

Annual Report 2014/15



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Messages

A Message from the President

From the reports submitted by Staff and colleagues you will have read about new initiatives and programmes introduced by Hockey Wales and the progress made in order to achieve our "VISION 2020".

In this brief report I would like to highlight the importance of both club volunteers, be they coaches, umpires, tea makers or club officials and also on School Teachers who often have the responsibility of delivering the first hockey experience to young people. A positive experience both in clubs and schools will produce the next generation of hockey players. I know that we have many committed volunteers who give many hours to hockey and indeed most of our Tournaments are organised and run by volunteers. There is no question that they are the "life blood" of our sport and we must value, thank and encourage them. However if we are to grow and improve our game, I firmly believe that we need to develop more and better coaches and umpires and also foster stronger links with our schools.

Competitions are the cornerstone of hockey in Wales. On the domestic front we enjoyed an excellent weekend of hockey at our domestic Cup Finals weekend - congratulations to all the winners and runners –up.

Our two National League clubs had excellent seasons, both Cardiff and Met Men and Swansea Spartan Women finished in second place their leagues, narrowly missing out on the promotion "play offs." My thanks to the Performance club coaches, managers and officials for the huge amount of work they do to ensure that we are able to offer high quality hockey in Wales to our talented players.

This year we had four teams who competed at European Tournaments. Cardiff & Met men gained promotion to the 2016 "European Trophy" competition, whilst Swansea City Spartans Ladies narrowly missed out on promotion finishing in third place. Gwent Ladies in their first European Competition finished in a creditable fifth place retaining a place for Wales in next year's tournament.

As I write this report, all our International Teams - Senior Men, Women and Under 18 Boys and Girls are preparing for European Championships. We wish them every success.

Finally my thanks to club members, umpires, teachers, Hockey Wales staff and everyone who promotes and supports hockey in Wales.

Anne Ellis OBE

Hockey Wales President



Overview from the Chair

Another year is finished and it's time to sum up 2014/15. I think it's always difficult to try to sum up all that happens in a year in just a few paragraphs especially as there has been lots going on again in the world of Hockey.

A major step forward this year has been the establishment of the North Wales and South Wales Board. These enable both parts of the country to make sure their own priorities are addressed and that local clubs decide the direction of travel. Equally the PODS (Partnership Owning the Development of Hockey) are again developing well and giving members in local areas the chance to input into the game in their area. I would like to thank all the people involved in the boards and the PODS for their time and commitment. If you would like to find out more about the boards or the regional boards please check out the Hockey Wales website. The more people who get involved the better!



Rush Hockey has been launched across the country and is a key initiative in offering the game in a different format to encourage more participation and attract new people in to the game. We all hope Rush Hockey develops in its own right but that also it can feed new players to our clubs to further strengthen teams around the country. There is an opportunity to launch Rush Hockey in a variety of indoor and outdoor venues with further details on the website or through Hockey Wales directly.

Hockey Wales have also gone through a staff re-structure this year and have created a new commercial role. As a result of the re-structure this is not an expansion of the Hockey Wales team but a move to make the organisation more commercially focused and over time less reliant on public funding.

The Hockey Wales team have again shown great commitment and passion during the year and I would like to thank Helen and her team for all they have done. Going through any kind of re-structure is difficult and I would like to thank them all for their professionalism during this time.

I would also like to thank the Volunteer board of Hockey Wales for their efforts and commitment this year too and confirm again that our focus is to drive and improve hockey across Wales and to achieve our stated VISION 2020.

As I said in my comments last year Hockey is a vibrant and exciting sport which is fuelled and driven by passionate and committed individuals (many of whom are volunteers). I would like to thank all of you for your time, enthusiasm and hard work. We couldn't do it without you.

Here's to another successful year for hockey in Wales in 2015/16 .

Richard Proctor

A Message from the Chief Executive

I write my contribution to this year's annual report with real optimism for the future of both the sport and the organisation but also with a slightly heavy heart. This will be the last annual report I write as CEO of Hockey Wales as I leave post at the end of September to work for Sport Wales .

As I reflect over the last six years, we have seen a significant amount of change to our game internationally and at home. The FIH are really driving the sport forwards through increased broadcasting, new rules to the game and in the case of the Olympics a new version of the game. The EHF continue to be forward thinking in their approach to the rules of the game within European competitions and the Great Britain squads performance, particularly the Women's Bronze medal, at the London 2012 Olympic Games helped propel Hockey into a much more popular space domestically. In Wales we have seen the introduction of the Hockey for Life framework, new versions of the game such as 4689 and Rush Hockey and a whole new approach to talent development underpinning Wales' future international performances.



Throughout this annual report for 2014/15, you will see an overview of the main areas of work Hockey Wales have been developing, implementing and working in partnership with others on. It has been a very busy and largely exciting year, both Men and Women represented Wales at the Glasgow 2014 Commonwealth Games – the first time both squads have appeared in the Games together since 1998, we have launched Rush Hockey across Wales which is already proving popular with Local Authority partners and Trusts as well as Further Education colleges. Membership has continued to grow, although not at the rate we had targeted but we remain confident we have the right

products, people and systems that growth will continue and increase.

We do also have some challenges we need to address; in areas of Wales men and boys hockey is decreasing and we need to ensure this is turned around, we also need to promote our game to other communities including those from BME and disabled groups. The changing landscape of Local Authorities and Community Sport delivery in Wales will also prove an important area for Hockey to understand and respond to positively and proactively.

In the Board room, the Board Directors continue to provide highly effective and robust support and challenge in their role to lead and monitor the organisations strategy, finances and risk. Our commitment to high performing leadership and governance continues to be considered a real strength of Hockey Wales by our predominant funding partner Sport Wales .

The staff team continue to work extremely hard and are very dedicated to the sport. Following our recent staffing review we have and will continue to see some changes to the staff team including the introduction of a new Commercial post with a specific remit to increase funding into the sport and

provide effective business services to our members.

The incredible army of volunteers Hockey has continue to be an unexplainable asset to the sport and on behalf of Hockey Wales I thank each and every one of you for your unrivalled commitment, motivations and energy.

May I wish everyone involved in Hockey my very best wishes for the future, it has been a pleasure to be the CEO and I look forward to watching Hockey continue to grow and move from strength to strength .

Helen Bushell

Tier by Tier

Tier 1 - North Wales

Board and Action Groups

The Board are continuing to be high performing, having delivered 83% of the Regional Targets. The Board also conducted a review of the impact of Regionalisation which then informed the priorities for the next 2 years, the Board are looking to the future and to safeguard hockey development in the Region and club development in particular. North Wales now has a commercial plan in place to ensure less reliance on public funding, the youth competitions group and Board have developed and agreed the POD centre concept unique to North Wales and picked up by West Wales to also roll out. POD centres were developed as a result of feedback from members with the aim to provide localised development opportunities to raise standards and bridge the gap between school, club and 360 centres. The governance structure and process has continued to strengthen, this year the Board highlighted the budgetary needs to deliver against the plan and requested funding from Hockey Wales National Board which was recently agreed. This is an example of good practice in Governance terms and the way forward. Educational and local government specialists have been appointed to the Board to advise and help implement the priorities over the coming 2 years.

The competitions group have implemented the new rules and regulations and have recruited new volunteers to help run the leagues. The workforce group have highlighted the priorities for the next year, and have seen an increase in the number of umpires qualified.

POD's

The POD's are continuing to see good attendance with 90% of clubs attending this year. All are in different stages of development but are seeing clubs and partners working together and supporting each other to grow the game and develop the clubs. The Mid-North and North East both have strong chairpersons who are taking the lead on meetings and shaping the agenda. The North West have developed an indoor league run and organised by Ardudwy Hockey Club.

