

# Scottish Hockey Annual Report 2022



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**RESET ♦ BUILD ♦ EXCEL**



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## CEO Summary

The “Reset” phase of our Reset, Build, Excel vision for Scottish Hockey is coming to an end. It has been a crucial period in setting the foundations, values, objectives and strategy for years to come. This period has been used to understand what it takes to **Excel** in equality; inclusion; welfare; participation; performance; and commercial success. A comprehensive strategy roadshow has now been completed and we are currently at the latter stages of developing our long-term strategic plan that underpins our vision.

In addition to the robust strategy roadshow, and strategy consultation project, we also went through several other significant changes. Most notably the launch of our board sub-committees and a total re-brand of our organisation.

We also had the unanticipated challenge of trying to source, tender, design and rebrand a kit for all major summer events in a 12-week window. An impossible task, but despite the challenges we all worked together and overcame this significant hurdle. Similarly, against a very tight timeframe, we also implemented a new Games Management System, which we expect to evolve, improve and embed ahead of the 2023/2024 season. I would like to thank everyone involved for their patience and support on all these matters.

A restructure at senior level of our organisation resulted in the creation of a new Director of Hockey Operations role. The role is designed to be an all-seeing role and one that is clearly recognisable as one with overarching hockey responsibility, and decision-making authority, for hockey activities. The creation of the role will also join up currently siloed departments improving output, efficiency, and ways of working. Jennifer Griffin was appointed into this role in October and has really hit the ground running.





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Jennifer has since been pivotal in implementing a complete restructure of our staffing structure. A **One Team** approach designed to better fit the needs of our membership, our programmes and our aspirations.

It is important to note that all this positive progress also happened against the backdrop of our busiest summer of hockey in recent years. Our national teams did us proud at the Commonwealth Games with our senior women finishing sixth and our senior men finishing ninth, displaying exciting styles of hockey, with only fine margins preventing both finishing higher. Both of our teams also competed in EuroHockey qualifiers with the women finishing first in Dunkirk, and the men finishing second at a great event hosted at Uddingston Hockey Club. We were also delighted that post pandemic all our national age groups had the opportunity to compete.

It was fantastic to see all our competitions up and running as normal and see so many of our community coming together once again. We look forward to building on what have been great events.

All our good work throughout the last 12 months has ensured relationships with **sportscotland** and the **sportscotland** Institute of Sport are stronger than ever, and it was with great pride that we found ourselves acknowledged with a nomination for Governing Body of the Year in 2022.

I would like to thank everyone in our **One Team** who have made it such an exciting and successful year. Everyone has had a significant part to play ranging from our staff, board, officials, volunteers and partners.

I am confident that working together we will go on to **Excel** for years to come.

Barry Cawte, CEO, Scottish Hockey





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## Chair Summary

2022 was a year of solid progress in Scottish Hockey. On the financial front, we have come back to the game post-pandemic in a reasonable financial position - operating at small losses over the last two years in the face of severe financial pressures. Great credit must go to the staff for helping us manage this position. As I have stated before, our reserves are too small for the size of business we are, and we now have plans in place to grow our reserves over the next three financial years to above the £200k mark.

From an organisation perspective we have made sweeping changes to our committee structure to create an organisation that supports our staff teams to deliver, but ensures that the board has a consistent view of what is happening, and can check and challenge as a board should.

The new structures allow us as a board to focus on the strategic input required to allow us to develop hockey in Scotland. This is very much seen in our relationship with **sportscotland**, our major funder, and earlier this year we agreed a new one year deal with them to allow us to complete our strategy review, and come back to them in 2024 to agree a new three year cycle of funding. We very much appreciate their flexibility in this approach, which allows time to finalise our strategy following our Reset phase. You will soon see the output from our consultation and deliberation around the next stage of our strategy.

As we now move from Reset to Build, we can see changes to the staffing structure that will again support the development of the game and our strategy going forward.





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Of course we cannot do everything at once and challenges remain. There is a frustrating lack of progress at the Glasgow National Hockey Centre, as we work to find a long-term solution for access and management of these facilities. And of course we know the challenge of securing access to facilities across the country so we can all play the sport we love.

