

Scottish Hockey Annual Report 2021



Scottish Hockey





Scottish Hockey



RESET ♦ BUILD ♦ EXCEL



Scottish Hockey

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I have really enjoyed my first few months with Scottish Hockey. Our membership has given me a warm welcome and I am very grateful for that. I joined the sport at a difficult time, amid the Covid pandemic, which has been difficult for everyone.

There is a lot of hard work to be done in 2022 and beyond to deliver aspects of the member engagement project and our bold vision for the future. However, it is to the credit of Scottish Hockey for not only bringing the organisation through the pandemic in good shape, but also the sport in its entirety.

“We aspire to be a trailblazing and courageous governing body that demonstrates strength and leadership for the sport”

I have nothing but huge admiration for the passion and energy of everyone across our hockey landscape. I have worked in several sports, and I think the affinity we have with our sport, and desire for it to do well, is unique. It is unapparelled to anything else I have seen.

I believe visibility for Scottish Hockey is extremely important and as such I have been out and about as much as I can, meeting our people, players and partners to hear what they have to say about our beloved sport. I have hosted an array of online Q&A sessions for districts, clubs and all our key stakeholders to help us build a long-term vision for the future.





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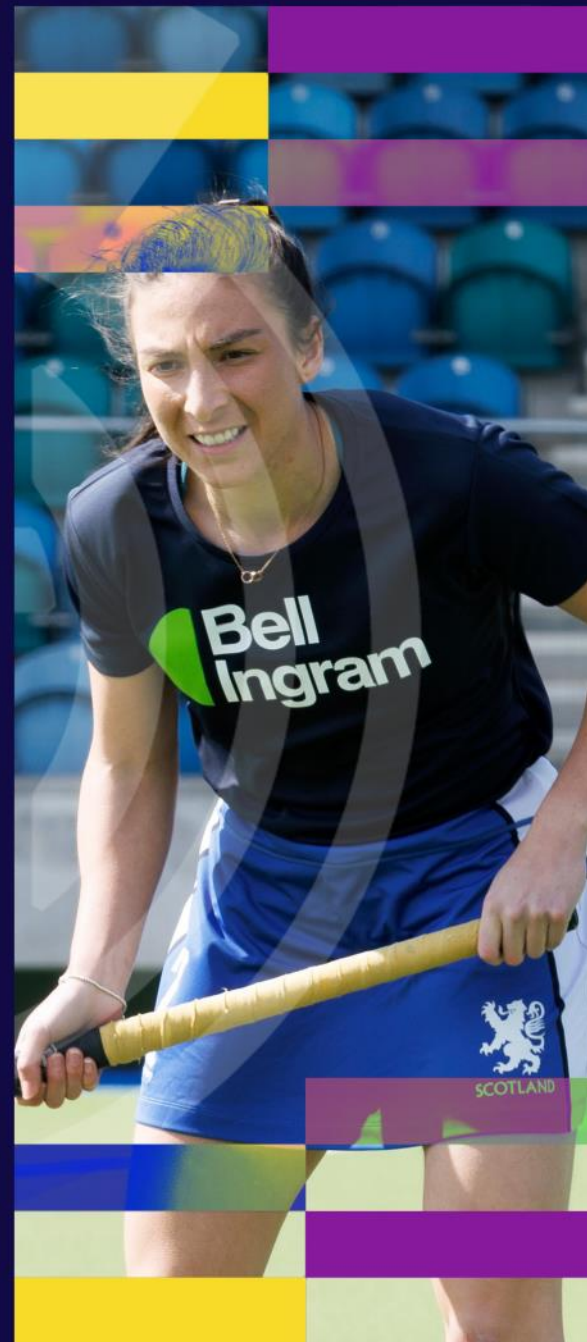
I am excited about the enormous potential for Scottish Hockey. I feel our sport is a sleeping giant in terms of what can be achieved for the sport. We must be ambitious moving forward. We must embrace the ambitious and determined people involved in hockey to help drive our vision forward.

We aspire to be a trailblazing and courageous governing body that demonstrates strength and leadership for the sport. An organisation that is accountable and responsible. However, creating a culture change that will see us become a world class governing body will not happen overnight.

We do have the opportunity throughout 2022 to **Reset** the way we operate and put in the foundations to help us **Build** trust and strong relationships with our members and key stakeholders.

Only then will we **Excel** as a hockey nation creating legacies as 'One Team' for generations to come.

