



A Structure Fit for the Future



ENGLAND
HOCKEY

Recommendations for the
2020 England Hockey AGM

Foreword

Liz Pelling – Chair of Working Group, England Hockey Vice President

After a significant period of consultation and consideration we are delighted to be able to put forward this proposal to clubs, leagues and associations. We strongly believe that this is an ambitious but well considered proposal to improve hockey for future generations of club players and administrators within the sport. It will help to streamline and simplify structures, making hockey administrators lives easier whilst improving the experience for players.

As a current volunteer in hockey having had significant experience at club, county, regional and national level, and elected by the membership as Vice President I continue to experience the sport at first hand every week. After the vote at the 2017 England Hockey AGM on the resolution to review the structure of the sport, I accepted the Board of England Hockey's invitation to take on this review fully understanding the challenge and responsibility that came with it. It's been quite a journey, and eye-opening at times.



The structure that many of us are familiar with has evolved over many years with little intervention or alignment across areas. This has resulted in an extremely complex and varied structure for hockey in England. So, whilst there is significant change proposed here, this is a solution that will deliver significant benefits for clubs and the players that they represent. It is also aimed at reducing administrative burden on those of us who volunteer. There are also many examples where what is proposed is already in place in parts of the country, so much good practice that can be followed.

We will continue to listen to your feedback and we intend to share a clear implementation plan for the proposals including considering any changes in the Autumn of 2019. I hope that your organisation will then take the opportunity to shape the future by voting at the March 2020 England Hockey AGM where these proposals will be considered. If passed the proposals will be implemented from the start of the 2021/22 season.

As administrators we are only custodians of the sport for a short time and I believe we have a responsibility to do all we can to improve it for future generations. The resolution passed in 2017 is a once in a generation opportunity to improve the way the sport is run locally in a systematic and forward looking way. We strongly believe that we should take this opportunity together for the good of the game, and for those who will follow in our footsteps.

COVER PHOTO: IAN CLARKE

2. Introduction

At the 2017 England Hockey AGM a number of clubs put a resolution to the membership requesting that England Hockey review the way the sport is structured. This was resoundingly passed by the membership and an England Hockey Board-sponsored Working Group was set up to oversee the review. This document sets out the recommendations of the Working Group that follow a period of detailed consultation with members.

The 2017 AGM Resolution:

'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 a national and international level while safeguarding participants and giving members the best possible experience in the 21st Century'

After significant consultation and consideration it has become clear that there is a strong appetite from clubs and many associations to modernise aspects of the sport to make administration easier, reduce duplication and complexity and to ensure that structures are fit for purpose for years to come.

There are currently many organisational structures in hockey with wide-ranging differences in approach to governance, regulations and geography. These have grown organically and whilst the current structure is roughly aligned to the five Regions and 45 Counties there are many anomalies and differences that make it confusing for clubs and players to understand.

The Working Group first laid out a set of 'principles and requirements' that would direct the review. The principles were then consulted on and agreed in November 2018 and are set out later in this document. These were then used to consider the structure of the sport and where improvements could be made. A set of 'quick wins' were also agreed and progressed.

The Working Group and Board of England Hockey are proposing a rationalisation and restructuring of the sport to take place over the coming years.





The proposal recommends that two tiers of local governance of hockey in England are retained but with clarification and consistency to the way the sport is organised. All organisational bodies (e.g. Leagues, Hockey Umpires Associations) would align to this new governance structure. There will be significant consolidation of activity to the Area level.

Figure 1: Proposed split of responsibilities

Area	Local Sub-Area
Responsibilities: Adult Leagues & Competitions Junior Leagues & Competitions Performance Centres Discipline Officiating Appointments Masters Representative teams	Responsibilities: Representative teams: (where demand exists) <ul style="list-style-type: none"> • Masters • Adult • Junior: Academy Centres & Development Centres

It is intended that this approach will significantly reduce the number of bodies and committees in the sport (c100 fewer organisational committees and/or bodies) which will provide economies of scale and greater consistency. Area geography will be set nationally based on the distribution of clubs and players. Local Sub-Area geography will be agreed by Areas based on demand – in many areas it will be logical to retain county areas but in some there may be a need to merge or split traditional county areas.

