

AGM RESOLUTION UPDATE JULY 2018



INTENT

The intent of this Briefing Note is to provide a background to the current position with the AGM Resolution, circulate the proposed vision, principles and requirements for comment and introduce the overarching intent. It is intended that the overarching intent will then drive the objectives of the AGM Resolution / Governance Review as it moves forward.

The timescale for comment is 10 October 2018 in order that members have an opportunity to engage with their clubs, leagues and associations at the start of the season. Given that the results of the Consultation have already been distributed widely and this stage is collating the results of the previous consultation phase, it is felt that there is no need to seek anything other than comment at this stage of the review. There will be occasions further on in the review process when formal consultation and data capture may well be necessary.

THE RESOLUTION

At the March 2017 England Hockey AGM, a resolution to review the structures within the sport was proposed and passed with a 98% majority. The AGM resolution in full read as follows:

“This resolution proposes that England Hockey review the sport's current governance structure across the country so that it provides the best opportunity to develop the sport; increasing participation levels and the chances of sustained success at national and international level while safeguarding participants and giving members the best possible experience in the 21st century”.

ESTABLISHMENT OF THE WORKING GROUP

A working group to drive this initiative forward was established shortly after the AGM comprising the following key individuals:

Chair	Liz Pelling (England Hockey Vice President)
Board Members	Andy Tapley (Membership Elected Non-Executive Director) Richard Sykes (Independent Non-Executive Director)
Regional Consultative Committee (RCC)	Neville Wrench (nominated by the RCC)
Executive Directors	Rich Beer (Development Director) Ian Wilson (Finance and Administration Director)
Independent	Christine Fisher

Since its establishment, the Working Group has presented a scope and timescale for the initial stages of the project to the Board at its July 2017 meeting and agreed a set of overarching Principles and Requirements (see below), both of which are a direct result of the feedback provided by Members during the research and consultation exercise conducted between September and December 2017.

THE RESEARCH AND CONSULTATION PHASE

Yew Consulting, independent sport researchers and consultants, were contracted to undertake the research and consultation on behalf of England Hockey.

The research and consultation process consisted of four phases:

Firstly, there was a desk top review of the current governance structure across all levels and aspects of hockey and also those within other sports.

Secondly, consultation took place with the Working Group, two of the clubs, who had initiated the AGM Resolution and England Hockey staff before compiling the online survey.

Thirdly, the survey was posted on the England Hockey website as well as other social media platforms. As a result of the broad publication of the survey, consultation was conducted widely across a number of club administrators, players and members as well as representatives from Regional Associations, County Associations, Umpiring Associations and leagues. Following completion of the online survey, responders to it were invited to participate in future consultation meetings.

Finally, the results of the online survey were circulated amongst all those associated with England Hockey and posted on the England Hockey website. Those results form the basis for any future work conducted by the Working Group.

The results of that consultation process have led to the following Vision, underpinning Principles and Requirements.

VISION

The intended outcome at the end of the governance review is as follows:

A robust governance structure that allows for maximum participation in hockey within a safe environment underpinned by an organisational structure that ensures consistency, accountability, transparency and communication at all levels.

PRINCIPLES

Seven overarching principles of future good governance in hockey were established by the Working Group.

These principles are derived directly from the results of the consultation process. They are as follows:

1. As National Governing Body, England Hockey has overall responsibility for the sport in England
2. There is a fundamental role for local organisation and decision making
3. Clarification of accountability of all organising bodies to their stakeholders and ultimately to England Hockey is required
4. Simplification of structure should be the aim to make it easier for all involved
5. Clarity of purpose is key for all organising bodies
6. Common principles of governance are necessary for all organising bodies
7. Consistency of overarching policies, rules and regulations is required for all aspects relating to playing hockey

REQUIREMENTS

The requirements (set out below) support the principles by demonstrating, based on the evidence provided by results of the consultation, what areas of the current structure need to be reviewed in order to achieve the overarching vision of good governance for hockey in the future.

