



English Ice Hockey Association
Governance Review Report

EIHA Governance Working Group
chaired by Jonathan Hall
May 2018

Contents

CONTENTS	2
INTRODUCTION	3
Background	3
Scope of the Review.....	4
Conduct of the Review.....	5
FINDINGS	6
Governance in a sporting context.....	6
Consultation feedback	7
RECOMMENDATIONS	9
Appendix 1 – EIHA Governance Working Group	19
Appendix 2 – Summary of consultation meetings	21
Appendix 3 – The Code for Sports Governance in the UK key principles	23

INTRODUCTION

Background

For some years ice hockey in the UK has been wrestling with finding the best structure to take the sport forward.

The sport has been played in the UK since the start of the 20th century. The GB men's team were successful in the 1920s and 1930s but have struggled since WW2, though they have recently been promoted to top division of the IIHF World Championship where they will play for the first time since 1994. The sport is played at a professional level in the UK with the Elite Ice Hockey League, whilst the semi-professional, amateur, recreational, junior and women's provision is delivered through the various associations across the UK as outlined below.

Ice Hockey UK (IHUK) is a Full Member National Association (MNA) of the International Ice Hockey Federation (IIHF) and is recognised by the IIHF, the British Olympic Association (BOA) and the five Sports Councils (Sport England, Sport Northern Ireland, Sport Scotland, Sport Wales and UK Sport) as the National Governing Body (NGB) for the sport of ice hockey across the United Kingdom. As the Full MNA and the recognised NGB, IHUK governs and manages the sport of ice hockey across the United Kingdom; and is bound to observe the Statutes, Bylaws and Regulations of the IIHF and is required to be representative of the players, clubs, game officials and regional ice hockey organisations across the UK (of which the English Ice Hockey Association (EIHA) is one).

The EIHA is recognised by IHUK and by the Sports Councils as the home nation National Governing Body for the sport of ice hockey in England and Wales. The EIHA has responsibility for the promotion, administration, development, participation and decision-making for the sport of ice hockey within England and Wales.

The Scottish Ice Hockey Association (SIHA) dissolved as a separate organisation and is now part of IHUK. IHUK delegate responsibility for the promotion, administration, development, participation and decision-making for the sport of ice hockey within Scotland and Northern Ireland to the Scottish Ice Hockey Board.

Scope of the Review

Following the EIHA EGM in November 2017, the EIHA set up a Governance Working Group (following wording taken from the EGM):

“To consider on an objective basis the benefits and risks to EIHA of:

1. conducting a wholesale review of EIHA’s governance structure and processes to identify the actions required to ensure that EIHA:
 - (a) is compliant with best practice corporate governance in the UK (including Sport England's Code for Sports Governance); and
 - (b) operates effectively for the benefit of all its members and in the best interests of the sport of ice hockey in England; and
2. alternative structuring options for EIHA including (but not limited to) merging with Ice Hockey UK Limited.”

The members of the Working Group are Jonathan Hall (Chair), Joy Johnston, Andrew Miller and Eric Morton – details of the Working Group and the assistance it has had are set out at Appendix 1.

The Working Group decided that it was best to break the review into two stages. First of all to review the EIHA’s current situation and the various governance options (including its involvement with Ice Hockey UK) and to recommend the best way forward for the EIHA in the context of both English and UK ice hockey.

This included considering the pros and cons (benefits, risks, challenges etc) of so-called unification with Ice Hockey UK as well as considering any alternative options. As part of the first stage the Working Group has also given some initial consideration to the state of EIHA’s own governance as envisaged in paragraph 1 above, however it has not carried out a detailed review of EIHA’s own governance as the decision whether to proceed with that or not (and subsequent recommendations) depends on the broader decision that EIHA wish to take based on the recommendations

from the Working Group after the first stage. What then happens in the second stage depends on that decision and the Working Group has also included in this report its recommendations for the second stage.

Conduct of the Review

The Review has been carried out by considering existing documentation relevant to the governance of the EIHA and ice hockey in the UK including various constitutional documents and previous reports on the subject such as the Wharton recommendations on behalf of Ice Hockey UK and the EIHA Governance Committee Reports and Papers.

