

## **PROJECT INSPIRE: VALUES SURVEY**

### **1. INTRODUCTION**

*Project Inspire was launched with the following aims: To capture and articulate what the 'Rovers Family' stands for – its vision, its values and behaviours, and how these could be promoted as a 'brand' as part of a wider exercise to improve the club's overall performance.*

The project was launched in February 2021 and the project team undertook to complete the 'Values' element of the fieldwork and report back by the end of May. This report summarises the findings from the Values survey conducted between 19<sup>th</sup> and 28<sup>th</sup> April 2021.

The survey was undertaken using Survey Monkey and the project team is extremely grateful to Rovers' volunteer, Steven Lawther, for his expert advice in converting and designing the survey into Survey Monkey format; applying his professional market research analysis techniques, and his support in interpreting and analysing the responses in a meaningful and structured way. Steven's high-level feedback is included at Appendix 1 to this report.

The full data drill down can be provided on request to the joint project leads.

### **2. AN INCLUSIVE APPROACH**

The project team recognised from the outset that it was extremely important that this work was 'owned' by all members of the 'Rovers Family': the players, former players, backroom staff, office employees, the Board, volunteers, fans, the Community Foundation Trustees, Community Foundation employees, community users, Stark's Park Property employees, sponsors etc. Every effort was made to encourage their participation throughout the course of this project. This included: Project sponsor video meetings; giving presentations (to the RRFC Board, the RRCF Board, the Raith Forum, non-playing staff, and volunteers); establishing a Reference Group representing the key stakeholders as a main sounding board in piloting and testing draft versions of the survey questionnaires etc; engaging with the Raith Rovers' social media team in ensuring maximum exposure given to the launch of the survey questionnaire.

### **3. THE SURVEY**

The survey was predicated on 5 values developed internally by Raith Rovers and used in presentations, for example at shareholder Annual General Meetings. The 5 values were Respect, Teamwork, Integrity, Commitment and Attitude. While these values were in place they were not widely communicated or understood. Also, back around 2011 Raith Rovers had developed a concordat setting out the aims and values of the club, which could also be said had lost impact through not being widely communicated and promoted. The concordat (included at Appendix 2 ([Microsoft Word - Document2 \(raithrovers.net\)](#))) reflected values such as: Inclusion, Respect, Community, and Ambition. The club also published a strategy document in 2015 ([Club Strategy Document Published | Raith Rovers FC](#)).

The survey asked all respondents to:

- Say whether they agreed/didn't agree that these 5 values should be established as the values of the wider Raith Rovers' Family (Raith Rovers FC, Raith Rovers Community Foundation, Stark's Park Properties, and Stark's Park Community Foundation).
- Explain why they agreed/didn't agree with each of the 5 values.
- Take the opportunity to suggest other values and say why.

Information was also gathered on the demographics of the respondents - age, gender, main link to Raith Rovers Family (eg fan, volunteer, season ticket holder, sponsor etc), and length of connection to Raith Rovers.

