

MARCH 2021



# MEMBERSHIP ENGAGEMENT SURVEY REPORT AND RECOMMENDATIONS

**“A RESET FOR SCOTTISH HOCKEY”**

A blue silhouette of a hockey player in a dynamic, forward-leaning pose, holding a hockey stick. The silhouette is set against a background of a city skyline and splatters of blue paint. The player's shadow is cast onto the ground below.

*"Scottish Hockey is full of passionate volunteers who dedicate their lives to Scottish Hockey and feel they have a vested interest in the sport. Hockey is their life - but they feel unheard and Scottish Hockey couldn't run without them. Don't underestimate how emotionally attached volunteers are to the decisions you make around Scottish Hockey"*  
*SH Member*

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**PREPARED FOR:**

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Engagement Working Group

# EXECUTIVE SUMMARY

This Member Engagement Report was commissioned to gather feedback from members in Clubs across Scotland, from District Committees and from Scottish Hockey staff.

Responses were collected and analysed by ethos consulting from January to March 2021. The conclusions and recommendations in this report are based on these findings.

**The two major headlines from our findings are that:**

- 1. Hockey in Scotland has a base of passionate members and potential to improve and grow**
- 2. Scottish Hockey (the governing body), while performing many functions well, has lost the trust of many of its members**

The report findings are structured around three specific themes:

## **A. Governance and Decision Making**

- Scottish Hockey's role and aims are not clear
- Senior roles within Scottish Hockey are not clear
- Decision-making processes are not clearly understood
- Recruitment into Scottish Hockey's Board and various Committee roles is stifled by unclear expectations

## **B. Leadership and Management**

- There is a lack of visible leadership
- There is a lack of clear direction on vision and strategy
- Management of the basics needs attention
- The sport is seen as Central Belt focussed
- There is a desire for more diversity in the sport

## **C. Communication and Engagement**

- Transparency in decision-making and communication is lacking
- Members don't feel listened to
- Communication with members could be more effective

A set of quick-win and longer-term recommendations based on these themes are identified in this report. We believe that the Board and Senior Team in Scottish Hockey have the opportunity to use these to reset the organisation and re-engage with its passionate members across Scotland.

# INDEX

CONTEXT	4
METHODOLOGY	5
DESIGN	6
DATA GATHERING	7
FINDINGS	8
PART 1 - GOVERNANCE AND DECISION-MAKING	14
PART 2 - LEADERSHIP AND MANAGEMENT	28
PART 3 - COMMUNICATION AND ENGAGEMENT	37
RECOMMENDATIONS	46



## CONTEXT

This report has been prepared based on a survey of member opinions. A written brief was prepared in November 2020 by Scottish Hockey and a working group comprising Martin Shepherdson (Chair), Kareena Cuthbert (Vice President), Jamie Frail (Head of Domestic Game) and Lindsay Mackenzie (sportscotland).

ethos consulting was selected to conduct the survey through a competitive tendering process overseen by the working group identified above.

Scottish Hockey's aim in commissioning this work is to truly engage with your membership, giving them a voice through anonymous independent data gathering, and to use the resulting recommendations as a "reset" for Scottish Hockey, enabling you to implement recommendations for change and create a more open and transparent relationship with Districts, Clubs and members.

ethos was asked to look at three specific themes in Scottish Hockey:

- Governance - of the organisation
- Management - of the sport
- Communication - with the members

The core audience for the data gathering process was the approximately 6,000 senior members across Scotland, all of whom were invited to participate in our online survey and interview process.

# METHODOLOGY

**ethos consulting worked in collaboration with your Membership Engagement Project Working Group (MEPWG) to progress through the following phases in our high-level project plan:**

## ENGAGEMENT PROJECT STEPS

### Brief

- Check understanding

### Scope & Approach

- Agree size of audience
- Agree on methodology
- Agree on timing

### Design

- Prepare data collection methodology
- Agree question set

### Data Gathering

- Conduct online survey
- Conduct 1-1 and group interviews
- Consider online tools like Mentimeter and SurveyMonkey

### Analysis & Report

- Prepare summary report & recommendations
- Present & discuss with Board

From an ethos perspective, we began by having in-depth conversations with members of the MEP Working Group to clearly understand your brief, and gain specific clarity on:

- Your aims for the project beyond engagement e.g. clarifying your level of commitment to listen and take action on the results delivered
- Clarifying in detail your “Problem Statement” – effectively we sought to clarify what problem are we trying to fix by running this process?
- Understanding who is the sponsor and who is accountable for delivery of the engagement project

## SCOPE & APPROACH

Our methodology for data gathering was agreed as follows:

- Selecting methods that enable people to easily connect and offer their views in an anonymous and confidential manner will be crucial to the outcome of the project.
- Seeking a balance between quantitative data gathering through online survey tools, and qualitative data gathering through 1-2-1 interviews held privately and in confidence
- Giving senior members of all ages and experience levels in all locations the opportunity to input
- Gathering information through a variety of mediums
- Gaining open and anonymous responses
- Proactively seek engagement from a diverse range of participants
- Ensure that the opportunity to participate is not limited by geography

# DESIGN

In our design phase, we mapped out the types of questions we might ask, and agreed these with the MEP Working Group before building the online and face-to-face tools we needed to accurately capture and track the data gathered.

Data was gathered using an online survey and online 1-2-1 interviews. The data gathering process was anonymous, and Scottish Hockey is not aware of which members responded to the online survey, nor who we interviewed.

A layered survey methodology was used that invited the entire audience to complete a high-level online survey that covers some of the key topics we wanted to explore, and then allowed participants to choose whether they would like to offer more in-depth feedback by answering additional survey questions.

To add a level of granularity to the feedback, we also offered an option at the end of the survey for people to “opt-in” to a 1-2-1 confidential telephone interview. We completed a total of 45 private and confidential interviews.

Scottish Hockey advertised the engagement survey as part of your existing social media, website and email approach, with links through to the online survey.



# DATA GATHERING

## 3 WEEKS

The survey window was open for 3 weeks.

## 725 RESPONSES

We received 725 responses in total.

## 12% RESPONSE RATE

There was a 12% response rate from circa 6,000 senior members who were invited to complete the survey.

## 45 INTERVIEWS

74 individuals volunteered to take part in 1-2-1 interviews to give their views. We completed 45 interviews in total.

In selecting volunteers for interview, ethos agreed selection principles with Scottish Hockey as follows:-

- Ensure those interviewed represented all 5 regions
- Ensure an even mix of men and women
- Ensure that every club who volunteered was represented in interviews

Of the 45 interviews conducted, the audience was made up of:

- 32 Members of Scottish Hockey
- 5 Regional Committee members (1 from each Region)
- 5 Professional Scottish Hockey staff
- 3 sportscotland staff
- An equal split of men and women

## ANALYSIS & REPORTING

In this phase the data gathered was synthesized and analysed, identifying key trends, themes and patterns.

Information was distilled down into this final report including key recommendations for action, and including verbatim anonymous “quotes” from a selected number of participants.



# FINDINGS

## SCOTTISH HOCKEY IS A SPORT WITH POTENTIAL

Scottish Hockey has around 13,000 members (both junior and senior) across Scotland, and many of those people are deeply passionate about hockey. Their love for the game comes through in the interviews we held, and their frustrations around the game and the governing body are spelled out in this report.

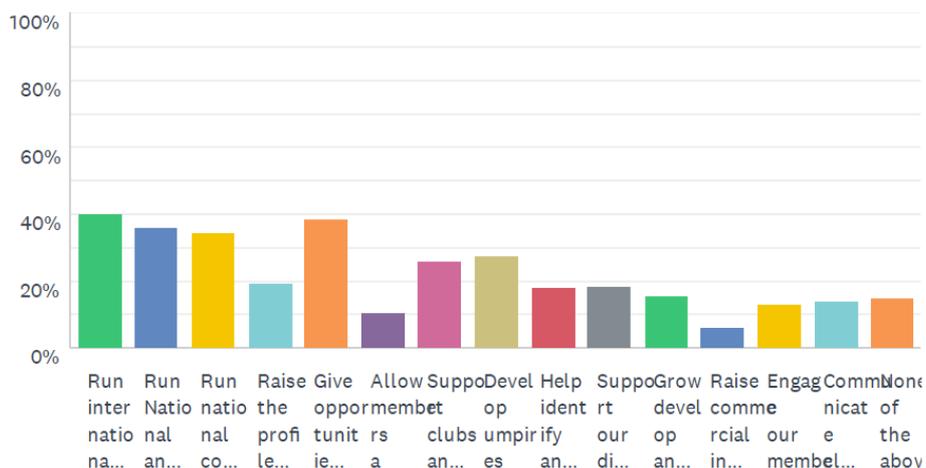
However, it's important to recognise that there is an enormous amount of good work going on across Scottish Hockey that members recognise and appreciate.

When we asked members in our online survey, **“What does Scottish Hockey do really well as an organisation?”**, four answers were selected by more than 30% of respondents, and they were:

- Run International Competitions (40%)
- Give opportunities to all who want to play hockey (38%)
- Run National and National Age Group Programme (36%)
- Run National Competitions (34%)

### Q1 What does Scottish Hockey do really well as an organisation? (Choose as many as you like)

Answered: 725 Skipped: 0



# FINDINGS

ANSWER CHOICES	RESPONSES	
Run international competitions and events	40.00%	290
Run National and National Age Group programmes	35.86%	260
Run national competitions	34.34%	249
Raise the profile of our sport	19.45%	141
Give opportunities to all who want to play hockey	38.62%	280
Allow members a say in running hockey	10.62%	77
Support clubs and communities	26.07%	189
Develop umpires	27.31%	198
Help identify and develop talent	18.21%	132
Support our districts	18.62%	135
Grow develop and support volunteers	15.59%	113
Raise commercial income for the benefit of hockey in Scotland	6.21%	45
Engage our members	12.83%	93
Communicate clearly	14.21%	103
None of the above	15.17%	110
Total Respondents: 725		

Members recognise that Scottish Hockey does these things well, and it's significant that one of the recognised strengths in the organisation is "Giving opportunities to all who want to play hockey", since that aligns with Scottish Hockey's Mission (as stated in the 2019-2023 Strategy) of "Inspiring Involvement in Hockey, whether that is someone picking up a hockey stick for the first time, returning informally, or continuing their involvement in the sport".