Barry Cawte
Chief Executive





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As we reflect upon last year, we all know what a difficult year we have faced and our sport was not immune to these challenges. I am delighted to report that we have come through this period well, and are strongly positioned to **Reset, Build** and **Excel** in our sport as we move into the future.

Understandably, during the pandemic, we had to make difficult decisions to ensure that Scottish Hockey remained financially viable, and I am delighted to report that we ended the year in a position of relative strength.

“What we have achieved so far has been a real One Team effort.”

One of the significant items for me was building a really strong team at board, executive, presidential and vice-presidential level to move the sport forward. I hope you all can see that a great start that has been made in this, particularly in the appointment of Barry Cawte as chief executive, who has helped the board and I begin the journey to, **Reset, Build** and **Excel**.

A lot of hard work remains, but we are making great progress in resetting our governance and planning for the future growth that all believe we can achieve. As we continue to get the basics right, we will move into the **Build** phase of the journey with confidence and ambition for our sport.





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What we have achieved so far has been a real **•One Team•** effort from staff and volunteers alike and I want to pay tribute to everyone who has been involved in Scottish Hockey at all levels, players, umpires, technical officials, coaches, club volunteers, national level volunteers, Scottish Hockey staff and so on.

We cannot achieve anything without the help of our members and we will continue to engage, listen and plan together as we take this great sport forward for the benefit of all.

Martin Shepherdson
Chair





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The last year has been a whirlwind. Never in my wildest dreams would I have believed we could have made so much progress in such a short time.

As president I have been in the privileged position of observing and supporting a courageous board embrace the members' views and transform our governance model. They have given full support to a new chief executive who has rapidly taken control of running Scottish Hockey.

“When we deliver and move into the Excel phase, not only will we have thousands more people enjoying our lifelong sport, but we will also be a role model for other sports to emulate.”

There is a new buoyant relationship with **sportscotland**, a growing bond with other sports governing bodies, and an appetite to develop, implement and improve upon best practice.

I have visited many clubs and spoken to representatives of even more. Walking hockey at Eskvale was a joy to watch, Tuesday night training at Highland was invigorating, masters hockey in Aberdeen was inspiring, and youth tournaments in Dundee, East Lothian and elsewhere were uplifting. Everywhere I go, members feel comfortable inputting innovative ideas and have been very complimentary of the progress we are making.

As part of **Reset**, we have fixed many issues and continue to get to root cause of problems to make sure they don't happen again.



The Scottish Hockey team feel empowered, accept responsibility and deliver on their agendas. We played through a complete season post-Covid, delivered on the international stage, and maintained membership at pre-Covid levels.

As we **Reset** collaboration has been key. For example, our vice-president has been a phenomenal support for me and others. She has been immense in owning the members engagement survey plan, until our new chief executive was in post, and is omnipresent when the team need advice, a new concept is played out at board, or an individual club has problems. This type of collegiate working relationship, both within the Scottish Hockey family and also with our external stakeholders is a key foundation, upon which we can develop bold plans and **Build** an exciting, positive future.

Our new vision is inspiring, but also challenging. Change can be disconcerting, but already I feel the vast majority are excited about our prospects and are enthusiastic to go on the journey together as **•One Team•**. When we deliver and move into the **Excel** phase, not only will we have thousands more people enjoying our lifelong sport, but we will also be a role model for other sports to emulate.

I look forward to making my contribution, helping the sleeping giant that is Scottish Hockey to achieve great things

Colin Fraser
President



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What a transformational year it has been. Since the completion of the Membership Engagement Survey in early 2021, the board and staff have worked hard to drive forward big changes at Scottish Hockey.

We have endeavoured to increase membership collaboration and transparency in decision making processes, and a whole governance review has been undertaken. Visibility of our senior staff and board members throughout our hockey community has been warmly welcomed. We also look forward to imminent changes to a new user-friendly digital system, which aims to ease the burden on our club volunteer workforce.

Notably the biggest catalyst to our transformation has been the appointment of Barry Cawte, our CEO, who has the drive and passion to take Scottish Hockey to new levels. His enthusiasm and leadership is infectious and it is exciting to see all staff, board members and volunteers jumping on board with his ambitious plans.

Our **Reset** phase has given our community the opportunity to contribute and guide our path forward and we will now continue to **Build** and develop from these foundations to **Excel** overall as a governing body, ensuring hockey is growing and is leading the way as an inclusive sport for life.

