

SHAPING THE FUTURE OF HOCKEY IN SCOTLAND

2026 - 2031 STRATEGY

Scottish Hockey

Scottish Hockey

AIMS

This strategy aims to

- → Share our guiding principles and a strategic framework we will use going forward
- → Highlight challenges and successes
- → Explain the pathway
- → State priorities, enablers and outcomes
- → Share our scorecard to show how we will measure success



SHAPING THE FUTURE OF HOCKEY IN SCOTLAND

Scottish Hockey

OUR GUIDING PRINCIPLES

Our Vision

Hockey is a game for everyone and a sport for life

Our Mission

To work together as a hockey family to shape the future of the sport and create experiences that last a lifetime

Our Values

- Community
- Integrity
- Inclusion
- Consciously Sustainable

THE STRATEGIC FRAMEWORK

4 STRATEGIC PRIORITIES

- Grow Participation
- Competition Events
- Performance
- Well Organised Hockey

3 KEY ENABLERS

- People
- Profile
- Places

3 DESIRED OUTCOMES

- Increased Participation
- Progression of People
- Achieving Excellence & Pride

CROSS CUTTING THEMES - SAFEGUARDING / INCLUSION / DUTY OF CARE

Scottish Hockey

VISION

HOCKEY IS A GAME FOR EVERYONE AND A SPORT FOR LIFE



Scottish Hockey

MISSION

WORK TOGETHER AS A HOCKEY FAMILY TO SHAPE THE FUTURE OF THE SPORT AND CREATE EXPERIENCES THAT LAST A LIFETIME



CONNECTING COMMUNITIES THROUGH CLUBS, EDUCATION, AND PERFORMANCE

Priorities

- → Grow participation together
- → Competition and events
- → Performance - “The Scotland Way”
- → Well-organised hockey

Enablers

- → People – develop our valued network of volunteers, coaches, staff and officials
- → Profile – inspiration and visibility
- → Places - facilities and equipment

Outcomes

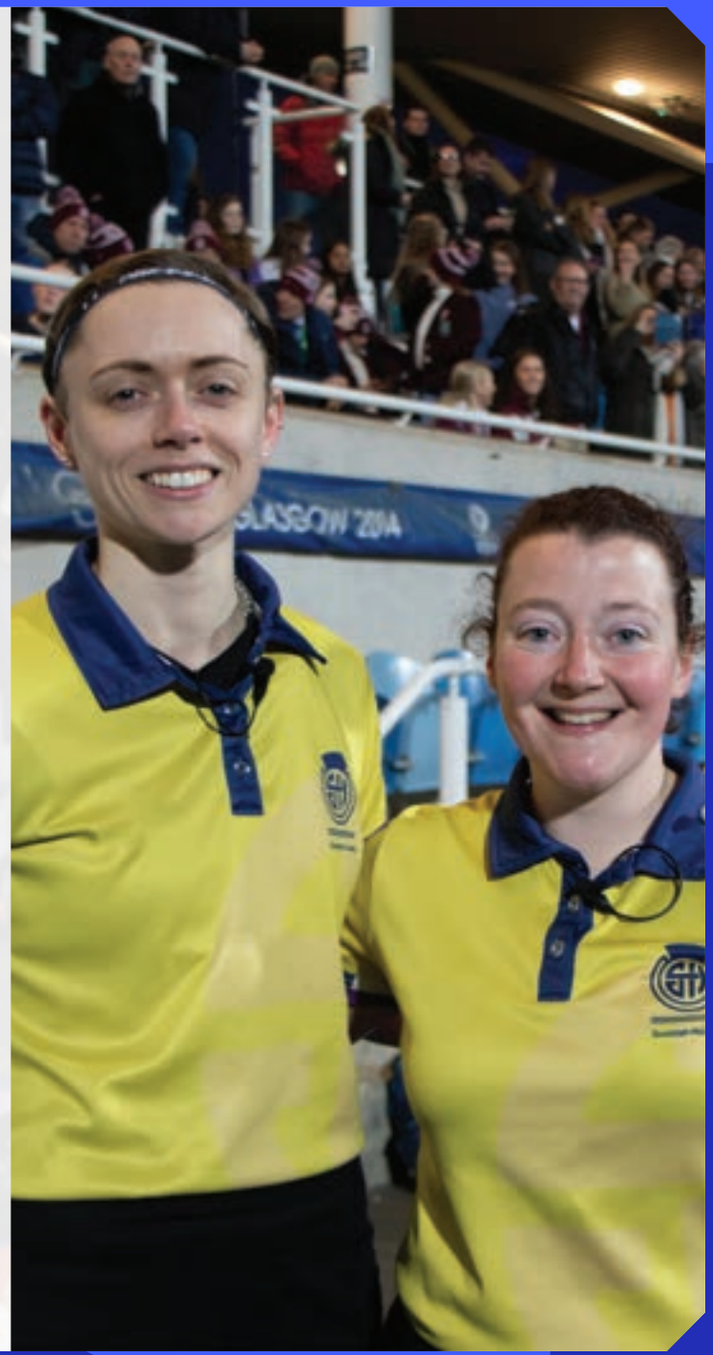
- → Increased participation by growing the base
- → Progression - developing people and pathways
- → Achieving standards, excellence and inspiring pride