As Chair I would like to thank all fellow members of the board for their help as we move forward, and offer big thanks to all the staff for their efforts. Barry is growing a great team, and I am sure you will all see the benefit of that as we move forward together as **One Team**.

I want to thank all the volunteers at club, local and national level, including our president, who put so much in to the sport to keep us moving forward. Without you all it wouldn't happen.

Martin Shepherdson, Chair, Scottish Hockey





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## President Summary

As we finish the 22/23 season, I continue to be proud of the progress that Scottish Hockey is making. I have enjoyed visiting all parts of the country, meeting members and volunteers, and taking the opportunity to discover good practice and talk about plans for the future. We are fortunate to have such strong foundations in our clubs and schools. One of the marked differences in the discussions this year is positivity. We've emerged from Covid, firmly re-established active hockey at all levels, and are looking forward to a vibrant future.

I also see a much stronger central infrastructure. We have a clear definition of roles and responsibilities, an ever more confident and capable board and a new effective management system. All members of the team understand their priorities and objectives, under CEO Barry's strong leadership. I'd like to especially commend our Director of Hockey Operations, Jennifer Griffin, for re-shaping the way our people work and providing clear focus and direction.

I think the youth hockey programme exemplifies the ability we have to **Build** on strong district based competitions, and deliver more inclusive and extensive school and youth competitions nationally. We also see the Masters and Thistles organisations increasing the opportunity to participate in hockey as a lifelong sport. I'm sure the year ahead will see walking and para hockey grow and become core to of our sport.







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Perhaps the most important deliverable from the **Reset** phase of our strategy is governance and in particular the formation of the Peoples and District Board sub-committees. As we move into the **Build** phase of Scottish Hockey, the Peoples Committee will ensure diversity and inclusion is at the heart of everything we do.

The Districts Committee will act as the conduit to drive ever closer working relationships across the country, with the opportunity to share best practice and influence decision-making.

I am confident that as **One Team** we will continue to have fun and enjoy being part of a sport which will become a role model for others.

Colin Fraser, President, Scottish Hockey



## Vice President Summary

What a **Reset** phase it has been this year, with the introduction of systemic changes being made throughout the organisation.

A simplified new governance structure in place has created a more efficient and professional working approach from the top down, and a staff restructuring aligns our workforce to our new strategic goals. This exciting time of change has given many opportunities to our staff team to develop and expand into new roles and welcomed the introduction of new faces to join the team.

With so much going on behind the scenes it is an absolute credit to all those working at Scottish Hockey they executed yet another successful competition season whilst also managing the implementation of a new Games Management System. This is no mean feat, and whilst the system continues to grow and adapt to our needs, the staff team are also adapting and pushing the boundaries to maximise the potential of our domestic competitions.

The **One Team** culture is evident throughout our Scottish Hockey community and the many successful events taken place around the country this year from hosting international events, the inaugural Aspire Cup, and the senior and Schools Cup Finals are just a few of the highlights. Thanks must go to the network of volunteers and members for their support and valuable time which make them such a success.

I am thrilled to be continuing my journey with Scottish Hockey as a recently appointed board director. It is time now to **Build** on the sturdy foundations in place after our **Reset** phase and continue to drive the positive momentum as we strive for great things at Scottish Hockey.

Kaz Cuthbert, Vice President, Scottish Hockey



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## sportscotland Partnership Manager Summary

Whilst only recently taken responsibility for Scottish Hockey I have been impressed by the ambition of the sport, the pace at which they work, and the cohesiveness of the staff team.

Barry and Jennifer are leading the way and have reaffirmed the sport's commitment to the Reset, Build & Excel strategy. Progress is clear and the challenge now is how that continually, consistently and coherently permeates into how people interact with and experience hockey in Scotland.

I look forward to building our relationship on strong foundations as Scottish Hockey transitions further into the 'Build' phase and onto 'Excel'. That's notwithstanding the fact that sport is a challenging landscape now, and we need to be mindful of how we continue to engage the Scottish Hockey community in helping the sport navigate toward a successful and sustainable future.

sportscotland is firmly committed to working alongside Scottish Hockey and adding value to our partnership through our continued collaboration in the months and years ahead.