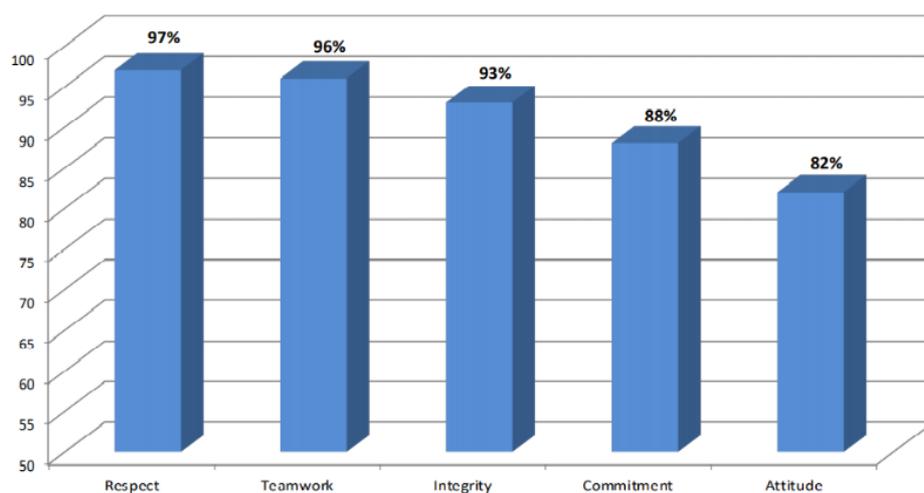
#### 4. SURVEY HIGHLIGHTS

- The survey attracted a high response rate: **836 responses**, with 800 of these associated with Raith Rovers (including 775 fans/volunteers); the remainder with Stark's Park Properties and Raith Rovers Community Foundation.
- It is important to stress that the vast majority of respondents took the time to explain their views – either in support or against the five values offered to them. It was obvious that they had taken the survey very seriously and given it a lot of thought and consideration. The comments were meaningful, reflecting a strong passion for the Rovers, perhaps reflecting that **70% of respondents were over 45 years old**, with **84% of respondents having supported the Rovers for over 20 years**. **10% of respondents were women**. \*\*
- Although the survey was anonymous, **280** respondents were happy to provide their telephone details, to enable the project team to carry out follow-up conversations. Again, this would suggest strong respondent engagement with the values project.
- The percentage of respondents in favour of the 5 Values: showed solid support for Respect, Teamwork, Integrity, with less support for Commitment and Attitude.

*\*\* The project team is collating "good ideas" suggested by stakeholders during Values' conversations. Whilst these may not be directly related to the project's central aims, areas such as rebalancing the age profile of the support and increasing women's involvement need to be addressed elsewhere.*

#### 5 Key values - support

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The questions raised around Commitment and Attitude included the following:

**Questions raised around Commitment:**

- Too vague. Committed to what?
- Commitment does not guarantee delivery.
- This is given - nature of football, fans already committed.
- Commitment suggests a level of involvement that may not be possible - excludes on that basis.
- Excludes those not able to commit, too much to ask, not embracing, off putting for new people.
- Too strong a word for external people, wide community.
- Judgemental or demanding tone – can suggest coercion.
- Prefer the notion of community/inclusiveness.

**Questions raised around Attitude:**

- Covered by other values – commitment and respect.
- Redundant given other values.
- Lack of clarity.
- Potential for misinterpretation.
- Words has negative connotations – disrespectful, stubborn.
- Doesn't communicate positivity.
- Should be defined as a positive attitude.
- Demanding a positive frame of mind, not all can be upbeat.

Extracts of the narrative provided by respondents both for and against each of the 5 Values are included at Appendix 1.

Respondents were asked if there were any other specific values that they felt should be one of the Raith Rovers' Family values. Broadly, around half of respondents said 'Yes' that was the case, although the percentage of younger respondents showed less support for other values. This may reflect their shorter-time connection with the Raith Rovers' Family.

**Are there any other specific values that you feel should be one of our key values?**

	Yes (%)	No (%)
TOTAL SAMPLE	43	57
Raith Rovers Supporter	42	58
RRFC Season Ticket Holders	44	56
Sponsor of RRFC	56	44
Raith Supporters Fund	47	53
Shareholder	55	45
Hospitality user	52	48
Under 35	33	67
35-44	38	62
45-54	38	62
55-64	48	52
65+	50	50
Men	42	58
Women	44	56

The top ten Values suggested by respondents fell quite neatly into the following areas:

### Other values – Top 10 individual

	No. of mentions
Community	41
Honesty	35
Inclusion	35
Transparency	20
Ambition	16
Loyalty	13
Communication	12
Openness	11
Equality	10
Trust	7

These 10 values, in turn, can be aggregated into the following themes:

- Community \*\*
- Ambition \*\*
- Inclusion \*\*, Equality
- Honesty, Transparency, Openness \*\*, Communication, Trust, Loyalty,

\*\* denote values reflected in the Club Concordat.

Community and Inclusion come through very strongly, along with the strong theme of Honesty (with the underlying elements of openness, transparency, trust, loyalty) – essentially an expanded insight to the value ‘Integrity’.

## 5. SUMMARY FINDINGS

- The survey has identified strong support for Respect, Teamwork and Integrity, albeit questions were raised against all of these. For example, Teamwork is more appropriate to the players, rather than say the Raith Rovers’ Family as a whole; with Integrity having strong links to Honesty etc.
- Commitment and Attitude, although scoring 88% and 82% respectively, merit reconsideration given the questions raised against each.
- Around 50% of respondents suggested that the Raith Rovers’ Family should adopt other values, which suggests strong consideration should be given to these views. The emerging themes were: Community, Inclusion and Honesty. Ambition was also suggested, and it is recommended that Ambition be considered as an alternative value to Attitude.

