple of years. This bodes well for the future.

One of the highlights of 2019 was hosting Women's EuroHockey Championship II at the Glasgow National Hockey Centre in August 2019. Staging big international events and bringing hockey to Scotland was a significant target of the previous strategic plan. Everything that we had learned from all the events previously staged in Scotland came to fruition in 2019. It was the biggest and best event we have staged and cemented Scotland's place on the international stage as a great home for hockey.

It was a week that saw First Minister Nicola Sturgeon cheer Scotland on from the stands, live hockey broadcast on the BBC, tremendous performances on the pitch and a lot of rain! The stage was set for a fine Scotland performance and Scotland women more than delivered by winning the tournament with a perfect record in front of a full house. With promotion already delivered the gold medal winning performance against Italy was incredible and rounded off a fantastic week for the team.

By the end of the tournament around 3,000 fans had come through the gates while there had been 365,000 views of live streamed content across the globe. Combine this exposure with a gold medal for Scotland and promotion to the top tier of European hockey, it was a very successful week.

It was also very pleasing to see the women's hockey team voted Scotland's Team of the Year at the sportscotland awards ceremony in Glasgow, as well as Team of the Year at the Scottish Women in Sport Awards and at the Scottish Hockey Awards. I look forward to watching the team play at the EuroHockey Championships in 2021.

Our new strategic plan includes a focus on sport exposure for the years ahead while also delivering commercially. Our success in hosting the Women's EuroHockey Championship II shows what can be achieved and provides a great platform for the future. Delivering success on the international stage, especially at home, will stimulate Scotland's pride in their hockey teams and, with the right events, marketing and social media in place, will attract renewed interest from spectators, sponsors and broadcasters alike. This is already reflected in our increased commercial income.



**“** I’m proud to say we achieved a record fifteen Scots involved in either GB senior or elite development programmes.

Scottish players are also performing well, and prominently, for Great Britain (GB). I’m proud to say we achieved a record 15 Scots involved in either GB senior or elite development programmes.

In 2019 we saw four Scots represent GB in the FIH Pro League, as well as three players play in the GB U21 men’s team that won the Sultan of Johor Cup in Malaysia. Our athletes are exceptionally dedicated and it’s great to see their hard work rewarded at GB level.

I was also delighted to see Scottish umpires and officials continue to thrive on the international stage in 2019. Several have been appointed to FIH Pro League matches, and we’ve seen Scottish umpires and officials at European championships, FIH World Series Finals, EHL and indoor events. In September 2019 we received the tremendous news that Sarah Wilson and Martin Madden have been appointed to the Tokyo Olympics – another superb achievement for two of the very best umpires in the world. We hope the Tokyo Olympics take place next year.

We deliver more domestic matches than any other sport governing body in Scotland. 2019 was yet another year of highly competitive and exciting competitions. All of our senior finals days – indoor Gala Day, Grand Finals and Scottish Cup Finals – were well attended and delivered exciting matches. It was great to see the Grand Finals and Scottish Cup finals live streamed again on the BBC. Year-on-year our youth competitions continue to grow and provide exciting matches and plenty of opportunities for young people to compete. The Schools’ Cup and NASUWT National Primary Festival stood out and delivered great events and activities.

Off the field, it has been a very challenging end of the season for the hockey community with the hockey season prematurely ending due to Covid-19. These circumstances have challenged how the whole of Scottish sport and Scottish Hockey has operated and has offered the opportunity for us to review how we manage our sport. Over this period, I have received correspondence from a wide range of members, representing the length and breadth of Scottish Hockey, raising a number of issues. The Scottish Hockey Board has therefore decided to commission an independent consultant to conduct a wider discussion with our membership and analyse the resulting issues in order to enable the board to make improvements. This membership engagement will run from the end of August through to mid-October 2020. In addition, a more effective communication/engagement strategy will be created.

This is an excellent opportunity for you as individuals and as member clubs to identify and influence areas where Scottish Hockey can be improved at all levels, and I encourage you all to participate in this significant engagement.

I would like to thank all the incredible volunteers across Scotland and Scottish Hockey staff for contributing to another great year of hockey in Scotland. We have a solid platform to build on in our next strategic plan, and I look forward to hockey rebounding even stronger after the COVID-19 pandemic is contained. I look forward to seeing you on the hockey pitch soon, when it is safe to do so.

