



Meeting Minute of the Board of the Scottish Hockey Union

Date: 27/8/2025

Time: 18:00

Venue: Emirates Arena

1. Welcome and Opening Remarks

1.1 Neil welcomed everyone and extended best wishes to Vikki Strachan in her new role as Lead Manager – Performance.

2. Attendance and Apologies

Attendees:

1. Neil Francis
2. Derek Keir
3. Jane Harvey
4. Karen Gallacher
5. Kaz Marshall
6. Derek O’Riordan (sportscotland)
7. Balvinder Sagoo
8. Mike Burnet
9. Simon Clarke
10. Emma Douglas-Allan (online)
11. Gareth Tenner (online)
12. Vikki Strachan
13. Lloyd Sammeroff

Apologies: Martin Shepherdson

3. Declarations of Interest

3.1 Neil explained the concept of conflicts of interest and provided examples for the Board to consider.

3.2 No new conflicts were noted.

4. Board Induction and Ways of Working

- 4.1 Jane shared an updated induction pack.
- 4.2 Neil will meet with all Board members for one-to-one sessions.
- 4.3 Jane will further update the induction pack.
- 4.4 All Board members are required to complete a PVG check for Scottish Hockey by the end of October.
- 4.5 An action tracker and decision log will be added to the Board Minutes.
- 4.6 Guidance on employees participating in clubs is required. Articles are also needed. A governance note will be developed.
- 4.7 The Board discussed more efficient meeting practices, aiming for sessions of 2–2.5 hours maximum, with focused agendas. Papers will be circulated for information, and discussion will be by exception only.
- 4.8 The Chair will ensure the Board focuses on agreed strategic priorities and avoids operational matters.

5. Committees and Governance

- 5.1 The Board discussed forming Standing and Ad Hoc Committees.
- 5.2 The following committees were agreed as necessary:

- Finance
- Audit, Risk & Compliance Committee (led by Simon; to include Jane; safeguarding portfolio included)
- People Committee (HR, Policy, Remuneration)
- High-Performance Group (to include performance expertise – Kaz – and a non-performance director, tbc)

- 5.3 The Board recognised the significant work completed in 2025.
- 5.4 It was agreed to:

- Establish an Audit, Risk & Compliance Committee.
- Retain the People and Finance Committees.
- Ensure at least two Board directors sit on each committee.
- Revisit full committee membership at a later date.

6. Independent Investigation

- 6.1 A verbal summary of recommendations was provided.
- 6.2 Simon will review the recommendations.
- 6.3 Gareth will complete actions and provide a report and recommendations for Scottish Hockey.

7. Performance

7.1 Feedback from performance reviews should be recorded, with both:

- Non-anonymous feedback opportunities, and
- An anonymous route via the “Report a Concern” process.

7.2 Risk assessments must be carried out and recorded for every squad trip.

8. Training

8.1 In light of new legislation, training on sexual harassment is required for all staff and Board members.

9. Policies

9.1 A list of policies requiring Board approval will be generated to maintain prioritisation of good governance.

9.2 This should include a review of working policies including flexi and toil policy and authorisation requirements.

10. Safeguarding

10.1 The **Safe Sport Group** is meeting 27.8.25.

10.2 A number of concerns are being addressed.

10.3 The safeguarding policy submitted in advance was approved.

11. Anti-Harassment Policy

11.1 Wording to be amended so that reports should first be made to the employee’s line manager.

11.2 Escalation routes: CEO, then the Board after line manager unless there is a conflict.

11.3 Policy otherwise accepted.

12. Transgender Policy

- 12.1 The People Committee reviewed the evidence related to hockey being a gender affected sport.
 - 12.2 The Board approved new transgender and non binary participation policy in line with evidence.
 - 12.3 Breaches or noncompliance with new policy will be considered in line with rules.
 - 12.4 Policy to be adopted **for the start of the season 2025/26.**
 - 12.5 Specific communication to be issued to members of the hockey community with invitation to meet. Communication should also confirm the review outcome and adoption of the policy.
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13. Finance Update

- 13.1 Finance papers were provided in advance.
 - 13.2 Membership income forecasts were discussed and will be picked up in detail at the next Finance Committee Meeting.
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14. Date of Next Meeting

- 14.1 Derek to share board meeting dates for the rest of the year
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Action Tracker (last updated 15.9.25)

#	Action	Responsible	Deadline / Status	RAG
1	Meet with all Board members for one-to-one induction sessions	Neil	October 2025	
2	Further update the induction pack	Jane	October 2025	
3	Complete PVG check for all Board members	All Board Members	End of October 2025	
4	Add action tracker and decision log to the Board Minutes	Secretariat / Admin Support	Next Board Meeting	G
5	Develop governance note and Articles on employees in clubs	Governance Lead (tbc)	To be scheduled	
6	Establish committees (Finance; Audit, Risk & Compliance; People; High-Performance Group). Ensure at least two Board directors per committee. Revisit full membership later	Board Chair & Committee Leads	Initial setup before next meeting	
7	Review recommendations from the independent investigation	Simon	Before next Board Meeting	
8	Complete investigation-related actions and provide a report and recommendations	Gareth	Before next Board Meeting	
9	Carry out and record risk assessments for every squad trip	Performance Director & Lead Manager - Performance	Immediate / Ongoing	
10	Deliver training on sexual harassment for all staff and Board	CEO / HR / People Committee	2025 (in line with legislation)	
11	Generate full list of policies requiring Board approval, including review of travel expenses and authorisation	People Committee	October Board	
12	Update wording of Anti-harassment Policy (reporting process clarification)	People Committee	15.9.25	G
13	Updated Transgender and Non Binary Participation Policy for the start of the season	People Committee / Board	Start of 2025–26 season	G
14	Communicate adoption of Transgender Policy to transgender members of the community	Communications Lead	Before start of	G

			2025–26 season	
15	Derek to share board meeting dates for the rest of 2025	CEO	ASAP	G