15% of respondents selected "none of the above" in this question.

# FINDINGS

In addition, our interviews show that members recognise a great deal of improvements and changes have been made in Scottish Hockey during 2020 and 2021, including (and this is not an exhaustive list):

- The strength of your volunteer community is huge, and shouldn't be underestimated:

**"We have got a lot of incredibly passionate volunteers and people and coaches who are paid very little or nothing and who put a lot of time and energy into developing programmes, these are extremely passionate volunteers who put all their time and energy into it. So I think that's a real positive, the volunteer base is great."**

- The Annual General Meeting went 'virtual', allowing a greater number of people to be involved than would normally do so. Some members request that you continue to provide online access to AGMs. There was a large turnout for the 2020 AGM and to continue this would give more clubs the opportunity to attend, would give Scottish Hockey better visibility across the sport and would require candidates to reach and campaign beyond their normal circles to get elected to official posts:

**"Please keep the AGM in a virtual format in future. It allows much better access to members who live further afield."**

**"AGMs being held in Perth or Stirling at seven o'clock on a Tuesday night really limited attendance from the likes of Aberdeen or from the Highlands and various other places. So I think being able to do zoom meetings and things like that, it really opened up opportunities for other people to get involved."**

- The Club Pledge has been launched, with a majority of clubs signing up to this initiative.
- 'I Know' month, delivered online in January 2021, proved popular, with 15 different online sessions being attended by 220 members across Scotland.

**"I Know month was fab!"**

**"I did two courses, both very good."**

# FINDINGS

- Regional Development Managers come in for a great deal of praise, operating with the best interests of their clubs in challenging situations with minimal resources:

**“Our RDM is fantastic. They make a real difference”**

**“It’s the RDM’s role that they have developed over lockdown that has given clubs engagement in how to survive.”**

**“We’ve got a really good RDM. Exceptionally good at the job, easy to work with and a clear communicator.”**

- A network of COVID officers has been put in place and is seen to add value.
- Participants on the “Lead the Way” development programme speak about it in glowing terms as a genuine route for younger members to create a succession for the future of Scottish Hockey, including the newly introduced 16-22yr old version of the programme

**“For young people, Lead the Way is fantastic. I couldn’t speak more highly of it.”**

**“The RDM’s have developed “Lead the Way”, and oh my goodness, it’s brilliant.”**

- BRAVE Performance Blueprint was launched to universal support – this is part of Scottish Hockey’s strategic commitment. BRAVE is described by some as “possibly the future of Hockey in Scotland” and there is enormous opportunity in it.

**“I think we are getting some good things in place in terms of that player pathway and all the rest of this stuff to make it clear for people, whether you're a player, a coach, or an umpire, how you would end up moving through that pathway”.**

- There is a view that Scottish Hockey needs to continue to drive it forward, creating guidance on how to bring it to life and embed it across hockey.

**“We should be saying, this is how Scottish Hockey is going to be - this is BRAVE, brilliant its great, and off the back of BRAVE, this is our new competition structure.”**

Our online survey responses and our interviews show that Scottish Hockey is a sport full of potential and opportunity for the future. Yet there are many issues that are preventing the sport from achieving its full potential, and one of those issues is one of trust.

# FINDINGS

## THE ISSUE OF TRUST

Trust lies at the heart of the challenge for Scottish Hockey.

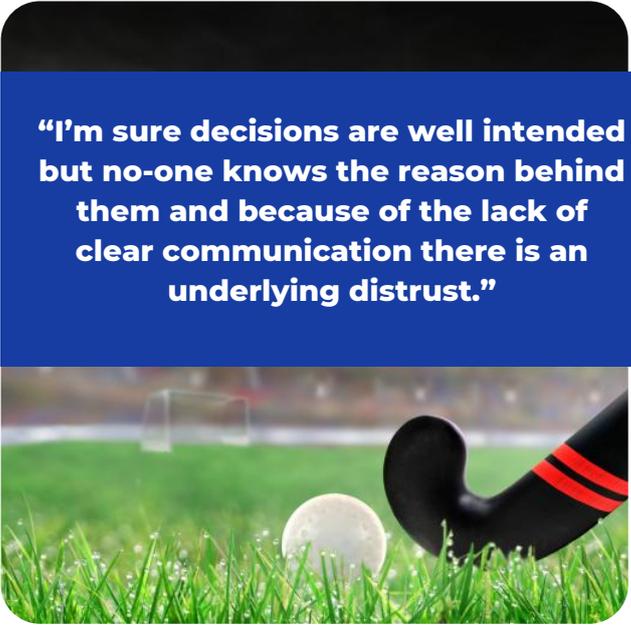
Our discussions with members show that Scottish Hockey has 'lost the audience'.

For many members trust has been eaten away over a period of years, and as a result, the governing body's credibility has diminished.

Unfulfilled promises, a failure to get the basics right, poor communication and poor decision-making have all created an environment that taints members' views of Scottish Hockey. As a result, everything Scottish Hockey do is scrutinised for accuracy and questioned around its credibility.



**“The organisation has a huge amount of work to do to regain the credibility it has lost. And above all, to demonstrate to the membership that it is worthy of trust.”**



**“I’m sure decisions are well intended but no-one knows the reason behind them and because of the lack of clear communication there is an underlying distrust.”**

Much of the good work done by Scottish Hockey is frequently dismissed based on members' past experiences.

One example would be members' observation that smaller clubs are closing, while other clubs have reduced in size, and Scottish Hockey's website states that membership has grown by 90% in the last five years.

Whether the sport is growing or shrinking, and regardless of who is right, this example sums up the challenge for Scottish Hockey – members have lost faith in your decision-making and your messaging, and there's work to do to gain back trust and credibility.

**“Scottish Hockey stats show we're growing – you have to question that.”**

**“The culture and attitude of members towards Scottish Hockey is pretty negative and sometimes toxic.”**

**“If the leadership of Scottish Hockey want the trust and support of their membership, then they must be more open and transparent with them.”**

**“We need transparency, accountability and a forum where members feel they can speak up without them, their child, team or club being discriminated against. Communication needs to be improved 100%, it is embarrassing and the vacuum of information from the governing body gets filled with rumours and gossip which creates distrust and grievances”**

**“I think if Scottish Hockey could improve its reputation, communication and openness, there would be far more trust in the organization. For me this is more about changing behaviour than it is about completely changing structures.”**

**“Scottish Hockey needs to learn to play like a team. We need to be more connected and all be on the same page. We need to demonstrate trust and respect.”**

**“Build mutual trust and confidence. Scottish Hockey should relate more with members/clubs and not be seen as an ivory tower organisation.”**

# **PART 1**

# **GOVERNANCE AND DECISION-MAKING**



# GOVERNANCE AND DECISION- MAKING

Governance, decision-making and the transparency of the decision-making process came into sharp focus during this survey, with some members seeing it as the biggest single issue causing a breakdown in trust with Scottish Hockey.

Members commented that the pandemic has highlighted poor governance, poor behaviours and a lack of clear decision-making.

## SCOTTISH HOCKEY'S ROLE AND AIMS ARE NOT CLEARLY UNDERSTOOD

Beyond being a sports governing body, it's not clear to some members what Scottish Hockey is, or what it's trying to achieve.

**“I think they're a bit lost as an organisation. I don't know what they're for”**

**“Scottish Hockey was most successful when it was volunteer led and member driven. It's flipped on its head now, professional staff see volunteers as a threat to their professional livelihood.”**

**“I don't get the sense Scottish Hockey know what they're there to do - we need clarity.”**

**“What is the aspiration of Scottish Hockey? Is it about elite sport?”**

- Is Scottish Hockey a governing body responsible for the rules of the game?
- Is it a member-led organisation inspiring participation and involvement in a fun and friendly sport?
- Is it a performance sport with a focus on elite players at national and international levels?
- Is it a sport focused on diversity and inclusion of all?
- It is a sport focused on developing commercial partnerships to fund growth?

# GOVERNANCE AND DECISION- MAKING

It's easy to argue that Scottish Hockey should be all of these things, but the fact is that the members we spoke to were unable to clearly say what the organisation's level of ambition is.

For some members, the focus of communication from Scottish Hockey appears to be on elite sport with some clubs (smaller ones and geographically remote ones especially) feeling that they are not valued.

Scottish Hockey has a Strategy for 2019 - 2023 with clearly set out goals and measures as well as a Vision to "Be one of the Top 3 sports in Scotland" and a Mission to "Inspire involvement in hockey", but many members seem either unaware of it or simply haven't seen it, despite it being published in full on the Scottish Hockey website.

The question that needs to be answered is "What IS Scottish Hockey?", and perhaps more importantly, "What could it be?", because there is clear opportunity for the sport to grow.

## SENIOR ROLES WITHIN SCOTTISH HOCKEY ARE NOT CLEAR

There appears to be a real lack of clarity around the role of the Board, the Management Group, and the various Committees in Scottish Hockey. This lack of clarity creates a number of issues:

- It's not clear to members who is responsible for what
- It's not clear to members where the decision-making authority lies, and if there's a disagreement who has the authority to make the final decision
- There have been visible "tussles" between the Board and Management Group which makes it less clear to members which body holds the ultimate decision-making authority
- There doesn't appear to be a clear process that's visibly demonstrable to members on how or why decisions are reached
- The roles of the Chairman, President and Chief Executive are either misunderstood or they overlap in their perceived authority.

