



ENGLAND HOCKEY BOARD APPOINTMENTS
INDEPENDENT NON-EXECUTIVE DIRECTOR
RECRUITMENT PACK



ENGLAND
HOCKEY

ABOUT ENGLAND HOCKEY

England Hockey's mission is to "share the love of hockey and work together to make hockey more visible, relevant and accessible to all". The current focus for the organisation is delivery of its 5 objectives within the 2023-2028 strategic plan which can be found [here](#).

England Hockey is the National Governing Body for the sport of Hockey in England and is responsible for the management and development of the sport from grass roots to elite activities. We:

- Have a **membership** comprising clubs (750+), counties (42), and Areas (8) that affiliate to it. Approximately 160,000 individuals play in the club system, with an estimated 20,000 playing at university/colleges. C.900,000 children play at school. More than 15,000 coaches, umpires and officials are supported / developed.
- Have an **income/expenditure** of average £9m p.a. The Chief Executive is directly responsible for the operational budget but the Board, chaired by the Non-Executive Chair, approves the annual plan and budget.
- **Employ** 75 staff, and contract with approximately 100 part time consultants mostly in the performance and coaching area. Circa 50 volunteers work at national level to run the sport, with thousands more running the great bulk of grass roots hockey.
- **Are currently the 'nominated country' on behalf of Great Britain Hockey** to qualify and prepare the Great Britain squads for the Olympics. The England Hockey Chief Executive, Performance Director and Head Coaches represent Great Britain as well as England Hockey. There is a Great Britain President to chair the Great Britain board which meets three times a year.



SUMMARY OF THE STRATEGY

PURPOSE Sharing our love of hockey

MISSION Work together to make hockey more visible, relevant and accessible to all

OUR FIVE OPERATIONAL OBJECTIVES



What does success look like?

- Double the number of state schools offering hockey by 2028
- Increase the number of ethnically and culturally diverse players and coaches so that our sport moves towards reflecting the population in line with the National Census
- Support 20 clubs through our targeted ED&I funded initiatives to create and report positive change towards reflecting their communities
- Ensuring all clubs, counties and regions meet the Equality Diversity & Inclusion Framework requirements



What does success look like?

- A thriving and accessible talent system that champions diversity, and delivers breadth and depth of talent
- Clubs excelling in Europe with consistent top four finishes
- Men and women consistently top four at Junior World Cups
- Medal winning performances at 2024 Olympic Games, 2026 World Cups and 2028 Olympic Games
- A hockey community inspired by exceptional role models and team success



What does success look like?

- Commercial growth that enables us to reinvest more back into our game and continue to raise the profile of the sport. We will do this by identifying the right partners for the right product and ensuring all partners are aligned with England Hockey's values
- Increasing the awareness of hockey as a sport amongst children ages 7-13 and parents of children age 5-15 through engaging content across relevant channels
- Increasing positive brand sentiment of England Hockey amongst hockey community
- Increasing positive perception of hockey as a sport for me and as a sport for good (i.e., a sport that positively impacts sustainability and inclusion)



What does success look like?

- Demonstrating and holding ourselves (and others) accountable to the highest standards, throughout our organisation and the game ensuring a clean sport with sound safeguarding and reporting practices, consistently seeking to build and maintain a trusted relationship with all
- Enhancing injury reporting by increasing compliance and including gender split to support concussion monitoring and help us make better informed targeted interventions to protect those on the field of play
- Building on our momentum from our work on social sustainability through the ED&I action plan; develop, communicate, track progress and report against a sustainability programme
- Diversifying England Hockey revenue by increasing to 40%+ (currently 30%) sourced from non ringfenced government sources. This enables us to allow money to flow to areas of the game most in need



What does success look like?

- Doubling the number of 7-13 year olds in club activity
- Ensuring that key groups identified in our Equality, Diversity and Inclusion framework are welcomed and developed in hockey through a system that adapts to the player
- Securing investment to upgrade hockey facilities which will enhance access and quality of experience for key groups targeted in the Equality, Diversity and Inclusion framework, therefore creating and embedding a more inclusive system

VALUES FOR THE SPORT

Values uphold and protect our sense of fairness and help define how we behave with each other both on and off the pitch.

Whilst the rules of the game may change and evolve, the inherent values of our game (whether written down or not) largely remain the same; how we talk to each other, treat each other with respect, act with integrity, behave in our community, involve others and see hockey as a force for good in society. You might say it is how you can spot a “hockey” person.

We wanted to articulate those values and behaviours that are seen, heard and felt; that you have told us are important.

They are not rules, but they are a guide, a moral compass, what we can expect of each other in every aspect of the game; whether you are crossing the white line with stick in hand, coaching, running your club or running the governing body.



VALUES FOR OUR SPORT



COLLABORATE INCLUSIVELY.

- We allow everyone to bring their whole self to work and play
- We champion diversity of thought to find the best solutions for hockey
- We embrace differences and encourage contribution



CARE FOR PEOPLE AND PLACES.

- We ensure that hockey is a place of psychological and physical safety
- We always consider our impact
- We value everyone and protect our environment



PLAY WITH SPIRIT. WIN WITH GRACE.

- We enjoy what we do and want everyone in hockey to do likewise
- We respect the rules of engagement and challenge with courtesy
- We bring the positivity and energy of hockey to every space we enter



RESILIENT IN EVERYTHING WE DO.

- We are open minded and adaptable
- We support each other to be successful
- We believe in our purpose and in the impact of hockey

THE OPPORTUNITY – INDEPENDENT NON-EXECUTIVE DIRECTOR

This is an exciting opportunity to join the Board of one of the few Olympic sports as it embarks on its new strategy for the next 5 years. We are an ambitious, diverse and inclusive sport, priding itself on having gender parity, and an age demographic from as young as 5 through to 85.

