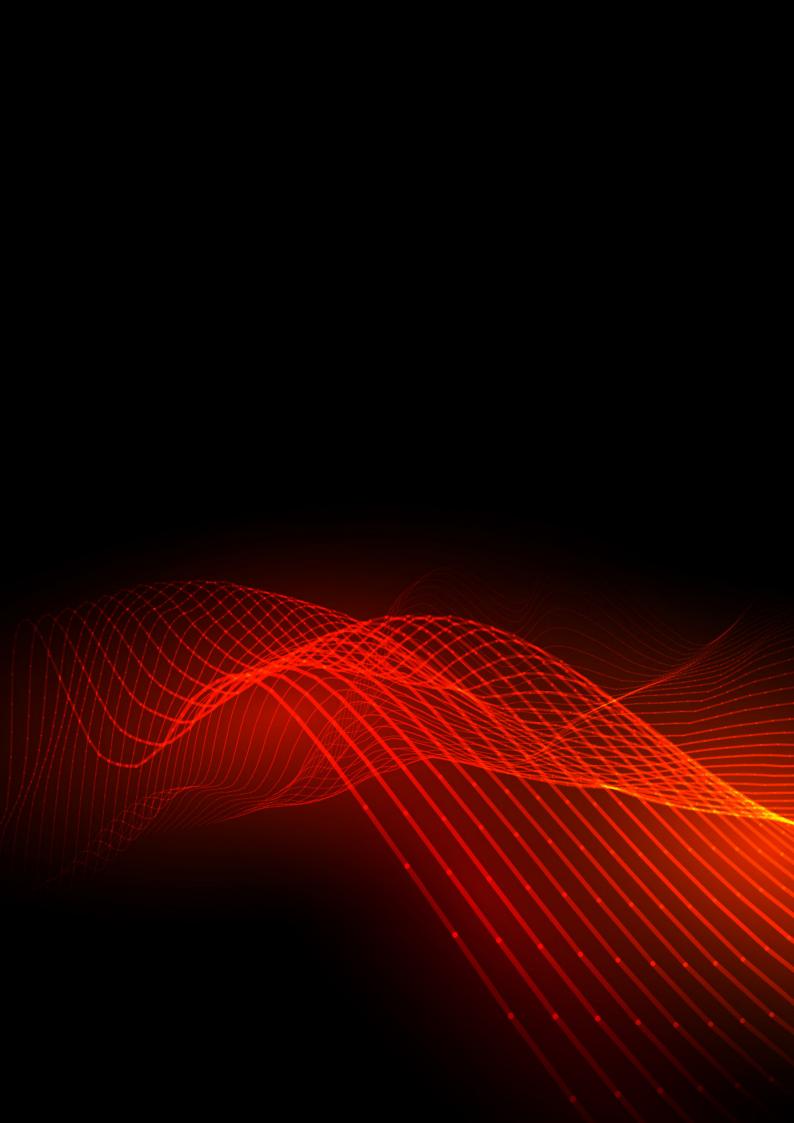


N PURSUIT OF GREATNESS

Singapore Hockey Federation Strategic Plan



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In pursuit of greatness

Message from the SHF President

Hockey has come a long way since the British Army's Royal Engineers first introduced the game on the field of the Singapore Recreation Club in 1902. Widely considered one of Singapore's oldest team sports, it has existed on the island in some form or another throughout the next century – briefly ceasing only during World War II.



Over the decades, many things have changed for the better. Hockey matches between informal clubs, once held in the front yards of players' homes, have evolved into international and regional matches hosted at the world-class Sengkang Hockey Stadium. Training activities, once self-guided and conducted on common playing fields, are now led by teams of dedicated professionals and played on some of the best pitches in the world.

Yet, some things haven't changed at all. For one, hockey represents not only a sport – but a community. Throughout its entire history in Singapore, hockey has embodied the values of diversity, inclusiveness, and openness – and is characterised by the strong bonds that exist between members of the hockey fraternity that have sustained for generations.

At the Singapore Hockey Federation (SHF), we are immensely proud of our hockey heritage, and are committed to upholding it to the utmost of our abilities. With this strategic plan, we will put forth our aspirations as the organisation committed to promoting, developing, and managing the game of hockey in Singapore.

