

Shaping the future of hockey – a strategy for hockey in Scotland

Vision: hockey is a game for everyone and a game for life

Mission: work together as a hockey family to shape the future of hockey, and create experiences that last a lifetime

Priorities:

1. Grow participation together
2. Competition and events
3. Deliver performance - "The Scotland Way"
4. Well organised hockey

Enablers:

1. People – develop a valued network of volunteers, coaches and officials
2. Profile – inspiration and visibility
3. Places - facilities and equipment

Outcomes:

1. **Increased participation** by growing the base
2. **Progression** - developing people and pathways
3. **Achieving** standards, excellence and inspiring pride.

Connecting communities in clubs to education to performance

Draft Values:

Trust, Community, Inclusion, People-Centred, Consciously Sustainable



Priorities 1: Grow Participation – inspire more people to play hockey.

- **Support and develop grassroots festivals** for children under 12
- **Develop a school of hockey** programme for young people in secondary schools
- **Launch ‘Step into Hockey’** programme for adults
- **Maximise member retention**

Priority 2: Competition and Events - develop competitions and events to maximise the player, club, and officiating experience, as well as Scotland’s reputation as a host nation.

- **Deliver high quality competitions** that are age and stage appropriate
- **Collaborate with member clubs and districts** through working groups, surveys, and meetings to:
 - establish consistent rules for hockey in Scotland
 - maximise safe progression into adult hockey
 - plan a phased approach to establishing a consistent minimum age for playing in adult hockey by 2027/28
- **Develop audience for hockey through** flagship events and trialling Friday Night Lights
- **Position Scotland as a host for tournaments** that maximise participation, demonstrate economic and strategic value, and maximise supporter engagement.
- **Events may include** European or future Masters events and exploration of Team GB
- **Engage volunteers** in the delivery of training and major events

PRIORITIES – Performance

Priority 3: Performance – “The Scotland Way” - develop and support a bold, unified approach to performance hockey in Scotland to retain the best players and support their development to the highest level.

- **Embed performance philosophy – “The Scotland Way”** share evidence-based coaching standards and philosophies across schools, clubs, districts, and performance programmes.
- **Build a Robust Performance Club System** - create a consistent, high-standard club environment by establishing a performance club framework, leveraging partnerships, restructuring the Premiership and exploring further domestic competitive opportunities, and better alignment of fixtures.
- **Strengthen and Align the Performance Pathway** - continue to evolve our performance pathway to be an inclusive, clear, and inspiring pathway by reviewing the current structure, removing barriers within our capacity, increasing partnerships and engagement.
- **Build Performance Coach and Officiating Continuity and Quality** – delivery a programme of support that develops consistent, high-quality coaching and officiating through shared understanding of athlete development needs/game management principles, technical skill development/rule application and access to more community of practice, CPD and engagement sessions.
- **Elevate International Success** - prioritise resources to maximise performance outcomes, focusing on events and programmes with the greatest potential to achieve targets. Work with partners to support performance preparations and aspirations, while leveraging role models to inspire the next generation, and position performance hockey as a shared ambition across the Scottish Hockey family.

PRIORITIES

Priority 4: Well Organised Hockey – build clubs and communities that are safe, inclusive, and sustainable by:

- **Strengthen Governance and Leadership** - ensure clubs have clear structures, policies, and effective management supported by club affiliation and Club Hub.
- **Embed Safe and Inclusive Environments** - that uphold safeguarding, health and safety, and equality standards for participants.
- **Support Sustainable Practice and Planning** - guiding clubs and squads on financial stability, volunteer recruitment, and long-term planning utilising club support tools such as 'Club Excel'.
- **Modernise Digital and Operational Systems** - to improve efficiency, communication, and access across clubs.

ENABLERS

Enabler 1 : People - A Well-Connected Hockey Community - strengthen connections, partnerships, and communication to create a vibrant, sustainable hockey network across Scotland.

- **Listening and Engagement:** gather regular feedback from players, members, and clubs via surveys, focus groups, and forums, ensuring insights directly inform policy, competitions, and programme decisions.
- **Partnerships and Workforce:** grow collaborations with key stakeholders including clubs, districts, schools, universities, and local authorities, to deliver programmes that increase participation and support hockey in Scotland.
- **Sustainable and Responsible Community:** support clubs to strengthen financial resilience, adopt environmentally responsible practices, and implement digital tools for efficient operation.
- **Empowered Coaches, Officials and Volunteers:** deliver targeted training and development for coaches, officials, umpires, and volunteers, enhancing governance and ensuring high-quality hockey experiences.

ENABLERS

Enabler 2: Profile, Communication, Inspiration and Visibility - raise hockey's profile and inspire participation by showcasing the sport's people, stories, and impact across Scotland and beyond. Strengthen visibility, build fan engagement, and position hockey as a force for good.