England Hockey is on a journey to build on the incredible achievements of the last decade, which includes success at Olympics, Commonwealth Games and European championships as well as significant improvements in the development of grassroots hockey.

We have recently secured a partnership with Channel 4 to increase visibility of the sport, have been awarded the opportunity to host the Eurohockey Championships in 2027 and are investing in facilities to secure the long-term future of our sport.

With a new strategy in place, an enhanced focus on strong leadership, further international success, visible impact, facilities investment and youth and sustainability, we are working closely with our membership to create a long-term future for our game together.

We are looking for individuals with the relevant skills and experience to add to our Board but more importantly someone who supports our goals and ambitions and will help drive our agenda. This is an amazing time to be part of the sport of Hockey as we continue to build on stable foundations and share the love of hockey with our membership and our partners.

THE OPPORTUNITY – INDEPENDENT NON-EXECUTIVE DIRECTOR



The Board generally meets 5 times a year to:

- Review progress against the strategic plan
- Approve initiatives designed to move the plan forward
- Agree policies designed to improve the running of the sport
- Assure compliance under our Articles and Code of Sports Governance
- Seek opportunities to diversify revenue and income
- Ensure EH is delivering what the sport needs and requires
- Approve and monitor performance against the annual operating plan KPIs and objectives and the budget for the organisation.
- Review progress and actions against our Diversity Inclusion Action Plan and our Framework

The Board reports to the membership about the organisation's activities through its annual report at the AGM.

On occasion additional meetings are held to: review the Board's effectiveness, review the Board's skills requirements, and to refine or update the strategic plan. Such sessions are infrequent.

THE ROLE



Time commitment: 15 Days (formal commitment but other ad hoc commitments will be required)

Term: 3 Years

Location: England Hockey Head Office - Bisham Abbey National Sports Centre – a mix of remote and face-to-face meetings

Responsible to: Board Chair and the Membership

Remuneration: This is a voluntary role, but reasonable expenses will be paid.



THE ROLE



The specific Board responsibilities of the Independent Non-Executive Director include:

- To support the Chairman and Chief Executive in shaping EH's strategic plan and monitoring its implementation by the executive team.
- To constructively challenge the executive team at Board meetings to ensure effective operational delivery against annual operating plans and budgets.
- As a Board Director to take collective responsibility for both England Hockey's statutory responsibilities e.g. annual accounts, annual report, returns to HMRC and all board decisions, in line with the Companies Act (2006) and other relevant legislation.
- To engage as required by the Chair/Chief Executive in maintaining relations with England Hockey's key stakeholders.
- To work with the Senior Non-Executive Director in undertaking the annual performance review of the Chair, in line with the process agreed by the Board.
- To participate in any sub-committee or ad hoc project as agreed on an individual basis by the Board e.g. people, audit, capital projects.
- To represent England Hockey at domestically held events e.g. national leagues/championships and attend domestic and international events. Hosting duties at such events are allocated by the Chair/Chief Executive.
- To build on the solid foundations of the sport and the organisation to oversee its long-term financial sustainability.
- To contribute to setting the direction, long term vision and performance of England Hockey to deliver the strategy and ensure alignment to the Code for Sports Governance.
- To represent the organisation externally with key stakeholders, and with senior figures nationally and internationally.

THE PERSON



We are seeking an Independent Non-Executive Director (INED) who can support us in the delivery of our commercial strategy and our ambition to grow non-grant income.

The successful applicant will be able to demonstrate all of the following:

- A proven track record of developing and implementing commercial strategies for successful growth and revenue generation.
- The ability to dedicate time in, as well as outside, the boardroom to enable the support of a small team in delivering commercial success for the organisation.
- Experience of operating in a leadership capacity with an understanding of Committee and Board protocols.
- The ability to demonstrate a commitment to the organisation's values and principles and have a passion for sport.
- Be a strong communicator with excellent interpersonal skills who is able to build trust and nurture strong relationships.
- The ability to bring and harness new ideas and an alternative way of delivering success.
- A drive and determination to achieve results.

It is desirable that the successful applicant will have one or more of the following:

- Knowledge and understanding of marketing and communications in a commercial context.
- Knowledge and sound understanding of good governance and the complexities applicable to publicly funded organisations.
- A proven track record of delivering a new or alternative way of generating revenue.
- A working knowledge of the fundraising and sponsorship marketplace.



HOW TO APPLY



England Hockey is committed to the principles of Equality, Diversity and Inclusion and to recruiting a board that is representative of society. We encourage applicants from the widest range of backgrounds and are particularly keen to welcome applications from under-represented groups who can bring diversity of thought and new perspectives.

Please submit your CV detailing your experience and achievements and a covering letter highlighting how your specialism and qualities can strengthen the board to: HR@englandhockey.co.uk.

Closing Date: 5.00pm, Thursday 20th February 2025

Interview Date: TBC

If you would like an informal conversation with one of our existing board members, please contact us hr@englandhockey.co.uk

England Hockey is committed to Equality, Diversity and Inclusion and building a diverse community. We welcome applications from suitably qualified and eligible candidates regardless of their protected characteristics and recognise there are different ways applicants may achieve the criteria in this document.

We want you to have every opportunity to demonstrate your skills, ability and potential. If there is anything we could do to support you through your application or interview process, including assistance or adjustment, please reach out to: HR@englandhockey.co.uk

We would be pleased if you could also complete the Equality Monitoring Form – please use the following link: <https://www.surveymonkey.co.uk/r/EDIMon>



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