Kareena Cuthbert
Vice President





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In what was an incredibly challenging year for many sports, Scotland's hockey community has shown the key role their sport plays at a national and local level.

Scottish Hockey's **Reset, Build, Excel** strategy is a strong ambition and a clear indication that everyone within hockey wants to grow their sport and provide more opportunities to participate and progress.

There will be challenges ahead, as we exit out of the pandemic, however there is also lots to look forward to, not least with the Birmingham Commonwealth Games on the horizon.

It is exciting to watch Scottish Hockey in this **Reset** period, as they collaborate across their hockey community with a **•One Team•** ethos. Collaboration sits at the very heart of Scotland's sporting system and we look forward to continuing our journey together with Scottish Hockey in the years ahead.

Andrew Baptie, **sportscotland**





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Financial Summary

Income

| | |
|--|---------|
| Government grants | 798,249 |
| Membership | 117,468 |
| Domestic competitions | 53,453 |
| International squads | 234,862 |
| Development, education and performance | 33,411 |
| Commercial income | 42,820 |
| COVID-19 grants | 91,110 |
| Other | 1,250 |

Total income

1,372,623

Expenditure

| | |
|--|---------|
| Domestic competitions | 45,098 |
| International squads | 492,563 |
| Development, education and performance | 55,929 |
| Employment and related costs | 670,215 |
| Administration | 64,722 |
| Other | 45,409 |

Total expenditure

1,373,936



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COVID-19 restrictions were still in place as we moved into 2021 and thus continued to provide operational challenges throughout the year. Whilst turnover increased overall from 1,082,817 to 1,372,623 compared to the previous year, this was due to increased Covid 19 government grant support •furlough• and the resumption of international hockey activity. Whilst domestic competitions remained within covid restrictions our national squads were given special dispensation to continue to travel, train and compete resulting in an increase in national squad income from 48,960 in 2020 to 234,862 in 2021.

Overall expenditure increased by 288,929 from 1,085,007 in 2020 to 1,373,936 in 2021. Employment costs reduced slightly due to changes in staffing numbers. Like income, the national squads' expenditure increased considerably from 123,384 in 2020 to 492,563 in 2021 due to the increased activity.

The final position saw a slight deficit of 850, compared to 1817 in 2020. This was a fantastic outcome in exceptionally challenging times. As a result, our reserves dropped to 123,394.

As part of our drive to **Reset, Build, Excel** we anticipate specific areas of capital spend requirements in 2022 in the **Reset** period, resulting in further minor deficit in 2022. It is essential we invest in the organisation now for greater long-term gains in the future.

Lloyd Sammeroff
Senior Finance Officer





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◆Our vision of being a professional, commercially sustainable, visible, diverse and world class governing body over a ten-year period◆

Reset, Build, Excel ◆ an ambitious vision for Scottish Hockey

Across the Scottish Hockey landscape, we are fortunate to have an extremely enthusiastic and passionate membership that have high expectations of what can be achieved for our sport. Our vision needs to be ambitious to reflect our community.

We intend on creating a strategy that underpins this vision, and consultation with our members and key-stakeholders for this exciting and ambitious strategy will take place throughout 2022. Only as **One Team** can everyone across the Scottish hockey landscape come together and achieve our ambitious plans.

Reset, Build and Excel is our three-stage approach to achieving our vision of being a professional, commercially sustainable, visible, diverse and world-class governing body over a ten-year period. We have significant ambitions to be a governing body that sets the standards for others and one that has an impact on and off the pitch. We want to Excel in equality, inclusion, welfare, participation, performance, and commercial success.

We do not want to be left behind by other sports and want to be at the forefront of modern technology, modern sports governance and creating a sport that appeals to all.





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Reset Phase

The **Reset** phase is critical to the success of our vision. It is essential we take the time to get solid foundations in place if we are to create a professional infrastructure that can deliver our vision and strategic plan. This process is already underway with implementation of the recommendations of the member engagement project from last year and a governance **Reset** at board level. This phase will continue throughout the rest of the year with focus on organisational culture change, wellbeing and welfare, getting the right people in the right places and doing the basics better.