The Working Group has also considered written submissions to its email governance@eiha.co.uk and held two open consultation meetings, one in Bracknell (29 April) and another in Sheffield (5 May). In addition, the Chair of the Working Group has also spoken and/or met with certain key individuals from the EIHA, IHUK, Scottish ice hockey and the Elite Ice Hockey League as well as one or two other individuals.

The Working Group have provided progress updates on the EIHA website at appropriate stages including a broad summary of the feedback from the two consultation meetings (which is set out at Appendix 2).

This Report is written for the members of the EIHA in response to the request at the EGM in November 2017. The report will be presented in full to the EIHA membership on 1 July 2018 by the Working Group. The Working Group will discuss the Report with the EIHA Board on 2 June and recommend to the EIHA Board that the full report is circulated to the full membership in advance of the member meeting on 1 July. The Working Group will also recommend to the EIHA Board to make the member meeting on 1 July an EGM with a formal vote by the EIHA members to approve the recommendations contained within the report.

FINDINGS

Governance in a sporting context

We do not propose to go into detail on this other than to recognise the importance of good governance. There are generally two forms of governance: corporate governance which is the way organisations are run and how they make decisions; and regulatory governance which is the way the organisation actually runs and regulates the sport. What is meant by good governance in this context is good corporate governance i.e. the decision-making structures and processes that the sport puts in place to ensure that the best possible decisions are made - and communicated. It is not the role of the Working Group to look at the regulatory governance of the sport i.e. issues such as safeguarding, anti-doping etc.

The key reference for good governance in sport in the UK is the Code for Sports Governance introduced by UK Sport and Sport England in the autumn of 2016. This Code applies to all bodies that receive funding from UK Sport and/or Sport England. Although ice hockey does not currently receive any such funding, the Code is in our view the most appropriate benchmark for ice hockey to follow as it sets out sensible good governance principles. An added benefit, should the sport choose to comply with the Code, is that it will then be in a position to consider applying for funding (subject to meeting the other funding criteria that each of UK Sport and Sport England require). A link to the Code is here: <http://www.uk sport.gov.uk/resources/governance-code>

We have also set out at Appendix 3 the key principles behind the Code as those are what we have considered as part of our work and which we recommend are relevant to ice hockey.

The UK Corporate Governance Code also sets out some useful guidelines. Even though it is aimed at public listed companies, many of these guidelines could apply to sports organisations and there is therefore much overlap between the two Codes. A link to the UK Corporate Governance Code is here: <https://www.frc.org.uk/getattachment/ca7e94c4-b9a9-49e2-a824-ad76a322873c/UK-Corporate-Governance-Code-April-2016.pdf>

It is important to understand that what all corporate governance principles (including those in both the Codes mentioned above) are trying to do is to set out how organisations can arrange or design themselves (both in terms of structure and process) in order to make the best decisions

possible. That does not mean that if an organisation adopts best corporate governance principles it is guaranteed to make the best decisions possible, but it will significantly improve decision-making and will minimise the risk of bad decisions.

Consultation Feedback

Poor governance

The main message we received was that members feel that the governance and decision-making of both the EIHA and IHUK is currently poor and that EIHA members did not fully trust the Board of either organisation with running the sport. Concerns were expressed about the lack of transparency of decision-making and poor communication with members at both EIHA and IHUK level. They would prefer to see a clear and joined up decision-making structure, where decisions are then communicated properly, so everyone in the sport understands how things work, how decisions are made and they feel engaged in some way in that process.

Many members feel that the EIHA Board is too operational and not strategic enough. They would like to see a Board that is constituted in line with good governance principles running the sport (e.g. a balanced composition of people from inside and outside the sport, professional expertise and relevant skill-sets). They would also like to see the Board establishing a clear strategy for the sport and ensuring that the organisation is complying with its legal and other responsibilities. They recognised that these issues applied equally to the EIHA and IHUK.