Partnerships

Local Authority partnerships are continuing, we have a partnership plan in place with all 7 ensuring clarity on roles and responsibilities of both organisations and to ensure an agreed approach to working in areas of biggest impact. We have seen particular increase in activity in Denbighshire, Anglesey, and Flintshire.

The Vi-ability partnership continues to grow a joint approach to development work across the Region, Vi-Ability are also supporting the delivery of fun centres in Conwy in the hope to make them become sustainable. We have agreed another one year contract which see's a Hockey Agent employed by

Vi-Ability part financed by Hockey Wales increasing capacity in the North East by 10 hours a week.

A partnership has been developed with Bangor University which will see students from the university trained up in 4689 and then they will run a community based programme. Currently there are 30 children taking part on a weekly basis.

PARTNERSHIP MATRIX 2014 - 2015		Club Development	Workforce Development	Facility Hire	4689 Teacher Training Young Ambassador Programme	Club Initiatives	RUSH Hockey	Back2Hockey	Tier 2-4	SouthNorth wales Regional Board	Schools Hockey & Festivals	POD Meetings	Participation Opportunities	Focus Club Programme	Equality Agenda
Ynys Mon Sports Development															
Gwynedd Sports Development															
Conwy Sports Development															
Fflintshire Sports Development															
Wrexham Sports Development															
Denbighshire Sports Development															
Powys CC Sports Development															
Conwy Communities First															
URDD															
Rydal Penrhos School															
Vi-Ability															
Glyndwr University															
Bangor University															

Tier 1 - South Wales

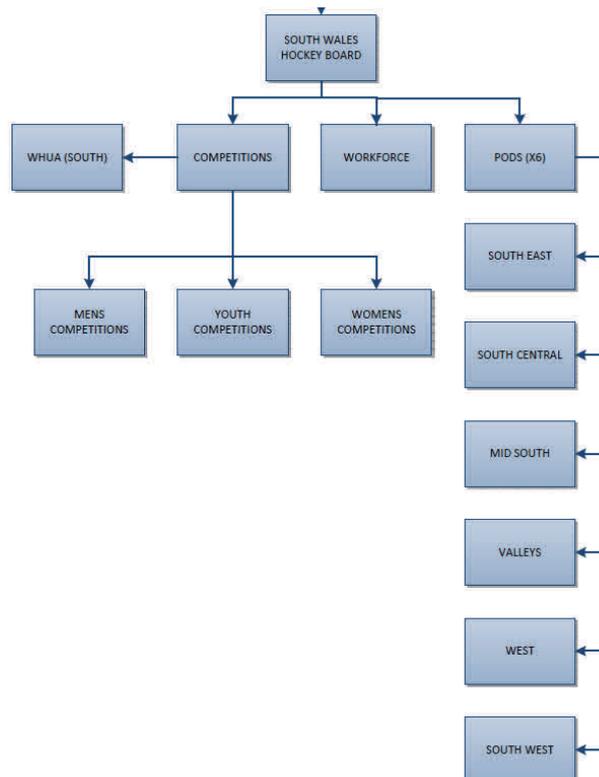
South Wales Regional Hockey Board (SWRB)

In the Summer of 2014 the new South Wales Regional Hockey Board was founded after the dissemination of the South Wales Women's Hockey Association and the South Wales Men's Hockey Association. The new regional board is now be the accountable body for supporting and directing the direction of travel for Hockey in the South across all Tiers of the Hockey for Life Framework. The board has a unique blend of skilled based representation as well as key hockey enthusiasts from across the game, including representation from each of the 6 POD groups demonstrating a clear line of sight from grass roots hockey through to the National Hockey Wales Board.

Since it was established in September 2014 the board has met 3 times and as well as creating excellent momentum it has also outlined 6 priority areas:

1. Increase number and quality of coaches, umpires and general volunteers
2. Develop local competitions
3. Adult recruitment
4. Boys hockey
5. Effective / strong clubs
6. Marketing, communication and raising the profile of hockey in South Wales

With a specific focus this year on men's and boy's hockey and supporting coaches and umpires, the board are currently looking to target resources and investment into addressing these two areas.



POD Development

POD	Update	Contact
South East	The South East POD has had a very pro-active 12 months. 5 out of the 6 clubs have been represented consistently and the group have benefited from a joint safeguarding workshop and received coach mentoring from one of our Senior Men's Coaches Lee Ible. 4 out of the 6 clubs have signed up to the Summer Back2Hockey campaign. The South East are represented well at South Regional Board level and are currently working on a joint development plan ready for the 2015/16 season.	83% (5/6)
South Central	The competitive nature of clubs within this POD provides some challenges when it comes to working together on joint projects. However the POD has seen some exceptional work undertaken by individual clubs and some good work in creating additional opportunities outside the traditional club environment. Whitchurch Hockey club launched a new 'community club' programme which saw an additional 6 clubs created in Cardiff, a programme which is hoped to be emulated in Bridgend and the Vale of Glamorgan. A strong partnership is being developed between Hockey Wales and Cardiff City FC who are providing free Hockey coaching in a number of schools in Cardiff.	57% (8/14)
Valleys	The Valleys POD has gone from strength to strength this year with all 5 clubs engaging well and in many cases working together. Support from SportRCT and Merthyr sports development has been fantastic and has helped the development of hockey from joint funding projects to provided much needed volunteers. The #Hocktober campaign really helped to raise the profile of Hockey in the valleys and this will now be rolled out as a national campaign in October 2015. The POD are represented at regional board level and are currently working on a joint promotional campaign for Club Open Weekend, #Hocktober15 and Januarys Back2Hockey Programme.	100% (6/6)
Mid South	The challenges of geography still remain one of the most significant barriers in this region but this has not stopped some fantastic development work taking place. The POD has engaged with the majority of clubs in the area and developed a plan to increase the amount of clubs with junior sections from 1 (Brecon) to 4. Work started with Prestiegne who have now got a new junior section with 16 children and the hockey agent will progress this work working in turn with each of the clubs in the area. The new 360 Hockey Centre housed in Christ College Brecon has not only given a more local opportunity for talented youngsters but has also helped cement an excellent working relationship with the College.	67% 4/6
West	The Pod collectively takes good ownership of the group and we have very high attendances each time. YA's have been fully engaged and this is a significant strength of the West POD. Clubs proactively utilise the YA's in their club settings and additionally are utilised by the hockey agents to full effect offering on going mentoring which is fundamental to personal development of these boys and girls. Some fantastic schools delivery in Ceredigion and Pembrokeshire leading to significant school to club migration such as Tenby Club, Aberaeron and Bow Street Juniors.	94% (15/16)
South West	Positive increase in membership for Clwb Hoci Teigrod Tywi. Some positive partnership work projects being delivered with Swansea University on the Satellite Centre, Holiday Camps to name a few. Plus the positive Premier League 4 Sport project with Swansea City. Overall work to be done in addressing some real issues around player retention and attracting new players to the game. Work needs to be done to re-engage some clubs that are currently no attending and a review of the POD in this area will take place.	90% (9/10)

Partnerships

In 2014/15 we continued to develop strong partnerships with both existing and new partners in South Wales. This has allowed us to significantly increase the amount of exposure and delivery of hockey as well as being more efficient and resourceful utilising what partners can also contribute.