Scottish Hockey
Transcard
grays

Scottish Hockey

VALUES

- → COMMUNITY
- → INTEGRITY
- → CONSCIOUSLY SUSTAINABLE
- → INCLUSION



Scottish Hockey

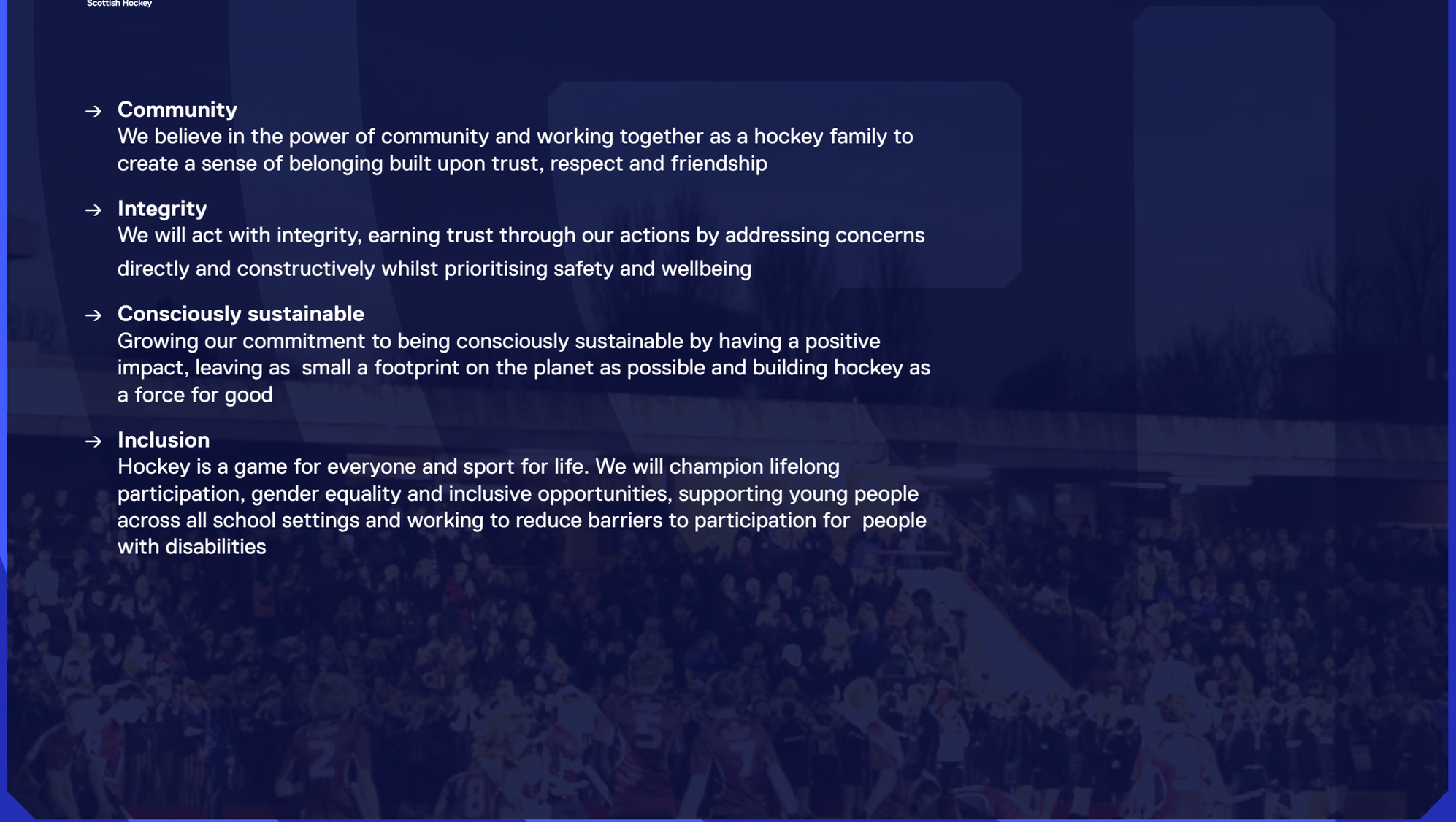
OUR VALUES

- **Community**
  We believe in the power of community and working together as a hockey family to create a sense of belonging built upon trust, respect and friendship

- **Integrity**
  We will act with integrity, earning trust through our actions by addressing concerns directly and constructively whilst prioritising safety and wellbeing

- **Consciously sustainable**
  Growing our commitment to being consciously sustainable by having a positive impact, leaving as small a footprint on the planet as possible and building hockey as a force for good

- **Inclusion**
  Hockey is a game for everyone and sport for life. We will champion lifelong participation, gender equality and inclusive opportunities, supporting young people across all school settings and working to reduce barriers to participation for people with disabilities



How will we deliver the strategy

- This strategy builds on the work already being done across hockey in Scotland and provides a shared direction for the future
- Clubs, schools, universities and other key stakeholders are invited to align their plans and work together to support the delivery of the strategy
- Scottish Hockey recognises the incredible contributions already being made across the sport and our business plan will set out the actions we will take to build on those contributions, while stakeholders across the game are also encouraged to contribute where they can to help achieve the shared ambitions to make hockey a game for everyone and a sport for life

Ways of Working