Too many organisations and a silo approach

Another key issue was the confusion created by having multiple different organisations and sections involved in the sport; each often acting autonomously and in an uncoordinated way. This creates inefficiencies and a muddled picture for those involved with the sport. They understood that there was a role for a UK body, not least because of the link to the international federation and overseeing certain UK responsibilities such as running the GB teams and the work permit system. Some were aware that Scotland had become part of IHUK but were unclear what that meant in practice as the sport in Scotland seemed to continue to operate unchanged. In addition, many felt that the different parts of the sport (whether at England only or UK level) too often operated in silos and that it would be better to be coordinated and have everyone pulling in the same direction. The silo approach both prevents the efficient operation of the sport and stifles its development at every level. The International Ice Hockey Federation supports the need for the EIHA and IHUK to work towards creating a single NGB for ice hockey across the UK.

Finances

Some members referred to the lack of transparency on finances and not knowing the full picture on where the sport gets its income, how it then allocates that across the sport and how much, if any, is retained in reserves. Many also expressed a lack of trust over cost control for the GB teams at IHUK. This led to concerns about how finances were (and would be) managed, who would oversee the finances in any new structure and who would therefore decide how funding was allocated and ensure budgets were met.

Whilst ice hockey does not receive any public funding like many other sports in the UK, some felt that improving the sport's governance would at least also put it in a position to apply for such funding if the opportunity arose.

Other

Some of the other issues that came up during the consultation and which relate to governance were as follows:

- almost everyone saw merit in having a UK body which could have one set of finances for the UK, one set of UK policies and be the single umbrella organisation for the sport across the UK delegating issues to other parts;
- in order to overcome issues of trust and poor governance to date, they also believed it would help to create a new UK body. This would help enable a fresh start and avoid any “baggage” from previous unfit for purpose organisations/bodies;
- the recent success of the men's GB team, whilst fantastic news, has occurred despite the poor governance structure. It does not remove the need to improve the governance; and
- it is important in any new structure to recognise the role of volunteers.

We also received some comments and observations about certain aspects of the sport which were operational issues and not governance issues for our consideration. For example, how best to structure league competitions and some suggestions in relation to the talent pathway. As these are not issues that are in the remit of the Working Group, we have not addressed them. However, we believe that if the sport adopts the recommendations set out in this report it will be in a much better position to address these issues properly and in a coordinated way across the UK.

RECOMMENDATIONS

The main conclusion the Working Group has reached is that it makes sense to bring the sport together under one umbrella UK organisation but a clearer picture is needed of what that UK organisation would look like and how it would operate in order for everyone to commit to it.

Due to the lack of trust of the existing organisations, it would also be best to set up an entirely new UK organisation with no “baggage” and to give everyone the comfort that this was genuinely a new start.

We therefore believe that the next stage should be to engage with the other stakeholders across the UK to set up a joint steering group to oversee a number of working groups to look at the detail of how to create a new UK organisation. In that way the members of the relevant organisations will be able to see how it will work before they finally agree to commit to it and move forward.

The actual recommendations for this are as follows:

Recommendation 1:

There should be one umbrella UK organisation responsible for all aspects of the sport across the UK.

This will help ensure that there is a coordinated approach to the sport across the UK which will help provide a clear development pathway to ensure better talent ID and player, official and coach development. It will also create a better structure for volunteers and their many skill-sets that are involved within the sport. Focussing and combining the resources across the UK will help achieve the best outcomes for the sport. A consistent approach, where appropriate, across the whole of the UK will make the sport better for all participants and hopefully make it easier to attract new people to the sport. The creation of a new, credible and sustainable UK governing body will also help increase the UK’s recognition on the international stage.

Recommendation 2:

This should be a new UK organisation and not IHUK, and it should be set up to comply with the Code for Sports Governance.

This will help avoid any perception of any “baggage” and allow all stakeholders to come together and make a new start.

Compliance with the Code will ensure that decisions in the new organisation are made in accordance with good governance principles for the benefit for everyone involved in the sport. These principles are set out at Appendix 3 and the detail behind each principle is set out clearly in the Code for Sports Governance. This detail can be considered by the relevant working group referred to at Recommendation 9.