Derek O'Riordan, Partnership Manager, sportscotland



## Director of Hockey Operations Summary

I was delighted to take on this role within the organisation back in October 2022. It was clear throughout the recruitment process, that Scottish Hockey had an appetite for change. It was one of the main reasons I applied for the position.

On starting the role as Director of Hockey Operations, one of the first key projects I took on was to complete the membership strategy consultation. We ran interactive sessions in Aberdeen, Dundee, Glasgow, Edinburgh and two online sessions. Across the six sessions, there was a diverse range of attendees including, coaches; players; umpires; teachers; local authority partners; and other Scottish governing body staff. It was great to meet everyone who was present at the sessions and make those connections early on. The input from these sessions were invaluable and gave a clear representation of the desire for change within our community.

Feedback from these sessions and the previous membership consultations contributed to restructuring of the staff team and the creation of new strategic priorities.

The restructuring of the staff team came with increased investment from Scottish Hockey into the infrastructure. Whilst getting all positions filled was an intense recruitment period, I am confident we now have the right people in the right roles to support the development and progression of the sport across the country.

I'd like to thank the staff team, past and present, for their patience and contribution over the past eight months. The culture within the team is positive and focused on working collaboratively to uphold the values of the organisation. I'd also like to thank Barry Cawte, our CEO, for the autonomy and support to restructure the organisation so quickly after being appointed. I am really looking forward to seeing what we can achieve within hockey in Scotland over the next few years.

Jennifer Griffin, Director of Hockey Operations, Scottish Hockey





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## Financial Summary

### Income

Government grants	829,282
Membership	276,054
Domestic competitions	99,738
International squads	390,027
Development, education and performance	8,900
Commercial income	43,077
COVID-19 grants	-
Other	122,642

### Total income

1,769,720

### Expenditure

Domestic competitions	91,162
International squads	657,449
Development, education and performance	60,382
Employment and related costs	710,900
Administration	136,228
Other	120,803

### Total expenditure

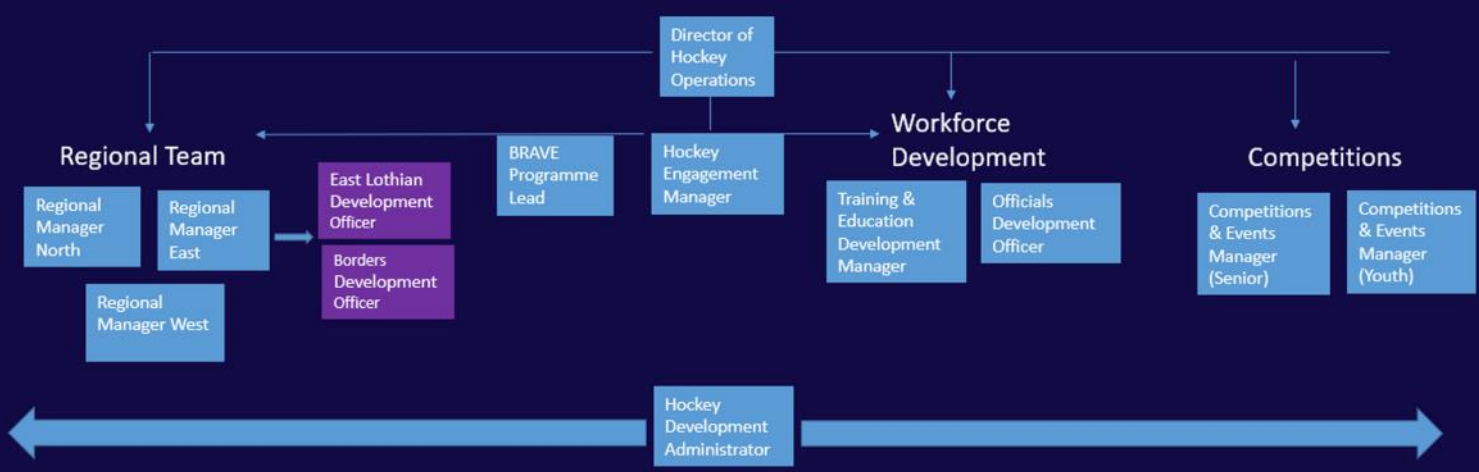
1,776,924



## Domestic Game Team structure – Hockey Development Team

This year the Domestic Game Team underwent a restructure to support the “Build” phase of Scottish Hockey’s strategic vision. The first change was to look at the title of the department and try to embody what exactly is the purpose of the team. As such, we took the decision to rename the department, Hockey Development Team. The new structure was launched in April 2023.