Alongside the structural review are a set of recommendations that the new structure will be tasked to deliver to improve the experience for clubs and participants. These specifics will be set out in an implementation plan.

The membership is invited to express its level of support for these changes by October 2019 before a final proposal is put to the March 2020 England Hockey AGM. Whilst many member bodies are not directly accountable to England Hockey all clubs, regions and counties are voting members of England Hockey and the intention is to put the proposal to the 2020 AGM and agree on a detailed approach to implementation.

3. The Working Group

A Working Group to drive this initiative forward was established shortly after the AGM, comprising the following key individuals:

- **Chair** - Liz Pelling (England Hockey Vice President – elected by members)
- **Region’s Consultative Committee (RCC)** - Neville Wrench (nominated by the RCC)
- **Independent** - Christine Fisher – CEO of North-West Leicestershire Council
- **Board Member** - Richard Sykes (Independent Non-Executive Director)
- **England Hockey Executive Directors** - Rich Beer (Development Director); Ian Wilson (Finance and Administration Director)
- **Head of Governance** - Jennifer Agnew (joined the Working Group in June 2018)

4. Approach

The Working Group set out the following approach and timeline at the start of the project. Given the scope, extent and complexity of this project the original timeline has been adjusted to make room for further consultation.

Figure 2: Original review timeline from April 2017

1. Scope & Research

- May 2017** – England Hockey Board agrees the outline approach and timeline.
- Jun 2017** – Project Board set up to determine exact scope of work and project plan.
- Sep 2017** – England Hockey Board agrees scope of work and consultation process.
- Sep 2017** – Research phase begins with stakeholder groups.

2. Principles

- Jan 2018** – England Hockey Board discusses and agrees the principles.
- Mar 2018** – agreed principles taken to England Hockey AGM.

4. Structure

- Apr 2018** – Working Group considers structural implications of principles.
- Jun 2018** – Consultation starts with organisations that might be affected by changes and timelines agreed to implement changes.

5. Implementation

- Mar 2019** – Implementation plan taken to March 2019 England Hockey AGM.
- Apr 2019** – Implementation begins (to agreed timelines).

The Working Group also confirmed the scope of the review and determined that ‘Wednesday’ University Hockey (governed by British Universities and Colleges Sport) and schools hockey were both excluded to make the scope manageable. They decided to focus on organisations covered by England Hockey’s Memorandum and Articles. Once the initial proposals are considered the status of school hockey within the new structure will be reviewed.

The governance of England Hockey is also excluded as this is owned by the Board of England Hockey, and is subject to the decisions of its members at AGMs. Sport England and UK Sport review the governance of all national sporting bodies in receipt of public funds.



5. Research Phase

The AGM Resolution Working Group commissioned an independent consultancy 'Yew Consulting' to undertake research within the sport on the current issues faced by clubs and associations. The following extract is taken from the independent consultant's report:

The research and consultation took place between September and December 2017 and considered the current governance of hockey by Regional Associations, County Associations, Umpiring Associations and Leagues (collectively called governance bodies throughout this report) and whether these meet the needs of clubs and players. It does not include club level governance or national (England Hockey) level. England Hockey has recently gone through its own governance review against the requirements of the UK Sport/Sport England Code for Sports Governance.

The process involved desk research about governance within hockey and other sports and consultation with club administrators, players and members as well as representatives of the governance bodies through two different online surveys; and representatives of clubs and governance bodies through consultation meetings, one in each of the five existing regions.

To maximise input to the consultation process the survey and consultation meeting was actively promoted on England Hockey's website and social media platforms, by England Hockey regional staff and cascaded via regional and county governance bodies.

490 responses were received to the club survey

from just under a third (31%) of all hockey clubs. Half (53%) of all survey respondents were club administrators/committee members and 30% were playing club members with the remainder non-playing club members, umpires/technical officials, coaches and parents.

More men than women responded to the survey and young people were underrepresented in the survey responses, with only 17% of respondents aged 30 or under.

