

MINUTES OF THE MEETING OF THE SCOTTISH HOCKEY BOARD ON 15 MARCH 2021

ALL VIA VIDEO CONFERENCING

18.30 Start

VIRTUAL ATTENDANCE

DIRECTORS	IN ATTENDANCE
Martin Shepherdson - Chair Angie Keith Barbara Morgan Karin McKenny Stewart Gilmour Stephen Martin Justine Westwood Wendy Justice Jamie Carnegie Gareth Tenner	David Sweetman John MacKenzie (President) Kaz Cuthbert (Vice-President) Lloyd Sammeroff (Minute Taker) Jamie Frail Andy Tennant

	Action
Declarations of interest None	
The purpose of this Board Meeting was to receive updates from David, Jamie and Andy regarding their current work programmes and progress against the KPI targets from Sportscotland. MS apologised that Jamie/Andy had not met with the Board recently, as normally they would present to the Board frequently but due to the current pandemic the Board focus had been on financial matters. It is the intention that the two department heads will present more frequently again in the future.	MS/DS

<p>CEO Presentation</p> <p>The current strategic plan was agreed in 2019 (prior to Covid) and is due to run until 2023. SportsScotland review targets and we have 18 KPIs which are linked to membership, on field participation and finance which will now be reviewed September/October of this year. The next strategic plan will be reviewed early 2022 to be finalised in August 2022 for investment to be released in April 2023.</p> <p>Last year SportsScotland relaxed their KPI targets to allow all sports to survive during the pandemic however the focus has been moved back towards meeting these strategic objectives. SportsScotland now have to sign off on all sports return to play (whether they receive investment from them or not) and so it is an exceptionally busy period for them. SportsScotland have their own strategic plan as an organisation which is released after ours therefore we have to try and anticipate what theirs will steer towards to ensure there is some level of parity and cohesion.</p> <p>SportsScotland categorise our KPIs under the following headings: Effective Organisation, Performance and Development. And our detailed KPIs were described</p> <p><u>Effective Organisation</u> Areas around safeguarding, governance, equality and financial</p> <p><u>Performance</u> 2 Scottish players in Team GB at the 2020 Olympics in Tokyo (due to be held later this year) Qualification to the world cup by 1 gender in 2022 Retain the existing number of players on GB programmes Improve visibility of player pathway programme</p> <p><u>Development / Domestic Game</u> Deliver the outcomes of Short Life Working Group on competition structure Support activity to recruit and retain membership Collaborate with externals to create clear pathways on officiating, coaching, youth and leadership. Tailor our club leadership programme “lead the way” to participants’ interests while integrating a changing lives approach and working with charities to deliver on joint projects on common goals. Review the outcomes of the Membership Engagement survey and implement the recommendations. Launch Club Pledge 2 and design and implement a Changing Lives action plan Progress a further 25 candidates for year 3 of Lead the Way Programme Create a strategic approach to facilities ensuring facilities are maintained and utilised.</p> <p>SportsScotland may reduce the number of targets that they set us as an organisation however we will want to meet all of these as it is correct for the sport.</p>	<p>MS/DS</p> <p>re-instate a KPI tracker</p> <p>MS</p>
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Head of Domestic Game Presentation

Main current challenges we are facing can come under the following headlines – Landscape, Facilities and Clarity in governance and decision making authority.

Landscape

Membership
Attitudes and Prioritisation
Traditional mind-sets
Data
Integration of Changing Lives

Facilities

Planning
Management
Water based - necessary or not
Short term access

Clarity in governance and decision making authority

Currently state of flux and we have the engagement process with the membership and this may change the delegation of authority.

Although there are challenges, there are some key strengths

Club and membership engagement

As a result of lockdown, our RDMS as engaging with clubs in different ways with structured lockdown conversations which I know month, changing lives etc there is a much more broader range of people that we are engaging with and new individuals that previously were not engaging with us now are. This has allowed us to put a broader delivery of our strategic plan into action.