Recommendation 3:

There is no need for EIHA to continue as a separate entity once the new UK organisation has been established properly. All EIHA responsibilities and assets should transfer to the new UK organisation.

Continuing with the EIHA after the new UK organisation has been established will only create confusion and lack of clarity and it will also be unnecessary. All responsibilities and assets should transfer to the new UK organisation so that there is proper coordination of the responsibilities across the UK.

Recommendation 4:

There should be a new Board for the new UK organisation and this Board should comply with the requirements of the Code for Sports Governance.

There will need to be a transition from the existing boards to the new board. This will need to be planned in more detail by the relevant working group referred to later on in Recommendation 9. However the new Board should comply with the Code, so it should:

- be the ultimate decision-making body
- be responsible for setting the organisation's strategy
- act in the best interests of ice hockey in the UK and the new organisation
- be a maximum of 12 people
- have an appropriate balance of skills, experience, independence and knowledge
- promote openness and debate amongst the directors and set out clear expectations for the running of their meetings and director behaviour
- have appropriate term limits e.g. max of 2 x 4 year terms
- appoint a chair who is the best person with the skills to chair the Board
- have at least 25% independent directors
- have an audit committee and a nominations committee (the latter with a majority of independent directors on it)
- target having a minimum of 30% of each gender on the Board and demonstrate a strong commitment towards gender parity and greater diversity generally
- have a formal, rigorous and transparent procedure for the appointment of new directors and in line with the skills required for the Board led by the nominations committee
- have a proper induction process for directors
- adopt a code of conduct e.g. to act with integrity and in line with the organisation's policies
- have a conflicts of interest policy and manage conflicts appropriately
- have a risk management system to ensure proper management of risks such as legal requirements and financial responsibilities

Recommendation 5:

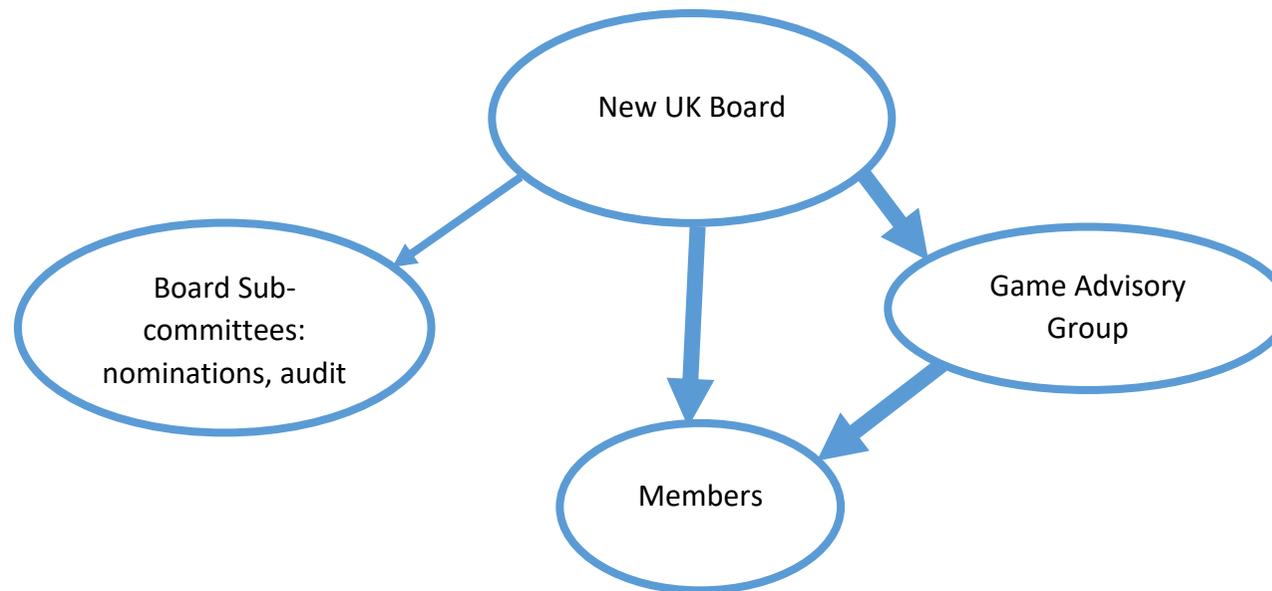
A new Game Advisory Group should be set up to advise and help guide the Board to make the best decisions for the sport. It should consist of different categories from within the sport and sit as a formally recognised part of the governance structure of the new organisation. The categories could be based on the existing sections/delivery structures where appropriate e.g. recreational, juniors, coaching, referees etc.

