

England Hockey AGM Governance Review Survey – Governance Bodies

This survey is for Regional Association, County Association, League and Umpiring Association Administrators/Committee Members

As the National Governing Body, England Hockey has overall responsibility for the governance of hockey. In March 2017 we were asked to review our current governance structures through a resolution presented at the England Hockey AGM and passed by a majority (57 votes to 1, with 3 abstentions). The AGM resolution 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”.

We are seeking responses from across hockey in order to better understand current governance structures and how they work. We want your views about the way in which hockey is currently run and managed by Regional Associations, County Associations, Umpire Associations and Leagues and whether this meets the needs of clubs and players. We want to know if you feel that it currently works well or if improvements could be made and, if so, we want your thoughts and ideas on practical solutions.

An England Hockey governance review working group has been established to address the AGM resolution. The findings from the survey will be used by this group to help identify opportunities and develop best practice in governance for the benefit of our sport. Yew Consulting, an independent sports consultancy, have been commissioned to develop the survey questions and are collecting and analysing the data on our behalf. Responses are anonymous and will be handled in accordance with the Market Research Society Code of Conduct and in compliance with the Data Protection Act 1998.

This version of the survey is for administrators/committee members of regional, county, league and umpiring associations. It will take between 15-20 minutes to complete. Please complete the survey no later than **Sunday November 26th 2017**.

About You

1. In what capacity are you answering this survey?

Please select one only

	As a regional administrator/committee member
	As a county administrator/committee member
	As a league administrator/committee member
	As a regional administrator/committee member
	As an umpiring association administrator/committee member
	As a club administrator/committee member – <i>this response will take you to a page asking you to complete a different survey</i>
	Other- please specify

2. What is the name of your [Regional/County/League/Umpiring] Association?

Drop down list based on answer to Q1, including other option in case it is not listed

Who you represent

3. Who are you completing this survey on behalf of?

	The whole organisation/association, completed in consultation with the management/executive committee
	The whole organisation/association completed without consultation with the management/executive committee
	A specific committee or sub-group, completed in consultation with that committee or sub-group
	A specific committee or sub-group, completed without consultation with that committee or sub-group
	Myself, as an individual administrator/committee member
	Other (please specify)

If answering on behalf of a specific committee or sub-group, or as an individual

(3a) Which committee or sub-group do the answers in this survey represent?

	Adult competitions
	Men's League
	Women's League
	Masters/Veterans
	Junior club competitions
	Schools competitions
	Player Pathway
	Representative Squads

	Flyerz/Disability
	Coaching
	Umpiring
	Discipline
	Other (please specify)

What you do

4. What is the purpose of your organisation/association?

Please select all that apply

	Core purpose	Secondary purpose
Promote good management and administration of the game		
Develop strategy		
Administer club affiliation		
Share information between organisations		
Raise the profile of hockey/promote hockey		
Support clubs to grow hockey participation		
Support schools to grow hockey participation		
Support colleges/universities to grow hockey participation		
Support clubs and schools to improve playing facilities		
Arrange leagues		
Arrange competitions		
Select and prepare representative squads		
Support the player pathway		
Implement England Hockey strategy		
Organise umpiring for leagues and competitions		
Organise technical officials for leagues and competitions		
Maintain/improve standards of umpiring		
Maintain/improve standards of technical officiating		
Maintain/improve standards of coaching		
Grow number of coaches		
Grow number of umpires		
Grow number of technical officials		
Provide technical advice and guidance		
Identify and manage risks in hockey e.g. data on injuries, match incidents		
Encourage adherence to national and international hockey policies and rules		
Manage disciplinary matters		
Manage safeguarding matters		
Promote and encourage equality		
Manage equality matters		
Other (please specify)		

5. **What key decisions/actions have you taken in the past three years that have made a significant difference to hockey clubs (or schools) and players?**

Please list a maximum of 3

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Involving clubs and players in governance

6. **Over the past two years, how difficult has it been to find new people to fill vacant administrator/committee roles?**

<input type="checkbox"/>	Very difficult
<input type="checkbox"/>	Quite difficult
<input type="checkbox"/>	Quite easy
<input type="checkbox"/>	Very Easy
<input type="checkbox"/>	Don't know

7. **Do you currently have any unfilled positions within your committees or any sub-groups?**

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know

8. **Which if any of the following steps have you taken in the last two years to try and encourage new people to get involved in your committee(s) or sub-group(s)?**

Please select all that apply

<input type="checkbox"/>	Directly contacted clubs to encourage them to put forward representatives
<input type="checkbox"/>	Directly contacted individuals
<input type="checkbox"/>	Produced role descriptions
<input type="checkbox"/>	Set short term limits for each role e.g. asking people to serve only one term of 2 or 3 years
<input type="checkbox"/>	Limited the overall length of time any individual can hold a position e.g. maximum of 3 terms
<input type="checkbox"/>	Advertised available positions within hockey
<input type="checkbox"/>	Advertised available positions outside of hockey
<input type="checkbox"/>	Prepared background information about the committee or sub-group for people who may be interested in applying
<input type="checkbox"/>	Highlighted specific gaps in the diversity, skills or make up of a committee or sub-group and explicitly encouraged people who could fill those gaps to apply
<input type="checkbox"/>	Supported the sharing of roles
<input type="checkbox"/>	Supported role 'shadowing' so people can learn about or try out a role before taking it on

	Provided role 'mentors'
	Held meetings at different locations in your area
	Used video or telephone conferencing for meetings
	Appointed a paid administrator or officer to support committees or sub-groups
	None of the above
	Don't know
	Other (please specify...)