113 responses were received to the governance bodies survey from administrators in all 5 regions, half of counties and umpire associations and 17% of known adult leagues. The consultation meetings were attended by 75 people who were a mix of club and governance body representatives.

Findings

The governance of hockey is not currently in crisis. Multiple playing opportunities every week are supported by the current governance bodies and by thousands of committed volunteers.

There are differences in view on the effectiveness of the current governance bodies and the impact

of their decisions and actions on clubs and players. However, there is clear evidence of inconsistencies in governance across the sport and a need to strengthen governance leadership. The research and consultation have identified several governance issues needing to be addressed and opportunities that could be taken that would have a positive impact on players and administrators, reduce dissatisfaction and help hockey to grow.

Out of the five key elements that contribute to good governance referenced in the review three in particular emerged as the areas in need of greatest improvement:

- Structure
- People
- Communications and transparency.

(Policies/Procedures and Standards/Conduct were deemed to be lower priority)

The consultation process reinforced the point that hockey's governance bodies are autonomous bodies and, whilst England Hockey has some influence, it is not able to 'tell' the governance bodies what to do. However, among a majority of people who

participated in the consultation process there is recognition of the need for some or significant improvement in governance. Furthermore, There is evidence that a number of individuals and governance bodies across hockey are willing to work to make that happen with England Hockey's leadership and support. If improvements are to be implemented an open and consultative process should be followed, ideally volunteer driven with professional support, and with widespread engagement from across the sport.

If some of the concerns and issues identified are not addressed then it is likely that the governance of hockey will diminish in effectiveness over time as volunteering levels reduce and uncertainty around the purpose of bodies results in decline, to the detriment of the sport.

As outlined in the introduction the role of England Hockey is outside of the scope of this report. However as the National Governing Body, its role in the leadership of governance and its relationship with the volunteer-led governance bodies is critical. As the review Working Group decides on the actions to take following this report, it will be important that this is also considered.





6. Vision, Principles and Requirements

From the research, the AGM Resolution Working Group developed a Vision, Principles and Requirements for the Review. These were shared for consultation, refined and agreed at the November 2018 England Hockey Board meeting.

Figure 3: Agreed Vision and Principles

VISION

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

PRINCIPLES

Seven overarching principles of future good governance in hockey were established by the Working Group. These principles are derived directly from the results of the consultation process. They are as follows:

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

7. Impact of the AGM Resolution

Given the time taken developing an evidence-based and consultative approach to structural change the AGM Resolution Working Group has sought a number of 'quick wins'. Progress with these is outlined on the AGM Resolution 'Governance Review 2018' page of the website, www.Englandhockey.co.uk/agmresolution, as part of the updates on progress of the review.

Beyond the 'quick wins', the Working Group has identified that to effectively resolve many of the issues identified by members, a more substantial structural review is required. The reasons for this became clear during the research phase and subsequently as the 'Vision, Principles and Requirements' were considered in more detail.

A function-based approach was taken to help the Working Group, the England Hockey Board and the Region's Consultative Committee consider what options were available. These were then narrowed down to those contained in this proposal. Before determining the proposed approach the functions that need to be delivered by any structure in the sport were identified. These are not exhaustive but are agreed to cover the majority of activities.

Activities outside of the scope already referenced (individual club governance, schools and Wednesday university activity) were excluded along with activities not delivered through local structures. This review therefore focuses on:

- Adult Leagues and competitions
- Junior Leagues and competitions
- Other Competitions (Tiered Championships, Indoor etc.)
- Masters
- Discipline
- Player Pathway
- Umpiring & Officiating
- Adult Representative Teams (currently County Championships)
- Affiliation
- Policy & Governance