*Robin A. McLaren*

Robin McLaren  
Chair

# 2019 Financial Highlights

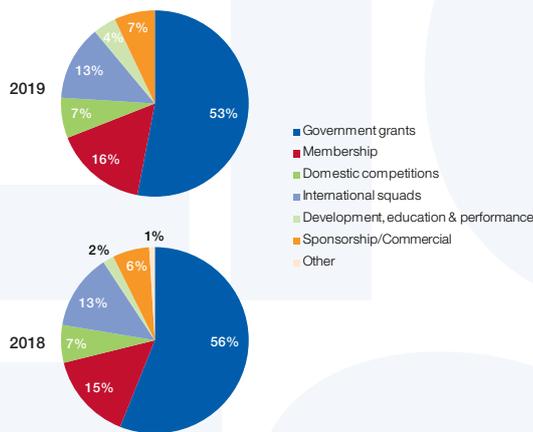
Income overall for 2019 was almost identical to the overall income of 2018. The reduction in government grants through **sportscotland** impacted less on the organisation due to an increase in membership numbers and commercial income.

2018 saw a reduction in development, education and performance income but this returned in 2019 to figures comparable to 2017.

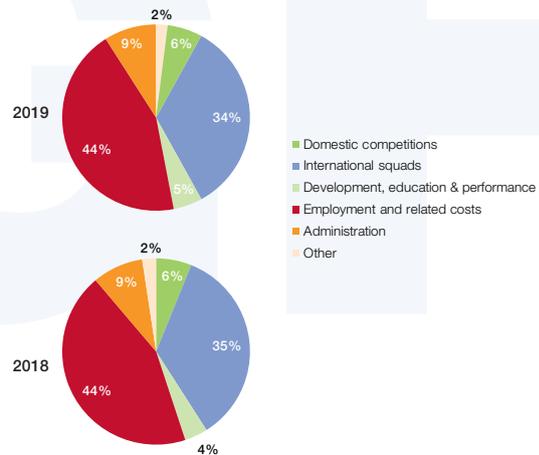
A reduction in debtors at year end compared to 2018 has resulted in an increase in total cash held.

As a result of the reduction of **sportscotland** grant, the cost to the organisation for international squads dropped from £359,169 in 2018 to £338,175 in 2019.