- **Open Communication** - we will communicate openly, proactively and respectfully to keep stakeholders well informed across all levels of the game
- **Evidence informed decision making** - using insight, feedback and data to guide the growth of hockey

OUR CURRENT LANDSCAPE

Scottish Hockey

CHALLENGES

17% **Decrease in hockey pitches since 2021 (From 145 to 121 pitches)**

Reduction in total clubs

The total number of hockey clubs has declined over a period of time, aligned with an increase in total teams in bigger clubs

Barriers to youth participation

Lack of regular, local matches and limited access pathways are hindering young players

Facility Cost Pressures

Financial costs and limited access to indoor spaces have restricted hockey programmes

SUCCESSES



National Team

The womens squad climbed to 14th in the world whilst the men won Nations Cup 2 and have risen to 19th in the world. Masters participation is a major highlight in Hockey in Scotland with over 1800 members over the age of 36

Volunteers base

The dedicated volunteers and match officials facilitating hockey through clubs, districts and across Hockey in Scotland is a huge success

A new strategy and collaboration

A strategy for hockey in Scotland will provide important direction and has been built following collaboration and engagement with stakeholders including clubs, universities, local and national partners

PATHWAY FOR HOCKEY IN SCOTLAND

A CLEAR, INCLUSIVE PATHWAY FROM FIRST PARTICIPATION TO PERFORMANCE AND LIFELONG INVOLVEMENT

DEVELOPING TALENT

Performance Pathway, BRAVE, National Squads (Emerging, Aspiring) and Scottish Development Programme

CLUB HOCKEY

Clubs, districts, university and national leagues with social and inclusive opportunites including Hockey ID when available