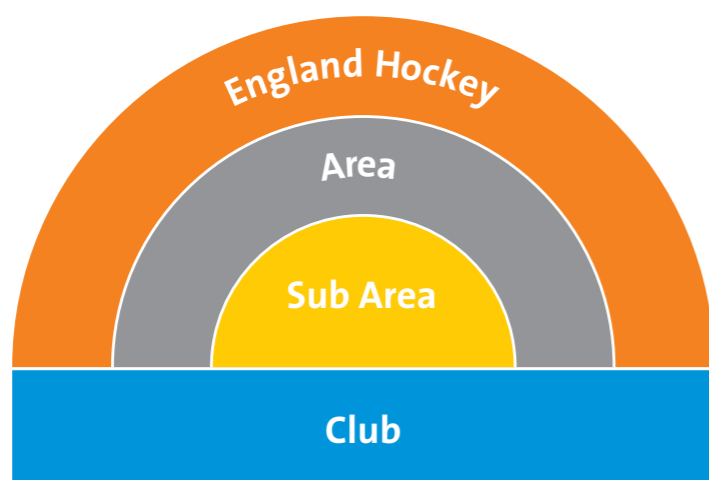
8. Structural Change Proposed

The proposal aims to follow the principles already set out and agreed through previous stages of the consultation (see section 6). The focus is on a clearer, simpler structure that creates a more efficient and effective approach whilst retaining (and in some cases improving) local influence for clubs in decision making and creating a more consistent approach.

A two-tier structure in England would be maintained but the number of committees and organisations would be reduced by ensuring that responsibility for delivery of functions is primarily at just one level and not duplicated. All bodies would be expected to fall in line with this new structure that will provide greater simplicity and efficiency for all parties, particularly clubs.

Rather than the traditional 'hierarchical' model, this would be an accountable, functional approach where clubs would be voting members of all the bodies that provide services to them. Communication would be required between all organisations but the terms of interaction would be clearer as functions would be consistent between bodies. The number of separate bodies/organisations in hockey would be reduced by approximately 50%.

Figure 4: Proposed functional model:



Area	Sub Area	England Hockey
Adult Leagues & Competitions	Player Pathway Activity (Development Centre and Academy Centre)	Policies and procedures for the sport.
Junior Leagues & Competitions	Adult Representative Teams (inc Masters)	Coach development and education
Player Pathway (Performance Centres)		Umpiring Courses (Level One)
Discipline		Safeguarding
Umpiring and Technical Officials		Facilities Support and Advice
Masters Representative Teams		EH competitions

How each function will change

Adult Leagues (& Competitions) – these currently operate at a number of levels: National, Regional, Sub Regional and County. The structural change proposed is to organise all of these at two levels: National level (those run by England Hockey as currently) and Area level. The leagues would also be run jointly for Men's and Women's leagues with consistency between the genders to provide more consistency for clubs that are mostly now joint gender clubs. Although administered at Area level their pyramid would run down to a more local level as required.

Junior Leagues (& Competitions) – the structure for junior leagues is currently inconsistent with great strength of organisation in some areas and gaps in others. In the proposal the leadership of junior competition will exist at Area level with elements of local delegation of responsibility where appropriate. Structures would be designed to ensure travel for young people is proportionate to playing standard. This should help create more layers of competition for young people of all abilities to cater for the growth in junior club hockey. Local England Hockey competition rounds would be aligned to this to ease calendaring challenges.

Masters – Masters Leagues and Competitions would be organised at Area level and Masters Representative teams aligned to these areas for both genders. Sub-Areas would also continue to run Masters Representative teams as exist in some of the current regions.

Discipline – Discipline would become a function of the Area reducing the number of Association Discipline Officers significantly (c40 fewer roles), creating more consistency in approach and efficiency in processes. Areas may require a discipline sub-group to support the Area Discipline Officer.

Player Pathway – The Player Pathway was set up in 2005 (as the Single System) and is overseen by a joint committee of the current Regions with England Hockey. It was reviewed in 2013 and will continue to be reviewed periodically. The current Player Pathway structure would be aligned to the new structure with Sub-Areas having responsibility for Development Centres and Academy Centres and the Area having responsibility for the Performance Centres.

Umpiring and Officiating – The number of HUA's would reduce to align to the Area structure pooling the resources of current HUA's and making the umpiring pathway more seamless. Technical Officiating would align to the same structure.

Adult Representative Teams – would continue to exist organised at Local Sub-Area Level as a direct entry competition as long as demand exists (currently the Adult County Championships).