**“I don’t know what Management Groups role is. It doesn’t serve a purpose, and I’m not clear on Board either. Decisions aren’t explained, and there’s a lack of rationale, and they need to explain the “WHY”**

**“Governance is sh\*te. There’s no clarity of roles. The guidance and control of elected members is non-existent.”**

**“Decision making should be a based on a democratic approach. The role of the president has become less ceremonial and more prominent in making decisions. The members need to know the remit of this role before any future elections.”**

**“Are we really volunteer led? Our governance structures need to reflect that.”**

**“Who makes the decisions? Depends on the duties of the professional staff, are they there to consult or decide?”**

**“Who’s in charge?”**



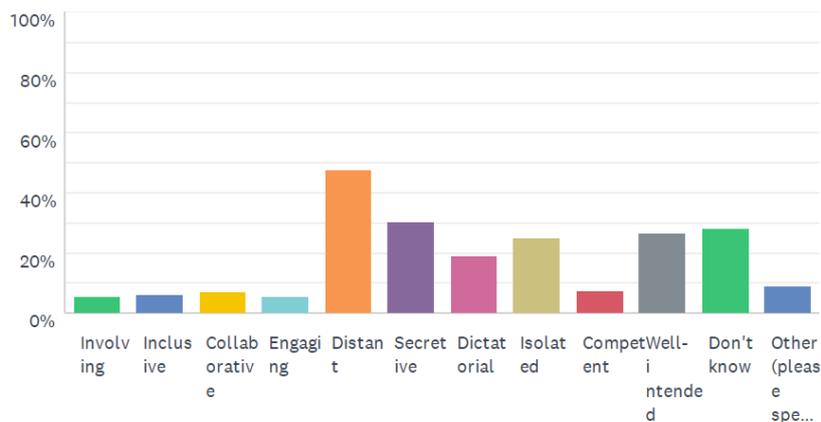
# GOVERNANCE AND DECISION-MAKING

The pandemic decision-making process highlighted cracks in the system, with many members thinking that the Board spent time wrangling internally rather than addressing the issues members were looking for guidance on in 2020.

In response to our online survey question, **"How would you describe the current decision-making process at Scottish Hockey?"** - The top answer was "Distant" with 335 people (47% of respondents) voting for this option. Second was "Secretive" with 215 people (30% of respondents) voting for this option, followed closely by "Don't Know" at 28% and "Well Intended" at 26%.

## Q11 How would you describe the current decision-making process of Scottish Hockey? (Choose as many as you like)

Answered: 703 Skipped: 22



ANSWER CHOICES	RESPONSES	
Involving	5.26%	37
Inclusive	5.83%	41
Collaborative	7.11%	50
Engaging	5.26%	37
Distant	47.65%	335
Secretive	30.58%	215
Dictatorial	19.20%	135
Isolated	24.75%	174
Competent	7.25%	51
Well-intended	26.32%	185
Don't know	28.02%	197
Other (please specify)	9.10%	64
Total Respondents: 703		

# GOVERNANCE AND DECISION-MAKING

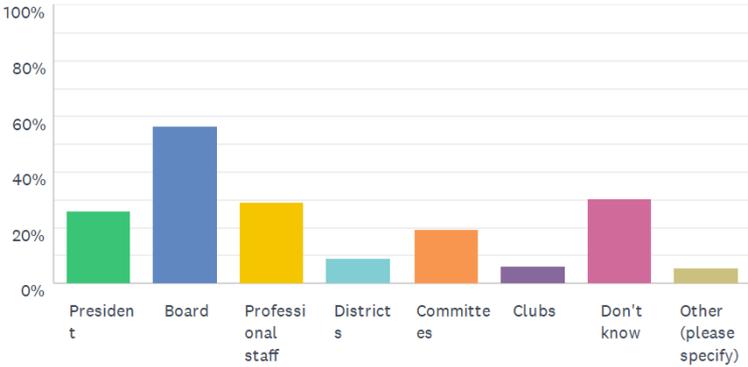
## DECISION-MAKING PROCESSES ARE NOT CLEAR AND NOT VISIBLE

“It's not too clear what their overall vision or intention is, what their principles are, what the values are, all that kind of strategic language. And then no one really understands the basis of their decision making”

When we asked in our online survey, "Who do you believe makes the key decisions at Scottish Hockey?", the response was:

Q9 Who do you believe makes the key decisions at Scottish Hockey? (Choose as many as you like)

Answered: 703 Skipped: 22



ANSWER CHOICES	RESPONSES	
President	26.03%	183
Board	56.33%	396
Professional staff	29.02%	204
Districts	8.82%	62
Committees	19.35%	136
Clubs	5.83%	41
Don't know	30.73%	216
Other (please specify)	5.26%	37
Total Respondents: 703		

It's worth noting in this graph that the "Don't Know" responses made up 31% of the 703 members who responded.

# GOVERNANCE AND DECISION- MAKING

However, additional text responses show a wide range of understanding with some members questioning not only the visibility of the decision-making process, but the governance being applied to it.

**“The management committee appears to have an influence over the professional staff. This part of the constitutional governance, that is volunteer membership working with the staff does not work”**

Although the statistics above show the Board to be seen as the key decision-making body, for some members the Board is either delegating responsibility to a range of sub-committees or passing responsibility onto the Management Group.

**“I know President/staff/board SHOULD make decisions but largely it seems generic committees seem to be making key decisions and not doing it very well.”**

**“Unknown, always appears to be influenced by certain club members who sit in positions of power.”**

**“There is no clarity as to how decisions are being made.”**

**“All of a sudden a decision appears and nobody knows who was involved or how that decision came to be.”**

**“Again, recent events illustrated that the board and the president are at loggerheads and this has never to my knowledge been resolved. It was embarrassing to see the division between those supposedly running hockey in Scotland.”**

As with many things highlighted in this survey, there is no simple “one size fits all” answer to these questions, since members hold a very broad range of views.

What IS clear however, is that there is a lack of understanding and clarity in why decisions are made the way they are, how decisions are made, who’s responsible for them, and where the balance of power lies.

This is both an issue of governance (clarity of roles and responsibilities), and an issue of behaviour (how do we deal with internal conflict?).

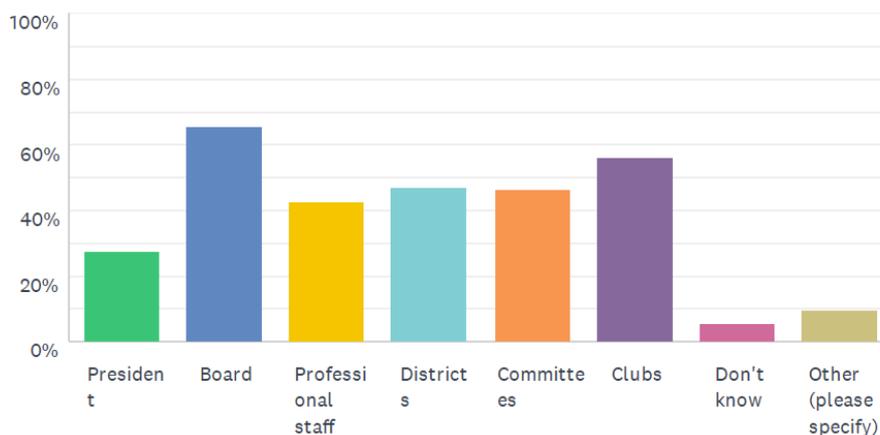
# GOVERNANCE AND DECISION-MAKING

As to who should make key decisions at Scottish Hockey, the Board remains the strongest response. However there is a significant shift in the number of members who responded in favour of Committees, Districts and Clubs having more of a say in the decision-making process.

- Clubs went from 6% (who makes key decisions now) to 56% (who should make key decisions).
- Committees went from 19% (who makes key decisions now) to 47% (who should make key decisions).
- Districts went from 9% (who makes key decisions now) to 47% (who should make key decisions).

## Q10 Who should make the key decisions at Scottish Hockey? (Choose as many as you like)

Answered: 703 Skipped: 22



ANSWER CHOICES	RESPONSES	
President	27.60%	194
Board	65.29%	459
Professional staff	42.39%	298
Districts	46.94%	330
Committees	46.51%	327
Clubs	56.19%	395
Don't know	5.41%	38
Other (please specify)	9.53%	67
Total Respondents: 703		

# GOVERNANCE AND DECISION- MAKING

**“The governance structure of the organisation should ensure that the correct group of people are responsible for making key decisions, and that the volunteers should hold the balance of power at all levels.”**

**“It depends on what the decision is. There are decisions that need buy in from stakeholders at different levels. It is therefore a balance. Right now, I don’t know who has been making the decisions.”**

**“All should have an input but ultimate board decision.”**

We don’t believe members are suggesting that Clubs and Districts should be involved in every decision, but they are saying that there should be more consultation with Clubs and Districts around appropriate decisions.