YOUTH

Local, district development and national youth hockey participation

HIGH PERFORMANCE

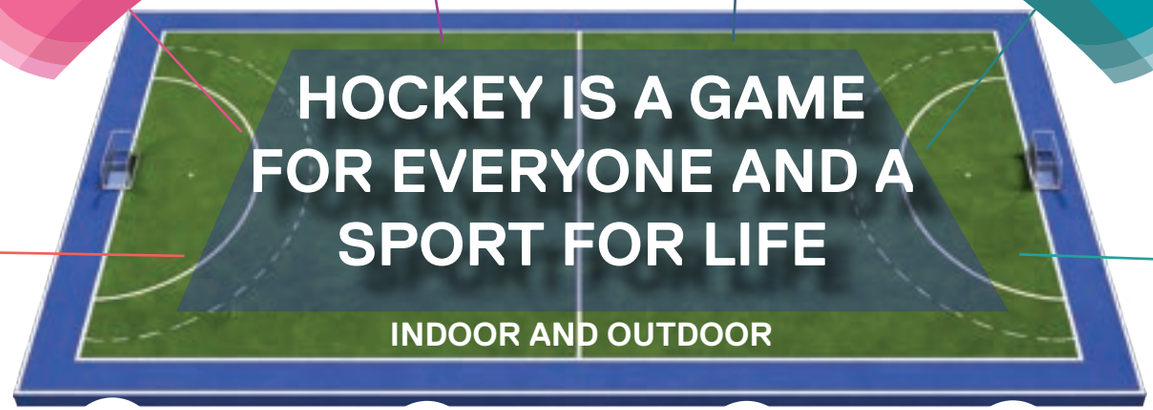
Representing Scotland and Great Britain

GRASSROOTS

Entry to the pathway through clubs and schools

MASTERS HOCKEY

Lifelong participation and competitive opportunities for adult players



PLAYING | COACHING | VOLUNTEERING | OFFICIATING | TEACHING | HERITAGE

MULTIPLE ROUTES - ONE SPORT - UNLIMITED OPPORTUNITY


Scottish Hockey

PRIORITY 1 - GROWTH

Grow participation by inspiring more people to play hockey

- → Support and develop regular grassroots festivals for children under 12
- → Develop a school of hockey programme in secondary schools
- → Launch a ‘Step into Hockey’ programme for adults
- → Promote member retention by understanding needs and nurturing a positive hockey culture



PRIORITY 2 - COMPETITIONS

Develop competitions and events that are a great experience for everyone

- → **Deliver high-quality competitions** that are age and stage appropriate
- → **Develop digital capacity** and automation to simplify match day reporting
- → **Collaborate with member clubs and districts** through working groups, surveys, and meetings
- → Establish consistent rules for hockey in Scotland
- → Review and share participation demographics in senior hockey to collaboratively inform strategies that increase adult participation
- → Ensure young players entering adult hockey do so in a way that supports their development, safeguards their wellbeing and acknowledges the benefits of cross generational participation
- → Maximise progression toward senior hockey through local regular age-based competition
- → Develop principles of safety, fairness and inclusion in competition rules and guidance
- → **Develop the audience for hockey through** flagship events and trialling Friday Night Lights
- → **Position Scotland as a host for tournaments** and demonstrate economic and strategic value
- → **Events may include** European or future Masters events, and the exploration of hosting Team GB
- → **Engage volunteers and clubs** in the delivery of training and major events

PRIORITY 3 - PERFORMANCE

Develop a bold and unified approach to performance hockey “The Scotland Way”

- → **Share the performance philosophy “The Scotland Way”**
- → **Build a Robust Performance Club System** - to create a consistent, high-standard club environment by establishing a performance club framework; leveraging partnerships; restructuring the Premiership; and exploring further domestic competitive opportunities, with better alignment of fixtures
- → **Build Performance Coach and Officiating Continuity and Quality** – the delivery of a programme of support that develops consistent high-quality coaching, and officiating, through a shared understanding of athlete development needs/game management principles, technical skill development/rule application, with access to more community of practice, CPD, and engagement session
- **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, and increasing partnerships and engagement
- → **Elevate International Success** - prioritise resources to maximise performance outcomes, focusing on events and programmes with the greatest potential to achieve targets. This includes working 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

PRIORITY 4 - WELL ORGANISED

Develop well organised, safe and inclusive hockey experiences for everyone

- → Take ownership of delivering organised, safe and inclusive hockey by upholding the highest duty of care and safeguarding standards
- → Collaborate with partners to endorse the strategy, align their plans and ensure governance supports effective delivery
- → Well defined roles and responsibilities in clubs
- → Clearly define the support available to clubs covering affiliation and minimum standards, to developing people and places and achieving growth through club excel
- → **Implement policies and procedures to ensure consistency fairness and compliance** with safeguarding, health and safety, and equality standards
- → **Plan for the future** by developing strong succession plans for key roles and promoting sustainaible financial practices
- → **Modernise digital and operational systems** to make it easier for clubs to access information, communicate and manage day to day operations.
- → **Partnerships** – Work together with local partners and tertiary education to maximise support for hockey
- → **Prioritise wellbeing** and provide a supportive, developmental athlete experience including working with partners to support academic flexibility, scholarships, support service provision and personal development
- → **Collaborate with clubs and partners** to minimise the impact of rising costs on participation