It is a forward-looking plan, one that includes concrete actions that we are and will be taking in our pursuit of greatness for hockey. But more than that, this publication is also a commemoration of the history and heritage of hockey in Singapore. In telling the stories of our past, we shed light on the principles and lessons that will guide our progress into the future.

I take great pride in being a part of hockey's legacy in Singapore, particularly at this pivotal moment, and look forward to working with you to build a stronger, better hockey scene for one and all in Singapore.

Mathavan Devadas SHF President



Our strategic plan

Building a stronger, more united hockey scene for one and all

At SHF, our vision is to develop a flourishing Singapore hockey scene comprising elite players that are competitive on the international level, and a healthy pipeline of junior talent sourced from school teams and clubs — all supported by a vibrant fraternity of hockey fans, friends, and family.

To deliver on this vision, our forward-looking strategic framework consists of three key pillars that we believe form the very foundations of our aspirations: Excellence; Community Engagement; and Professionalism.

The three pillars, although presented individually and

separately in this publication, are highly interdependent on one another. In other words, the achievement of any one strategic target will depend very much on the achievements of other targets. Accordingly, the achievement of SHF's strategy can only be considered truly successful if the strategic targets for all three pillars have been achieved.

In the sections ahead, we will examine each of the pillars in turn, including the specific strategic targets that we have developed for each pillar, key initiatives that we have lined up to deliver on these targets, as well as the milestones with which we will measure success.







Guts and glory – we've got both

When Singapore met Malaysia for the hockey finals at the 7th Southeast Asian Peninsular (SEAP) Games held at the Jalan Besar Stadium in 1973, many thought we didn't stand a chance. It was, after all, a David-versus-Goliath situation. But in a surprise win, Singapore beat Malaysia 2-0 to clinch the gold medal.

Today, that quest for glory – and the guts to make it happen – remains alive and well in our hockey DNA. Notable recent achievements include our first-ever win

at an intercontinental championship in the history of Singapore women's hockey during the AirAsia Women's Junior Asian Hockey Federation (AHF) Cup in 2019, and our first-ever men's win at the Fédération Internationale de Hockey (FIH) Hockey Series Open in 2018.

So, make no mistake: winning has been, and always will be, our goal. To become the standard of excellence, we have put in motion three strategic targets as follows:

- Achieve Top 6 placings for both men's and women's teams at the 2030 Asian Games
- 2 Enable active participation in international matches
- Develop a strong pipeline of national athletes

Our goal is unambiguous: we're in it to win it

In 1951, a young man named Ajit Singh arrived in Singapore to train as a teacher. After a day of classes and teaching, he would head to Mount Emily at sundown, where he would run laps around the colonial-era mansions and the playground opposite the now-defunct Mount Emily swimming pool. Then, hockey stick in hand, he dribbled his ball up and down the slopes.

His efforts paid off. Ajit went on to represent Singapore as one of the team members for the men's hockey tournament at the 1956 Summer Olympics – our first-



ever participation in an international hockey match — and is now Singapore's oldest Olympian.

Fast forward to today, the values that Ajit embodied – grit, tenacity, and sheer hard work – remain at the very heart of hockey. That hasn't changed. What has changed, however, is the environment in which our athletes train to perform at their best.

For one, our players now have access to the Sengkang Hockey Stadium – one of the world's highest quality hockey fields, and recipient of the field certification for Tier One hockey events awarded by FIH. But apart from the physical environment, SHF is also focused on optimising the physical conditions of our players.

With that in mind, we have drawn up a comprehensive programme to complement the style of play that Singapore wishes to adopt. Currently, SHF is receiving support from Sport Singapore (SportSG) in the areas of strength and conditioning, but we also plan to pursue more support in the areas of nutritional supplementation and injury prevention.

To keep the pipeline running, we must invest in it

SHF has long recognised the importance of developing a strong pipeline of national hockey players: as early as 1994, we launched the Under 14 (U14), Under 16 (U16), Under 18 (U18), and Under 21 (U21) programmes for both boys and girls. In more recent years, however, we have identified the need for a more structured and consistent programme.