**“There should be a clear and transparent process to allow engagement of members. We need transparency of the decision-making process to allow for accountability.”**

**“It depends on the decision but where possible consultation should take place or there should be evidence to support decisions made.”**

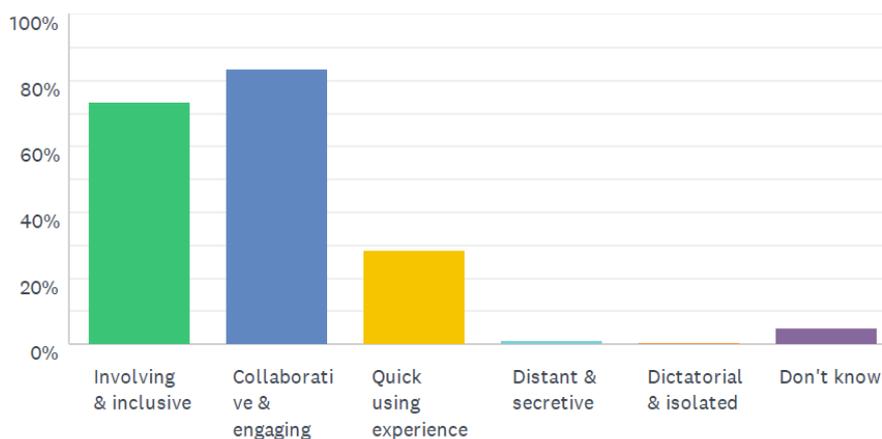
In terms of the style of decision-making they’d like to see being adopted by Scottish Hockey, the vast majority of members said they would like Scottish Hockey to adopt a decision-making style that is both:

- Collaborative & engaging (84% of respondents)
- Involving & inclusive (73% of respondents)

# GOVERNANCE AND DECISION-MAKING

Q49 What kind of decision-making style would you like to see in Scottish Hockey? (Choose as many as you like)

Answered: 596 Skipped: 129



ANSWER CHOICES	RESPONSES	
Involving & inclusive	73.32%	437
Collaborative & engaging	83.72%	499
Quick using experience	28.36%	169
Distant & secretive	0.84%	5
Dictatorial & isolated	0.50%	3
Don't know	4.87%	29
Total Respondents: 596		

This membership engagement survey demonstrates that there is a real desire to have decision-making made more open and transparent, and more involving of clubs, districts and committees when appropriate.

# GOVERNANCE AND DECISION- MAKING

## RECRUITMENT INTO BOARD AND COMMITTEE ROLES IS STIFLED BY UNCLEAR EXPECTATIONS

As with many volunteer positions, Clubs, Districts, Committees and Boards often find a very small number of people volunteer to take up “official” positions. The result can often be that, for example, a club may rely on a small pool of people to take on the vast majority of the work in the club.

It may be that this small group become pressurised over time, and yet there are few if any willing volunteers to take over. This process increases demands on the small group.

The solution is to make it clear what’s involved in a committee role, what time allocation may be required, and to pro-actively approach people who may have the relevant skills rather than simply waiting for willing volunteers to apply.

At Scottish Hockey level this manifests as a lack of real understanding about how many Committees exist, what they do, and how to join one. This is a real issue for members. It can prevent people from showing interest, because they’re not clear what they’re getting involved in, and equally it’s linked to the governance issue above because people may not entirely trust the process if they’ve recently seen public disagreement among Board members and may not like the idea of getting involved in conflict.



# GOVERNANCE AND DECISION-MAKING

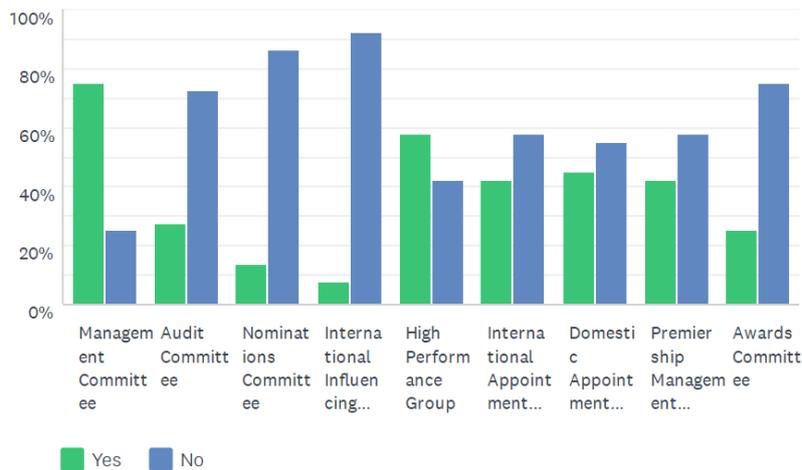
In response to our online survey question “Are you aware of the following Committees?”...

75% of our 301 respondents are aware of the Management Committee, and 57% are aware of the High Performance Group.

Awareness of all other committees we listed was below 50% of our respondents.

## Q33 Are you aware of the following committees?:

Answered: 301 Skipped: 424



	YES	NO	TOTAL	WEIGHTED AVERAGE
Management Committee	75.08% 226	24.92% 75	301	1.25
Audit Committee	27.57% 83	72.43% 218	301	1.72
Nominations Committee	13.62% 41	86.38% 260	301	1.86
International Influencing Committee	7.64% 23	92.36% 278	301	1.92
High Performance Group	57.81% 174	42.19% 127	301	1.42
International Appointments Committee	42.19% 127	57.81% 174	301	1.58
Domestic Appointments Committee	45.18% 136	54.82% 165	301	1.55
Premiership Management Group	41.86% 126	58.14% 175	301	1.58
Awards Committee	24.92% 75	75.08% 226	301	1.75

Committees may be missing out on volunteers eager to join if the members who may volunteer are not aware that these Committees exist.

When you couple these results with the data from the following two questions when we asked how Committees are formed, a pattern emerges where members may be “waiting to be asked” to join a Committee rather than knocking down doors to gain access.

# GOVERNANCE AND DECISION-MAKING

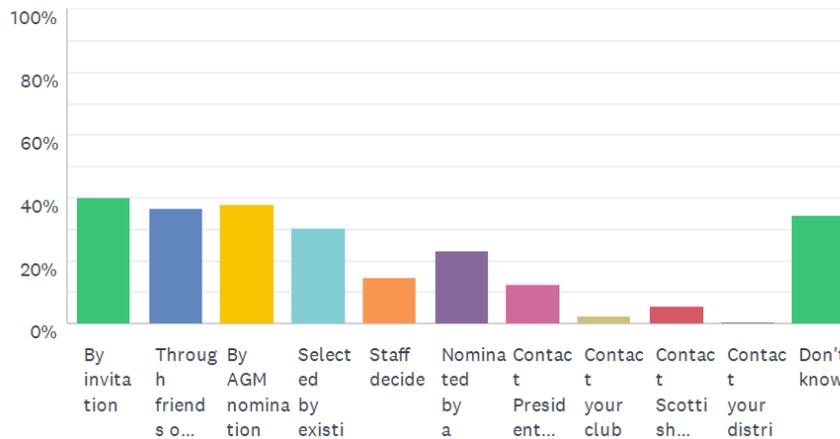
In response to our online survey question, "How are committees currently formed?..."

The top answer was "By Invitation" with 120 people (39% of respondents) voting for this option.

Second was "By AGM Nomination" with 114 people (37% of respondents) voting for this option, with "Through friends of existing committee members" third with 36% and "Don't Know" at 34%.

## Q34 How are committees currently formed in Scottish Hockey, in your view? (Choose as many as you like)

Answered: 301 Skipped: 424



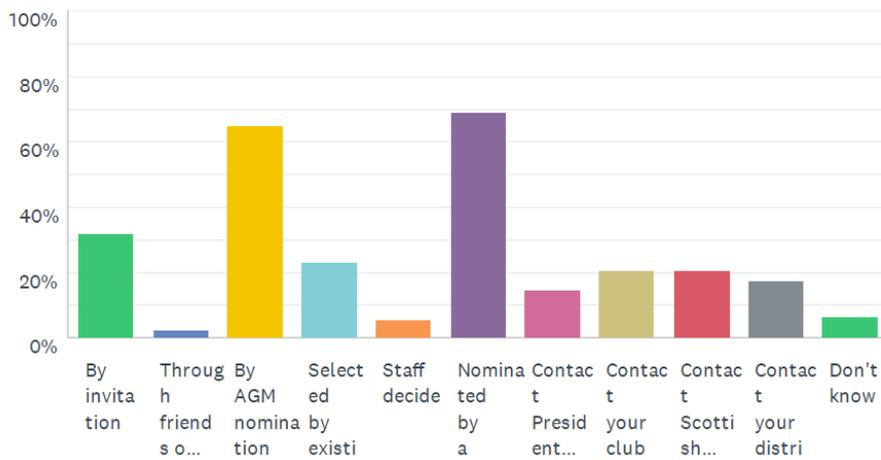
ANSWER CHOICES	RESPONSES
By invitation	39.87% 120
Through friends of existing committee members	36.54% 110
By AGM nomination	37.87% 114
Selected by existing members	30.56% 92
Staff decide	14.29% 43
Nominated by a club	22.92% 69
Contact President/Vice-President/Members Elected Director	12.62% 38
Contact your club	2.33% 7
Contact Scottish Hockey	5.65% 17
Contact your district	0.66% 2
Don't know	34.55% 104
Total Respondents: 301	

# GOVERNANCE AND DECISION-MAKING

When we asked in our online survey "How should committees be formed in Scottish Hockey in your view?" - the statistics are dramatically different with the top answer being "By Club Nomination" which increased from 22% in the previous question to 69% in this one. "By AGM Nomination" was the second most common vote, increasing from 37% to 65%.

## Q35 How should committees be formed in Scottish Hockey, in your view? (Choose as many as you like)

Answered: 301 Skipped: 424



ANSWER CHOICES	RESPONSES	
By invitation	32.23%	97
Through friends of existing committee members	2.33%	7
By AGM nomination	65.12%	196
Selected by existing members	22.92%	69
Staff decide	5.32%	16
Nominated by a club	69.10%	208
Contact President/Vice-President/Members Elected Director	14.62%	44
Contact your club	20.27%	61
Contact Scottish Hockey	20.27%	61
Contact your district	17.61%	53
Don't know	6.31%	19
Total Respondents: 301		

## **PART 2**

# **LEADERSHIP AND MANAGEMENT**



# LEADERSHIP AND MANAGEMENT

## THERE IS A LACK OF VISIBLE LEADERSHIP AND CLEAR DIRECTION

When organisations are going through unpredictable or challenging situations, like the pandemic, people often look to their leaders for guidance. It's very common for people to ask themselves:

- What's going to happen next?
- How will that affect me, my club and my future in the sport?