### Hockey Development Team



This structure allows Scottish Hockey to have additional personnel supporting clubs, districts, schools and universities. The team covers a range of areas from club development, and support, to competitions delivery. This has allowed Scottish Hockey to give clear roles and responsibilities to staff members and bring in additional people from out with the organisation to drive the development of hockey forward in Scotland.

## Hockey Development Team – Annual Report 2022-2023

### Lead the Way

Lead the Way entered its fourth year of the cycle in September 2022. The programme had 20 applicants and 16 candidates were selected from 14 different clubs (12 of which were accredited). This year's programme included sessions on growth mindset and confidence; club culture; leadership styles and communication styles; as well as mental health and wellbeing in sport.

We had several special guests contributing across the year including Kaz Cuthbert, who spoke about her leadership journey; Ross Stott, who engaged the group in the mental health in hockey conversation; and a session exploring “what leadership style and when” with Euan Burton. The group was provided with additional opportunities such as events support, content creating, and contributing to Sport Hour.

### Competitions

Senior competitions in 2022-23 returned to a full season including playoffs/Grand Finals for the first time since before the Covid pandemic. Eight outdoor leagues, seven indoor leagues, and 10 outdoor cup and plate competitions were successfully completed. Importantly, we were able to welcome spectators back to the Glasgow National Hockey Centre for cup semi-finals, playoffs / Grand Finals and cup finals. We'd like to say a big thank you to all our clubs, volunteers, umpires and officials for playing their part.

In preparation for competitions 2024-25 onwards, we circulated a survey to all members inviting them to share their views, and we will follow this up with face-to-face discussion in late June, with the intention of having an agreed structure in place by the time season 2023-24 starts.

The main priority for our youth competitions in 2022-23 has been to increase participation at all levels, as we continue to rebuild post-Covid. This has been successful in all categories.



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## Hockey Development Team – Annual Report 2022-2023

### Competitions

Schools - 108 teams from 48 schools competed in this season's Schools and Aspire Cups. The cup finals days in March were attended by over 5,000 spectators.

Clubs - 170 teams competed in eight outdoor and four indoor competitions at U14/U15/U16/U18 levels.

Districts - 270 players from 16 teams played in the U14 Inter-Districts (boys and girls) in May. A further 12 teams will compete in the emerging festivals in June.

The new Junior Aspire competition was launched for S1/S2 school pupils. 30 teams played in five regional tournaments, 20 of whom went on to play in the National Aspire event in Aberdeen in May. EuroHockey Solidarity Funding allowed us to subsidise travel costs and waive all entry fees.

Improved scheduling has minimised clashes between youth and senior performance activity, particularly helping youth pathway players.

### Coach Development

A variety of coaching workshops have been delivered through a mixture of online and in-person sessions.

A mixture of the GB Hockey coaching open calendar of events and targeted groups in Scotland (e.g. North District clubs and Scottish Student Sport) were utilised. A calendar of Scotland only options is hosted on HockeyHub.

A Hockey Ready warm-up poster, to offer guidance on effective warm-ups, was created and rolled out in partnership with Tom Johnston Phd from Edinburgh Napier.



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## Hockey Development Team – Annual Report 2022-2023

### Coach Development

Hockey Leaders is the Scottish Hockey entry level qualification aimed at young coaches and parent helpers.

Clubs, local authorities, and schools can nominate tutors to then lead the programme.

We have now trained 73 volunteer tutors who have gone on to deliver to 389, predominately young, hockey leaders so far.

### Officials Development

Umpire Level 1 theory sessions were delivered online centrally with East District and West District also offering this option. North District delivered face-to-face options. Umpire Level 1 practical sessions were delivered by East District.