Build Phase

The **Build** phase starts in 2023 onwards when our strategy is finalised and starts to be implemented. This phase, which spans over 2-3 years, allows us to **Build** on previous success but also improve on the things we have not done so well in the past. Our strategy takes the foundations from the **Reset** phase and starts to transform strategic objectives into results that we can see. In this phase we will cement our relationships with all involved in hockey to create a culture of **One Team** that can help us **Excel** in achieving new levels of success as a governing body in the future.

Excel Phase

This is the phase in which we benefit from the thorough work done in the **Reset** and **Build** phases. Through a **One Team** culture we are realising our ambitious vision of becoming a world-class governing body that sees us take hockey to levels never achieved before. We will **Excel** in everything we do.

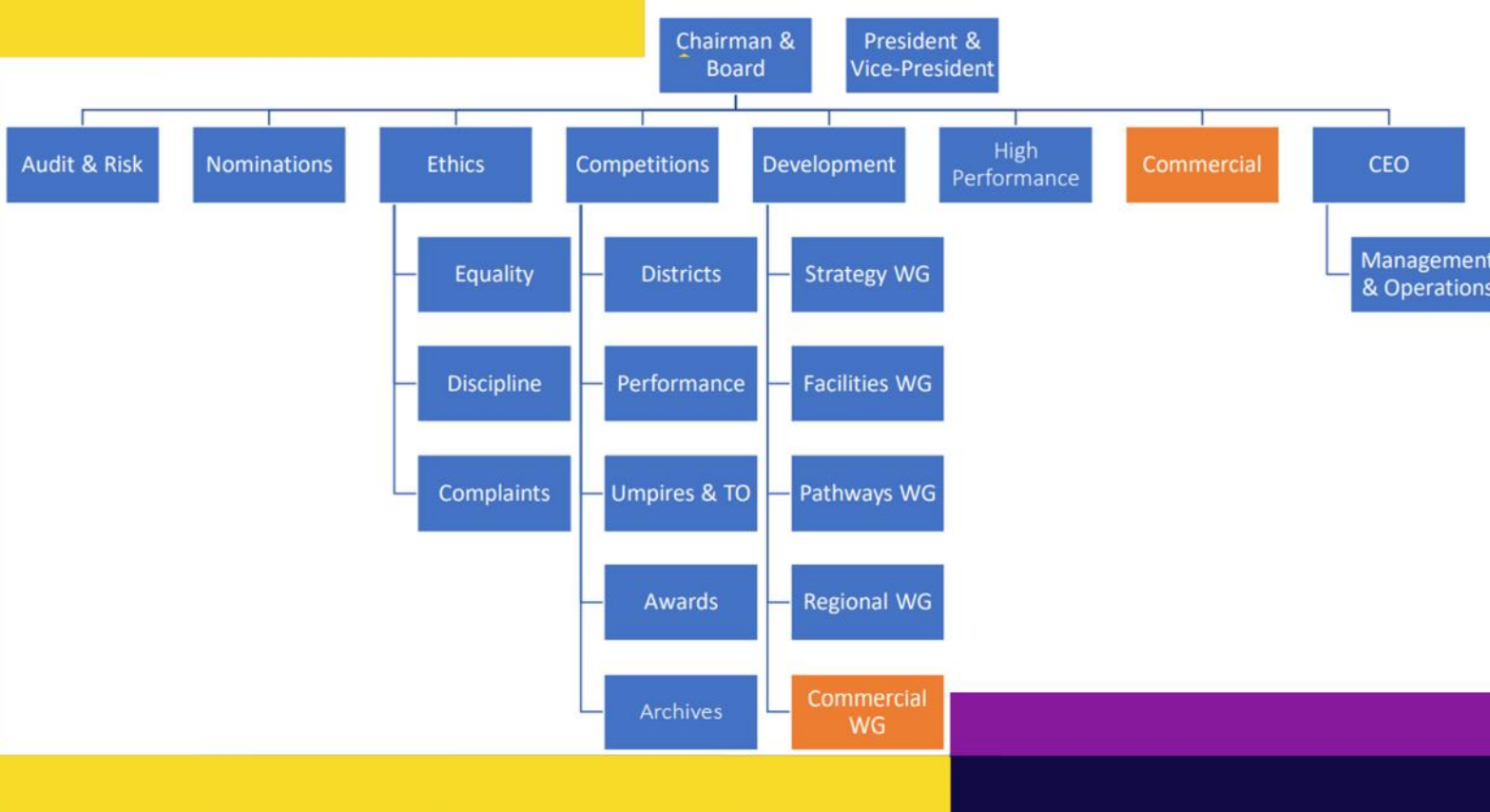


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•The new structure creates clear lines of reporting and removes confusion around accountability and responsibility•

Governance Reset

One of the key findings and recommendations of the member engagement project was to conduct a governance review as a priority. This review was completed by the board and chief executive in late 2021 with the support and collaboration of **sportscotland**. It was clear from the project that the purpose and decision-making processes of our organisation are not fully understood. The focus of this review and subsequent governance reset was to create a structure that removes confusion around accountability and responsibility and creates clear and efficient lines of reporting inside the organisation.