Policy and Governance – any functional body will have more clearly defined expectations in terms of appropriate policy and governance, including aspects such as safeguarding, health & safety and finance responsibilities. These are covered in 'Good Governance' in section 10. Affiliation is included within this and is expected to be streamlined to be more efficient for administrators.



From Five Regions to Eight Areas

There are currently five Regions in England that are established on a multi-county structure. The five Regions are uneven in size as the table beneath demonstrates. They have also developed very different internal structures and approaches that has resulted in significant inconsistency.

Figure 5: Map of the current Regions

Currently:

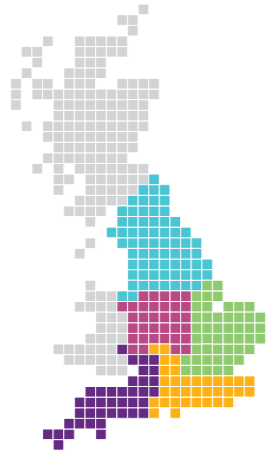


Figure 6: Distribution of clubs, teams and players in the current regions

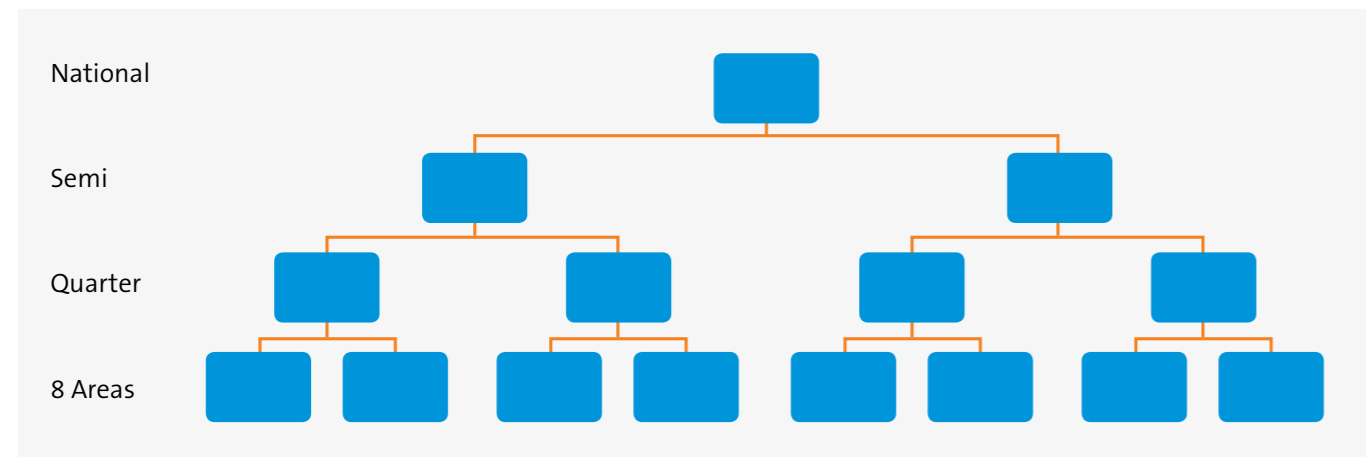
Region	Clubs	Adult League Teams	Players aged 16 and under	Players aged 17+
East	104	17%	16%	17%
Midlands	130	17%	13%	16%
North	176	21%	18%	21%
South	181	31%	38%	32%
West	127	14%	15%	14%

Having five Regions creates many challenges for the later stages of competitions as complicated competition structures are required to progress from five Regions to finals.

Proposed:

It is proposed therefore to move to eight new, similar sized Areas structured in a way that aligns to modern travel networks and creates easier to manage competition structures. This realignment will ensure that opportunities are more equal for clubs and teams to progress.

Figure 7: A more logical competition structure



To generate the new Areas, England Hockey has worked with market leading operational logistics company Llamasoft (www.llamasoft.com). Every affiliated club has been mapped and the playing level of teams mapped and modelled to create an optimised structure. This has taken into account travel times by road at weekends and taken into account public transport considerations (in London in particular).

Having mapped the distribution of clubs and teams, and considered the number of players at adult and junior levels, the following structure is proposed for the new Areas that creates considerably more consistency.