In particular, we felt that we needed to better equip our young players with stronger technical skills, as well as better strength and conditioning, to improve their performance when they move on to the higher age groups or national teams. With that in mind, SHF drew up the Strategic Age Group Development Plan for players in the 16-21 age group with the goal of ultimately developing competitive, well-conditioned players for SHF affiliates.

Under the current plan, players will train throughout the year with guidance from specialised coaches focusing on technical skills and strength-building. To better integrate conditioning with skills development, our programme will entail less time in the gym, and more time on the pitch. Training sessions will also be subject to regular testing by the National Youth Sports Institute (NYSI), and all

feedback received from NYSI will be used to continually refine and tweak training.

Apart from participation in overseas development competitions to provide our players with regular exposure opportunities, we will also explore other training opportunities for our athletes as the opportunities arise. Earlier in 2018, for example, we supported hockey captain Enrico Marican on his three-month stint with the Barcelona team, Club Deportiu Terrassa Hockey.

The overseas exposure proved to be a valuable experience for Enrico: in Barcelona, he observed that his peers had a hard-pressing attitude, something that he tried to impart to his own teammates after his stint. In his words: "I want them to know that there's another level that they can aspire to, that if they put in the hard work, who knows where it'll bring them."











The game plan

To enable Singapore's hockey players to win on the world stage, we are committed to enabling their active participation in international matches, and developing a

strong pipeline of national athletes. Key initiatives that we have lined up, and the milestones with which we will measure progress, include the following:

Initiatives

Improvements to daily training environment

 Educate players on elite athlete best practices (including sports nutrition, strength and conditioning, mental skills, and basic time management)

Milestones and Measures

• Number of workshops conducted for athletes

Year-round operations of youth squads

- Develop and mentor pool of coaches and managers
- Improve game intelligence

Improvements to daily training environment

- Increased engagements with regional teams to host more matches
- Develop and execute annual, locally-hosted tournaments outside the FIH/AHF calendars
- Implement Permanent Indoor Programmeme to increase participation at international indoor competition

Firm pathways for national athletes

• Engage with AHA to identify potential national athletes

- Number of youth squads with year-round operations
- Number of training camps for players
- Number of test series within the year
- Number of tournaments organised within three-year time frame
- Number of athletes taken into national programmes from AHA



Pillar 2: Community Engagement

All for hockey, hockey for all

Hockey is known for being an elite sport in Singapore, but the reality is that it also remains very much a 'kampung' sport. Take the Jansenites, for instance, one of Singapore's oldest hockey 'kampung' clubs, which traces its humble beginnings to the Jansen Road area. In 1957, the club with no field, no clubhouse, and no facilities began in the yard of the Pennefather family.

Fast forward more than 50 years later, some things still

haven't changed. The Jansenites are still a somewhat nomadic club, without a clubhouse to call their own. But it is their bonds with one another – formal and informal – that keep them going.

This is the true spirit of hockey, and the spirit that we will endeavour to uphold. To promote hockey as a community sport, we have challenged ourselves to achieve the following three strategic targets:

- 1 Promote active engagement with schools and grassroots
- Develop a strong international panel of coaches and technical officials
- 3 Implement youth academies in Hockey clubs across Singapore

Everyone is invited

In the 1970s, Queensway Secondary School was a little-known hockey-playing school. But a teenage striker nearly single-handedly kept the school in the competition with her skills, creativity, and hard work. She is, of course, Dahlia Borhan, the hockey legend that eventually joined the team that clinched the women's gold medal in the 1993 Southeast Asian (SEA) Games.



So, experience tells us that skilled and passionate hockey players can come from every walk of life — and this surely remains true today. For this reason, we must focus on continually expanding and widening our grassroots outreach to different community groups.

In anticipation of the upcoming opening of a rejuvenated Jurong Stadium that will feature a dry sand-dressed hockey pitch, SHF is also engaging schools within the district to encourage them to take up hockey. Furthermore, we will explore ways in which we can increase the access of hockey to at-risk youths, as an extension of the programmes that we have conducted with organisations such as the Singapore Boys' Hostel and Gladiolus Place.



To extend the reach of hockey, we must train the trainers

While extending the reach of hockey is a priority, SHF is also focused on ensuring that the coaching we deliver is of the highest standard. In other words, quantity must not dilute quality. At SHF, we are proud of Singapore's legacy of decorated hockey coaches – and we fully intend to uphold it.