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REQUIREMENT	ISSUE	EXECUTIVE SUMMARY REPORT NUMBER
As National Governing Body, England Hockey has overall responsibility for the sport in England		
Accountability – all bodies should be clearly accountable to their members and operate within a clearly defined, nationally agreed framework	Bodies that are not accountable to their members, the sport or to a wider organisational structure	7, 9, 19, 20, 21, 23, 28, 29, 33
Interaction – the interaction and interface of bodies with England Hockey should be clearly defined and understood	Lack of clarity where EH starts and stops in many cases	7, 9, 20
There is a fundamental role for local organisation and decision making		
Change – open and consultative and volunteer driven with professional support	Organisations are independent, membership bodies and change is difficult to impose top down	12, 17, 18, 24, 32, 33, 39
Clarity of accountability of all organising bodies to their stakeholders and ultimately to England Hockey is required		
Development – the way the sport is structured should evolve in line with changing player and club requirements	Lack of change in many structures despite the changing demands of the sport and it's participants	9, 13, 14, 32
Fair recruitment – processes should be open, fair and regularly reviewed to encourage new volunteers	Recruitment processes are ineffective or roles are not advertised	12, 13, 14, 15, 16, 17, 31
Transparency – bodies must allow visibility of key decisions and finance matters through their website to member bodies	Lack of transparency in some organisations	19, 21, 9, 22, 24, 28, 29, 33
Standards – organisations should review their performance regularly with stakeholders	Lack of evidence that organisations understand whether they are delivering against their objectives	19, 21, 22, 32, 33

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Simplification of structure should be the aim to make it easier for all involved		
Efficiency – increasing efficiency should be a key focus in recommendations aiming to use voluntary time more effectively and efficiently	The current structure is complex and confusing which increases work for administrators and makes it harder to recruit volunteers	12, 16, 17, 18, 26, 33
Communication – clear lines of communication between bodies must be present	Lack of communication between bodies in the same region or up and down the structure	7, 17, 23, 24, 36
Technology – embracing technology is key requirement for clubs and players and must be taken forward in a coherent and aligned manner to increase efficiency and the quality of experience for players and clubs	Inconsistency and variable approach creates more work for clubs and stops participation	9, 21, 22, 26, 27, 42
Clarity of purpose is key for all organising bodies		
Clarity – all organisations should have clarity of purpose and where appropriate consistency of process, aligned to a nationally agreed framework of roles and responsibilities	Lack of clarity of role of some bodies	9, 21, 26
Defined roles – all roles should have clearly defined requirements with functions associated with the role clearly laid out	People don't volunteer for jobs as they don't understand the role or the purpose of the organisation	9, 13, 16, 17, 21, 26, 31
Communication – all bodies must clearly state the purpose, progress and policies openly to members and participants	Lack of knowledge of purpose and scope of some bodies	18, 19, 21, 22, 24, 29, 33, 38