PARTNERSHIP MATRIX 2014 - 2015	Club Development	Workforce Development	Facility Hire	4689 Teacher Training	Young Ambassador Programme	Club Initiatives	RUSH Hockey	Back2Hockey	Tier 2-4	South wales Regional Board	Schools Hockey & Festivals	POD Meetings	Participation Opportunities	Focus Club Programme	Equality Agenda
	Caerphilly Sports Development														
Monmouthshire Sports Development															
Blaenau Gwent Sports Development															
SportRCT															
Merthyr Sports Development															
Powys Sports Development															
Newport Sports Development															
Torfaen Sports Development															
Bridgend AYPD Team															
Vale of Glamorgan Sports Development															
Ceredigion Sports Development															
Carmarthenshire Sports Development															
Pembrokeshire Sports Development															
Swansea Sports Development															
Street Games															
Sport Cardiff															
Cardiff & Met															
Newport Community First															
Powerleague Cardiff															
Cardiff City Football Trust															
Swansea City FC															
University of South Wales															
Torfaen Leisure Trust															
Active Valleys															
Game on Wales															
Christ College Brecon															

Club Engagement

Inspiration into Participation

In the summer of 2014 we teamed up with national charity Cancer Research UK and attended 9 of the Wales based race for Life events. This fantastic partnership allowed us to reach thousands of prospective players and offer local clubs the opportunity to advertise their club to local people. The events were a huge success and definitely raised the profile of Hockey to the local community – we are hoping that we can mirror this sort of campaign during the Olympics next year.



Club Life

The logo for 'Club Life' is displayed on a green rectangular background. The words 'CLUB LIFE' are written in a large, white, outlined font. Below them, the tagline 'Empower, Engage, Sustain' is written in a smaller, green, cursive font.

Alongside the Club Open Weekend we saw the launch of CLUB LIFE a web based series of resources which can help clubs to develop different aspects of their club environment whether that be their on pitch offer or giving advice on how to set up and run a social media channel. At present there are over 30 downloadable resources and also a series of blogs which has captured learning from other sports and organisations. Moving forward the intention is to continue to develop the suit on offer and to ensure that new resources and more interactive and are used more widely by clubs across Wales.

Focus Club Programme

Last year we announced that we had 11 clubs selected to become Focus Clubs. There has been a range of success levels within the programme and we are committed to helping these clubs again for another year. Some of the highlights include:

Whitchurch Hockey Club - established a number of Satellite clubs and ran a successful Back2Hockey programme pre-season

Carmarthen Ladies Hockey Club - restructured the club management, established an U15 skills centre, developed a 2nd ladies team and are continuing to grow their junior boys

Rhondda Ladies Hockey Club - established the club as an inclusive club by revamping their website, achieving *insport* ribbon status and ensuring there is a club ethos of inclusion. The club are members of the LGB&T steering group and have attended a number of equality specific festivals to promote the club

#HOCKTOBER

In October 2014 we were approached by SportRCT (Rhondda Cynon Taff Sports Development) to be part of their Commonwealth Games legacy programme in which they profiled one Commonwealth sport each month. October was soon rebranded #Hocktober and working in partnership with the Local Authority and local clubs a month long promotional campaign was launched! Activities ranged from profiles of Commonwealth Games athletes, spot lights on local volunteers to holiday programmes led by the Hockey Agent. Clubs reported a spike in interest and welcomed a number of new faces to their clubs – we even had 44 interactions on Twitter using the now famous hashtag #Hocktober.

This has given us the impetus to run this nationally during October 2015 which will no doubt be branded as #Hocktober15.

Equality and Inclusion

In April 2015 Hockey Wales were presented with their certificate for the Preliminary level of the Equality Standard, this year we will be working towards the Intermediate level of the standard demonstrating our on going commitment to equality and inclusion. As well as the Intermediate standard we have also committed to the Ribbon phase of NGB *insport* which specifically highlights the organisations commitment to ensuring Hockey is accessible to disabled people.



On a more operational level Hockey Wales still supports a number of equality groups; LGB&T Steering Group and the BME Cymru Network. We have increased the amount of resources available in Welsh and are committed to improving the amount of welsh available to our welsh speaking members and prospective members. Over the past 12 months we have also supported a number of events such as the Urdd Eisteddfod, Mardi Gras, the National StreetGames festival and a number of more local events promoting inclusion.

Adult Programme Update



2014 – 2015 saw the official launch of RUSH Hockey. In May 2014 RUSH was introduced to college students and staff at the Welsh Colleges Conference at the University of South Wales. Following on from this hugely successful day we now have 9 colleges signed up and playing regular RUSH hockey with 3 college leagues planned for 2015-16. We

Community RUSH hockey has also been introduced in a number of venues across Wales ranging from 3G football pitches and Leisure Trusts to the more traditional indoor sports halls. Community RUSH has been branded as #RUSHOUR and work has begun identifying a number of partners such as Game on Wales and Active Valleys who will deliver this more flexible and informal version of hockey. We currently have 9 sites operating with the aim of increasing this during 2015-2016.

With RUSH Hockey bring the main priority for the adult market in 2014-2015 we also ensured we reacted to demand for 'Back2' when clubs needed some assistance. A number of clubs across Wales ran programmes with some notable increases in membership, however the biggest success for the programme came in North Wales utilising a Back2hockey activator who has developed a new ladies hockey club after a very successful 'Back2' campaign.



The end of the year focussed on planning a summer Back2Hockey bonanza and we are pleased to say that during summer 2015 over 20 clubs nationally have signed up to the programme to try and recruit new and lapsed members ready for the new season.

Tier 1 Hockey Agent Overview

Last April saw the recruitment of a number of hockey agents increasing our team to 14 across Wales. The hockey agents primary focus is to introduce people to the game, signpost them to clubs/community hockey sessions, and where there is a gap to create sustainable community based activity linking to a local hockey club. This is a significant shift in the focus of the role and has seen a bigger impact as a result.

- 19 new community-based programmes with over 200 young people regularly playing hockey that were not doing so before. We have also seen 90 of these transfer to a club
- A hockey fun centre set up in a communities first area; 16 young people regularly taking part— 9 have become Hockey Wales recreational members; 1 is assessing funding through our Sport Recycling Programme to join the local club
- Boys only community-based sessions taking place in strategic areas
- University links to run community-based programmes
- 19,490 participation opportunities across Wales
- 4,725 new members
- 4 new competitive league structures for beginners
- New club in Cowbridge
- New junior section in Risca
- New hockey agent league/festival structure approved for September
- Whitchurch community club pilot

Tier 2

360° Hockey Centre Programme

2014 / 2015 saw a more focused approach to the 360° hockey centre programme to ensure that the right environment was provided by the coaching staff to allow talent to flourish.

In total there were 240 participants enrolled on the programme that saw an average attendance rate of 76%, a significant rise on previous years as the ethos of the programme started to embed.



The year also saw Hockey Wales engage with Christ College Brecon in a pilot project to run a satellite 360° centre at the school giving us enhanced coverage in a strategic area. The project was a resounding success that will be built upon going forward.

Coach Development Programme

With a significant need to support the coaching workforce identified, two specific coach development programmes were initiated in 2014 / 2015.

Firstly the programme was supported by a research project that investigated and facilitated a coach development programme that's aim was to increase the motivational climate within the centres. Running over six months the project saw a significant change in coach delivery and will be expanded on going into next year. This research project had a profound impact on the coaches delivery. The results showed that the action research intervention enabled the coaches to manipulate the learning environment to be more mastery-orientated whilst developing the coaches ability to share good practice through continual reflection.

Secondly, coach developers were appointed to help shape and mould the 360° hockey centre programme and were tasked with helping the development of the centre head coaches. This was achieved by observing sessions and working with the coaches to develop individual learning plans to facilitate development

Tier 3

Performance Club Support

With three performance clubs identified Hockey Wales continued to provide support to Cardiff and Met, Swansea Spartans and Whitchurch Hockey Club to ensure there was support available for as many of our international athletes as possible whilst competing domestically. Support to these clubs takes the form of cash contribution and facility support at the National Hockey Centre.