Good engagement with members is extremely important in any member based organisation. To help the new Board with this we recommend creating an advisory group for the Board (we have called it a Game Advisory Group as a working title). The Group would draw on the skills and knowledge from within ice hockey, and comprise representatives from players, officials, leagues, coaches etc. We suggest the existing sections/delivery structures would be a good place from which to draw these representatives. The Group should not be too large to ensure there is proper debate and engagement between the members on the Group. We would suggest a maximum of 12 people.

An indication of the Group's role is:

- to be consulted on, and to be able to raise with the Board, key strategic and operational initiatives
- to communicate with the Board through Group meetings at agreed intervals and in specified circumstances, as well as electronically when appropriate.
- to work with the Board to provide members with information on any relevant matter
- to work with the Board to promote ice hockey's strategy in the UK
- to help deliver certain operational matters on behalf of the Board as delegated by the Board

The new structure would be as follows:



- Make-up to be decided in second stage
- Sections/delivery structures ? e.g. recreational, leagues, coaches, officials, universities, other member representatives

Recommendation 6:

The new UK organisation should comply with the Code for Sports Governance, in particular the following areas:

- **the new organisation should be transparent and accountable to its stakeholders by publicly disclosing information on its governance, structure, strategy, activities and financial position to enable its stakeholders to have a good understanding of them**
- **the new Board should be responsible for establishing a clear long term 4-5 year strategy for ice hockey across the UK following broad consultation with all stakeholders**
- **the long term strategy should be supported with a clear financial plan, a risk management process, proper internal control systems and other appropriate policies and procedures e.g. health & safety, whistleblowing policy, clear and fair sports disciplinary processes etc.**

The Code provides a good framework for good governance and we therefore recommend that it is used as a benchmark for the way in which the new organisation is set up and operates. In particular, good communication and engagement with members is important as is the need to act transparently so that members understand what the organisation is aiming to do and how it is getting on. A clear long term strategy for the sport across the UK will help everyone in the sport work together for a common objective enabling the sport to flourish and for all those involved in the sport to benefit.

Recommendation 7:

The Board of the new UK organisation should be the ultimate decision-making body and act on the basis of the principle of “subsidiarity”.

Subsidiarity is the principle of delegating responsibility for arriving at decisions as far away from the centre as possible where this can be achieved without jeopardising the quality and objectiveness of the decision e.g. closest to where the decision will have its effect. This does not always mean that a decision (or action) must always be taken at the level that is closest to where it will have its best effect, as there may be times where it is better to take a decision in the centre. What this means in practice is that the new Board, whilst remaining the ultimate decision-making

body, should be as strategic as possible and delegate certain decisions and the operation of its decisions to others e.g. the sections/delivery structures within the Game Advisory Group.

Recommendation 8:

In order to give members comfort over the future finances, the current level of distributions could be protected for a period of time (e.g. 2 years) while the new organisation, its Board and the Game Advisory Group beds in. After that period, it would be the responsibility of the Board, operating by recognised good governance principles, to decide on the financial plan for the sport in line with the long term strategy for the sport.

In order to address some concerns expressed during the consultation about the management of finances, we are suggesting that the focus in the early years is on getting the new organisation up and running and to produce a long term strategic plan for the sport. The current levels of financial distributions across the various sections/delivery structures and components of the sport could be protected for a period of time (e.g. 2 years) while that happens. For example, this would help give certain members comfort that monies from the grass-roots development programmes would be ring-fenced and could not be moved to and spent on the GB programme which was a specific concern raised with us during the consultation meetings. If the game is ready to pursue an agreed long term plan and the financial plan that sits behind it before the two years is complete, then the members can agree to that before the end of that initial period. The detail behind this can be considered by the relevant working group referred to in Recommendation 9.