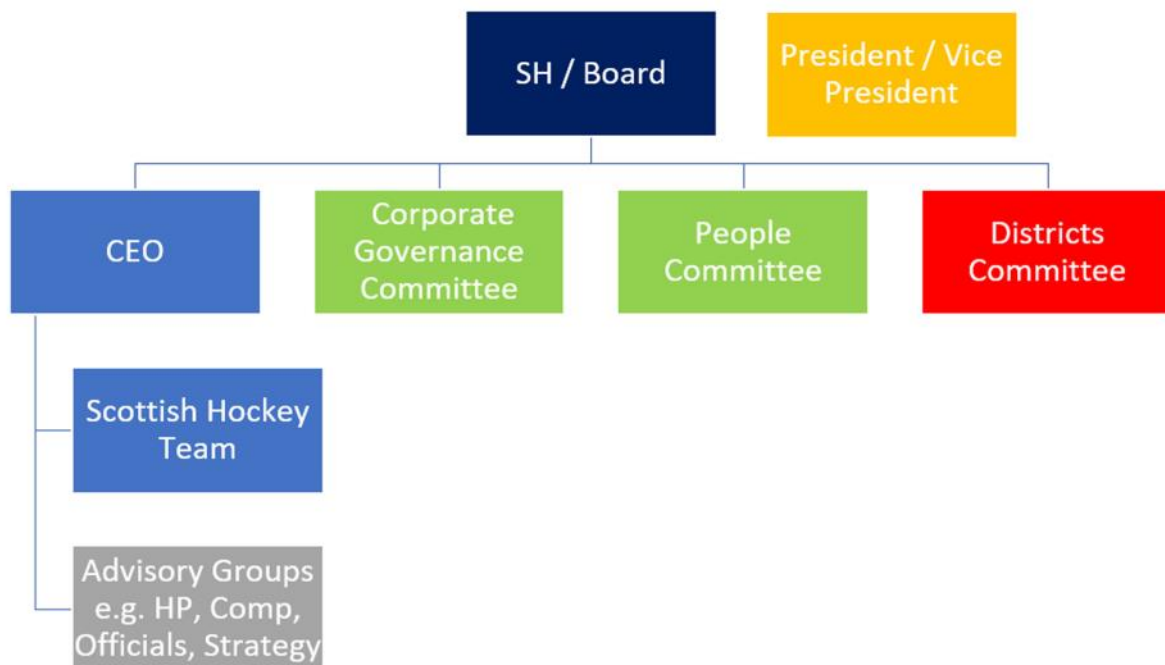




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Our previous structure was onerous, time consuming and removed accountability and responsibility from the board and executive team ·workforce· where liability for the organisation lies. It created inappropriate lines of reporting and not aligned to modern sports governance frameworks and for these factors it exposed the organisation to significant risk, both financial and legal.

New governance structure





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Key changes explained

- **Corporate Governance Committee** • Meets before quarterly board meetings and primarily deals with audit, risk, policy and processes and ensures we are in line with modern sports governance and continuous organisational development. Makes recommendations to board. Populated with board representatives, and experts from across the community.
- **People Committee** - Responsible for promoting diversity, equality, and inclusion across the sport. Ensures professional development, safeguarding and welfare of all people involved across the Scottish Hockey landscape. Plays a key role in managing the recruitment process of directors of Scottish Hockey.
- **Districts Committee** • Meets before quarterly board meetings. Populated with district presidents and board members and creates lines of communication between Scottish Hockey and the districts. Provides formal platform for districts to contribute to Scottish Hockey's direction of travel and make recommendations into the board. Creating involvement in decision making and make recommendations to the board.
- **Advisory Groups** • Previously named working groups, all advisory groups sit under the chief executive, executive team and convene when the need requires. Advisory groups instigated for life of specific projects when support required. Advisory groups populated with experts in specific areas





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The new structure creates clear lines of reporting and removes confusion around accountability and responsibility.