In times of uncertainty, it's important that people understand where the organisation is going, what decisions are being made, and how those decisions impact members personally and collectively.

The view of members is that leadership in Scottish Hockey has been lacking during the COVID pandemic in particular, and for some time before that with a lack of clarity over decisions and a lack of visible leadership.

Since the September 2020 AGM there's a feeling amongst members of more focus and energy, driven by newly appointed Board members.

However, leadership in Scottish Hockey is seen as an area worth investing in to improve.

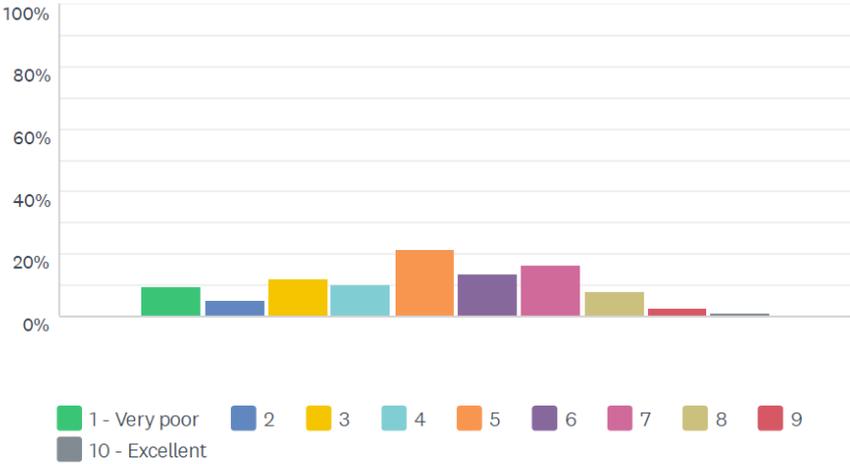


# LEADERSHIP AND MANAGEMENT

When we asked, “How would you rate leadership in Scottish Hockey?”, the average score across 596 responses on a scale of 1-10 was 4.95.

## Q40 How would you rate leadership in Scottish Hockey?

Answered: 596 Skipped: 129



	1 - VERY POOR	2	3	4	5	6	7	8	9	10 - EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	9.73% 58	5.20% 31	12.25% 73	10.23% 61	21.31% 127	13.26% 79	16.61% 99	8.22% 49	2.35% 14	0.84% 5	596	4.95

# LEADERSHIP AND MANAGEMENT

Comments around leadership have a common thread of a lack of visibility of leadership in person, and a lack of leadership communication and decisions.

**“Leadership is non-existent - they don’t want to make decisions”**

**“Where are they? Where have senior leaders been since COVID? There are constant own goals. There’s no support and no challenge. They seem to hide.”**

**“We need visible strong leaders who makes decisions”**

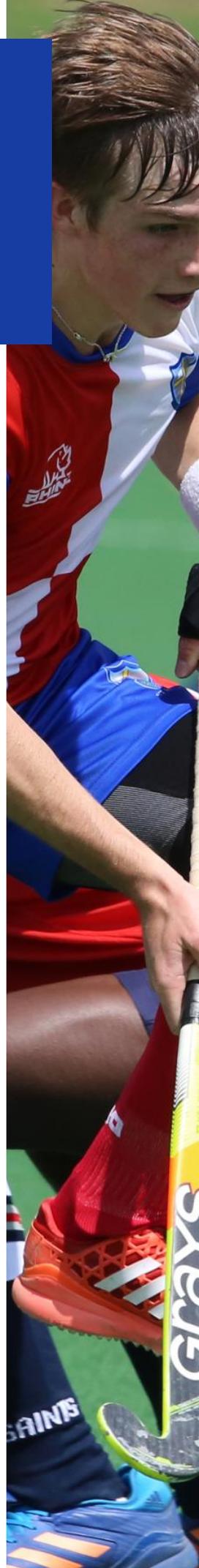
**“Our leaders should be saying, “Here’s our position” - they don’t do that.”**

**“We need strong, decisive, visible leadership”**

**“Scottish Hockey appears to be a bit stand-offish, they need to engage with grassroots hockey more.”**

**“We don’t really have any communication, the relationship is non-existent unless there’s a crisis when they need to talk to us. I’d like Jamie or Andy or Dave to pick up the phone and ask us what’s causing problems.”**

The lack of visible leadership has led members to think that Scottish Hockey doesn’t care about grassroots players, and as a result Members can feel that Scottish Hockey is detached and distant from its core membership.



# LEADERSHIP AND MANAGEMENT

**“As a District, we don’t feel cared for, and North is the same.”**

**“Senior managers need to show that they’re interested in Districts with a VISIBLE presence. That would be good.”**

**“Tell us we’re valued – show us we’re valued. I shouldn’t have to ask for a senior leader to come along to a new pitch opening.”**

Members are asking for strong, decisive leadership with clear communication on decisions made and they want to understand the implications of those decisions. They want the leadership of Scottish Hockey to show they care, to show that members are valued, and most importantly to be visibly present to show their support to Districts, Clubs and members.

**“They need to forward look and be confident about our future”**

**“We need leadership that’s taking a forward look and demonstrating confidence in the future.”**



# IMPROVING MANAGEMENT OF THE BASICS WILL BUILD TRUST

## THE CORE SYSTEM - FIX OR REPLACE?

“CORE”, your administration software system, came up as a topic of conversation in many of our interviews.

For some members, they see CORE as a very positive thing that will eventually provide a long-term benefit to everyone in Scottish Hockey. But everyone agrees that it's not functioning well and needs to be upgraded.

Frustrations include the need to input data individually rather than through bulk uploads, the fact that data input to the system requires approval from Scottish Hockey, and the fact that players recorded as “Inactive” don't always stay inactive and have to be manually removed from the system again - amongst other issues.

Equally, there is recognition that Clubs have a responsibility to do their best to update the system - it's seen by many as a joint responsibility, and in order for it to work effectively, members would like:

- System issues fixed once and for all.
- Training seminars run regularly by Scottish Hockey online to cover CORE system changes.
- “Onboarding” training sessions run by Scottish Hockey for new Club Officials picking up new responsibilities to ensure they have the correct knowledge to effectively operate CORE.

**“Fix CORE once and for all. Stop telling us it's fixed. Fix it, or dump it.”**

**“Do people understand that if you don't update core SH can't communicate with you?”**

**“It is an utter disaster, it is a complete eater of time. I am trying to do it right, and I lose a day or two a week for a chunk of the year trying to input members.”**

**“It would be quicker to have a baby than sort out our club membership on CORE.”**

**“I don't feel trusted to input data to CORE, my inputs all have to be signed off by Scottish Hockey.”**

# IMPROVING MANAGEMENT OF THE BASICS WILL BUILD TRUST

## IMPROVING COMMERCIAL MANAGEMENT COULD SUPPORT GROWTH

The lack of funding often comes up as an issue for Scottish Hockey amongst members and staff alike. Lack of funding usually means lack of resources to offer some of the services members would like to see, and this, in turn, creates a lack of opportunity to grow the sport and modernise how it runs.

The Scottish Hockey 2019-2023 strategy specifically states a strategic objective to achieve higher levels of commercial income, and this has been achieved to some extent. However, a more focused approach to marketing, advertising and sponsorship deals would put Scottish Hockey in a more robust position financially, and allow more freedom to target resource into appropriate visible, future-focused initiatives to meet the needs of members.

**“This sport can’t grow by simply extracting more money from club players”**

**“There is no formal strategy for sponsor fundraising. It’s done through private business owners. We need resource to market ourselves commercially.”**

**“The low profile of hockey and the lack of commercial income impacts on growing the sport and particularly impacts talent development”**

**“We need someone to generate income – sponsorship, discounts etc”**

**“Our international competitions environment is getting better, but we need help with entertainment and merchandising.”**

**“We need something like a Membership Services Manager – commercially driven”**

**“We have poor commercial awareness – we should be using Netball as a model. We don’t have any commercial clout. Our visual presence isn’t significant enough to gain massive sponsors. We need to demonstrate value to our members beyond insurance, but we don’t have the commercial drive or the money to fund it.”**

# IMPROVING MANAGEMENT OF THE BASICS WILL BUILD TRUST

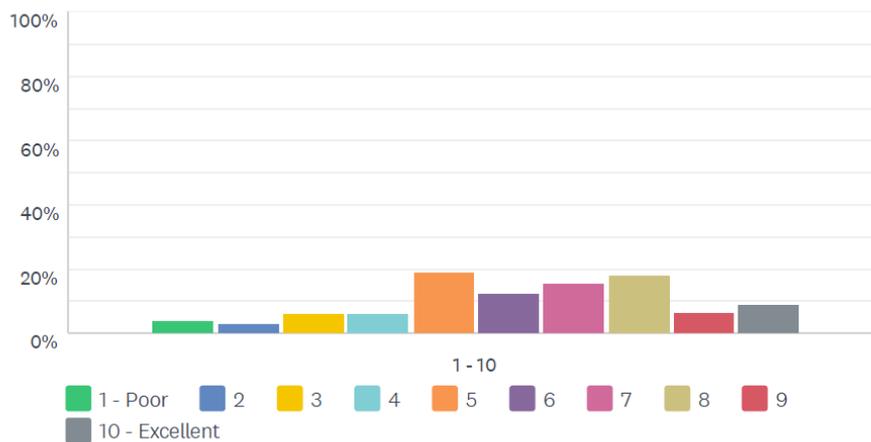
## THERE IS A DESIRE FOR MORE DIVERSITY IN THE SPORT

Many members see Hockey portrayed as a “posh sport” played in private schools, when that’s not how they see it. There is a desire for more diversity in the sport, including the promotion of the sport across more state schools, disabled groups and to ethnic minority groups across Scotland.

When we asked in our online survey, “How would you rate Scottish Hockey on their approach to equality and diversity?”, the average score across 725 members was 6.26 out of 10.