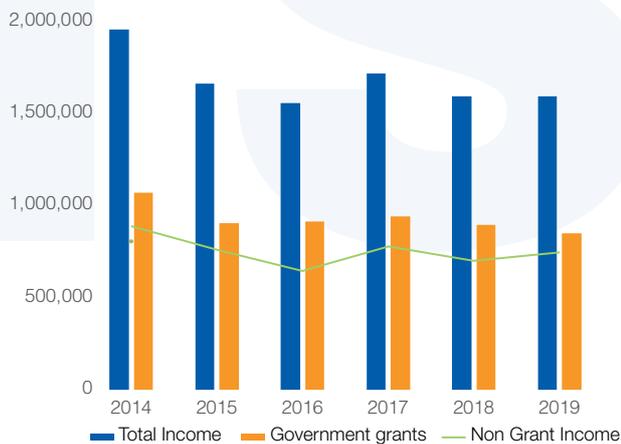
## Operational Income



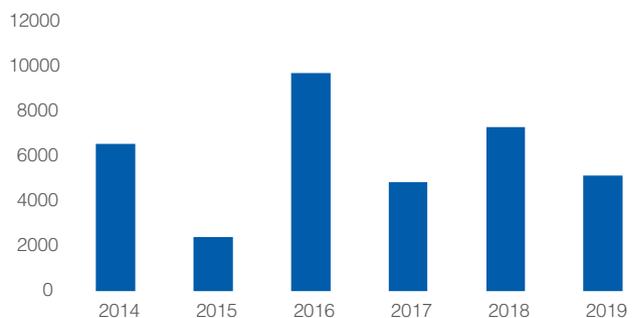
## Operational Expenditure



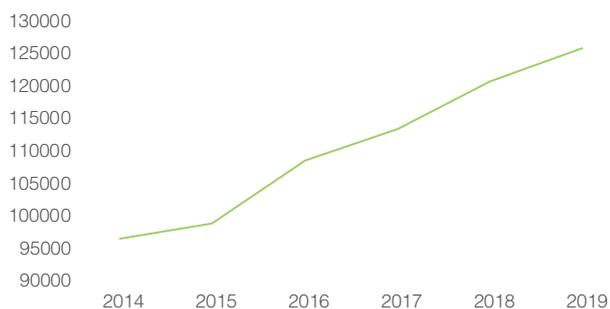
## Income – 2014-2019



## Surplus for the Year – 2014-2019



## Total Reserves – 2014-2019



## 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.

The work of our Regional Development Managers across Scotland has seen clubs strengthen in areas of governance, community links, club structures while building the profile of our sport, both within Scotland's sporting network and beyond.

The handiwork undertaken by our club leaders and volunteers has resulted in an increased membership nationally. Membership at the end of last season was 12,404 and to date we have a total of 13,314 registered members.

Our Club Accreditation Programme has seen 28 clubs meet the required standards within silver level and four met gold criteria. This currently means that 43% of our membership now participates in hockey within an accredited club. In our strategic plan for 2019-23 we aim to have 75% of members affiliated to accredited clubs by the summer of 2022, so the signs are that we're off to a good start.

The Domestic Game Team at Scottish Hockey launched the new Playground to Podium Player Pathway which provides a clear path for players; coaches; umpires and volunteers to engage with, and move through, our sport to a level that meets their needs.

The new pathway includes new formats of hockey to be used to enhance skill development and increase the number of people accessing the sport. As set out in our strategic plan for 2019-23, Playground to Podium will be a central component in the years ahead to building a better experience for all involved in the sport.

### Great Events and Competitions

The Indoor Gala Day drew in over 300 spectators who witnessed some exciting games across the promotion and relegation matches. Western Wildcats won the Men's Indoor National League 1 final 2-1 against Grove Menzieshill in a shoot-out after a 3-3 draw in normal time. Dundee Wanderers regained the Women's Indoor National League 1 title with a sensational 7-2 win over Clydesdale Western.

As part of our Strategic Plan for 2019-23 a review of indoor hockey and the role it plays within Scottish Hockey will take place. The review has already begun and will set the foundation stone for a new future for indoor hockey with the Indoor Gala Day being a key focus.

As always the Schools Cup was the highest attended youth event with over 500 spectators. Across the junior and senior competitions there was amazing play on show. George Watson's College and Dollar Academy were the victors in the senior cup finals.

The Grand Finals was a tremendous day of hockey and saw some big performances and big wins. Western Wildcats made club history by winning the women's final in their first ever appearance, and qualified for Europe for the first time in the club's history. Grange men were victorious in the men's Grand Final, avenging previous defeats to Grove Menzieshill.

There were crowds of over 300 watching Edinburgh University as they won the women's Scottish Cup at the Glasgow National Hockey Centre with an excellent 3-0 victory over Dundee Wanderers to secure the double. In the men's Scottish Cup Grange beat Grove Menzieshill 4-3 to give the club their third trophy lift of the day.

The Boys' and Girls' Notts Sport Inter-District events both attracted high levels of spectators, who enjoyed watching the best young players in Scotland compete for their districts.

In the U14 Inter District, Midland won the boys' tournament and East won in the girls' competition.

Around 400 young hockey stars entertained the large crowds at the Notts Sport U16/U18 Girls and Boys in September. It was double success for East Boys in the U16's and U18's. In the girls' event East won the U18's and West won in the U16.

# 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.

Districts are an essential part of hockey across Scotland and this year has seen closer bonds formed between Scottish Hockey and each of the districts for the benefit of the sport as a whole. It has seen a sharing of best practice and collaboration to improve what we deliver and the support structures we have in place for our clubs.

Scottish Hockey’s Lead the Way programme was launched this year with 19 successful applicants being given the opportunity to be a part of the programme. The leaders represent clubs from across all the districts and they have attended six workshops to increase their skills and prepare them to make a positive impact within the sport in years to come.

The feedback so far from participants, clubs and content deliverers has been very positive and we have already seen significant impact by the 19 leaders on the programme.