Now aligned to modern sports governance frameworks, it puts decision making with those in the organisation who have liability for those decisions. It allows the board to focus on strategic decisions and the executive team to focus on day-to-day decisions.

Significantly it creates a platform for our membership to influence and make recommendations to the organisation. This governance change also presents a far more credible and professional arrangement and as such makes Scottish Hockey more investable.





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Amongst the recommendations from the member engagement survey carried out in 2021, we were asked to develop role clarity for the chair, chief executive and president, as well as clarifying the governance structure.

The primary role of the Scottish Hockey Board is to be the ultimate strategic decision maker for the business, agreeing strategy at all levels following engagement with the membership. Through its delegated functions the board then empowers the executive and the committees to deliver on this strategy while retaining overall control. The board ensures the executive team led by the chief executive has the support and guidance to deliver the strategic objectives agreed by the board. The board checks and challenges the executive team against these objectives based on comprehensive reports prepared by the executive for board meetings.

The chief executive and the executive team have delegated powers and contractual responsibility to make all operational and day-to-day decisions they feel are best for the company. These decisions are expected to be made on a reasonable basis having carried out appropriate due diligence while considering and acting in the best interests of the company. All day-to day and operational matters should be directed to the appropriate member of staff in the executive team. The chief executive is accountable to the chair of the board, and the executive team is accountable to the chief executive.



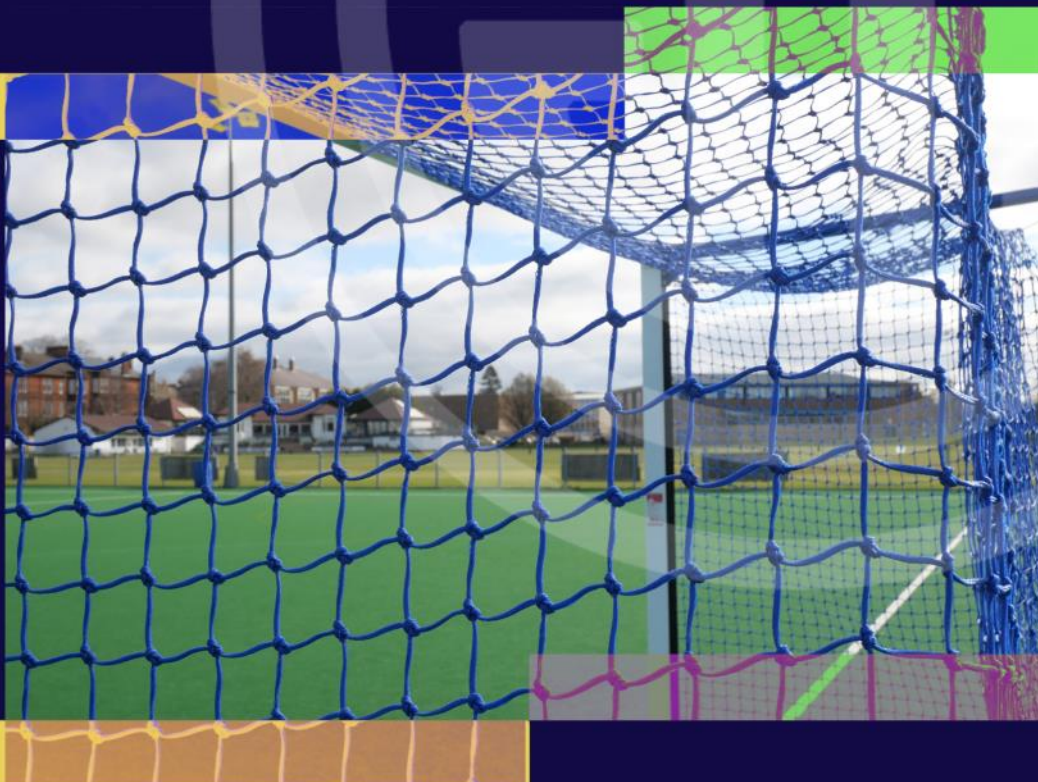


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The president and vice-president are not directors of Scottish Hockey and do not vote on strategic decisions at board level. However, they are important conduits for relaying information to and from the membership, which aid strategic and operational decision-making.