- During project fieldwork with stakeholder groups, the value words being considered suggested the acronym RAITH could be used to frame the values. There is an obvious danger in taking that approach as it would be inappropriate for values to be chosen simply to fit the RAITH acronym. It is fundamental to the integrity of the survey that the adopted values draw on respondent's views.
- Notwithstanding, there may be a route towards the RAITH acronym being adopted, whilst capturing all the values that came through strongly from the survey.
  - **Respect** and **Teamwork** stay the same.
  - Attitude becomes **Ambition** to remove problems with the word 'Attitude' and to reflect aspiration/ be the best we can be.
  - We replace Commitment with **Inclusive** which captures the community club/diversity/compassion aspect.
  - Integrity is renamed **Honesty**.
- The emerging 5 values, along with descriptive behaviours, could then take the following shape:

<b>RESPECT</b>	Having regard for the views and opinions of others, treating everyone with consideration.
<b>AMBITION</b>	Aspiring to be the best we can possibly be through demonstrating a positive energy, a 'can do' philosophy and going the extra mile.
<b>INCLUSIVE</b>	An open, welcoming club rooted in the community that respects diversity, values compassion and recognises that everyone has a part to play.
<b>TEAMWORK</b>	Working together co-operatively and supportively for a shared outcome or goal.
<b>HONESTY</b>	Acting and communicating in an open and transparent way, with a strong commitment to our principles, to act with integrity and always do the right thing.

## 6. NEXT STEPS

The joint project leads invite the two project sponsors (John Sim and Bill Clark), the Chair of the Raith Rovers Community Foundation (Judy Hamilton) and Raith Rovers Chief Executive Officer (Karen Macartney) to consider the survey findings.

We look forward to your feedback and direction on next steps, including the follow-up conversations with a sample of respondents who provided their contact details.

Martin Christie  
Bill Gilby  
Joint Project Leads  
17<sup>th</sup> May 2021

## PROJECT INSPIRE: DATA ANALYSIS AND INTERPRETATION

### SUMMARY: COMMENTARY BY STEVEN LAWTHOR

On the face of it, all five values have support – with Teamwork, Respect, and Integrity emerging as the strongest.

Commitment and Attitude also have overall support, but there is a much greater sense of questioning these values in terms of what they mean. There is the potential for negative interpretations or connotations associated with these words.

An additional four value areas emerge spontaneously – Community, Honesty/Transparency, Inclusion and Ambition. It is interesting to note that these themes were also prominent in the discussion of the original five values, especially the themes of community and inclusion.

If I was making an analysis as to what these findings show for what values the Raith Rovers family should have, it would be the following:

- Teamwork, Respect, and Integrity should be part of the core values of the Raith Rovers family – although Integrity could be widened to include the theme of openness and transparency more explicitly.
- The issues around Commitment and Attitude would lead me to reflect on whether these are clear enough or strong enough to be included as part of the core values of the Raith Rovers family in their current form. Changing attitude to ‘Positive attitude’ may go some way to addressing concerns on this value, but I would still question whether either says anything truly meaningful or unique about the culture or ethos of the club or the wider Raith Rovers brand. The interpretation of commitment by some has the potential to exclude those in the wider community.
- From the suggested values, I believe there is a real need to reflect the themes of Community and Inclusion. These are values both raised spontaneously by a significant section of the respondents and were also talked about when discussing the five original values. To not reflect these in the Raith Rovers family values would be to fail to reflect something that many believe to be a core strength.

## MAIN THEMES EMERGING FROM THE WRITTEN COMMENTS

Below is a summary of the main themes from the written comments that people submitted.

### RESPECT

**The reasons respect was positively received:**

- Basic human right/core value.
- Treat others consideration.
- Mutual respect (including fans).
- Respect contributions/listening to all / everyone has a voice.
- People feel valued.
- Work collaboratively / all pulling in same direction.
- Can't work together if no respect.
- Inclusion/ accept diversity / inclusivity to build a family.
- Family club.
- No barriers to supporting RRFC.

**Questions raised around this value:**

- Suggests giving all opinions equal weighting.
- Respect must be earned.
- Word has lost meaning somewhat (buzz word).

### TEAMWORK

**The reasons teamwork was positively received:**

- Football is a team game.
- An essential/key component of success.
- Achieve more as a team (whole greater than the sum of parts).
- Common goals/ all pulling the same way.
- Bring a sense of value.
- Working together.
- Involves more people/more opinions/ more engagement.
- Increase sense of togetherness.
- Build community/inclusivity.

**Questions raised around this value:**

- Not considered a value (It is an action).
- Are we a genuine team? Does it just relate to the football team?
- Potentially excludes people not employed by club (not part of 'the team').
- Not distinct enough / the same as everyone else.
- Risk of 'tunnel vision'.

## **INTEGRITY**

### **The reasons integrity was positively received:**

- A fundamental value/essential part of life.
- Key part of sport / sporting integrity.
- Foundation of the club.
- True to our principles / moral principles.
- Honesty, openness, and transparency.
- Ethical.
- Doing the right thing.
- Trust/trustworthy/truthful.
- Lead by example/setting a good example.
- A respectful/caring member of community.
- Community club.
- Generates respect.
- Turnbull Hutton.