In the years ahead, Lead the Way will support our drive to continue our work in building and expanding our network of strong, sustainable clubs to grow the game as set out in our strategic plan for 2019-23.



# 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.

2019 was another busy year on the performance front with four European tournaments for our senior and U21 teams to compete in, along with FIH Hockey Series Finals for both men's and women's teams in June.

This was supplemented by the usual diet of test match hockey and national age group activity. Our players were also prominent in GB activity, with a record fifteen Scots involved in either GB senior or elite development programmes. Four Scots represented GB in the FIH Pro League in 2019, with a further three representing the winning GB U21 men's team at the Sultan of Johor Cup in Malaysia in October.

Our senior teams had mixed fortunes at FIH Hockey Series Finals, with the men coming a creditable fourth in Le Touquet in a very competitive tournament, which saw hosts France defeat Ireland in the final and Korea edging us out in the 3rd/4th play-off match.

A fresh looking women's team were slightly more disappointed with a fifth place finish in Banbridge, where a very strong Korean team took the gold. Given the tournament in 2019 was part of the Olympic qualification process – and there was no possible progression from Hockey Series Finals for Scotland – this tournament became excellent preparation for both genders' respective European championships.

The tournament highlight for the year was undoubtedly Scotland women winning EuroHockey Championship II. They certainly made home advantage count by putting in a commanding unbeaten run to take the gold medal at a packed Glasgow National Hockey Centre against a strong Italy team in the final.

Our men's team were competing at the very sharp end in the EuroHockey Championships in Belgium – and were extremely disappointed to be relegated on goal difference despite a number of strong performances early in the tournament. A number of years' worth of hard work and consistent success did however see the men's team finish the year with a highest ever world ranking of 19.

Scotland's U21 programmes had an outstanding year, with both the men's and women's teams winning gold medals at their EuroHockey Championship II competitions in the Czech Republic and Turkey respectively - and gaining promotion to the top division.

The fact that Scotland now has both U18 and U21 age group programmes in both genders competing at the top level in European hockey is a significant outcome for us. This will allow us to prepare and compete against some of the world's strongest hockey nations in a pressurised tournament environment. This is significant for our talent pathway, as it allows us to better prepare our young high potential athletes for world class competition in the future.

Our U16 and U18 national age group programmes also had a busy year, with both U18 squads having gained promotion in 2018, working hard on preparing a large group of young athletes with the potential to represent their country at the EuroHockey Championships in Kazan in 2020\*. Both genders also ran strong U17/18 development programmes to cater for the best young talent emerging from the U16 programme – and this will remain a feature of our talent pathway moving forward as we aim to keep as many players as we can accessing high quality coaching support, and to ensure we develop as many as possible as viable candidates for senior international representation in future.

One of the highlights of the age group season was the Futures Cup competition, which is run by England Hockey at St Albans every August. Under the guise of the Caledonian Cougars our age group teams are afforded the opportunity to play against the best of their peers from the four English regions and Wales.

Due to a relaxation of the age levels, particularly at the younger age group, we were able to field highly competitive teams. The four squads all took advantage, by putting in some highly competitive performances and coming away with two golds, one silver and one bronze medal.

From a domestic point of view, we were pleased to run the inaugural Academy Series in October, with our three city based performance teams, mirroring the Super Series format over three days.

The competition was highly competitive and we look forward to growing the inter-city competition over time. Unfortunately Super Series II, which contained male teams for the first time, was frozen off at the end of November on one of the only frosty weekends of the winter. The Super Series was rescheduled for June 2020.\*

\*Due to the Covid-19 Pandemic, the domestic Super Series scheduled for June and the European U18 Championships in Russia in July, have been postponed until 2021.

# 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. Strategic Plan 2019 – 2023.

2019 saw the GB Hockey Coaching Offer planned and delivered across Scotland from Inverness to the Scottish Borders. It was positive to see the amount of people who attended more than one workshop from the menu of learning, continue to engage in their own learning and gain further understanding of Golden Thread and Change It in practice for different players. This begins the important component outlined in our strategic plan for 2019-23 of embedding the GB Coach Development Strategy across Scottish Hockey programmes.