B Badge and A Badge assessments occurred through National League, Premiership, and Masters hockey matches. Umpire coaching was provided during National League and Premiership games as well as some indoor venues.

The Youth Umpire Award was revamped and rebranded for schools and youth clubs to run for young leader groups online, or face-to-face.

Continuing personal development was rolled out with varying topics aligned to sports psychology. Pre-season seminars for outdoor and indoor hockey were delivered online.

New judge training opportunities were created. A theory session was delivered online with a practical aspect built into youth events.



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## Hockey Development Team – Annual Report 2022-2023

### Membership

In 2022 we introduced a new Game Management System as we moved away from CORE, and we are continuing to work on this with Who's The Umpire to bring it to a fully operational standard from a membership perspective. We will strive to improve this over the summer months. As such we currently do not have fully accurate numbers, but we can estimate at over 13,000 members based on information provided by clubs.

### Brave

Brave Academy has just entered Phase 3 of the 2022/23 cycle. As per the Brave Academy curriculum we are working on our second block of the out of possession training cycle, we have two weeks left of our out of possession block then the last four-week block will focus on deep defence and circle attack.

We are in the middle of completing player independent development plans, which we will then be sharing with clubs and school coaches.

We have two more education sessions to complete with the players around building resilience, grit, sleep, and recovery.

We are building up to the Brave Cup, which will take place in August. This will be the opportunity for our three centres to compete against each other and our Brave players to experience how international multi-day tournaments run. The idea is to give them a look and feel of being part of high-level performance events, so we are developing individuals beyond just those players in the national programmes.

We will also be running the first Scottish Hockey Conference, which will be aimed at coaches and officials working across Scotland.

We have been working closely with the districts to engage them more with the intake phase of Brave and support junior talent development and ID.

Work continues around the structure of Brave Academy for the 2023/24 cycle.



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## Hockey Development Team – Annual Report 2022-2023

### Equality and Inclusion

Walking Hockey has seen a boost in uptake this year as we now have six walking hockey groups running in Scotland. Scottish Hockey delivered its first Walking Hockey Festival in May 2023.

We have recently started an outdoor walking hockey session in the Borders. This is held at Tweedbank each Monday at 11am and is for people aged 55 and over. The session has been a great success so far, and welcomes a mixture of ex hockey players alongside people who have never played since they were at school. It is fantastic to see such a variety of people participate. Players have expressed how participating has built their confidence and also how much it is improving their general fitness and wellbeing.

### Club Accreditation

41 diverse clubs from across the country engaged in the accreditation process. It demonstrated the qualities that make each of them a well-run club, and a safe environment for their members to take part in hockey.

A full review and rebranding of the current accreditation offer is underway to link with the new strategy and evolving club environment.

### Schools' Hockey

#### Teacher training

Scottish Hockey supported teacher training at an in-service day at Falkirk High School for primary and secondary school teachers. Further in-service day support is planned for East Lothian and Edinburgh schools in the summer term.

#### Festivals

West Lothian, Deans Cluster, hosted a P4 hockey festival attended by around 90 players from six primary schools.

Midlothian Active Schools ran two P6 and P7 hockey festivals attended by over 70 players from 10 primary schools. Taster sessions were delivered by the local club, Eskvale, who also supported the event on the day.



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## Hockey Development Team – Annual Report 2022-2023

### Schools' Hockey

Dundee schools established a School to Club Working Group to allow collaboration between clubs and schools with the aim of reinvigorating the state school offer in the city. Each club is represented along with the schools in the group. The focus is to run cluster-based activity based on geography and proximity to the clubs and re-establish festivals. All four clubs host regular sessions in schools as a cluster and three have hosted multiple festivals. Next year we aim to expand to city wide school festivals.

### School Project - East

The school project in East was looking into areas of deprivation in Edinburgh and working with Castleview Primary School to provide hockey sessions supported by the local club. In May 2023, Edinburgh University Women's Hockey Club supported primary schools within the Castlebrae Cluster to deliver hockey.