### **Questions raised around this value:**

- Already covered by respect.
- Suggest lack of compromise and flexibility.
- 'Moral' principles could contradict respect.

## **COMMITMENT**

### **The reasons commitment was positively received:**

- Needed / an essential building block of success / won't progress without.
- Committed to the club and the cause.
- Loyalty / passion.
- Encourages responsibility.
- Giving your best/ playing your part.
- A shared or common goal / all pulling in one direction.
- Willingness to work together / brings us together.
- Strong relationship/bond between support and club.
- The commitment of the support.
- Determination to see things through.
- Acting in the club's best interests.
- Higher level of effort.

### **Questions raised around this value:**

- Too vague. Committed to what?
- Commitment does not guarantee delivery.
- This is given - nature of football, fans already committed.
- Commitment suggests a level of involvement that may not be possible - excludes on that basis.

- Excludes those not able to commit, too much to ask, not embracing, off putting for new people.
- Too strong a word for external people, wide community.
- Judgemental or demanding tone – can suggest coercion.
- Prefer the notion of community/inclusiveness.

## **ATTITUDE**

### **The reasons attitude was positively received:**

- Positive/can-do attitude.
- Anything is possible.
- Achieve great things.
- Determination/ drive for success.
- Important for success/helps attain goals.
- Produces good results/ achieve more- be as successful as possible.
- Infectious / cascades through club.
- Negativity gets you nowhere.
- Essential if club is to thrive.
- Brings out the best in people / helps others.
- The only way forward.

### **Questions raised around this value:**

- Covered by other values – commitment and respect.
- Redundant given other values.
- Lack of clarity.
- Potential for misinterpretation.
- Words has negative connotations – disrespectful, stubborn.
- Doesn't communicate positivity.
- Should be defined as a positive attitude.
- Demanding a positive frame of mind, not all can be upbeat.

### **Four other values/themes emerged spontaneously (not in any order):**

#### **1. COMMUNITY**

- Genuine community club.
- Family club.
- Rooted in the community / connected to the local area.
- Link with the wider community.
- The supporters.
- A family.
- Togetherness.
- Commit to each other / pull together.

## **2. INCLUSION**

- Diversity.
- Equality /fairness.
- Value others.
- Everyone has a part to play.
- Everyone treated the same.
- Accessibility / People feel welcome and safe.
- All walks of life / reflect the whole community.
- Compassion / kindness / caring / empathy / understanding.
- For the less fortunate.
- Helpfulness.
- Charity.
- There for each other.
- Community spirit.

## **3. HONESTY**

- Transparency, openness, and trust.
- Honesty about what is happening/why things are being done.
- Plans for the club.
- Nothing hidden / no surprises.
- Fans feel included / make people feel involved.
- Encourages togetherness / no 'them and us'.
- Shows respect.

## **4. AMBITION**

- Belief.
- Aspiration.
- Inspiration.
- Focus.
- Do better.
- Determination.
- Always looking to improve / progressing.
- Reach the highest level.
- Not stagnate/static.
- Realistic ambitions.
- Trying to be the best we can.



## The Concordat of Raith Rovers FC



Whilst recognising fully that Raith Rovers Football Club must adhere to the regulations of the football authorities and conform with company law, the Board and fans of the club agree that the following aims and values should shape the way in which the club operates and its future development.

1. Raith Rovers is an **inclusive entity** comprising the companies that govern it, the Board of Directors, the players and staff, the fans and the local community.
2. The core objective of all that we do is to **maintain and develop a healthy, vibrant and well-respected football club in Kirkcaldy** that makes a positive contribution to Scottish football and the local community for present and future generations.
3. We must always **act with the long-term interests of Raith Rovers at heart**, with any risks being measurable and manageable.
4. Our **ambition in football is to compete at the highest level possible and achieve the greatest success**, while operating within the resources available.
5. The club should **play an active role at the heart of the community** and continually aim to strengthen bonds with the local community through working closely with public bodies and local businesses and organisations.
6. The **stadium in which the team plays should be fit for purpose** for playing football, the safety and comfort of fans and developing and securing commercial sources of income.
7. **Shared and stable ownership is the best way forward** for the club, thus avoiding short-termism by individuals which could damage our long-term interests.
8. **Mutual respect is important**, with the voice of supporters being listened to and fans having a reciprocal responsibility to work together in a productive and positive manner.
9. The **club should operate in an open and inclusive manner**, while recognising there will be issues where commercial and personal confidentiality apply.