Clubs on the boundary lines in the map would be invited to consider which Area to join but will be expected to join only one Area fully for both male and female hockey. It is intended to then sub divide the 8 Areas into smaller feeder leagues to split the country into 16 and 32.

Figure 8: Proposed new areas



Figure 9: Distribution of clubs, teams and players in proposed new structure

Region	Clubs	Adult League Teams	U16	17+
South Central	71	12%	13%	12%
East	75	12%	11%	11%
Greater London	73	14%	16%	15%
Midlands	130	17%	13%	16%
North East	98	11%	10%	12%
North West	85	10%	9%	10%
South East	66	11%	13%	11%
South West	120	13%	14%	13%

Area responsibility will broaden and deepen with the following functions existing at Area Level.

- Adult Leagues (& Competitions)
- Junior Leagues (& Competitions)
- Discipline
- Player Pathway
- Umpiring & Technical Officials
- Masters
- Policy and governance

Each Area would be a voting member of England Hockey but separately constituted with purpose and objectives aligned with other Areas. All Areas would share common core constitutions where clubs would be voting members, potentially following the same model as the England Hockey structure with proportionate votes for clubs based on their size.

Each Area would be expected to follow the best practice principles of Good Governance that will be developed by England Hockey and agreed by the new Area bodies.

The economies of scale in this approach would allow for some roles to be delivered by a mix of volunteers and part-time contractors where the administrative load is more significant (as is common in the Player Pathway, some leagues and clubs). A financial model for Areas will be developed in due course.

Leagues

Leagues would be realigned so that they fit the new eight Area structure. Leagues would have consistent rules and would be regulated by their Area. They would meet nationally with England Hockey to agree a common framework of rules and regulations.





Relationship between the Areas and England Hockey

The eight Areas would meet with England Hockey to determine the approach to delivering the functions. As far as possible, each Area should deliver the functions in the same way ensuring consistency for clubs across the country. Each functional lead would meet with the other Area functional leads using modern approaches to meeting management (video/conference calls). The eight Area chairs (or selected representatives) would meet regularly with England Hockey as a group to ensure effective collaborative decision making in the delivery of hockey.

The Local Sub-Area role will be streamlined

Local Sub-Areas will be defined by local geography and density of hockey participation. In many cases, but not always, this will be a county.

Local Sub-Area roles are currently extremely variable with some delivering a relatively large programme and others little beyond the Player Pathway and some younger junior competitions.

In the proposed approach Local Sub-Areas would exist for representative hockey – e.g. Player Pathway or Masters teams (and adult representative teams where they still exist). All other functions would be passed to the Area level.

It is expected that Local Sub-Area structures would become considerably leaner with a clear purpose.

The smallest counties may wish to consider sharing/pooling resources with neighbouring counties where appropriate to form appropriately sized Local Sub-Areas.

Local Sub-Areas would hold a seat on the relevant Area Functional committees. Adult Representative (County) teams are now a direct entry competition to England Hockey and therefore there is not an Area function for this.

Summary of Proposed Changes

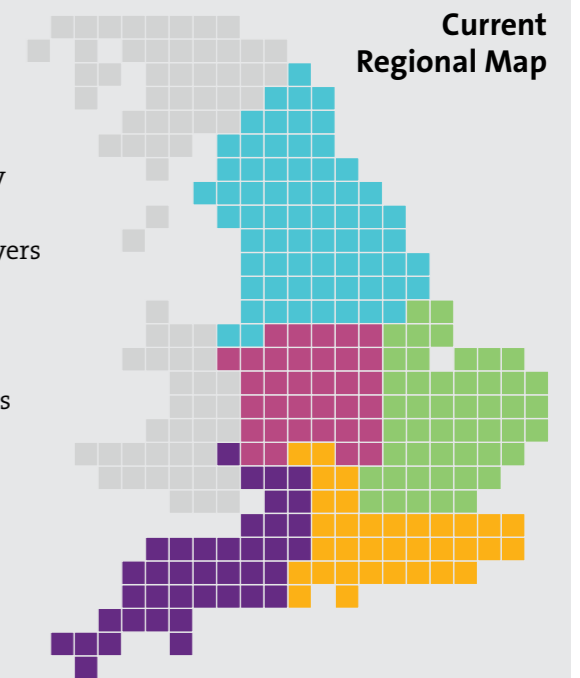
From this... in 2019

A structure with:

- Multiple organisations that are not well understood.
- Lack of consistency and clarity of purpose
- Duplication and inefficiencies in approach that creates extra work in clubs
- Variable governance standards
- Some organisations not directly accountable to their membership or wider governance structures
- Inequality in opportunities to progress.