### Q6 How would you rate Scottish Hockey on their approach to equality and diversity?

Answered: 725 Skipped: 0



	1 - POOR	2	3	4	5	6	7	8	9	10 - EXCELLENT	TOTAL	WEIGHTED AVERAGE
1	3.86%	3.03%	6.07%	6.21%	19.17%	12.41%	15.72%	18.07%	6.48%	8.97%	725	6.26
-	28	22	44	45	139	90	114	131	47	65		
10												

# IMPROVING MANAGEMENT OF THE BASICS WILL BUILD TRUST

**“Hockey is viewed as a “Posh Sport” when it’s not – it just lacks diversity of thinking as well as diversity.”**

**“Hockey has become more and more isolated from ethnic communities.”**

**“They push really hard on gender equality between men and women and that’s really good. We still need more women in the sport and It’s fantastic and we should sing about it. But if you look at ethnic minority clubs they’ve been decimated over the last 10-15 years. We used to have 4 or 5 Asian hockey clubs in Scotland and now there’s none. How did that happen? I just think they felt totally unsupported and they failed.”**

**“One of the greatest things that I ever saw was I went along to Western Wildcats. And I was humbled. I’ve never been humbled by anything so brilliant as the para hockey. And it was launched by Western Wildcats with the support of the RDM who had worked really hard to get that going. So more of that please, it’s brilliant.”**

There is potential to grow the sport across a broad base of minority groups, and wider participation will require Scottish Hockey to promote hockey in schools and areas outside of the current demographic profile.

## THE SPORT IS SEEN AS CENTRAL BELT FOCUSED

Districts and clubs who are physically distant from the Central belt can often feel ignored and detached, and if you’re in Aberdeen, Inverness, Dumfries or another geographical location outside the central belt, it can be more difficult to get Scottish Hockey leadership to come and visit.

**“There’s a perception that Aberdeen is Timbuktu to Scottish Hockey”**

**“If I want to do a Coaching ticket, it’s never run here – always central belt.”**

A red splatter is visible on the concrete background at the top left of the page.

# **PART 3**

# **COMMUNICATION AND ENGAGEMENT**

# COMMUNICATION AND ENGAGEMENT

## TRANSPARENCY IN DECISION-MAKING AND COMMUNICATION IS LACKING

Transparency in decision-making and communication was one of the largest themes coming from this survey.

In response to our online survey questions, **“How might we improve the level of trust you place in the decisions made by Scottish Hockey?”**, and **“What more could we do to improve the governance and decision-making of Scottish Hockey?”**, 110 respondents wrote additional comments saying they'd like to see more transparency:

**“Clarity of process and transparency of factors considered and rationale behind decision making. Have a clear and honest process explaining how decisions are reached. If a decision is proving too tough for the Board to make then invite the membership to input.”**

**“Transparency and accountability need to improve. Who is tasked with making what decisions and what are their outcomes. SHU does not seem to be proactive in their decision-making, always on the back foot and reacting to situations poorly. The delay and dithering over a decision on last season is a prime example and was utterly embarrassing for everyone.”**

**“The key folks in positions like CEO, Board and Staff and President need to work together and also show strong leadership when difficult decisions need to be made for the good of the sport. People won't always agree but then a compromise needs to be worked out for the good of the sport. Decisions need to be explained better or more transparently and people really do need to leave CLUB hats at home.”**

**“Scottish Hockey at times feels like it's being run like a hockey club, and it's not, this is a business and as such needs to be run like one for the good of the sport.”**

**“Board Minutes are currently published around 6 or 7 weeks after a meeting.”**

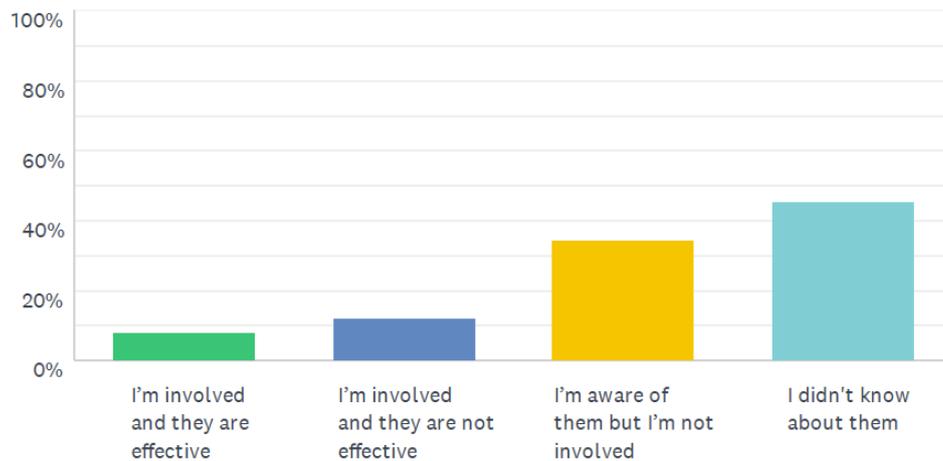
# COMMUNICATION AND ENGAGEMENT

## MEMBERS DON'T FEEL LISTENED TO

When we asked in our online survey, “**How effective are existing membership engagement practices e.g. Forums?**” 80% of 428 respondents were either unaware that Forums exist, or know about them and are not involved.

### Q26 How effective are the existing membership engagement practices (e.g. Forums)?

Answered: 428 Skipped: 297



ANSWER CHOICES	RESPONSES	
I'm involved and they are effective	8.18%	35
I'm involved and they are not effective	11.92%	51
I'm aware of them but I'm not involved	34.35%	147
I didn't know about them	45.56%	195
TOTAL		428

# COMMUNICATION AND ENGAGEMENT

**“Scottish Hockey is full of passionate volunteers who dedicate their lives to Scottish Hockey and feel they have a vested interest in the sport. Hockey is their life - but they feel unheard and Scottish Hockey couldn't run without them. Don't underestimate how emotionally attached volunteers are to the decisions you make around hockey.”**

**“We're not often asked - the views of grassroots players don't loom large for Scottish Hockey. We want to be understood at grassroots levels, there's a whole raft of volunteer people invisible and ignored.”**

**“Forums - they listen, but there's no action. It comes across as decisions already made by Scottish Hockey.”**

**“They appear to consult and then ignore the results and do what they want anyway”**

**“Scottish Hockey's lack of understanding and connectivity with amateur grassroots frustrates me.”**

**“Clubs are not always kind to Scottish Hockey, but that's because they haven't been listened to.”**

**“Scottish Hockey gets pulverized all the time because they're not connected. They only talk to one or two members in each club.”**

**“Scottish Hockey don't respond to emails, including the CEO. I don't know why, but we lack a figurehead.”**

**“I wouldn't tar all staff with the same brush, but many emails I send to different members of staff don't get replied to. I've been told off the record that seven working days is the turnaround time for reply to an email. Okay, but I'm a volunteer. And anyone who sends anything to my hockey email address? If I haven't replied to them within 48 hours, even if that's just to say, I need another two days to get back to you. I would be disappointed in myself.”**

**“It would be really good if they simply responded to emails within 48 hrs.”**

# COMMUNICATION AND ENGAGEMENT

As a Governing Body, Scottish Hockey feels remote and distant to its members. Club members feel an affiliation to their club first, and because only a few club officials communicate directly with Scottish Hockey it enhances the feeling of distance.

When we asked, **“Do you feel like you’re part of ....team, club, district etc”**, the majority of respondents felt part of a team or a club, with a minority feeling part of Scottish Hockey.

Q5 Do you feel like you’re part of... (Choose as many as you like)

Answered: 725 Skipped: 0



**“Scottish Hockey feels divorced from my club level. They send me an invoice”**

**“I want the sport to be successful, I love the sport. It feels like a constant battle - them and us”**

**“I don’t feel involved. You have to go looking for information.”**

**“They are not great listeners, they could say “We think this”, and then go and ask Clubs and Districts. But they don’t do that. ManCo made a decision that meant our club would not get promoted. It’s like the dead hand of Scottish Hockey on your shoulder.”**

**“There's too many times that you find out all the trials were yesterday or the trials were last week.”**

# COMMUNICATION AND ENGAGEMENT

## THERE ARE MIXED VIEWS ABOUT THE EFFECTIVENESS OF COMMUNICATION

Getting the balance between appropriate channels and appropriate content is important, but it's a difficult balance to get right across a sport that has a membership ranging from under-18s to over-70s, all of whom have different ways of consuming media.

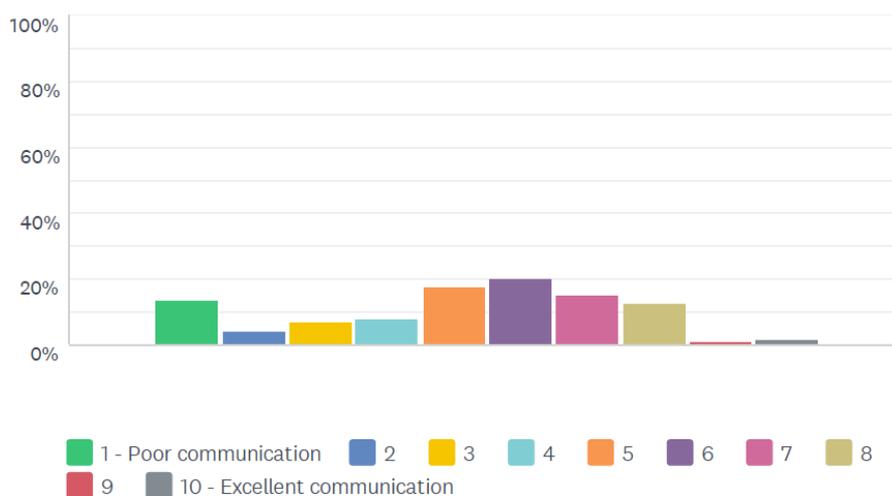
However, members recognise the importance of getting communication right between Scottish Hockey, Districts, Clubs and members.