Recommendation 9:

EIHA should commit in principle to establishing a new unified UK organisation to replace the existing EIHA, IHUK and SIHA (if applicable). The EIHA should therefore engage with the other stakeholders across UK ice hockey to get their agreement to the above recommendations and to establish with those stakeholders:

- **a joint governance steering group with representatives of the EIHA, IHUK and Scottish ice hockey as well as some independent representation to oversee, direct and monitor the next stage of the move to a new UK organisation; to ensure a streamlined approach we recommend a maximum of 6 people on this group; and**

- **4 working groups to produce more detail on the new UK organisation and how the sport will transition from where it is now to the new body. We recommend that the 4 working groups cover the following areas: Governance, Sports Administration, Development & Partnerships as set out on the next page:**

Recommended Working Groups

GOVERNANCE		
<ul style="list-style-type: none"> • New Board structure • New Articles/Constitution • Board Committees and Game Advisory Group structure 	<ul style="list-style-type: none"> • Finance structure • Management structure 	
SPORTS ADMINISTRATION		
<ul style="list-style-type: none"> • Policies: <ul style="list-style-type: none"> - Safeguarding - Equality - Data protection - Anti-doping - Gifts & hospitality - Codes of conduct 	<ul style="list-style-type: none"> • Insurance • Membership & registration process • Fixtures management • Electronic games-sheets • Website – marketing & comms 	<ul style="list-style-type: none"> • Information management – Members database • Disciplinary processes • Club-Mark
DEVELOPMENT		
<ul style="list-style-type: none"> • Talent pathways <ul style="list-style-type: none"> - Players - Coaches - Officials 	<ul style="list-style-type: none"> • League structures <ul style="list-style-type: none"> - Senior - Junior - Women 	<ul style="list-style-type: none"> • Tournaments • Competitions Regulations • Playing Rules
PARTNERSHIPS		
<ul style="list-style-type: none"> • Key stakeholder organisations <ul style="list-style-type: none"> - Elite League - Sledge Hockey - University Hockey 	<ul style="list-style-type: none"> • Domestic sport <ul style="list-style-type: none"> - UK Sport - Sport England - Sport Scotland - Sport Wales - Sport NI - BOA 	<ul style="list-style-type: none"> • International sport <ul style="list-style-type: none"> - IIHF • Governmental agencies <ul style="list-style-type: none"> - UK Border Agency - HMRC

Each working group should be a minimum of 4 people and should include at least 1 person from each of EIHA, IHUK & Scottish Ice Hockey and at least 1 independent person

Some members whilst they agreed in principle with the move to a new UK organisation, were not sure how a new UK organisation would work in practice until they had more detail and we believe it would be sensible to set up working groups to produce more detail on what the new UK organisation would look like and how the sport will transition from where it is now to the new body. The joint governance steering group would oversee, direct and monitor this work.

Recommendation 10:

The joint governance steering group should create a timeline to complete the work of the working groups targeting the end of December 2018 at the latest. It should present the final detailed proposal to the EIHA and IHUK so that their respective members can agree to the final proposal and start the process of moving from the current structure to a new UK organisation. In order to maintain momentum we suggest that the final detailed proposal is presented to and agreed by the relevant UK ice hockey stakeholders by no later than the end of April 2019 in order that the move to the new UK organisation can be completed ahead of the start of the 2019/20 season. The joint governance steering group should keep the sport updated regularly of progress towards the new arrangements.

It is important for there to be a clear timeline to avoid matters drifting and to focus everyone's minds. We feel that the above timeline is a reasonable balance between giving the working groups enough time to complete their work and ensuring the matter does not drift. As part of the improved engagement with members it is also important that they are kept regularly informed of progress and this should be the responsibility of the joint governance steering group.

Recommendation 11:

The joint governance steering group should also keep the international federation informed of the plans for ice hockey in the UK as necessary.