What we have now:

- Five Regions of significantly different sizes (largest has nearly 3 times as many players than smallest)
- Over 100 organising bodies including regions, counties, umpiring bodies and leagues (adult and junior)
- 40 sets of league rules



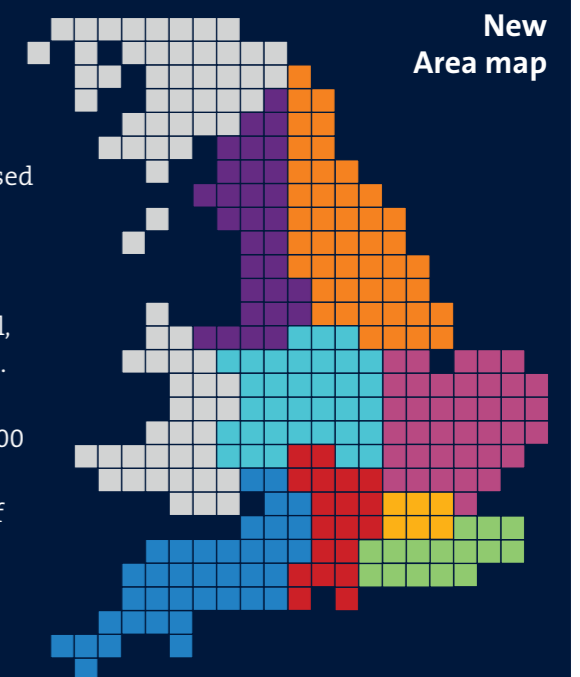
To this... in 2021

A structure with:

- Clear purpose and leadership
- Fewer bodies to achieve economies of scale & efficiencies
- Local accountability to members and aligned National structure
- Consistency in both approach and governance expectations
- More equal opportunities to progress through competitions and leagues.

What it will look like:

- Eight more equal Areas based on density of teams and travel times.
- Sub-Areas with narrower purpose. In most, but not all, cases these will be counties.
- A leaner system with c50 fewer organisations and c100 fewer committees
- One common framework of league rules



Benefits for Clubs:

- More simplified system with fewer bodies to deal with.
- More opportunities for teams and clubs to succeed.
- Clearer junior competition structure.
- Common rules and regulations across genders = More consistency with less administration.
- Clubs become voting members of all bodies.

Benefits for Associations:

- More economies of scale.
- Fewer connections to be made between organisations.
- Better potential to create some paid administrative roles if desired.
- Clearer approach to engagement with England Hockey and clubs.

9. Delivery Specifics

The research and consultation has also identified a strong desire for more consistency in approach in administration throughout the game from clubs and participants. Subject to the proposals being accepted and structural changes implemented a number of actions would be implemented over the following seasons to include the following:

Game Format Regulation

The playing formats, particularly for young people, would be set and agreed nationally to ensure greater consistency of experience for young players entering the game. This would include playing formats (e.g. 7-a-side) as well as guidance around match and tournament regulations. This is now common practice in other team sports.

Calendar

The National Calendar set by England Hockey would become a requirement to be followed at all levels and organisational planning of all activity would align to this calendar.

Joint Gender Delivery

A large number of aspects of hockey are now delivered through joint gender committees. This creates efficiencies and consistency for participants and particularly club administrators. Each functional Area would be delivered for both genders.

Affiliation

A common process for affiliation will exist aligned to the England Hockey affiliation process with all fees rolled into one payment for Areas and Sub-Areas. These would be collected via the England Hockey system and redirected to the relevant body. Entry fees for competitions and leagues would remain separate initially.