Swansea City Ladies



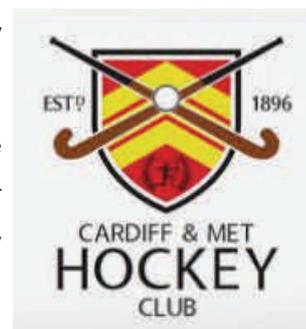
In what is one of the most competitive divisions of the National League Swansea showed their consistency and ambition as a club by securing a second place finish, eventually missing out to top placed Slough. Skippered by inspirational captain Natalie Blyth and a whole host of Wales internationals, Swansea produced a number of highlights throughout the year and continue to be the flagship women's performance team in Wales.

In Europe, Swansea City Ladies competed in the EuroHockey Club Champions Challenge II where, following a joint first place finish, they were promoted to EuroHockey Club Champions Challenge I for the following year.

Cardiff & Met

Cardiff and Met showed consistency in the EHL National Conference West by narrowly missing out on top spot to Bath Buccaneers.

After large periods of leading the league they eventually secured second place meaning they would not make an appearance at the play offs for the third year running. Due to Cardiff & Met's success in qualifying for the Euro Hockey League (the first Welsh club to do so), they played late in 2013 in Barcelona, and did not play in the other EHF competitions.



Whitchurch



After gaining promotion back to the National League, 2014 / 2015 was a tough season for Whitchurch with significant change throughout various periods of the year. After showing spirit throughout their campaign and a number of competitive displays Whitchurch were ultimately relegated.

In Europe, Whitchurch competed in the EuroHockey Club Champions Trophy in Cagliari, finishing 8th.

Tier 4

Senior Women

With Wales' women competing in the Commonwealth Games as well, the squad prepared with test matches against Scotland, Canada and Italy and the Investec Cup in Lee Valley to ensure they were fully prepared for the tournament in a group that would contain some big nations.

After an outstanding display in the opener that saw Wales push England all the way, Wales eventually

lost out 2 – 0. A loss to eventual tournament winners Australia was backed up with a battling display against hosts Scotland that had the home side roaring them to a 2 – 0 win. This left all to play for against Malaysia with Wales going all out for the win. After a dogged defensive display a 0 – 0 draw saw Wales again face off against Trinidad and Tobago in the play offs. A resounding 4 – 0 win saw Wales secure ninth place and set them up nicely for a year focused on Europe .



Senior Men

With the Commonwealth Games in Glasgow beginning in July, Wales' men's side were grouped with international heavyweights Australia, South Africa and India and fellow home nation Scotland. With some battling displays, most notably a 3 – 1 loss to India and a 4 – 3 loss to Scotland in the dying minutes we eventually faced Trinidad and Tobago in the cross overs. A 2 – 0 win saw Wales secure ninth place and credibility for their performances.

The year also included the U21 Indoors where Wales secured a 4th place finish which was followed up by the integration of a hugely successful development programme for the Senior men's squad thus widening the talent pool. The remainder of the year has focused on an assault on the European Championships in Portugal as Wales' men aim to secure promotion back to division II.



U18 National Age Group Squads

The second year into the new structure of delivery for the National Age Group programmes saw the athletes flourish in the new environment. This was enabled by increased contact time and holistic support from a number of service providers engaged by Hockey Wales, and a desire from the players to access training as much as possible.

With a need to provide consistent competitive opportunities, Hockey Wales ensured that both squads were involved in the appropriate number of competitions. This involved the School Games competition for both genders, test matches for the boys against Switzerland and Scotland, and test matches for the girls against Scotland, Ireland and a tournament in Holland.



Tier 5

Aspire GB Programme

With a total of 13 players involved through the year, the Aspire GB programme continued to support a selection of talented Welsh players who have been identified as having the potential to progress to Great Britain level in the future.

This involved providing bespoke support to individuals to ensure that they were catered for in all their training environments; this includes both training with Hockey Wales and training in their domestic environment. The support continues to be extremely valuable for all athletes due to the demands of international hockey.

The Aspire GB programme is supported by lottery funds from Sport Wales which enables a more individualised approach to player development; this is essential when developing individual development plans for a large number of athletes.

Development Programme

The 2014 / 2015 season was a landmark year for international hockey with the introduction of a development programme that allowed the players engaged on Hockey Wales' Aspire GB programme to train with England and Scotland athletes at Bisham Abbey and Lilleshall on a regular basis.

Running throughout the year on a weekly basis the ground breaking programme ensured Wales' elite athletes were able to train with their peers from across Great Britain on a regular basis under the guidance of Great Britain coaches.

The programme also included a short Great Britain U21 programme that saw the men's programme compete at the Sultan of Johor Cup in Malaysia. Wales were represented in both the men's and women's U21 programmes as Liam Brignull from Wales' senior men travelled to Malaysia, and Zak Jones was appointed to assist with coaching on the U21 Women's programme.

Tier 6

Coaching and Talent

Hockey Wales continues to work closely with Great Britain (GB) on the international stage across a number of programmes ensuring our international athletes are prepared as best as possible for the transition into Tier 6 when ready.

The partnership has blossomed over 2014 / 2015 as we continue to work closely as home nations (England, Scotland, Wales) through the GB Performance Management Group. The management group sees home nation performance leads meet every quarter to discuss and action on pressing issues on a GB scale, ensuring each home nation is well abreast of all activities with regards to GB.

The Performance Management Group is then underpinned by the talent and coaching strategies developed by GB in conjunction with Wales, England and Scotland. With GB wide strategies in place this ensures each home nation has commonalities in message and implementation with regards to coaching and talent where possible.

Similarly work with coaching on a GB level has increased exponentially with each home nation sitting on the hockey coaching implementation group (HCIG) every quarter. This has seen the restructure of the coaching qualifications across Great Britain as we strive to meet the aim of better, happier coaches. This has been supplemented by some strategic work that has seen Wales' international head coaches engaged on a GB mentoring programme where selected home nation coaching staff will work through a bespoke programme of development.

The CEOs of each Home Nation also meet quarterly to ensure effective governance supports performance and talent development.

On the pitch as preparation for World League stepped up, Great Britain played for the first time in 2015 as the men's side took on Germany in Mannheim and the Women travelled to Valencia to face Spain. The men secured a 2 -2 draw in a one off match whilst the women secured a 2 – 1 test series win. The GB squads look ahead to World League Rounds 3 in June/July as a first opportunity to qualify for the Rio 2016 Olympic Games.

Workforce Development

This year has seen the development of a new online platform for workforce. The new system will allow people to book onto courses but also allow members to keep track of their qualifications, use the online forum to talk to other coaches and umpires. The platform will be launched ready for the 2015-2016 season.

Coaching

357 coaches have been trained through our courses this year from 4689 through to UKCC level 4. We have also trained 12 new tutors to deliver our 4689 award across Wales. We continue to work closely with GB Hockey and the other Home Nations to develop courses and resources to suit the needs of Wales. We have been integral to the development of the GB coaching strategy and work is on going to ensure that this is implemented in Wales in the way that we need .

GB coaching clubs have been introduced this year which Hockey Wales had a significant input in developing and rolling out across Wales. A significant amount of time has been spent working across GB developing new coaching awards which will be rolled out in Wales this year. The new awards have been developed to be more accessible and relevant to the coaching needs of our clubs in Wales.

Umpiring

106 people attended an umpiring course this year with 46 assessed and qualified. This year has also seen the introduction of umpire coach training in order to better support umpire development.

Young Ambassadors

The Young Ambassador Programme has been through a review this year. The scheme is linked directly with Youth Sport Trust and Sport Wales with a hockey specific element to the programme. There are currently 27 clubs across Wales who are engaged with the programme and this is predicted to increase during the 2015-2016 hockey season with a new recruitment and support system in place. The Young Ambassadors primarily spend their time coaching within a club, community or school environment aiming to increase the amount of young people playing hockey.