Whilst the international federation will be pleased to see progress being made, it is also important that they are kept informed of progress, not least because the international membership will need to be transferred to the new UK organisation once agreed. The joint governance steering group will need to liaise with IHUK (as the current internationally recognised body) to ensure that this happens.

Recommendation 12:

In order to ensure a clear mandate to progress matters on the above basis, the Working Group believes that these recommendations be put to the EIHA members at an EGM on 1 July with a formal resolution to vote on the direction of travel outlined in this report.

The consequence of the members agreeing to these recommendations means that there will be no need for the EIHA Governance Working Group to review the governance of the EIHA in any detail as it will be the governance of the new UK organisation that needs to be established properly and this will be the responsibility of the new joint governance steering group that we have proposed.

At the EGM the EIHA members should be asked to agree to the recommendations in principle and that matters move to the next stage of setting up a joint governance steering group as well as the working groups referred to in Recommendation 9 above.

The full report should be circulated to the EIHA members in advance of the 1 July meeting to ensure members have enough time to read and digest the recommendations and be clear about what they are being asked to vote on. As a minimum the notification and formal resolution should be issued in accordance with the requirements stipulated in the EIHA Articles, but where possible the report and the formal resolution/notification/voting forms should be sent at the earliest possible date to all members.

Jonathan Hall
on behalf of the EIHA Governance Working Group
31 May 2018

Appendix 1

EIHA Governance Working Group

At the EIHA EGM in November 2017 it was agreed that a Governance Working Group would be set up to help the EIHA decide on the best way forward for the governance structure of the sport.

Two EIHA board representatives were appointed onto the Working Group: Joy Johnston (Referee Chief Ice Hockey UK) and Andrew Miller (Chair of British Universities Ice Hockey Association). Joining the two EIHA board representatives were Jonathan Hall, an independent sports governance expert who agreed to chair the Group and Eric Morton, one of the IHUK independent directors.

A further independent sports governance expert, Rod Findlay, also agreed to act as a sounding board for the Group but did not play a full member role in the Group. The other IHUK independent director, Martin Gill, was invited to join the Group but due to time commitments was unable to fulfil the role on a full time basis – the Group did however consult with him as part of the process. Further details on Jonathan Hall, Eric Morton and Rod Findlay are provided below.

EIHA Governance Working Group: Jonathan Hall (Chair), Joy Johnston (EIHA), Andrew Miller (EIHA), Eric Morton (IHUK).

Jonathan Hall, Chair of the EIHA Governance Working Party, has over 20 years' experience in sport ranging from senior leadership roles in two large national sports governing bodies, The FA and the Rugby Football Union, to the commercial world of IMG. He entered the sports world after training as a lawyer at Cambridge University and US law firm Baker McKenzie. He has first-hand experience of many of the key areas of running major sports governing bodies including the associated corporate and regulatory governance issues.

He was Company Secretary of the RFU in the early days of professional rugby when the game's governance was having to modernize and he was Director of Governance and then Director of Football Services at the FA for 11 years where he was responsible for all regulatory and governance issues associated with clubs, leagues and the rest of the game in England and closely involved with the structural review of The FA by Lord Burns in 2005. More recently he has advised and helped British Judo lead its corporate governance changes and related compliance with the Code of

Governance for UK Sports and been an independent Panel member of the governance review for Table Tennis England. He is currently a consultant on a wide range of issues in sport.

Eric Morton, IHUK independent director on the Group, trained and qualified as an accountant and has spent much of his career in and around the NHS in senior financial and management roles, including 10 years as Chief Executive of Chesterfield Royal Hospital. During that role he was also seconded to other parts of the NHS to assist challenged healthcare providers. Since stepping down from that role in 2012, Eric has acted as interim chief executive of a couple of challenged NHS foundation trusts and also became an Improvement Director for Monitor which saw him provide support and act as a regulator presence in a number of foundation trusts which were in special measures.

His background has given him a strong understanding of governance requirements in the health sector. As well as being appointed as an independent director of IHUK in March 2017, having been a committed ice hockey fan for 25 years, Eric is currently Chairman of the Board of Nottingham University Hospitals.