Amongst our ranks of pioneering coaches are, of course, Hardial Singh, Indian national hockey player and coach of Singapore's 1973 SEAP Games winning men's team; Margaret Pierce, coach of Singapore's 1993 SEA Games winning women's team; and VK Chelvam, a player on the team that won Singapore's 1973 SEAP men's gold, who later also went on to become coach of the national men's and women's teams.

Joining their ranks are some recent additions to our coaching community, such as Krishnan Vijayan Naidu,

who earlier on 1 January 2021 began a two-year contract as Singapore's first local national coach since 2004. Vijayan was previously the assistant coach of the national men's hockey team that finished third at the 2017 SEA Games and won the FIH Open Series, and prior to that, he was a youth development coach with SHF, during which he coached more than 15 schools and six clubs.

But, beyond star coaches, the focus for SHF is ultimately on bolstering overall hockey coaching standards across the board in Singapore. To this end, SHF regularly conducts a variety of different coaching courses. Apart from the regular coaching courses – such as the AHF-SHF National Level 1 Indoor Hockey Coaching Course, FIH Pro League Coaching Workshop, FIH Academy Coaching Course, and Coach Continuing Education Course – we also collaborate with pre-eminent coaches to organise specific workshops improve the train-the-trainer experience.















The game plan

To broaden the reach of hockey to a wider community, we are committed to promoting active engagement with schools and grassroots, developing a strong international panel of coaches and technical officials, and implementing youth academies in Hockey clubs across Singapore. Key initiatives that we have lined up, and the milestones with which we will measure progress, include the following:

Initiatives

Enhanced coaching and technical quality

- Identify and provide training for coaches
- Identify and send technical officials for competitions
- Revise and implement coach development pathway
- Promote the sharing of best practices between umpires and technical officers
- Increase the number of FIH-accredited coaches and technical officers

Enhanced school participation programmes

- Develop standard outreach approach for schools
- Develop incentive programme for uptake of hockey as a Co-curricular Activity
- Implement indoor participation plan
- Increase nominations from schools for athletes for the U14 and U16 developmental programmes

Enhanced grassroots programmes

- Develop standard outreach approach for schools
- · Develop incentive programme for uptake of hockey as a CCA
- Implement indoor participation plan
- Increase nominations from schools for athletes for the U14 and U16 developmental programmes

Enhanced quality of facilities and pitch

- Identify equipment that requires upgrading and/or refurbishment
- Establish schedule of maintenance for equipment
- Plan and implement indoor facilities

Milestones and Measures

- Number of training courses provided for coaches
- Number of competitions that technical officials participated in
- Number of FIH-certified coaches
- Number of FIH-accredited technical officials
- Number of new registrations of the Roll of Umpires
- Number of umpire exchange programmes
- Number of circle and sharing sessions for umpires and technical officers
- Number of schools participating in SEP
- Number of schools adopting hockey as a CCA
- Number of nominations from schools for athletes for the U14 and U16 developmental programmes
- Number of Learn-To-Play programmemes organised by the Community Engagement Committee
- Number of engagements with ActiveSG Hockey Academy (AHA)
- Extension of facility enhancement programme to 4 clusters, with progression to the Learn-to-Train programme



Pillar 3: Professionalism

To support hockey at the highest levels of performance, we must ourselves aspire to the highest levels of professionalism

The only brief period in the history of Singapore hockey when the sport was put on hold was World War II.

But shortly after the war ended in 1946, hockey was resuscitated. And with that came our affiliation to the International Hockey Federation in 1948, which firmly cemented us as the professional organisation responsible for the governance of hockey in Singapore.

This is a responsibility that we do not take lightly. Over the years, we have constantly pushed ourselves to deliver more, and have been affirmed and encouraged by some of our recent achievements, such as the full membership to the World Masters Hockey (WMH) – awarded to eligible FIH member National Associations that manage and administer the Masters Hockey within a nation – that we obtained on 1 January 2020.