We have seen an increase in the number of Young Ambassadors supporting national events such as Youth Finals, Cup Finals, Indoor Finals and boys and girls schools rounds during the 2014-2015 hockey season. There are 46 Young Ambassadors across Wales, four of which have been selected to present awards and 'meet and greet' at the annual Hockey Wales Awards Evening. Over the past 12 months four Gold Young Ambassadors have formed a Steering Group. They have been invaluable in decision making and influencing the direction of the Young Ambassador Programme for the future. Two of these Young Ambassadors are starting University in September, whilst the remaining two have been rewarded by becoming Platinum Young Ambassadors – the highest level of the programme.



High Performing Organisation

Vision and Ambition

Hockey Wales has a bold ambition; we aspire through VISION 2020 to achieve:

- 60,000 people in Wales are members of Hockey Wales
- Every young person of school age enjoys a quality hockey experience
- Wales is consistently ranked in the top 10 in Europe (seniors) and provides between 2 and 4 players to the GB squads for the Olympic Games
- We have a fit-for-purpose workforce of coaches, umpires, officials and volunteers able to meet the demands and provide a high quality experience.

VISION 2020 remains principally on track for delivery although we recognise there are some significant challenges ahead - these will include the fast development of international competitors as well as ensuring effective recruitment and retention of new members into our clubs and recreational offers.

Leadership

The Board team is very strong and stable, providing an environment and culture of high challenge and high support to the CEO and staff team. The Board has ensured a greater clarity of priorities through the 4 year plan 2015-19 as well as an absolute focus on the delivery of the annual operational plan. The Board is currently comprised of 8 Directors and continues to seek to recruit a 9th Director with the skills required to help drive the business to be more commercially focussed.

The CEO's annual appraisal was completed by the Chair, the Board continues to be very happy with the performance of the CEO.

The Board has set up 2 sub groups, Finance and Audit chaired by Lisa Pinney and HR and Remuneration chaired by Richard Proctor.

Right People, Right Team

The CEO has conducted a review of the staffing structure in 2014/15 resulting in the Board approving a new structure with effect from April 2015 which will see a direct alignment to the 4-year strategy and priorities within it. Some new roles will be created, others will be reinforced and most will remain unchanged.

Through the leadership of the CEO, the staff team remain very focussed in their roles, highly committed to the organisation and the sport and highly driven to deliver VISION 2020. The culture

Within the staff team is ambitious, positive, proactive and motivates which has been supported through the delivery of the performance culture, team development and individualised tailored support and training.

Governance, Standards and Assurance

Hockey Wales has succeeded in achieving all relevant governance standards in 2014/15 summarised as follows:

- UK Code of Good Governance - signed up to and implemented from December 2013
- NSPCC Safeguarding Young People - Level 3 (highest) achieved
- Equality Standards for Sport - Preliminary (level 2 of 4) achieved
- Independent financial audit completed - clean, unqualified audit issued
- Self Assurance rating 13 of 15 (green for 5th consecutive year)
- Self Assessment - Sport Wales self assessment process completed

Regionalisation - Local Decisions for Local Areas

As reported within Tier 1 both North and South Wales Boards are fully operational driving Regional and POD plans for the benefit of people in local areas. Hockey Wales continues to be very happy with regional board progress. Regional Chairs are part of relevant Board discussions and continue to attend the national Board once a year.

Collaboration—Hockey, Rugby and Football

After two years of hard work and discussion, Hockey Wales was delighted to formally launch the partnership with the Welsh Football Association, Welsh Football Trust and Welsh Rugby Union in January 2015. This partnership has secured a minimum of £3 million pounds of investment into artificial turf facilities and formalised a relationship with The Welsh Government, Local Authorities and Sport Wales to help develop 21st Century Schools facilities and Local Government.

Efficiency

We have continued our efficiency work through various means including work collectively together with Sport Wales and other NGBs in areas such as pension provision, IT provision and payroll saving significant thousands that is more directly invested into the sport. Pension provision alone saved

Hockey Wales more than £5,000.

Engagement and Feedback

Hockey Wales has continued to engage formally with members on relevant matters including the eligibility criteria for players to represent Wales, Regional Youth Competitions and the Womens' National Competitions Structure. On a more informal basis engagement and feedback is continuous through our staff and Board members, POD meetings and Regional structures. We continue to welcome feedback, formally and informally and will continue to listen to and engage with members.

Continuous Improvement

International Relations

Hockey Wales continues to work in partnership with England Hockey and Scottish Hockey and receives funding from UK Sport to deliver the International Relations plan. Funding was received for a two-year period 2013-15 and supports specific areas of work including CEO and Board attendance at EHF and FIH General Meetings, CEO attendance at various FIH events/meetings, individual representation of various EHF committees as well as the development of identified technical officials.

Partnerships

Hockey Wales has many high quality partnerships that support the development of Hockey in Wales. There are too many to mention them all, below are some of the key partnerships within 2015/16 and we thank each and everyone for their support and commitment to Wales:

- GB Hockey, England Hockey and Scottish Hockey
- Sport Wales
- Team Wales
- Delivery partners including Vi-Ability, The URDD, StreetGames
- Friends of Welsh Hockey
- Welsh Hockey Umpires Association
- All 22 Local Authorities across Wales