The sessional and coach courses, which align to the old UKCC Level 2, were delivered in: Inverness in partnership with Highland HC; Aberdeen in partnership with Gordonians HC; Edinburgh in partnership with Edinburgh Uni; and in Glasgow, East Lothian and the Scottish Borders. 69 people attended the sessional or coach courses from 33 different clubs and schools.

26 workshops were delivered including Engaging Games for Children; Coaching Club Players; Incorporating Goalkeepers; and What to Coach Goalkeepers. These were delivered in partnership with Edinburgh University HC; Dunfermline Carnegie HC and ESM HC as well as in East Lothian; Aberdeen; Glasgow and the Scottish Borders.

The new Introduction to Hockey coaching workshop was delivered in partnership with St Andrews University, during which there were 252 attendances.

The first ever GB Hockey coaching conference was held in partnership with Dollar Academy and saw a mixture of 15 teachers and youth club coaches attend.

The Women in Coaching Programme was delivered at Troon Hockey Club and focussed on the needs of their youth coaches, which then concluded with attending a Scotland v England U16 international game.

The Professional Standards project plan was also developed this year and work is continuing in this area liaising with Cimspa and **sportscotland** throughout 2020-2021.

Finally 12 Leaders courses were delivered with 159 pupils, young people, parent helpers and students attending.

Engagement in umpire development opportunities throughout 2019 was promising due to the amount of individuals accessing the HockeyHub online rules test and the development modules.

Umpire Level 1 courses were delivered in each District but further work is required in this area to gauge demand and offer more consistently across Scotland.

Another positive development saw Scottish Hockey create an online CPD programme, which was offered to National League and Premiership nominated club umpires to support continued improvement in specific areas of umpiring.

Performance Umpires, Ian Diamond and Sarah Wilson, delivered these initial online sessions focussing on topics such as, keeping up with the changing game and building relationships with players, coaches and officials. Performance and development umpires were provided with umpire coaching while appointed to outdoor and indoor league games.



## 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.

Sport exposure is a key goal outlined in the strategic plan for 2019-23, and over the last four years we have enjoyed significant growth to create a solid platform to build on.

Our analysis has shown that our Facebook page likes/followers have had an increase of 83% since 2016. During the same period Twitter followers increased by 64% and Instagram followers increased by around 3,000 in the last three years.

In 2019 there were over 1,000 new page likes/followers on Facebook and around 700 new followers on Twitter. Facebook had a total reach of 1.6 million in 2019 and Twitter posts had almost 6 million impressions.

Analysis carried out in 2019 also showed that Scottish Hockey has the tenth biggest social media following of all the international hockey governing bodies.

These platforms have further potential to grow but also provide an excellent opportunity to reach a large amount of people easily. Sponsors have been attracted to the opportunities provided by Scottish Hockey's social media presence and partners such as Graham's; Boho; and Opro have ran social media campaigns in 2019 using hockey content.

Website users have also increased with around 60,670 extra website users per year. There's been a 28% increase in website users since 2016. Competitions pages attract the most traffic and have the potential to be monetised as part of a league sponsorship package, including social media.

To grow the sport you have to show the sport, and live streaming has significantly improved the exposure of hockey in Scotland and beyond. Live streaming has given our members; hockey fans; and sports fans more widely across the globe the opportunity to watch live Scottish Hockey matches in a slick professional format. There is also potential to monetise events through live streaming.

In total Scottish Hockey has had almost 1.9 million views of streamed matches since 2016, which is a significant number of views.

Further to this Scottish Hockey matches, at both domestic and international level, have been broadcast live on the BBC and EuroHockey TV. It shows there is an appetite for watching live Scottish Hockey matches, and also indicates sponsorship and advertising potential.

At Women's EuroHockey Championship II 2019, held at the Glasgow National Hockey Centre, every match was live streamed on Scottish Hockey channels and EuroHockey TV, while all the Scotland and Wales matches were shown on the BBC Red Button and website. By the end of the tournament there had been 365,000 views of live streamed content. We sold pitch side advertising facing the TV cameras for the first time and created a new income stream. In the years ahead advertising in various forms can be used as part of efforts to monetise live streaming.

Further to this live streaming has increased the attraction and value of shirt sponsorship, and in the future this can potentially apply to event naming rights when there are so many viewers. The sponsors we have attracted have their brands displayed prominently at events, particularly live streamed events. The live streaming has contributed to Scottish Hockey beyond offering the capacity to watch matches, with great potential moving forward.