But accreditations aside, we know that true professionalism must come from within. That is why we were one of the first National Sports Associations (NSAs) in Singapore to introduce term limits and gender diversity as key requirements for our board. Looking even further ahead, we will continue to pursue three strategic targets as follows:

- Increase commitment to diversity
- 2 Develop a strong network of donors and sponsors
- 3 Become an employer of choice amongst NSAs

Talent wins games, but teamwork wins championships

To bring hockey to greater heights, we must implement strong governance, incorporate scientific research and innovation, and secure financial support to drive these efforts. To achieve this, we must leverage a full range of long-term, professional partnerships and sponsorships across the fraternity. This is an area in which we have experienced some degree of success – success that we intend to not only leverage, but also extend.

Our longstanding sponsorship agreement with Football Thai Factory (FBT) Sporting Goods Co, Ltd., for example, is testament to the value that we bring to the table. This relationship – which has weathered even the difficulties of the COVID-19 pandemic – has seen SHF teams outfitted with FBT-branded apparel for every international game since 2018.

Earlier in 2019, SHF also successfully forged a new partnership with Federal Express (Singapore) Pte Ltd, who was our main event sponsor for the AirAsia Women's Junior AHF Cup. This was a particularly momentous milestone for us, as it was a recognition of the quality of our Singapore-hosted event, and its accompanying reach to members of the sports fraternity across the entire Asia Pacific region.

Other recent sponsorship activities also include our current engagement with Little Red Eye around youth development, as well as our partnership with FTO Pte Ltd in the area of

coaching and umpiring. FTO, in particular, has been a valued partner and sponsor for many of SHF's leagues: in 2020, SHF was further encouraged by FTO's efforts to contribute towards our hockey youth development when it enrolled as Bronze level sponsor for a local national league.

Over the years, SHF has also worked with sponsors across a number of local and international brand names, such as Dreamatron, Grays, Nike, ProSpecs, and THORB. Looking ahead, as we pursue more regional and international exposure for our players, we hope to be able to leverage new opportunities to both deepen and widen our network of partners and sponsors.





The game plan

To ensure that we perform at the highest levels of professionalism, we will focus on increasing our commitment to diversity, developing a strong network of donors and sponsors, and becoming an employer of choice amongst NSAs. Key initiatives that we have lined up, and the milestones with which we will measure progress, include the following:

Initiatives

Strong governance

- Evaluate effectiveness of internal controls
- Ensure compliance with established regulations, policies, procedures and best practices
- · Source for best fit candidates for board renewal and leadership pipeline
- Identify areas of improvement to enable proactive sharing of learnings with other sport charities

Milestones and Measures

- Evaluation of outcomes from the SportSG Governance Audit
- Revision of Constitution
- Diversity of management committee
- Leadership renewal of management committee

Donor solicitation plan

- · Establish a donor list
- Engage with all donors on a regular basis

- Sponsorship plan • Establish a set of different sponsorship tiers
- · Establish sponsor register
- Engage sponsors with tailored pitches

• Number of sponsorships clinched within the year

• Number of donors engaged within the year • Number of donor events organised within the year

• Percentage of sponsorships renewed within the year

Increase staff retention

· Develop plans to create a holistic working environment for staff retention and well-being

• Overall staff retention rates

Stories of greatness



When attitude meets aptitude

More often than not, success requires an alignment of the stars: strong technical capabilities, rigorous training platforms, committed leadership, and fiery personalities. Nowhere was this better exemplified than at Singapore's victory at the AirAsia Women's Junior AHF Cup in 2019, when the women's team secured our first-ever continental triumph.

As explained by national coach David Viner, this win was years in the making. In 2016, the NYSI piloted a programmeme for team sports where a squad of female hockey youths were given training support that included a rigorous strength and conditioning training regimen. Although support for this programmeme eventually petered off in 2018, it was nevertheless successful at preparing a substantial number of players for the level of competition in the AirAsia Women's Junior AHF Cup.

Together with several U21 players who had trained with the senior national team, these players formed our formidable force, and the squad was set. Led by a dedicated and committed leadership with a calm voice of reason – who were in turn backed up by a management team comprising former national players with immense experience – preparations proceeded with a series of sparring matches against Malaysia's regional teams, as well as visiting school teams from Australia and UK.

All these success factors were no doubt important, but perhaps the most notable observation made by Viner was that the players themselves embodied a sort of an indescribable quality, which he attributes to the coming together of their fiery personalities. In particular, he recalled that when the Uzbekistan players brought an unconventional strategy to the game, the Singapore

team was able to display a profound level of hockey intelligence, digging deep to physically match their opponents with aggressive attacking – a move that ultimately enabled them to secure the top spot.