Jamie advised that there are areas that the board need to know and work on:

Sustainable integration however takes time to embed, it doesn't happen instantaneously. We are trying to change people's habits.

Core could be seen as a victim of its own success with more users and requests for better functionality. This means that there are further changes to the platform that are required that would make things better but this also requires commitment/investment from the Board. This will allow us to work with the membership better to improve the ability to load data and to interrogate/understand the data.

Changing lives approach needs to be adopted across the sport to enhance our membership experience and offer.

There were questions submitted to Jamie in advance of the presentation relating to club and school coaching delivery - how does it relate to Brave performance blueprint. Questions that came back from this is what is the system of measurement. The offer that is already available relates to the GB coaching offer, leaders courses, bespoke coaching and hockey hub. The integration that schools pick up is the minimum standards, workforce planning, women in coaching, new player pathway, communities of practice and the coaching networks. What does good look like in relation to this requires a system

Report on
future of CORE
- AK

for measurement and a reporting structure. This relates to the Brave blueprint as the pathway can be mapped from the bottom of the pathway all the way through to hopefully podium athletes. Discussions also on regional in-service days with national coaches around brave topics and delivery to key groups. All pathway support materials are to ensure that they mirror the Brave format and approach.

Head of Performance Presentation

Current Challenges

Covid 19 presents challenges as it puts us in a position of competitive disadvantage. Due to the restrictions in Scotland, any form of performance training has been limited, added in with restrictions in travel locally, nationally and internationally has further prevented our athletes to develop compared to other international competitors. We can only control what we can and so looking at playing now EDP, Ireland etc in advance of European Championships. We are trying to mitigate the risks that we have as much as possible.

Global competition structure changes provides extra challenges around qualification for world cups and commonwealth games.

Investment constraints are also causing issues with less income to the business there is now no Performance Administrator and all staff being furloughed results in staff having to try and meet the demands of the business with less people-hours to do it in. Additionally, with less commercial and membership income we are having to reduce budget spend which has an impact on what training we can offer the athletes.

Organisational Strengths

Good people and staff – we have an array of talent within the paid staff and volunteers that assist the organisation putting in lots of time and effort for little reward.

As we are a small organisation covering a small geographical distance, we can deliver change quickly and effectively.

We also have great facilities which are not being used to their full potential, GNHC in the West and Peffermill in the East in particular are very good and the blueprint of UOE's plans on the Peffermill estate will also reinforce the value of the facility.

Our partnerships are huge strengths such as the University of Edinburgh, the private school network, Sportscotland, SIS are all very important contributors to the sport and we need to work on keeping these, using them as much as possible and add more if we can.

Key areas of Work

High Performance Support as best we can with the restrictions due to Covid to get the best outcome that we can. The SIS relationship is a focus to make better and put a Scottish Hockey level of support for non SIS supported athletes to try and balance the offering. This requires regular dialogue with SIS to try and make the system work on our terms as much as possible.

Brave Performance Blueprint, as a result of Covid, it gave us an opportunity to get everyone together. We are pleased with the launch and the progress of the work that has gone on (a variety of workshops are ongoing) but there is more work still to be done to roll out the pathway throughout all avenues – clubs, districts etc.

Performance Pathway Evolution project which is building on the “playground to podium” pathways we are looking at the next stage of this – start date of September 2021 to move from the traditional age group stages to talent stages that accommodate players within the appropriate development programmes to produce more international ready athletes

for the programme. The categories are set out to be clear to the athletes and the parents so they know what to expect from the outset.

Performance Coach Development – linked to Brave but working with coaches to upskill them on their role within the Brave pathway.

There is a huge amount of work going on but we need support through additional investment as much as possible.

There were a number of questions given to Andy in advance of the meeting around Coaching support to women's High Performance and Under 21 Programme, Age group programmes, Men and Women's programme, Talent ID, Senior Women's European Preparation phase and Performance Stage 3 detail to which Andy answered with Members of the Board.

The Meeting closed at 8:30 pm	
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