9. And of these which has worked the best?

Information about what you do

10. Which, if any, of the following information about your organisation/ association is available and accessible to members of the hockey family and the public

Please select one answer on each row

	Available on your website	Available on request	Not currently available	Not relevant/ applicable	Don't know
Articles of Association or Constitution					
Structure and membership of committee(s)/sub-group(s)					
Management/Executive Committee terms of reference					
Other committee(s)/sub-group(s) terms of reference					
Development plan, action plan or business plan, no more than 2 years old					
Annual report or progress review, no more than 18 months old					
Financial accounts, no more than 18 months old					
Minutes from the last AGM					
The date of the next AGM					
Disciplinary and appeals process					
Code of conduct for committee/sub-group members					
Conflicts of interest policy for committee/sub-group members					

Stakeholder engagement

11. Thinking of the past two years how often, on average, has a club or individual directly raised a concern with your committee or sub-group and/or requested that you consider doing something differently?

	Never
	Once or twice a year
	Several times in a year
	Once a month
	More than once a month
	Don't know/not sure

12. How did they do that?

Please select all that apply

	Asked for an item to be considered at a committee or sub-group meeting
	Attended a committee or sub-group meeting in person
	Asked for an item to be considered at an Annual General Meeting (AGM)
	Attended an AGM in person
	Proposed a resolution for the AGM
	Wrote to/emailed the Chair, secretary or another committee member
	Spoke in person to the Chair, secretary or other committee member (outside of a meeting)
	Nominated someone for a role on a committee or sub-group
	Don't know
	Other, please specify

Your experience of hockey's governance

Thinking about hockey's governance and its impact upon clubs and players, please state whether you agree or disagree with the following statements. Please select one answer on each row.

13. Your views on hockey's governance

	Agree strongly	Agree slightly	Disagree slightly	Disagree strongly	Don't know
On balance, the governance of hockey works well					
The governance of hockey at regional level supports clubs to achieve their objectives					
The governance of hockey at county level supports clubs to achieve their objectives					
The governance of hockey at a league level supports clubs to achieve their objectives					
The governance of hockey umpiring supports clubs to achieve their objectives					
Governance bodies use their resources effectively					

14. Your understanding of governance roles and responsibilities

	Agree strongly	Agree slightly	Disagree slightly	Disagree strongly	Don't know
I am clear about the roles and responsibilities of the regional associations					
I am clear about the roles and responsibilities of the county associations					
I am clear about the roles and responsibilities of the leagues					
I am clear about the roles and responsibilities of the umpire associations					

15. Thinking about the governance of hockey overall and its impact upon clubs and players, please select the statement that most closely aligns with your view in each of the following broad areas

	No improvement needed	Minor improvement needed	Some improvement needed	Significant improvement needed	Don't know/Not sure
Governance structure e.g. the type and nature of governance bodies, their roles, responsibilities and levels of authority					
People involved in governance e.g. the diversity and skills mix of the people involved in governance, management of conflicts of interest					
Governance standards and conduct e.g. the conduct of governance bodies, whether they reflect hockey's ethics and core values, whether performance is regularly reviewed					
Governance process and policies e.g. compliance with laws and regulations, financial and risk management					
Communications and transparency e.g. how transparent and accountable governance bodies are, if they are engaging with stakeholders					

16. Do you have strong and effective working relationships with other organisations in your area with hockey governance responsibilities? Please select the answer on each row that most closely aligns with your view on your working relationships

	No improvement needed	Minor improvement needed	Some improvement needed	Significant improvement needed	Don't know/Not sure	Not relevant/applicable
Relationship with regional association(s)						
Relationship with county association(s)						
Relationship with league(s)						
Relationship with club(s)						
Relationship with umpiring association(s)						

Thinking about your experience of the way in which the rules, regulations and ethics of hockey are currently applied or delivered, whether by yourselves or by another governance organisation, please state whether they have a positive, negative or neutral impact on clubs and players. Please select one answer on each row.