When insight meets impact

In 2017, there was a fog hanging over the national men's team. Their AHF Cup campaign did little to inspire confidence, and the struggle continued at the 2017 SEA Games held in Kuala Lumpur, when they failed to defend the silver medal that they had won just two years prior. With several national players dropping out of the team, national coach K. Rajan knew that something had to be done to rekindle the spark.

What he did next demonstrated his insight: Rajan moved quickly to set up two squads- the back up national side and the development team- behind national team, filled them with young talent, and set them off on frequent sparring trips north of the Causeway. Through frequent jaunts between the different teams, he reasoned that the players will be spurred to work harder and smarter once they realised the true calibre of their peers — and that this dynamic would in turn create an environment of healthy competition at all levels.

Rajan was right, of course. Krishnan Vijayan, who was assistant coach at the time, recalled the intensity and commitment demonstrated by the national team a mere one year later at the 2018 FIH Hockey Series Open. According to him, the Singapore team stormed to victory, comfortably beating regional rivals such as Myanmar and Thailand.



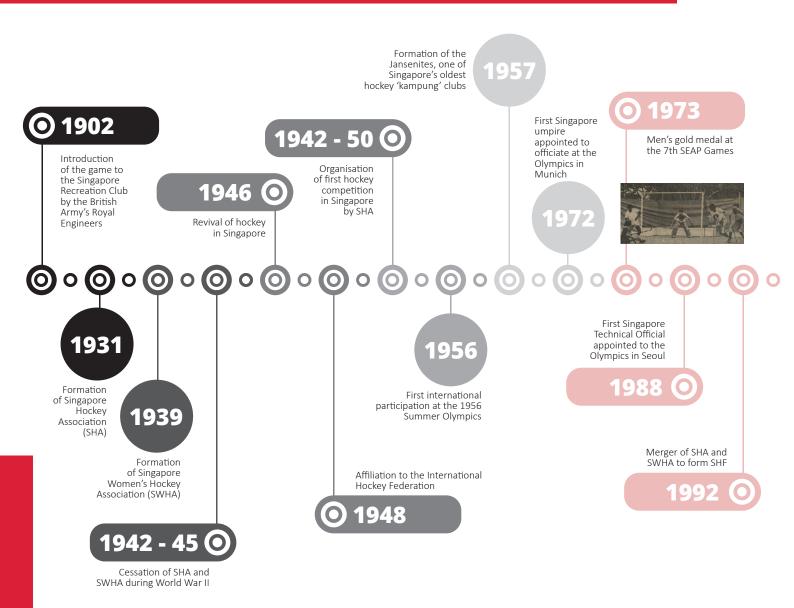
History, heritage, and hope

We stand on the shoulders of giants. The many generations of hockey pioneers, enthusiasts, supporters, and the fraternity who have demonstrated unwavering dedication to our sport – and often, the ability to defy the odds stacked against us all – are the reason why we are here today.

With this publication, we pay homage to our rich history and collective heritage of hockey in Singapore. But to go further, we must not only look back. At SHF, we are fully focused on what is coming next, and our hopes and dreams for the future.

Without a doubt, the journey ahead will not be easy. But as we continue to adapt to our changing times, we must also draw on the important lessons accumulated from our nearly 120 years of experience – and act upon them to leave behind a stronger, more united hockey scene in Singapore for the generations to come.

The journey to greatness continues









Women's gold medal at the 17th SEA Games



② 2015

Hosting of the 28th SEA Games Hockey competition at Sengkang Hockey Stadium

2016

Three technical officials sent to officiate the 2016 Summer Olympics

2018



Men's champions at FIH Hockey Series Open

First-ever apparel sponsorship deal with FBT Sporting Goods Co, Ltd.

2009

Opening of Sengkang Hockey Stadium

2004

Annabel Pennefather elected first female president of SHF



Hosting of the 2010 Summer Youth Olympics Hockey competition at Sengkang Hockey Stadium



Launch of ActiveSG Hockey Academy

② 2017



2019

Women's champions at AirAsia Women's Junior AHF Cup