A target outlined in the 2019-23 strategic plan was the creation of a new Scottish Hockey mailing list. 2019 saw the mailing list get up and running with nearly 9,000 subscribers.

# 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.

In 2019 we launched our Lead the Way programme, one of the first sports in Scotland to offer a bespoke leadership programme for our members. The focus of the programme is on creating and supporting the leaders of hockey in the future. We were delighted to have 19 individuals join the programme and receive professional development and support from a number of industry experts.

In the years ahead, Lead the Way will support our drive to continue our work in building and expanding our network of strong, sustainable clubs to grow the game as set out in our strategic plan for 2019-23.

The second cohort launches in July 2020 and is part of our four year programme to upskill and support over one hundred of our members.

We continue to use our skills-based approach for the recruitment of directors to lead the sport in line with our strategic plan for 2019-23. We recruited a number of new directors last year, and with our strength of recruitment there were a further two individuals identified to join the board, initially as observers, so that we can continue to be one of the leaders in Scotland for skills and gender balance on our board.

Hockey has a strong reputation as a fun and safe sport and we are determined to keep it that way. We have mapped our processes against the new safeguarding framework and have worked with Children 1st to ensure that we can provide the right information and advice to support our members.

One of our team has become our champion for the sportscotland Changing Lives programme, and has provided focus and guidance on how to improve the reach and diversity of hockey. We plan to embed this internally within Scottish Hockey in 2020 and look for opportunities to further engage clubs in 2020 and beyond. As part of our Changing Lives approach we are delighted that our transgender policy is in place and allowing more individuals to take up and return to hockey. Community has always been central to Scottish Hockey, and will be a main driver over the period of our new strategic plan with Changing Lives threaded throughout.



# Financial Statements

## Income Statement for the year ended 31 December 2019

	2019 £	2018 £
<b>Income</b>		
Government grants	848,445	907,877
Membership	257,602	240,226
Domestic competitions	108,330	104,237
International squads	200,717	194,423
Development, education and performance	64,917	30,625
Commercial income	107,296	100,665
Other	5,913	15,456
<b>Total income</b>	<b>1,593,220</b>	<b>1,593,509</b>
<b>Expenditure</b>		
Domestic competitions	99,519	97,142
International squads	538,892	553,592
Development, education and performance	75,966	63,356
Employment and related costs	693,418	697,181
Administration	140,510	139,186
Other	41,134	37,818
<b>Total expenditure</b>	<b>1,589,439</b>	<b>1,588,275</b>
<b>Operating surplus</b>	<b>3,781</b>	<b>5,234</b>
Bank interest received	1,676	2,546
<b>Surplus before taxation</b>	<b>5,457</b>	<b>7,780</b>
Taxation	(318)	(484)
<b>Surplus for the year</b>	<b>5,139</b>	<b>7,296</b>
Surplus brought forward	120,922	113,626
<b>Surplus carried forward</b>	<b>126,061</b>	<b>120,922</b>

# Board

## President

John MacKenzie

## Vice President

Peter Gillespie

## Chief Executive Officer

David Sweetman

## Non-Executive Directors

Robin McLaren  
Justine Westwood  
Angie Keith  
Barbara Morgan  
Stewart Gilmour  
Paul Geoghegan  
Lynsey Wilson  
Dr Stephen Martin MBE  
Scott Baird (until Dec 2019)  
Andrew Scholar (until Dec 2019)  
Rona Beattie (until May 2019)

## Board Observers

Karin McKenny  
Jamie Carnegie

## Registered Office

8 King's Drive  
Glasgow  
G40 1HB

## Registered Auditors

Milne Craig CA  
Abercorn House  
79 Renfrew Road  
Paisley  
PA3 4DA

## Principal Bankers

Clydesdale Bank  
40 St Vincent Place  
Glasgow  
G1 2HL

## Company Lawyers

Shepperd and Wedderburn  
1 Exchange Crescent  
Conference Square  
Edinburgh  
EH3 8UL

# Management Committee

John MacKenzie  
Peter Gillespie  
David Sweetman  
Jamie Frail  
Andy Tennant  
Barbara Morgan  
David Bond  
Paul Elliott

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