Reviews

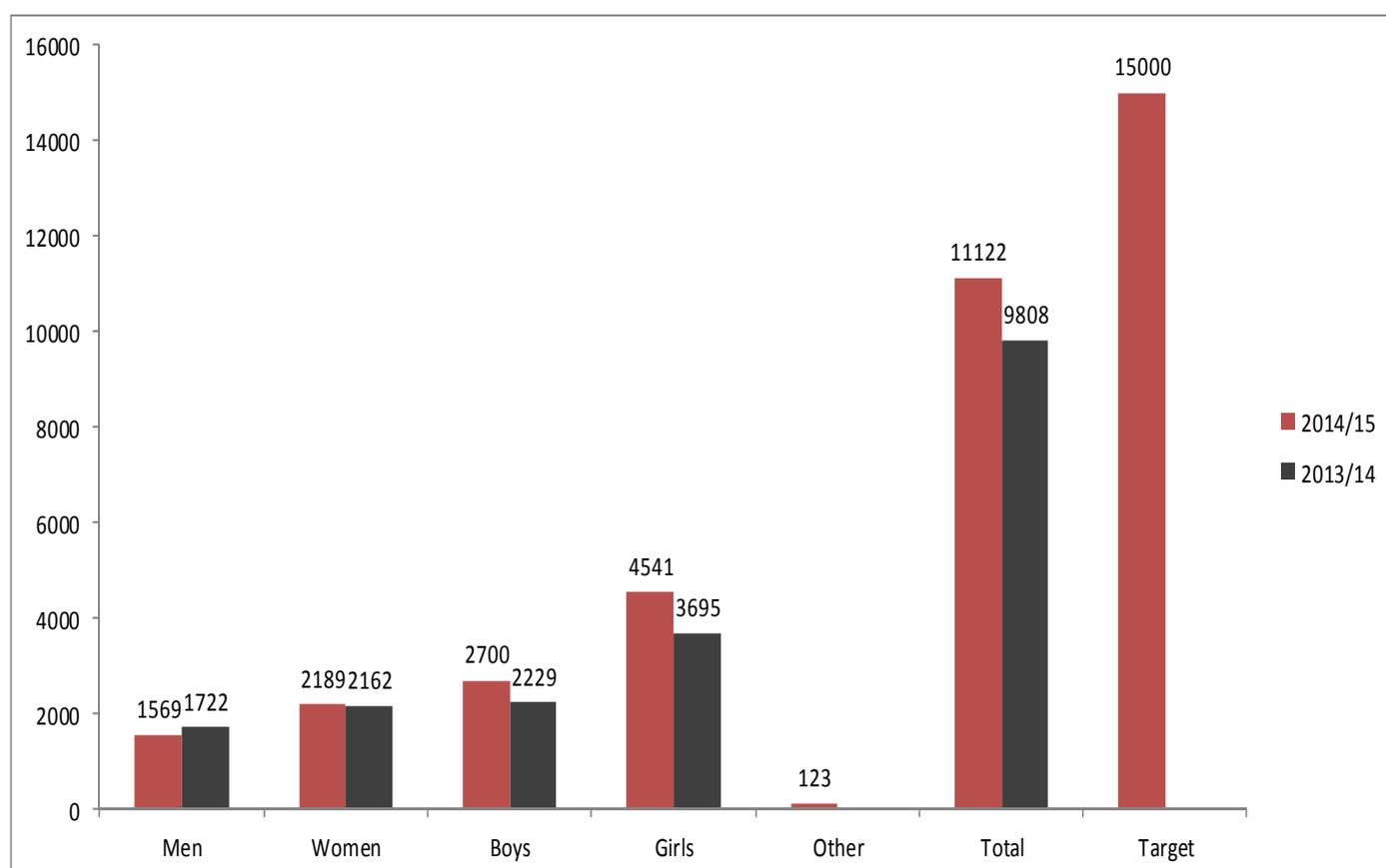
Membership Review

Tier 1 Membership

We have seen the introduction of the new online membership system this year which allows individuals to have their own personal profile online. The new system will allow us to communicate relevant information directly to individuals in the hope that we can spread our messages much wider and to help reduce the workload of club secretaries.

There is a decrease in membership this year within our clubs, this is a concern so we are actively talking with clubs about this. We also believe some of the issues are linked to the membership structure which will undergo review in 2015/16. The movement to a fully online affiliation process we believe also accounts for some of the reduction.

We have seen 4725 members generated through our hockey agent team, some clubs have seen significant growth. Dysynni, Bangor City, Whitchurch Saints, Abergavenny, Teigroid Tywi, Bow Street Juniors, Carmarthen, and Tenby Juniors have all had at least 30 new members this season. We have also seen an increase of new adult recreational members through our Rush Hockey and Back2Hockey products.



5816 club members (down from 6437) account for 52% of the total membership. The remaining 48% comprises of recreational members, workforce members and junior participants. Overall membership has increased during the 2014/2015 year by 12% from 9,808 to 10,999. The membership is broken down into 64% female and 36% male. Overall the target of 15,000 has not been met largely through the later roll out of Rush Hockey and a decrease in club membership from last year.

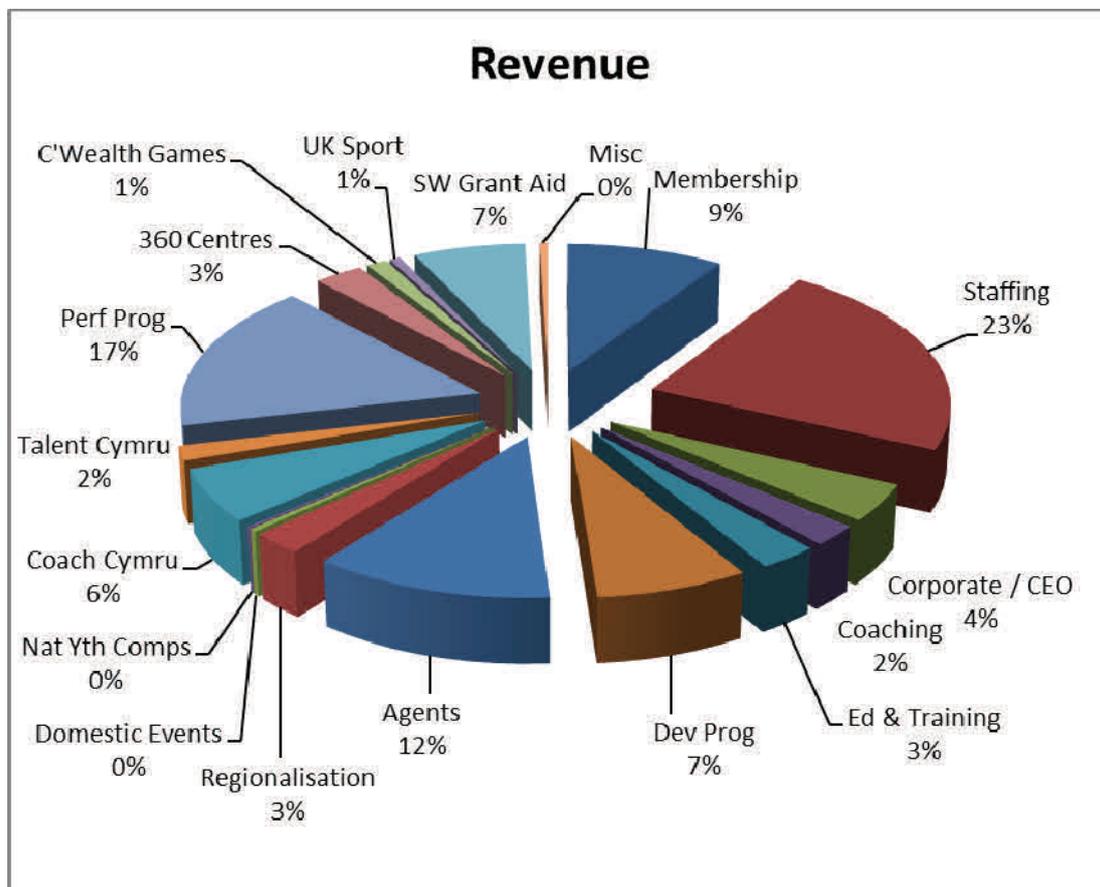
Finance Review

The decision to introduce the new financial software programme has continued to be proven with all budget holders able to monitor their respective areas on a daily basis. The ability to input month on month budgets has also assisted with regular monthly meetings held with all budget holders to enable discussions to be held regarding under or overspend. Slight changes have been made to take into account staffing changes but the principle of 4 major pillars remains. The improvements made have also enabled the Board to access the end of year accounts a full 4 weeks earlier than in previous years .

Our Auditors and Chartered Accountants, UHY Hacker Young, were again requested to undertake a full audit and, as last year, no issues were found in either our overall finances or financial systems and therefore a 'clean' audit report has been achieved.