**“There needs to be a real focus on communicating better, and a real understanding that without that communication, we are going to continue to flounder.”**

When we asked, **“How well do you think Scottish Hockey communicates with clubs?”**, the average score across 212 responses was 5.11 out of 10.

### Q12 How well do you think Scottish Hockey communicates with clubs?

Answered: 212 Skipped: 513



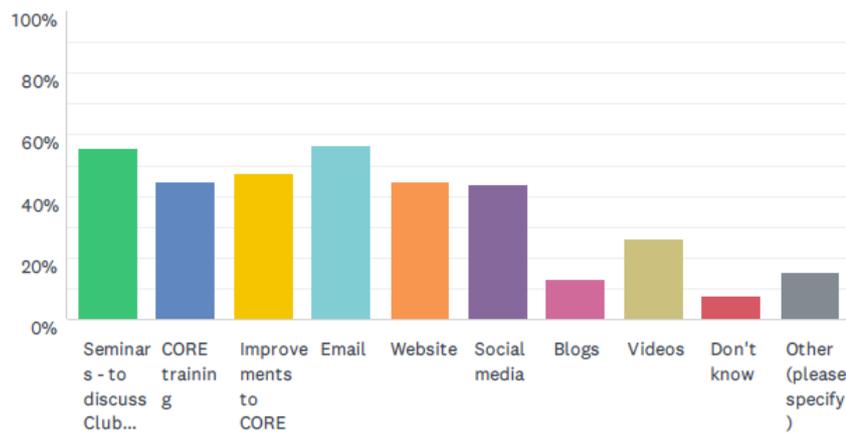
	1 - POOR COMMUNICATION	2	3	4	5	6	7	8	9	10 - EXCELLENT COMMUNICATION	TOTAL
	13.68%	3.77%	7.08%	8.02%	17.45%	19.81%	15.09%	12.74%	0.94%	1.42%	
	29	8	15	17	37	42	32	27	2	3	212

# COMMUNICATION AND ENGAGEMENT

When we asked, “What kind of comms would you like Scottish Hockey to use more of with Clubs?”, the highest two response rates were for email and seminars around club development (both online and face to face), while improvements to the CORE system and CORE training were also amongst the top five response rates.

Q13 What kind of comms would you like Scottish Hockey to use more of with clubs? (Choose as many as you like)

Answered: 227 Skipped: 498



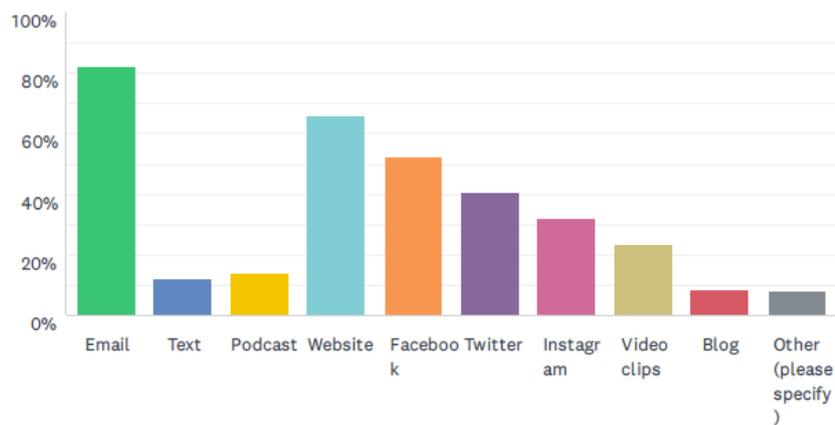
ANSWER CHOICES	RESPONSES	
Seminars - to discuss Club development	55.51%	126
CORE training	44.49%	101
Improvements to CORE	47.58%	108
Email	56.39%	128
Website	44.49%	101
Social media	43.61%	99
Blogs	13.22%	30
Videos	25.99%	59
Don't know	7.49%	17
Other (please specify)	14.98%	34
Total Respondents: 227		

# COMMUNICATION AND ENGAGEMENT

When we asked “How would you like Scottish Hockey to keep you informed?”, the highest response rate was for email at 82%, with the website at 66% and Facebook at 52%.

## Q17 How would you like Scottish Hockey to keep you informed? (Choose as many as you like)

Answered: 428 Skipped: 297



ANSWER CHOICES	RESPONSES	
Email	82.24%	352
Text	11.92%	51
Podcast	13.79%	59
Website	66.12%	283
Facebook	52.57%	225
Twitter	40.42%	173
Instagram	31.78%	136
Video clips	23.36%	100
Blog	8.41%	36
Other (please specify)	8.18%	35
Total Respondents: 428		

For some members, the website is the place to go for all information, while for others keeping up to date comes largely through social media, and there’s an enormously broad range of views amongst members.

# COMMUNICATION AND ENGAGEMENT

## ON SOCIAL MEDIA

**“Parents don’t look at Facebook”**

**“I have all notifications on across all Social Media channels and I feel really well informed”.**

**“There’s much more real-time information coming through social media channels”**

## ON THE WEBSITE

**“I think [the website] has got a good look and feel to it”**

**“The information I need is always on a tab somewhere in the website and if you google it you’ll find it easily enough”**

**“It’s a terrible website, not easy to find anything”**

**“The website frustrates me - very hard to find an answer at times”**

**“It is extremely difficult to even find out when they're playing or buy a ticket. There's no button for buy a ticket on a website”**

Members recognise how difficult it can be for Scottish Hockey to target information and get it out to the right audience too.

**“We have a big and broad membership. I don't know if I need to know everything that's going on, but I do understand their difficulty about how you target information to the right people.”**

Scottish Hockey produce an e-newsletter emailed to members on a regular basis, however many of the people we spoke to either didn’t know about it, hadn’t read it, or knew about it but never opened it.

GDPR regulations require members to “opt in” to receive emails as far as we understand it, and the statistics show that around 8,000 members are currently opted in to the e-newsletter.

Each time an e-newsletter is sent out, statistics show that on average 38% of the emails are opened, with on average 62% of emails not opened, and this highlights the difficulty of getting information across to such a diverse audience.

# RECOMMENDATIONS



# RECOMMENDATIONS

All of the recommendations made in this report are written with the intention of rebuilding the trust of members of Scottish Hockey. This should be a key focus for the Chairman and the Board of Scottish Hockey from 2021 onwards.

## QUICK-WIN RECOMMENDATIONS

**Recommendation 1** - Publish this report to all Members, ensure that the recommendations are considered by the Scottish Hockey Board within three months of publication and commit to clearly communicating the actions you commit to take as a result of this report.

**Recommendation 2** - Clarify and publish an organisation chart including scope and boundaries, explaining in clear terms what the Board does, which Committees exist and what they are responsible for, how to contact named members of professional staff etc, and publish it to all Districts, Clubs and members.

**Recommendation 3** - Signpost your existing 2019-2023 Vision and Strategy in order to communicate more effectively where members can expect to see real focus. This approach needs to incorporate more visible leadership in promoting what Scottish Hockey does, and what the future holds for the sport.

**Recommendation 4** - Set a policy to publish Board minutes within seven days of your meeting in order to help transparency.

**Recommendation 5** - Introduce a “You Said, We Did” campaign to demonstrate visible change to members.

**Recommendation 6** - Introduce a 48-hour email response time for all queries received from members.

**Recommendation 7** - Prioritise a smaller number of key services you will provide and focus attention on those things.

**Recommendation 8** - Acknowledge the successes and achievements within Clubs.

**Recommendation 9** - Keep the AGM virtual to encourage a wide level of participation across Scotland.

# GOVERNANCE & DECISION- MAKING RECOMMENDATIONS

## RECOMMENDATION 10 - Conduct a Governance Review.

We recommend Scottish Hockey conduct a full review of your governance structures including:

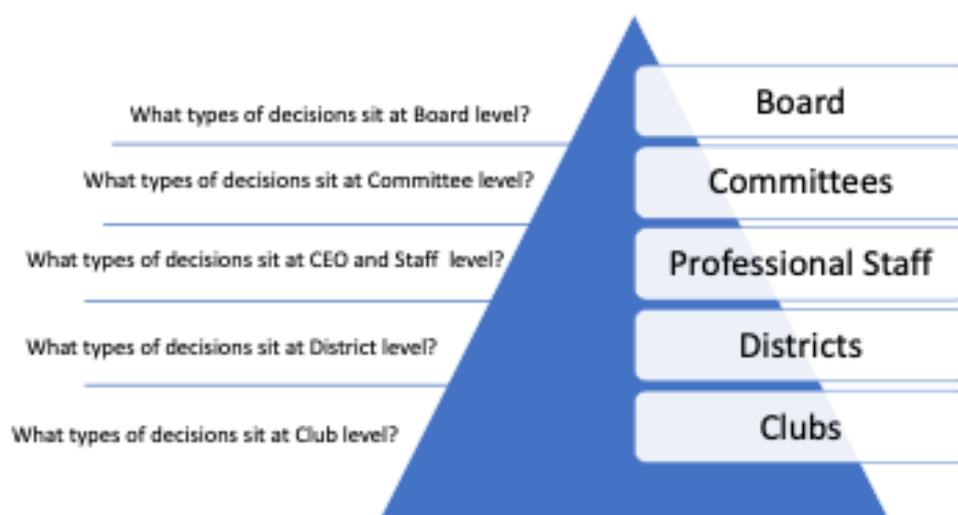
- Reviewing the role of the Board, its purpose and its effectiveness.
- Reviewing the role of the Management Group, its purpose and effectiveness.
- Carry out a skills audit for Board members to clarify the skills that members can bring to the Board, therefore enabling Scottish Hockey to tap into existing skillsets.
- Ensure the recruitment process to the Board is open, fair and transparent, with the aim of providing a diverse range of opinions and an equitable representation of the membership
- Conduct a review of existing Committees:- Do they cover the correct topics; Are they the correct group size (not too large or small in number); Do we have the correct skillsets in Committees to fulfil their duties effectively.
- Ensure that all Committees are Chaired by a Board member to create a clear line of accountability between Committee decisions and Board
- Re-establish lines of authority, clarifying reporting lines, responsibilities and accountability across Committees and Board.
- Re-visiting governance guidelines and re-establish behavioural standards across all Committees, Management Group and Board.
- Re-write Terms of Reference to more accurately differentiate between Board and Committees.
- Update your Articles of Association in line with any changes made as a result of your governance review
- Ensure that annual appraisals for all Board members are conducted as required in the sportScotland SGB Governance Framework (Principle 6) and ensure all Board members are behaving in alignment with Scottish Hockey's existing values. <https://sportscotland.org.uk/media/1750/sgbframework14ppweb.pdf>

# GOVERNANCE & DECISION-MAKING RECOMMENDATIONS

## RECOMMENDATION 11 - Develop Decision-Making Principles.

Establish decision-making principles for all Committees and Board that can be documented and adhered to using a visual model to help everyone in Scottish Hockey be clearer on which decisions sit at which level in the organisational structure.