Our membership can input into the direction of the organisation through a number of avenues•

- The Scottish Hockey AGM
- Direct communication with the Scottish Hockey executive team and/or the president and vice-president
- Via sub-committees of the Scottish Hockey Board. These can make recommendations and give insight to the board. Sub-committees are established at the discretion of the board
- Via advisory groups. These are established and utilised at the discretion of the CEO and can make recommendations and give insight to the executive team
- Member engagement surveys, to which Scottish Hockey will endeavour to respond to achievable aspects.





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Domestic Game Summary

Covid-19 had undoubtedly brought the most challenging set of circumstances that sports across the globe had ever seen. Like others, we had to work exceptionally hard to adapt to the changing landscape that Covid-19 had brought, testing the operational workings and delivery of Scottish Hockey. Despite the circumstances Scottish Hockey staff continued to deliver projects and operations around furlough days in these challenging times, and ensuring they remained available to support clubs and members across the sport.

At the start of the year, we saw the launch of an improved accreditation system, supporting clubs to offer a safe enjoyable experience with 31 clubs signing up in which nine were newly accredited clubs. There are 11 accredited clubs from the East, six from the West, eight from Midland, and six from the North including five university clubs. Congratulations to all accredited clubs in achieving silver accreditation.

We launched the member engagement project at the start of the year and published the results and recommendations of this in April. We endeavoured to achieve short-term recommendations in the first six months, medium-term recommendations within 18 months and long-term recommendations to be achieved in the years ahead. Every three months we updated on progress as part of a 'you said, we did' campaign to demonstrate to the membership how we responded to this project.





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Lead the Way programme

Our third year of our Lead the Way •LTW• programme got fully underway, with 16 participants applying from all four districts. Having completed workshops on growth mindset and mental health, the group are now working on personal development plans led by our regional development managers. We were also really pleased that Mekala Osborne, LTW alumni and East Lothian development officer, is mentoring two of the group to develop her skills. We were also delighted to include four of our alumni in the recruitment process of the new chief executive.



Education

We saw 204 attendances on online workshops, roadshows and courses from north of Inverness to the Scottish Borders. Ten bespoke workshops were delivered in partnership with three Universities, ten clubs and four Active School and local authority partners, and one private school. The online GB Hockey coach development offer has also supported thousands of coaches with areas of development linking to player, environment or game topics. Two coaches began the Advanced Coach Programme 2021-2023. Both coach in a variety of environments including school, club, masters and talent programmes. Five coaches continue to be involved from the 2020 cohort and will be extended a year due to the impact of lockdown.

Super Sixes delivery resources were created and shared electronically on our website free of charge to those who support the delivery of hockey in schools and clubs. The resources align to our Playground to Podium player pathway and the Golden Thread model to enhance player engagement.



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Competition

There were no men's or women's national competitions in season 2020-21 due to the pandemic. However, we did manage to complete one youth competition - the U14 National Eights' Club Cup, with finals at Dalnacraig in June 2021.

Thankfully, season 2021-22 started on time and all competitions were up to date by the mid-season break in December 2021. The U18 girls' and boys' cups were played between September and November. Four new national youth club competitions for U14 and U16 girls and boys were launched in September, attracting entries from 54 teams.





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Membership statistics

We reached 13,752 active members in 2021, a 3 per cent increase on the previous year. Adult members dropped to 5985, a 4.6 per cent decrease. There are now 7767 youth members, a 10 per cent increase on the previous year. We now have 878 qualified coaches, a 10 per cent increase on 2020. We are very pleased with this outcome overall and the efforts made to maintain these statistics despite the challenges of the pandemic.

Glasgow National Hockey Centre

We successfully made it through the expression of interest phase as the sole interested party in respect of potential asset transfer of this key facility to our organisations. Discussions will continue throughout 2022 on this matter as we look to secure the long-term future of the site.





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Performance summary

Bringing our senior teams back together at the start of the year was extremely challenging and special exemption was needed under tight protocols to recommence training ahead of EHF competition in the summer.

In December we appointed Chris Duncan after a rigorous process as our senior women's head coach. Chris filled in on Interim basis after Jen Wilson stepped down in July. Vikki Bunce was confirmed as assistant coach with Elsie Walker confirmed to continue as manager. The senior men's programme continued under Derek Forsyth with Graham Moodie as assistant coach and Amy McLeod as team manager.