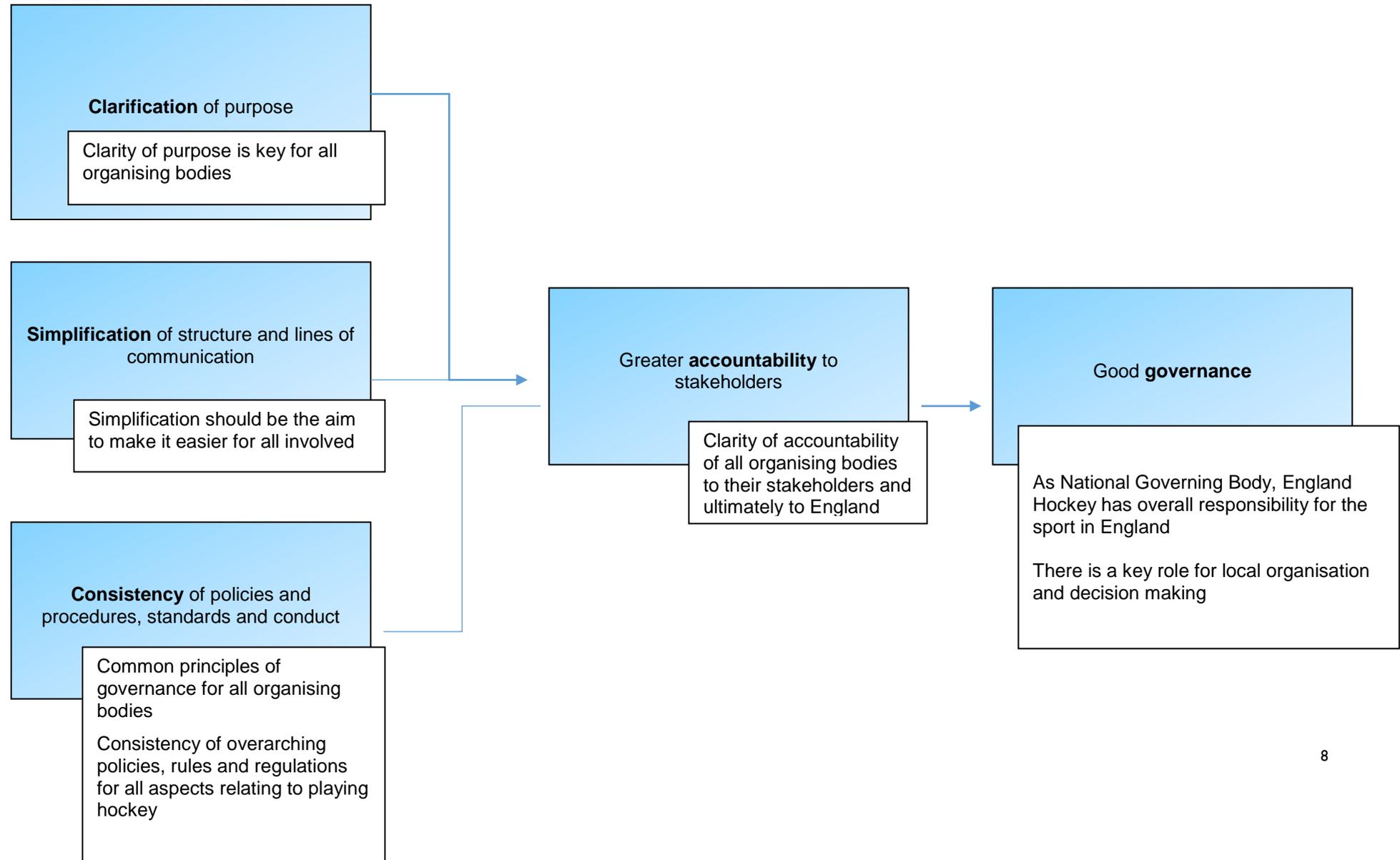
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Common principles of governance are necessary for all organising bodies		
Term lengths – should be encouraged with appropriate fixed term lengths introduced	Some officers do not change for long periods of time. Whilst experience is important, no change in leadership can be unhealthy	12, 13, 16, 17, 31
Succession – all committees should create succession plans and review them annually	Lack of volunteers or suitable experience for roles	12, 13, 14, 16, 17, 32
Youth involvement – the club game is now 50% young people so bodies should seek to have representation of young people in decision making	Lack of youth involvement in influencing or taking decisions that affect them	13, 14, 17, 32
Management – paid / contracted roles – should have appropriate management structures in place	Lack of proper management arrangements for paid or contracted roles	13, 14, 16, 17, 26, 35
Support – England Hockey should develop tools and resources to support bodies to develop	Lack of sufficient support from England Hockey in this area	9, 16, 17, 22, 33
Appropriate policies – all bodies must adopt and embed appropriate policies (e.g. safeguarding, equality etc.)	Increased risks to organisations and participants.	46
Consistency - Conflicts of interest should be managed openly, transparently and in line with published policies	Perception of conflicts and lack of policies in place undermines support for those organisations	31
Consistency of overarching policies, rules and regulations is required for all aspects relating to playing hockey		
Consistency – rules and regulations across the sport need to be made consistent to make it easier for people to play	Inconsistency and variable approach creates more work for clubs and stops participation	8, 15, 16, 17

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VISION: A robust governance structure that allows for maximum participation in hockey within a safe environment underpinned by an organisational structure that ensures consistency, accountability, transparency and communication at all levels.

OVERARCHING INTENT:



MOVING FORWARDS...

A number of key areas have been identified and widely accepted to be addressed as part of the work on the AGM Resolution. Where it is possible to address these key areas with some “quick wins”, the structure and working practices of each will be reviewed and assessed alongside the consultation process.

The Working Group intend that the process of review will be open, consultative and volunteer driven.

An email address agm.resolution@englandhockey.co.uk has been established to ensure that there is a central focus for all enquiries.