It may be appropriate for Scottish Hockey to consider creating a decision-making matrix like the one shown below. This could be created in collaboration with Districts and Clubs in order to clarify where different categories of decisions should be made, and perhaps which decisions should be made in consultation across Scottish Hockey, and which should be made by specific bodies.



# GOVERNANCE & DECISION- MAKING RECOMMENDATIONS

## **RECOMMENDATION 12 - Develop Role Clarity.**

We recommend Scottish Hockey should clarify the roles of Chairman, President and Chief Executive Officer. The aim is to provide absolute clarity on role boundaries and ultimate decision making control – refer to Governance Guidelines published by sportscotland:

<https://sportscotland.org.uk/media/1750/sgbframework14ppweb.pdf>

## **RECOMMENDATION 13 - Review Company Structure Status.**

We recommend Scottish Hockey conduct a full review of their company status to cover:

Review the status of the organisation to understand if the existing Limited company model serves the sport well, or whether alternative structures such as Charitable Status through CASC's or SCIO may be to the advantage of the sport.

You may have explored this before, but we think it may be worth reviewing to consider the financial benefits and tax breaks available to support your commercial ambitions.

Details here:

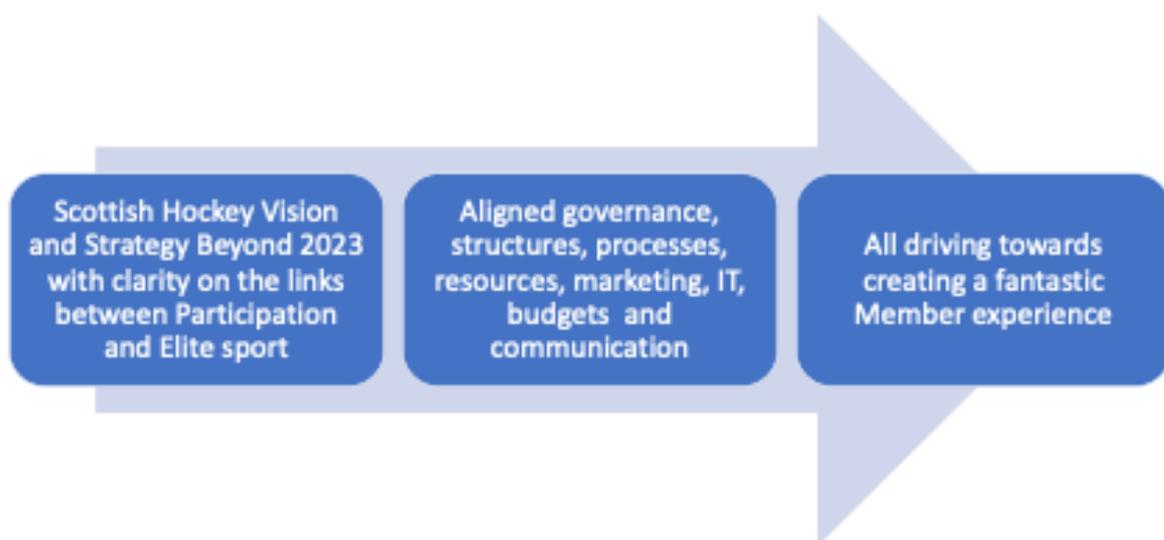
- <https://sportscotland.org.uk/documents/resources/taxbreaks.pdf>
- <https://www.gov.uk/government/publications/community-amateur-sports-clubs-detailed-guidance-notes>
- <https://www.oscr.org.uk/becoming-a-charity/meeting-the-charity-test/>
- <https://sportscotland.org.uk/media/4458/legal-status-toolkit-basketball-scot-adam-syz.pdf>

# LEADERSHIP & MANAGEMENT RECOMMENDATIONS

Scottish Hockey is a complex system, and parts of the system are not joined up in a systemic way that allows the parts of the organisation to help each other be successful. Governance, Decision making, Leadership and Communications should all be aligned with your mission of “Inspiring involvement in the fun, friendly and exciting sport for life”.

For the Board, Committees, Professional Staff, District and Club volunteers, and Officials – every aspect of the organisation, everything it does, and every person connected to it should be focused on this common goal of Inspiring Involvement and driving towards a fantastic member experience.

Much of this report and our recommendations revolve around suggesting ways for Scottish Hockey to become more visibly and clearly aligned, and the model below highlights one version of a possible flow that helps people at every level ask themselves – am I helping to create a fun, friendly and exciting experience for our members, or am I getting in the way?



# LEADERSHIP & MANAGEMENT RECOMMENDATIONS

## **RECOMMENDATION 14 - Develop a New Long Term Vision and Strategy.**

We recommend, as part of your strategic review in 2022 that Scottish Hockey conduct a consultative exercise to develop a compelling ambitious vision for Hockey in Scotland that is both diverse in its scope and inclusive in its nature, taking the ideas and opinions of members into account. This is the “Big Conversation” that could help Scottish Hockey to “reset” for the future in a more joined-up and aligned way. As one member said, it should be “a bottom-up exercise in the construction of a vision for Scottish Hockey for the members. They can participate in constructing that vision, which will make it easier for them to buy into.”

## **RECOMMENDATION 15 - Create a Visibility Plan.**

We recommend Leaders in Scottish Hockey, including the CEO, Head of Performance and Head of Domestic Game should plan and publish an annual schedule of visits to cover all Districts and as many Clubs and events as possible. The aim is to increase visible leadership across the country aligned with your Scottish Hockey Mission to “Inspire Involvement in Hockey”.

## **RECOMMENDATION 16 - Re-allocate Resources to Commercial.**

We recommend re-allocating existing resources to employ a “Commercial Manager” with a specific focus on generating additional income streams beyond membership fees and government funding. This role is important to the growth of the sport in future and although members will undoubtedly have skills in this area, this is a task greater than can be expected of a volunteer committee member. This staff position should be responsible for marketing Scottish Hockey in innovative and more strategic ways as a commercially-viable entity attractive to larger corporate sponsorship.

## **RECOMMENDATION 17 - Fix the “Core” System and Deliver Training on how to use it.**

We recommend Scottish Hockey continue to work on upgrading the CORE system, or make a strategic decision to move to a new software platform. The ongoing issues with the system are causing those involved with it to lose faith, and its diminishing trust in Scottish Hockey rather than building it. We recommend moving swiftly on this issue and keeping all club secretaries up to date with progress.

In addition, we recommend Scottish Hockey provides regular ongoing training sessions online to support newly-appointed club officials to navigate the system.

# COMMUNICATION & ENGAGEMENT RECOMMENDATIONS

## **RECOMMENDATION 18 - Consult more with Clubs and Districts.**

We'd like to highlight that in a great deal of the information gathered through this survey, the message around communication is "Come and talk to us".

With that in mind, we recommend Scottish Hockey talk to Clubs and Districts frequently and directly via Zoom, telephone or face-to-face to create a communications plan that understands what Clubs and Districts want to know about, and showcases local Club and District activities across a range of communication channels. We recommend creating a visual infographic communications map showing how key messages will be shared, and which channels to access it through. And above all, we recommend that this is done through direct contact to demonstrate visible leadership and true listening followed by action to help build trust between Scottish Hockey and its members.

## **RECOMMENDATION 19 - Directly link Regional Development Managers to the CEO.**

Regional Development Managers at Scottish Hockey are a small energetic group of people who provide a main communication channel into Scottish Hockey.

We recommend RDMs should be considered the "eyes and ears of Scottish Hockey". They're the ones who will hear issues being raised at Club and District level and can help to promote more positive relationships between Scottish Hockey's professional staff and volunteers. They represent the link between Clubs, Districts and Scottish Hockey, and they can add even more value in that role with some ongoing development, including encouraging them to constantly feedback to Scottish Hockey what they're hearing around the country.

## **RECOMMENDATION 20 - Weekend Access.**

We recommend Scottish Hockey consider a staff rotation system that allows members to access professional staff in evenings and weekends when members are likely to be playing or planning fixtures. This recommendation is in alignment with the mission of creating inspiring, fun friendly and exciting sport to build trust and help grow Scottish Hockey.



# COMMUNICATION & ENGAGEMENT RECOMMENDATIONS

## **RECOMMENDATION 21 - Improve communication processes using input from members.**

Communication needs greater investigation to discover the right mix of content and channel to satisfy the very broad preferences described by members.

Whilst our respondents to this survey suggest that email and website are their preferred channels of communication, the statistics available show a different story with more members accessing information through social media channels including Twitter, Facebook and Instagram than access information through the website.

We suggest this needs investigating further through discussion and involvement with the members who want to know more about what's happening in Scottish Hockey.