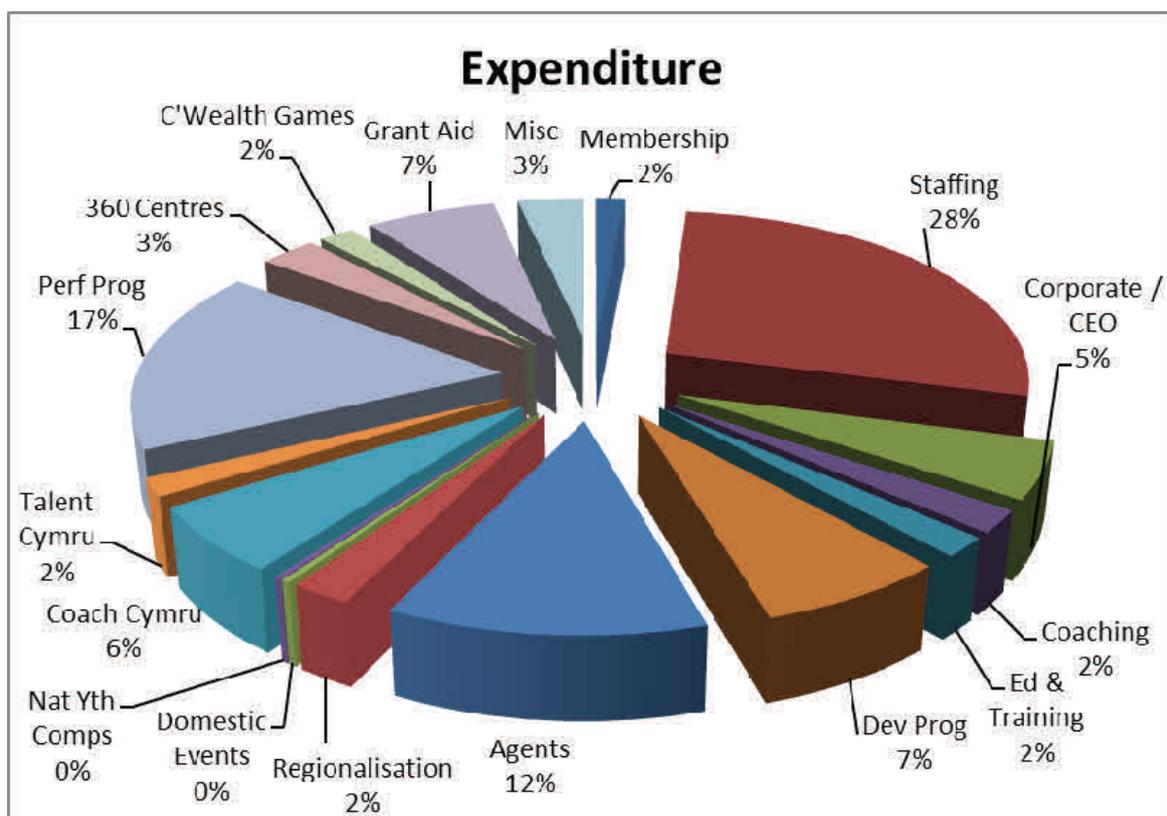
For ease, just the revenue and expenditure charts are shown in this report with the full accounts available [here](#).

The reduction in the overall Sport Wales Grant was anticipated and planned for and it is pleasing to note that with the cost-cutting measures introduced, the £9000 surplus for the year has increased our Reserves to £79946. It is planned to continue to increase our reserves on an annual basis in line with best practice recommendations to ensure that we have sufficient operating funds available, irrespective of any Grant, to ensure all liabilities due in that period are covered.



Finance

Although income appears to have reduced this is not the case as due to the one-off change implemented (with the full sanction of Auditors) last year in the way in which membership income is recorded the revenue has actually increased. The change made re-aligned the membership year for full club members (September to August) more in line with the financial year (April to March) as the majority of membership expenditure takes place in the September to March period and it was felt right that this period should have the majority of revenue allocated to it. Membership income is allocated using a calculation of 90% into the financial year with the remaining 10% accrued into the following financial year (in this case 2015/16).



Staffing

Revenue has again fallen (£46671) as has the related expenditure (£45188) in line with the staffing changes introduced during the year.

Agents

With the Sport Wales Grant having been reduced and a need for us to increase our delivery in this area of work, a review of all Agents contracts was undertaken with employed hours being aligned across an enlarged number of Agents and therefore areas within Wales.

Tier 2 - 360° Hockey Centres

Taking into account the comments at last year's AGM, a review of the finances surrounding the 360 initiative was undertaken with expenditure being just £572 more than revenue. The price for athletes to attend the 360 programme is also being reviewed for 2015/16.

Sport Wales Facility & Accommodation Grant Aid

Although the figures reported are not received as cash, they are the 'In-Kind' grant received to assist with the cost of pitch hire of the National Centre pitch, accommodation for squads and meeting rooms throughout the buildings in both Plas Menai and Cardiff. As you will note this Grant is fully utilised and following an internal review towards the end of the last financial year, additional Grant was released to Hockey Wales.

Tournament Hosting

No international tournaments were hosted at the National Hockey Centre during the financial year although we are considering offering to host a number of EHF/FIH tournaments over the next few years.

Overall

As indicated above a further reduction in Sport Wales grant for the coming year has been anticipated and further cost cutting measures will be introduced to ensure we do not have to propose any change in the membership fees for another year. Hockey Wales is planning for between a 5-10% reduction in Government Exchequer for 2015/16 and each year following.

Moving forwards we will be exploring on-line banking as part of our continued efficiency programme.

Whilst cost cutting is an important part of cost management, we will also be exploring more seriously how we generate new and more money into the sport and the organisation. The Board have agreed to appoint a new Head of Commercial and Business to bring the much needed skills and experience into Hockey Wales. The post is likely to commence Autumn 2015 and will play a lead role in identifying and securing new money and support.

The new post will also manage the business support, competitions, events and membership functions of the organisation ensuring a coherent and coordinated approach to business development and commercial partnerships.

Welsh Hockey Umpires Association

Once again we've had another busy and eventful season with some real steps forward made, both on and off the field. We continue to work closely with Hockey Wales to make strides at a national level and leverage their growing relationship with England Hockey and GB Hockey to further improve hockey and officiating in Wales. We are only a small association that has often punched above its weight at an international level, but in order to make the necessary advances at a local and regional level we need to embrace the scale economies and full-time staff resources that England Hockey have available to them. Why re-invent the wheel when we can make use of the best practices from our neighbours over the bridge/dyke.

WELSH HOCKEY UMPIRES ASSOCIATION

Successes This Season

- Hockey Wales have run 10 Level 1 courses (April to April) across Wales, with 118 attendees, 47 of which have qualified following completion of written test and on-pitch assessment. This is only a 40% conversion rate and something we must strive to improve (see mentoring later in the reports).
- John Taylor ran very successful finals weekends for indoor and outdoor. The feedback for the outdoors finals in April was particularly apparent, with the format/timings, appointments and general team work all-round being specific highlights mentioned. Well done to all those involved. Darren Lock seems to have taken to officiating like a duck to water. We also had a new umpiring face in the form of Edd Broad on the Challenge Final.
- There were more debuts – this time at an international level in Wrexham over Easter weekend. Wales U16s and U18s hosted Switzerland giving Emma Davies, Joe Evans and Joe Astley the opportunity to umpire their first international games – congratulations all three. Great to see young talent at this level – playing, officiating or umpiring.
- Steve Cox took charge of GB v Japan at Lee Valley in April as they prepare for the EuroHockey Championships tournament in August at the former Olympic Park venue.
- Following strong indoor finals performances Abby MacArthur and Jamie Hooper were busy in Europe and came out with their FIH badges to show for it. Congratulations both!
- Finally, Joe Turner has been selected for the EuroHockey Umpires 4 Europe (U4E) programme for 2015. The U4E programme will take the 25 umpires to a practical weekend in Breda, as well as several webinars. Each umpire will be assigned a mentor, who will monitor their



Umpires Joe Astley & Kevin Roberts

performances and their umpiring progress. The programme will also organise umpire exchange weekends enabling members to umpire in tournaments and league matches in other countries at the appropriate level. Good luck Jo e!

Committee Changes

Karen Evans was forced to step down from the Exec Committee owing to poor health – naturally we wish her well and a speedy recovery. In the spring we welcomed both Jen Barton and Marcus Powell in coaching roles. Jen and Marcus join Mark Staunton in providing coaching across Levels 1-3.

Mark Staunton - Men's National Panel Lead

Jen Barton - Women's National Panel Lead

Marcus Powell - L1 & L2 Coaching & Development Lead

Along with John Taylor as Appointments Manager, these three will form the National Selection Panel.