### Edinburgh Sports Academy

Edinburgh Sports Academy continues for its second year in partnership with Edinburgh Council. The academy provides additional enhanced coach support to up-and-coming players from state schools in Edinburgh (P7-S2). East District provided coaches for the 2022-23 programme to bridge the gap between school and district, which allows players to be invited to East development sessions from the academy.



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## Performance Team – Annual Report 2022-2023

### Performance Team Structure

The Performance Team underwent extensive restructuring after membership and stakeholder consultation. The focus was to have more full-time members of staff to support our performance structures and players transitioning through the pathway. The following structure was created and launched in April 2023.



### Hockey Performance Team



The introduction of two full time Head Coach and Programme Leads allows the senior national coaches to embed themselves fully within the pathway, and gain more time on task supporting players and coaches to develop into the senior squads. Having the Performance Programme Manager in place, gives one post the overall responsibility to support the players and coaches across the pathway from Emerging squads to Aspiring and beyond.

## Performance Team – Annual Report 2022-2023

### Scotland Men

The squad had a home 4 Nations tournament, which included Ireland, USA and Wales. The team also had two matches against Spain in Barcelona, and prior to heading to Birmingham 2022 there were two training matches against England at Bisham Abbey.

### Commonwealth Games:

Despite the incredibly positive performances at the Commonwealth Games, the team finished ninth, narrowly losing to South Africa (4-5) Pakistan (2-3) and drawing with New Zealand (5-5).

Ten members of the squad were playing in their first Commonwealth Games.

### European Qualifier:

Losing to Wales (0-1) at the European Qualifier means Scotland will compete in the EuroHockey Championship II in 2023.

### Retirals:

There have been some retirals following the summer tournaments as well as players having to step back from the programme to focus on their careers.



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## Performance Team – Annual Report 2022-2023

### Scotland Women

#### Preparation and 'Reset':

The summer programme brought multiple preparation games against Ireland, Wales and Italy.

#### Commonwealth Games:

Following victories against South Africa (4-2) and Kenya (11-0), the team were edged 1-0 by New Zealand and 2-0 by Australia, to miss out on the semi-final. In the 5th / 6th playoff, a disappointing 3-1 loss to Canada meant Scotland finished sixth. With a team comprising nine first time Commonwealth Games players, the squad showed the world a new brand of attacking hockey and bold defensive mind set to put the top teams under pressure.

#### European Qualifier:

Following numerous positives in Birmingham, the squad travelled to Dunkirk after only eight days break. To secure 'A' Division status for 2023, the tournament must be won. Victories against Austria (4-0), France (2-0) and Switzerland (4-2) secured status amongst Europe's elite for August 2023.

#### Great Britain & GBEDP Selection:

Five Scottish Athletes were named amongst the GB senior programme. Fiona Burnet and Jennifer Eadie received their first GB Caps in December 2023, alongside Sarah Robertson, Amy Costello and Charlotte Watson. In GB EDP, Scottish representation soared to a record high, with Jess Buchanan; Ellie Wilson; Emily Dark; Eve Pearson; Sophie Hinds and Bronwyn Shields all selected as part of the GB EDP squad.



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## Performance Team – Annual Report 2022-2023

### Scotland U21 Men

Following the U21 EuroHockey Championships, where the team was sadly relegated to EuroHockey Championship II, the U21 men's programme included multiple training camps at Peffermill in October; Uddingston in November; and a final selection camp at Meadowmill in March before departure to England for the U21 Easter series weekend.

The Easter test series against England at Loughborough University was a fantastic opportunity for the group to play three highly competitive matches. Scotland won the series 2-1 with two shootout victories.

There are three players in the GB EDP squad and three more players included in the reserve list.

### Scotland U21 Women

2022 was a European Championship year, and this was the main focus for the U21 Women's Squad. The vast majority of the squad were students and with the restrictions of the domestic league and cup competitions we had very little on-pitch activity prior to May.

In June Scotland U21 Women played Wales three times at Durham University; Ireland three times in Belfast; and England two times at Durham University. Results and performances in these games were encouraging, coming out on top versus Wales and Ireland, and being very competitive against a strong England side.

In the European Championships the team drew with Ireland and lost to Germany and England in the pool games. In the cross-over games the team was competitive with Spain but lost the match, before losing to Wales.



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