Technology

Technology improvements are critical across the delivery of the sport. It was a strong feature of the feedback from members. There are considerable strengths in some areas but also inconsistencies and a lack of alignment overall. A whole sport digital approach would be agreed with a clear implementation plan. The aims of this approach would be to improve the experience for club administrators, remove duplicated effort and provide efficiencies for competition and activity organisers.

Specifically the objective would be to reduce duplication for club administrators and provide integrated IT approaches wherever possible.

Player Registration

All players will be expected to be registered on a single database with England Hockey and their relevant bodies. This would be to support both the ease of IT systems and to ensure that there is appropriate visibility for robust discipline and health and safety standards. By entering details once and appropriate sharing of data this would ease administration processes. Partnerships would be made with club administration systems to make this process as seamless as possible.

Rules & Regulations

League rules (excluding rules of the game that are decided by the FIH) and regulations would be aligned to a common framework which would adapt appropriately to the level of hockey being played. These would be regularly reviewed and changes agreed collectively by the eight Areas (with England Hockey) rather than individually through local bodies as currently. The objectives would be to make it easy to play at lower levels with the game appropriately regulated through the higher levels.

Transparency

All the bodies in the sport would have to meet standards in line with the Tenants of Good Governance (section 10). This would include clear transparency for members of decision making, accounts and election processes.

10. Key Tenants of Good Governance

Section 6 set out principles for this review and identified the need for 'Good Governance' to be adopted and applied by all Areas and Local Sub-Areas (and relevant constituent elements):

- Properly constituted
- Transparent
- Accountable
- Fair and Impartial
- Inclusive
- Compliant
- Integrity

All bodies will have clearly set out expectations from a constitutional and operational perspective that will ensure these standards are achieved. These will be developed through consultation and be expected to be carried out with appropriate visibility for their members and England Hockey as the Governing Body.

11. Benefits of this Proposal

This proposal addresses the issues identified by members that have, in part, been created by the organic growth of the sport's structure over many years. This is the first comprehensive review of the structure in a generation and the evidence gathered from members has provided the insight for the proposal. Hockey has changed significantly since the last review 25 years ago and this will ensure that the structure moves forward too, building on the good practice and improving it where it needs updating.

It ensures that:

- Clubs and participants get a more consistent and equal experience with fairer opportunities to succeed.
- Clubs have a say in all elements of hockey organisation whilst also providing a more accountable structure linked to England Hockey.
- At each level, bodies would share common constitutional elements and that roles are understood and are consistent with other bodies.
- Simplification will be achieved by embracing technology and aligning policies, rules and regulations to make consistency and efficiency commonplace.
- It will reduce the burden on volunteers and give them a clearer understanding of the functions to be delivered.
- Roles will be dictated by what needs to be done, rather than geography, making it easier to recruit volunteers.

Critically we believe it is also a deliverable change that provides a fit for purpose structure for years to come.

12. Decision, Implementation and Transition

It is critically important that the membership consider the changes proposed and give England Hockey feedback on their level of support for the proposal made by the Working Group. Feedback will be used to produce a detailed implementation and resourcing plan for the changes for agreement by the membership at the AGM in March 2020.

To ensure a smooth transition whilst retaining momentum it is proposed the following timeline is followed.

June 2019 to October 2019	Communication of the proposals and feedback received from members.
27 October 2019	Closing date for feedback from members including level of support for proposals.
November 2019	Final proposal shared by England Hockey including a more detailed implementation plan.
17 March 2020	England Hockey AGM final decision on proposal and implementation plan
April 2020	Implementation plan begins
September 2021	New structure in place for season 2021-22.

How do I give my view?

1. By 27 October 2019

Open feedback to England Hockey via survey

<https://www.surveymoz.com/s3/5060208/AGM-Resolution-2019>

2. 17 March 2020

Vote held at England Hockey AGM.

We want as many clubs and organisations as possible to engage with such important changes and voting at the AGM can be done electronically to make it easy to cast your vote. Full details of AGM voting will be sent out to England Hockey member organisation secretaries and chairs in February 2020.

Please email: agm.resolution@englandhockey.co.uk if you have any questions.



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