- **News and Communication:** streamline and coordinate communications across multiple channels, expanding our contributor network to deliver consistent, high-quality coverage with improved response times that connects the hockey community locally, and nationally.
- **Events and Experiences:** deliver flagship events, including Friday Night Lights, to celebrate the sport and attract new audiences.
- **Storytelling and Engagement:** showcase players, coaches, officials, and clubs to build pride, connection, and inspiration across, and beyond, the hockey community.
- **Force for good:** position hockey in Scotland as a force for good by aligning with the UN Sustainable Development Goals alongside EuroHockey, and the FIH, and demonstrating hockey's political, economic, environmental, and social value to local and national stakeholders.
- **Provide pathways to contribute** – provide accessible routes for more people to contribute to raising the profile of hockey in Scotland



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ENABLERS

Enabler 3: Facilities and Equipment - enable access, promote sustainable decision-making, and advocate for high-quality indoor and outdoor facilities, and equipment that support participation, performance, and community development across Scotland.

1. **Protect** - safeguard existing pitches, facilities, and equipment through strong local partnerships, regular usage, secure access, and sustainable maintenance. Local priority: protect club, school and community provision through agreements, upkeep, and inclusive access. Ensure pitches match the level of play, providing safe, high-quality, sustainable facilities while maximising long-term use and investment.
2. **Improve** – work collaboratively to enhance the quality, safety, and management of current facilities and equipment to ensure they are fit for purpose and environmentally sustainable. Regional priority: work with partners to explore indoor hockey solutions, and align improvements in facilities with the national vision.
3. **Develop** - work with partners to plan new or upgraded facilities in areas where there is clear need and strong long-term viability. Focus on regionally significant sites that will be well-used, well-maintained, and deliver lasting benefits for participation, performance pathways, and events. National priority: establish a National Pitch & Facilities Strategy to guide investment, set standards, and enable long-term planning. Support performance environments as a hub for international events and high-performance sport through coordinated development.

OUTCOMES

Participation builds the base. Progression develops capability and ambition. Achievement inspires pride and visibility, driving new participation and success at the highest levels.

1. **Increased participation in hockey means enabling more people to get involved in hockey** — encouraging new participants, retaining existing ones, and creating accessible opportunities for more people to play and enjoy hockey.
2. **Progression in hockey - means supporting people to move forward in their hockey journey** — developing skills, confidence, and opportunities to play, coach, officiate or compete at the level that's right for them.
3. **Achieving in hockey** - achievement is about excelling standards, achieving excellence, and inspiring pride across Scottish Hockey — demonstrating the impact and results of dedication and ambition.

OUTCOMES - Participation

Participation

More people playing and enjoying hockey, more often and in more places.

Key Performance Indicators :

1. Increase in 7–8-year-olds participating
2. Total number of registered club members
3. Year-on-year retention rate
4. Diversity of participants (gender, ethnicity, disability, socio-economic status)
5. Number of active Schools of Hockey programmes (target: 16)

Why it matters:

This outcome builds the base — ensuring hockey is a sport for life and accessible to everyone.

OUTCOMES - Progression

2. Progression

Progression is about developing people and pathways — supporting everyone in Scottish Hockey to learn, grow, and reach their full potential.

Key Performance Indicators:

1. Increase in participants advancing between pathway stages
2. Diversity across pathways (gender, ethnicity, intellectual disability, socio-economic status)
3. Number of qualified coaches and officials
4. Affiliated clubs with confirmed application of minimum standards (%)
5. Growth in technical coaching leads in club and pathway hockey

OUTCOMES - Achieving

3. Achieving - achievement is about excelling standards, achieving excellence, and inspiring pride across Scottish Hockey — demonstrating the impact and results of dedication and ambition.

Draft Key Performance Indicators

1. National team rankings and results against top 10 nations
2. Number of athletes on GB performance programmes
3. Regular review of performance and pathway programmes
4. Number of Scottish officials at top-tier tournaments
5. Economic and social impact of major events

STRATEGY CONSULTATION SUMMARY

Engagement started in March 2025 to November 2025 where Scottish Hockey has undertaken a step back to the basics by collaborating with our stakeholders to engage their thoughts, to shape the future of hockey.

Engaging with our members and building alignment around the future direction of our sport is a core priority set by the Scottish Hockey Board. This consultation represents the most significant engagement undertaken in recent years — a vital step in reconnecting with our members, fostering greater trust and understanding, and genuinely listening to the voices of our clubs, districts, and key stakeholders.

We have gathered feedback from across the country to ensure we maximise input, and generate a strategy for hockey in Scotland, not just for one organisation. We have consulted with clubs; universities; schools; participants; coaches; officials; **sportscotland**; and a wide range of partners. This strategy document provides a high-level summary of the insights and themes emerging from that feedback, which will help shape the shared direction of Scottish Hockey in the years ahead.

We have actively sought the views of those who make hockey possible, and established a short-term working group to support our board, and staff team, in the process to ensure our new strategy was based on what our participants want, and what the sport needs to progress.



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Shaping the Future of Hockey