In August our senior men booked their place in the World Cup qualifiers by claiming silver in Men's EuroHockey Championship II, losing only to Austria in a dramatic shootout.

There was undoubtedly disappointment that neither the women nor the men managed to qualify for their respective world cups in October, however there were a lot of positives with both Scotland squads remaining unbeaten in normal time throughout, with only the lottery of running shootouts knocking both teams out. The men suffered from a lack of warm-up game preparation and the women were only in their infancy with Chris Duncan who had stepped in as interim head coach after Jen Wilson stepped down in July.

In May, Wilson led the senior women to the EuroHockey Championship in Amsterdam where Scotland finished above ranking. The team qualified for this after winning EuroHockey Championship II in 2019.





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Despite the disappointment of not qualifying for the World Cup, the four wins registered by the senior men's and women's teams have propelled Scotland to a highest-ever combined global ranking, with both teams now in the top 20. The women have climbed back to the top 20 at number 17. The men have also climbed three places to number 20. This is a remarkable performance given the restrictions under which the teams have had to operate and the relative paucity of training opportunities throughout the pandemic.

After selection for team GB at the Tokyo Olympics Scotland's Sarah Robertson scored a blistering goal as Great Britain's women clinched bronze with a thrilling 4-3 victory over India. The Borders-born player played every game during the Olympics and has been an inspiration and a stalwart for GB, and Scotland, and is deserving of this tremendous success. This is the third consecutive Olympic medal earned by GB's women following bronze at London 2012 and gold at Rio 2016. Scotland also had further representation with Alan Forsyth and Amy Costello heading to Japan as travelling reserves, but both were very unfortunate not to get pitch time. Charlotte Watson also featured in GB squads in the lead up to the games but was not selected on this occasion. Alan Forsyth reached a milestone in May by claiming his 50th GB cap against Spain.

Chris Duncan was engaged in the women's GB senior programme talent confirmation period while Graham Moodie has been involved in the men's talent confirmation. Graham and Chris have also been involved in the Elite Development Programme selection process in late 2021.





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Both Scotland U21 programmes recommenced in 2021 and are taking part in a very competitive A division for the first time as a group of players, with the opportunity to qualify for a Junior World Cup in 2023.

The impact of the pandemic on the U21 women's programme was significant, and 2021 was a very low-key year for the U21 women. The only scheduled international fixtures were three matches against Ireland in Belfast and unfortunately these had to be cancelled due to restrictions. We did manage to get the players on the pitch for training sessions in June and July and played matches against the national U19s in June. Many of the players who would normally have trained with the U21s were active with the U19 Squad, and five were involved with the senior programme, but a few players will most certainly have missed opportunities in 2021.

A positive has been the emerging relationship between the U21 squad and the senior women's national programme. In the short term Chris Duncan invited a number of the previous U21 squad to experience training with the seniors. This is the start of a more rounded approach to player development, where U21 players get the stretch of working with the seniors at times, and where senior players get the opportunity to work on identified development areas within the U21 environment. For this reason, we have rebranded the U21s as the Elite Development Programme (EDP) to reflect its player development responsibility. In 2022 the EDP squad will be preparing for the European Championships in the last week of July with a range of matches including series against Ireland and England in June. The players upon the conclusion of the domestic season and the university exam season, will have four days training per week on average during June and July.





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With club hockey paused because of Covid restrictions the U21 men used the opportunity to combine the senior and U21 Scottish based athletes in the West and East and ran bi-weekly regional sessions from January to April 2021. Four U23 training camps took place throughout the year and we took part in six test series, two against England U21, Malaysia U21, Wales U23, our U19's and senior men. Following positive results against England, Malaysia and Wales we sent 12 players to GB EDP trials in December 2021.

Both men's and women's indoor programmes commenced training in December 2021 for their respective European events, with a very welcome return of fixtures with Ireland, as both programmes travelled to Antrim between Christmas and New Year to play three match series'. Both teams ran out victorious in two highly competitive series.

Earlier in the year we saw the launch of the BRAVE Performance Blueprint, which sets out clearly the vision for performance hockey in Scotland. Both online forums to accompany the launch were fully booked, with 100 coaches finding out more about the blueprint and getting involved with BRAVE.

By the end of the year the new Brave Academy had bedded in, with phase 1 completed, giving around 200 players high quality training opportunities. The programme is in its infancy, and we look forward to developing it and driving it forward throughout 2022.



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