17. Rules and regulations

	Positive impact	Negative impact	Neutral impact	No experience of this/ don't know
League entry requirements				
League regulations				
Non-league competition entry requirements				
Non-league competition regulations				
Geographic areas for league play				
League promotion rules				
Player registration rules				
Management of player data				
County affiliation requirements				
Region affiliation requirements				
Setting and updating the rules for new/different versions of hockey e.g. Quicksticks, Rush Hockey				

18. Umpiring

	Positive impact	Negative impact	Neutral impact	No experience of this/ don't know
League/Cup rules on the provision of umpires				
Allocation of umpires from appointing bodies				

19. Discipline, safety and ethics

	Positive impact	Negative impact	Neutral impact	No experience of this/ don't know
Management of player or club misconduct/discipline offences				
Appeals process for misconduct/discipline offences				
Encouraging equality in hockey				
Management of safeguarding issues				
Management of risks and injury across the sport				

20. If you have indicated that one or more of these areas is having a negative impact, please outline in more detail the one thing that you believe is currently having the greatest detrimental impact on clubs or players

Governance principles and responsibilities

21. Do you think it would be beneficial to hockey clubs and players if principles of good governance were developed across the whole of hockey?

	Yes
	No
	Don't know

22. Please state whether you agree or disagree with the following statements as possible principles of good governance for the whole of hockey. Please select one answer on each row.

	Agree strongly	Agree slightly	Disagree slightly	Disagree strongly	Don't know
There should be a clear governance structure with clearly defined roles and responsibilities					
A diverse mix of people should be involved in decision making with a range of relevant skills, experience and knowledge					
All governance bodies should be contributing towards shared objectives to increase participation in hockey					
All governance bodies should be contributing towards shared performance pathway and international success objectives					
Fresh ideas and people should be regularly brought into governance organisations					
Governance bodies should put in place succession plans for key roles					
All roles, whether paid or voluntary, should have clear responsibilities and reporting structures					
The rules and regulations that are followed should be consistent across governance bodies with the same responsibilities					
Governance bodies who cover the same geographic area should be communicating and working together					
Governance bodies should embrace technology to ensure they deliver effectively					
The right systems should be in place to ensure that conflicts of interest and bias are avoided					
Processes should be put in place so that the views of relevant stakeholders e.g. players, administrators, coaches, umpires etc are					

taken into account in decisions that are taken by governance bodies					
It should be clear to everyone who each governance body is accountable to and how they are held to account					
All governance bodies should have a financial plan that demonstrates how its resources will be used to deliver its objectives and responsibilities					
The progress and performance of governance bodies should be reviewed regularly					
Governance bodies should regularly publish information about the decisions they take and their use of resources					

23. Is there anything else that you would want to see as a possible principle of good governance for hockey?

Going forward who do you think should have responsibility for the following aspects of hockey governance? Please select at least one answer in each row. You may select more than one organisation if you think the responsibility should be shared

24. Governance of the game

	England Hockey	Regions	Counties	Leagues	Umpire Assoc	Other	Don't know
Promote good management and administration of the game							
Develop strategy							
Administer club affiliation							
Share information between organisations							
Raise the profile of hockey/promote hockey							
Support clubs to grow hockey participation							
Support schools to grow hockey participation							
Support colleges/universities to grow hockey participation							
Support clubs and schools to improve playing facilities							

Arrange leagues							
Arrange competitions							
Select and prepare representative squads							
Support the player pathway							
Implement England Hockey strategy							
Encourage adherence to governance good practice							

25. Governance of umpiring, officiating and coaching

	England Hockey	Regions	Counties	Leagues	Umpire Assoc	Other	Don't know
Organise umpiring for leagues and competitions							
Organise technical officials for leagues and competitions							
Maintain/improve standards of umpiring							
Maintain/improve standards of technical officiating							
Maintain/improve standards of coaching							
Grow number of coaches							
Grow number of umpires							
Grow number of technical officials							
Provide technical advice and guidance							

26. Governance of discipline, equality and safeguarding

	England Hockey	Regions	Counties	Leagues	Umpire Assoc	Other	Don't know
Identify and manage risks in hockey e.g. data on injuries, match incidents							
Encourage adherence to national and international hockey policies and rules							
Manage disciplinary matters							
Manage safeguarding matters							
Promote and encourage equality							
Manage equality matters							
Other (please specify)							

Improving governance

27. Thinking about what would have the most impact on clubs and players. Is there anything else about hockey governance that you would like to comment on?

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28. Do you have any other ideas or suggestions as to how the governance of our sport could be improved?

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Future involvement

29. If you are interested in contributing further to the governance review e.g. attending a consultation meeting please provide your contact details below

Please note that your personal details will be shared with England Hockey to facilitate your future involvement in the review but will not be associated with the survey answers you have provided.

Full name

Email address

Phone number

About you

You do not have to complete these questions, but it would be helpful to the working group to understand a bit more about who has responded to this survey

30. Are you:

<input type="checkbox"/>	Female
<input type="checkbox"/>	Male

31. How old are you?

<input type="checkbox"/>	U16
<input type="checkbox"/>	16-20
<input type="checkbox"/>	21-25
<input type="checkbox"/>	26-30
<input type="checkbox"/>	31-40
<input type="checkbox"/>	41-50
<input type="checkbox"/>	51-60

	61+
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32. Do you currently hold or have you previously held and administrator or committee position at any of the following levels? Please select all that apply

	Current	Former
Regional Association		
County Association		
League		
Club		
Umpire Association		
Other (please specify)		

Thank you very much for completing this survey.