Rod Findlay is Director of Strategy & Governance and Company Secretary at England Golf. His role involves the strategic and operational planning for the national governing body; all governance issues; and its legal and disciplinary functions. He regularly advises golf clubs and counties on legal and governance issues. Rod is also a Non-Executive Director at the Mountain Training Trust, which runs the National Mountain Sport Centre; an External Examiner at De Montford University on the sports law post-graduate courses; and a sessional Senior Lecturer at Northumbria University.

Rod qualified as a Solicitor in 1995 and specialised in medical law until 2005 before gaining further qualifications and wider industry experience via in-house legal roles, non-executive directorships and senior management positions, such as the Rugby Football League, Badminton England, Sport England and as CEO at two professional rugby league clubs. This includes all aspects of commercial law; governance and company law; corporate mergers and restructuring; litigation; compliance; risk management; data protection; HR; intellectual property; and strategy development and implementation.

Appendix 2

Summary of Consultation meetings

As published on the EIHA website:

“We thought it would also be helpful to provide a flavour of what was discussed at the two consultation meetings by providing the following brief overview – please bear in mind that this is a summary and does not therefore set out each and every view that we heard at the meetings. It is presented as a summary representation of what was said and does not offer any commentary and/or judgement regarding the validity/fact of what was said.

- The recent success of the men’s GB team, whilst fantastic news, has occurred despite the poor governance structure. It does not remove the need to improve the governance so that, for example, GB success becomes more sustainable
- The view of members is that the governance of both the EIHA and IHUK is currently poor and there is a lack of trust in the boards that run both organisations
- There is a role for a UK body, not least because of the link with the International Federation and certain UK responsibilities such as running the GB teams and the work permit system
- Concerns were expressed about the lack of transparency of decision-making and poor communication with members at both EIHA and IHUK level
- Different parts of the sport currently operate in silos and it would be good for the whole sport to coordinate its activity in a better way and have everyone pulling in the same direction

- The EIHA Board is too operational and not strategic enough. Need to have a Board that: is constituted in line with good governance principles running the sport (e.g. a balanced composition of people from inside and outside the sport, professional expertise and relevant skill-sets); is establishing a clear strategy for the sport; and is ensuring that the organisation is complying with its legal and other responsibilities. This is needed whether at EIHA or IHUK level
- Need clear and joined-up decision-making structures which are then communicated properly so everyone in the sport understands how things work and how decisions are made
- Concerns were expressed about how finances were (and would be) managed and who would oversee the finances in a new structure and who would therefore decide how funding was allocated and ensure budgets were met
- Need to improve governance at both EIHA and IHUK if the sport wants to be in a position to access public funding
- Key in any new structure is to recognise importance of volunteers
- To overcome issues of trust and poor governance to date, it may help to create a new UK body with regional groups being part of it e.g. England & Wales, Scotland etc. This may help avoid any baggage from previous unfit for purpose organisations
- One new UK body could have one set of UK finances, one set of UK policies and be the single umbrella organisation for the sport delegating issues to other parts
- Members welcomed the outlined next steps and possible meeting on Sunday July 1 but were conscious that timing was tight. They felt it was important that the Working Group was ready with an update for July 1 and ideally this would be proposals for a vote. However the members would be happy for the Working Group to take more time provided the timings were communicated to them and they were fully informed of any proposals prior to being asked to vote.

Appendix 3

The Code for Sports Governance in the UK

Key Principles

1. Structure

Organisations shall have a clear and appropriate governance structure, led by a Board which is collectively responsible for the long-term success of the organisation and exclusively vested with the power to lead it. The Board shall be properly constituted, and shall operate effectively.

2. People

Organisations shall recruit and engage people with appropriate diversity, independence, skills, experience and knowledge to take effective decisions that further the organisation's goals.

3. Communication

Organisations shall be transparent and accountable, engaging effectively with stakeholders and nurturing internal democracy.

4. Standards and Conduct

Organisations shall uphold high standards of integrity, and engage in regular and effective evaluation to drive continuous improvement.

5. Policies and Processes

Organisations shall comply with all applicable laws and regulations, undertake responsible financial strategic planning, and have appropriate controls and risk management procedures.