ENABLER 1 - PEOPLE

Recruit, retain and support a vibrant hockey community, continually growing and improving

- → **Support hockey leaders** to develop safe, sustainable and inclusive playing environments that comply with minimum standards
- → Provide d**evelopment and training opportunities for coaches, officials, teachers, staff and volunteers to** deliver high quality and safe hockey experiences.
- → **Develop a long term plan** to recruit, support and retain umpires and technical officials for Hockey in Scotland
- → **Listen and engage through** surveys, focus groups and forums to ensure insights inform policy, competitions, and programme decisions
- → **Develop partnerships to enhance the support network in Hockey.**
- → **Work in partnership** with clubs, districts, schools, universities and local partners to deliver programmes that increase participation, progression and peformance in hockey

ENABLER 2 - PROFILE

Inspire participation by showcasing the best of our sport - celebrating great practice, great people and the impact of hockey in our communities

- → **Inspire and connect** the hockey community through clear, consistent and timely communications
- → **Deliver high quality content** directly and through the new hockey website with a commitment to reflecting the sport at all levels.
- → **Enhance the support network** to increase profile of hockey by providing accessible pathways to contribute
- → **Support the delivery of flagship events, including Friday Night Lights**, to celebrate the sport and attract new audiences
- → **Celebrate the past, present and future** through effective storytelling and engagement to showcase hockey and our heritage
- → **Build pride, connection, and inspiration** across, and beyond, the hockey community
- → **Position Hockey as a force for good** by aligning with the UN Sustainable Development Goals alongside EuroHockey and the FIH
- → **Demonstrate hockey's political, economic, environmental, and social value** to local and national stakeholders
- → **Inspire** and convert more players into volunteering, coaching and officiating

ENABLER 3 - PLACES TO PLAY

Protect, improve and develop places to play indoor and outdoor hockey

Protect -

→ safeguard existing pitches and facilities through strong local partnerships, regular usage, secure access, and sustainable maintenance

Improve

→ Enhance the quality, safety, sustainability and management of current facilities, to ensure they are fit for purpose and accessible for the long term

→ Our national priority for facilities is to work collaboratively to secure the long-term future and full access to Scotland's home for hockey. Supporting local participation, performance environments, elite training, district, national and international events that showcase hockey in Scotland and deliver on the legacy of the 2014 Commonwealth Games

→ The regional priority is to work with partners to explore a long term solution for delivering indoor hockey

→ The local priority is to ensure pitches match the level of play, providing safe, high-quality and sustainable environments for hockey. By prioritising pitch replacement and working with national and local partners to secure resources, we can maximise long-term use and ensure hockey is embedded within local pitch replacement, maintenance and development plans

Develop -

→ Work with partners to plan new or upgraded facilities in areas where there is clear need and strong long-term viability. The focus is on regionally significant sites that will be well-used, well-maintained, and deliver lasting benefits for participation, performance pathways, and events

→ Establish a National Pitch and Facilities Strategy to guide investment, set standards, and enable long-term planning

OUTCOMES - WHAT DOES SUCCESS LOOK LIKE?

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

- → Increased participation in hockey means enabling more people to get involved in a format that suits their needs and local opportunities. Participation grows the base by engaging more people, retaining players, and creating accessible opportunities to enjoy the game, including more direct efforts to enhance state school participation
- → Progression in hockey means supporting people to move forward in their hockey journey. This will mean better communication and engagement; improved capability and skills; improved confidence and leadership; and delivering quality competitions with clear lead-in times and a visible calendar
- → Achieving in hockey. Achievement is about improving standards, achieving excellence, and inspiring pride across Hockey in Scotland. This includes profiling more of the sport through modern technology to celebrate local, district and national achievements that demonstrate the impact and results of dedication and ambition

OUTCOMES - PARTICIPATION

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

Key Performance Indicators

- → Increase the number of under 10's participating
- → Club membership growth - year on year increase in registered club members
- → Increase retention rate for young people aged 16
- → Increase the number of participants for Hockey ID
- → Diversity of participants (gender; ethnicity; disability; socio-economic status)
- → Increase the number of state 'schools of hockey' (target: 16)
- → Active Schools track the total number of schools offering extra-curricular hockey
- → Establish robust data collection process and share high level summary annually



OUTCOMES - PROGRESSION

Helping people to learn, grow, and reach their full potential

Key Performance Indicators

- → Increase number of partners with an action plan contributing and aligned with strategy for hockey
- → Increase the number of qualified coaches in clubs (qualification + PVG + Core CPD) from September 2027
- → Develop an Equality Action Plan to identify priority areas by 31 March 2027
- → Establish and formally document the number of clubs meeting minimum affiliation standards and use data to set targeted improvement
- → Increase the number of officials engaged in hockey in Scotland
- → Develop a modern website with key information for hockey in Scotland with an integrated games management system by May 2026



OUTCOMES - ACHIEVING

Demonstrating our impact and the results of dedication and ambition across the sport

Key Performance Indicators

- → Improve national team ranking and performance
- → Improve number of athletes on GB performance programmes.
- → Undertake an independent review of the performance pathway and develop a prioritised action plan to take forward by 31 March 2027
- → Explore economic and social impact of major events
- → Deliver an advanced coaching programme designed to develop technical skills, deepen tactical understanding, and elevate the overall capability of our coaching workforce
- → Support the development and progression of officials, increasing the number of Scottish umpires and technical officials represented at top-tier tournaments



PARTNERSHIPS & ENGAGEMENT

Strategic Direction

- → Hockey in Scotland will be strengthened through a more collaborative and open approach, with Scottish Hockey leading the strategic direction while working alongside our partners including clubs of all sizes, schools, tertiary education, and wider stakeholders
- → The approach in this strategy is to learn from lessons of the past, focus on stronger engagement, and practical steps to achieve sustainable impact including working to get the basics right
- → Engagement across the sport will prioritise deeper, earlier, and more meaningful opportunities for stakeholders to contribute to plans. This includes smaller and newly emerging clubs — to contribute insight and shape shared direction
- → A more connected system will ensure a wider range of voices are heard, particularly those underrepresented or less linked to national structures which will strengthen the relationship between community participation, pathway development and performance
- → Scottish Hockey will focus its resources on listening, collaborating earlier, and grounding national leadership in shared evidence and local realities
- → Partners and clubs are invited to work with us in this commitment, meeting us in a shared effort to build a stronger, more integrated future for hockey in Scotland

HOW WE GOT HERE

From March to November 2025, Scottish Hockey engaged closely in consultation with our community to shape the future of the sport together. Working with stakeholders and building alignment around a vision for the future followed the explicit direction from the Scottish Hockey Board

This consultation represents the most significant engagement in recent years, providing a meaningful opportunity to:

- → Reconnect with members
- → Rebuild trust
- → Listen to clubs, districts, and stakeholders

Insight was gathered from across Scotland, including clubs, universities, schools, participants, coaches, and officials, sportscotland, EuroHockey and a wide range of partners. The goal was to ensure the strategy reflects the needs of hockey in Scotland as a whole, not the priorities of any single organisation.

A short-term working group supported the board and staff, ensuring the emerging strategy is grounded in the experiences, aspirations, and insights of those who make hockey possible and will shape its next chapter.

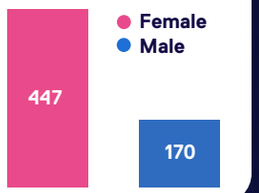
OUR SCOREBOARD

Increased Participation

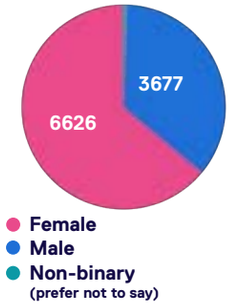
Total Registered Club Members in 2025

9637
members

Total number of members that are under 10 year olds membership tracker



Gender profile



State 'Schools of Hockey' Target 2026/27

Target: 4 — 0/4

25%

Progression

Number of active coaches

Baseline number in August 2026

Number of active officials in Hockey

Baseline number in August 2026

% of clubs achieving duty of care standards

Baseline % in August 2026

Achieving

Womens National Team Rankings 2025

14 UP FROM 16

Athletes on GB Performance Programmes

6 GB + 8 EDP

Men National Team Rankings 2025

19 UP FROM 21


Scottish Hockey