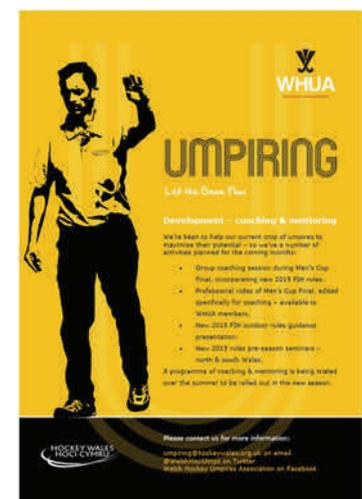
Branding, Kit & Equipment

In October we launched the new WHUA logo, which was intended to give us a new visual representation to take us into the future. A logo alone is obviously just a quick win in moving us forward, but it does plant the seed of identity and hopefully a contemporary outlook for the association.

The National Panel umpires have been provided with a set of yellow and green/lime shirts sporting the new logo and were on show for the first time at the cup finals weekend. We are looking to roll-out the new logo on a wider range of merchandise and kit next season – please send your suggestions for kit ranges to umpires@hockeywales.org or @WelshHociUmps on Twitter.

At the Cup Finals Weekend we expanded on our branding with pitch side banners and full-page A5 advert in the tournament programme, in a bid to raise the profile of the association and our new branding. Thanks go to Hockey Wales for their support in this area.

We also invested in a compact video camera, which was used to shoot some pitch side action in the women's games at cup finals weekend along with the hire of a professional videographer to capture the new 2015 rules in action. This video is currently being edited and will be made available to members ahead of the new season. The video camera is available for use by umpire coaches on request - please email umpires@hockeywales.org.



Jaime Hindle, WHUA Chair

Friends of Welsh Hockey

Charity No: 1140894

Whilst "FRIENDS" operates independently of Hockey Wales its Charitable Objects are to promote community participation in healthy recreation, in particular the provision of systems for the playing of Field Hockey in Wales.

Since reporting in 2014 a great deal has happened:

Our monthly draw now has 307 members (226 members in 2014) and this includes 79 clubs. The monthly prize money has increased and 3 clubs have now won a share of these prizes .

We have also been able to assist a number of projects with grants including:

- Ysgol Gynradd Carno to promote after school hockey in a very rural area of Wales with an exit route for boys and girls to Newtown Hockey Clubs.
- The ever expanding Dysynni Hockey Club with purchase of goals to help them cope with the numbers .
- Aberystwyth Mens' Hockey Club coaching to link in with local hockey development plans led by the Hockey Agent.

Our previous support for CLUB LIFE presented by Hockey Wales is now complete and arousing much interest not only within Hockey but within other Governing Bodies .

We continue to seek opportunities to support our objectives and any of our Trustees can discuss possible scenarios with you.

Our Trustees at present are Roger Harris, Jane Price, John Taylor, Rebecca Daniels, Jeff Robinson, Mary Bainbridge and Roger Caddick.

Visit our web site at www.FriendsofWelshHockey.org.uk for further information, application forms for grants and membership of the monthly draw.

Roger Caddick

Chair of "Friends"



Welsh Masters

Wales Hoci Masters

In 2013 we introduced a new age with our over 35's, 2014 saw the start of another age group with the formation of the Wales Over 70's. Formed with a couple or younger players to make up the squad, allowable by the WGMA for newly formed age groups, our first run out in a friendly in February 2015 against England Over 70's saw Wales win 1 - 0.

The "youngsters", our Over 35's, performed well against Scotland in two international events. Winning 5 - 2 and losing 2 - 3 in Cardiff in June 2014 and drawing 3 - 3 and 2 - 2 in the return fixture in Scotland in September 2014.

Our Masters Over 40's through to Over 65's teams played in the World Cup in the Hague and Rotterdam during June 2014. All performed admirably and did Wales proud.

The 45 had three memorable draws against Ireland, USA and Scotland.

The over 60's coming 5th out of 15 teams being the highest ranking of a Welsh Masters team in a full World Cup tournament. The over 65's came 6th.

In the Grand Masters event in the Hague our Masters Umpires were given the Semi Final and 3rd/4th play off of the Main tournament and the final of the Trophy Tournament which shows how well Wales performed both on the pitch with stick and whistle.

Wales also featured in the Seniors World Cup in the Hague when the Wheeler family were interviewed and as 60's Captain a feature was printed in the daily World Cup paper where Wales was given a good write up !

The Masters 4 Nations was again dominated by England with Wales battling for the 2nd spot in all age groups.

The Masters 2015 season see Wales host the Over 40's and Over 50's Four Nations in Swansea at the end of May. The 45's, 55's, 60's and 65's travel to Edinburgh in June and July for their relevant competitions.

The 2015 season also sees all teams go to the EuroMasters held in London alongside the European Championships and next year, 2016, sees all teams off to Australia for the World Cup, a huge commitment by everyone involved.

It is unfortunately sad to report that our President Cemlyn Foulkes passed away last July. Cemlyn will be missed by so many, a star man both on and off the pitch. As an ex GB player he always gave Masters Hockey the respect it deserved, he brought credibility to the Masters when we were starting up when others "sniggered" and suggested it was just a "drinking mans club". He will leave a hole that will never be filled. The Over 60's and 65's have recently played in the Cemlyn Foulkes Memorial match in Denbigh which will become an annual event to be held in North Wales each year.

Keith Davies also passed away suddenly after his 70th birthday missing out on the chance to play in

the 70's which he was so looking forward to. Keith was a Founder member of Wales Hockey Veterans in 1991 and is another stalwart who will be missed for his enthusiasm and passion for the Welsh Veterans. Cath Thomas, Glyn Thomas' wife who has managed the Over 60's and 65's passed away after a short illness. They are all sadly missed.

The President's position has seen Brian Minney take over the role and Jeff Robinson has stepped into the Chairman's position.

Managers and Captains of each age group continue to be the backbone of the Masters in holding their respective age groups together. I would like to express a huge thank you to all Captains and Managers for the work they carry out and without which Wales Masters Hockey would not be as buoyant as it is.

The new 2014/2015 season sees the following elected as Captains and Managers:

Age Group	Captain	Manager
Over 35's	Tim Jones	Mark Shelton
Over 40's	Jon Painter	Nic Hull
Over 45's	Nigel Stephens	Darren Wheadon
Over 50's	Brian Edwards	Jon Trew
Over 55's	Neil Sykes	Steve Warr
Over 60's	Bernie Wheeler	Chris Harness / Jane Wheeler
Over 65's	Ben Johnson	Glyn Thomas
Over 70's	Glyn Thomas	Eric Evans
Dragons 50+	Nick Pratt	Nick Pratt
Dragons 60+	Dave Maas	Jeff Robinson

We are fortunate to have support from John Taylor and the Welsh Hockey Umpires Association and particular thanks to Mike Riches for travelling distances to umpire for the Wales Masters. Our thanks go out to them all for their continued support.

And finally I should like to give thanks to Hockey Wales for their continued support to Wales Hoci Masters especially Chris Brewer for his help and backing and Jane Price for support where I often need it and Helen Bushell for listening to and helping out with sometimes difficult decisions

When we reflect back over 12 months we can all put our moans and groans to the test and whilst so many are too quick to jump in with uncalculated criticism I am pleased to say that Hockey Wales and Wales Hoci Masters have a good working relationship based on trust and cooperation .

Bernie Wheeler, Wales Hoci Masters

Women's Masters

Last year saw the first outing of our over 35's playing in an Intergenerational tournament in Aldershot along with our over 55's and a youth club team.

The tournament was to get young and old together through Hockey. It was a fantastic weekend with ex GB players on hand to do some training sessions with the youth players and photo opportunities with their Olympic medals (which we held this in conjunction with the British Legion).

Our 35's and 55's played games against Australia, England and Scotland.

We Hosted the four Nations in Swansea and the whole event was a great success. There was great Hockey played and the tournament dinner was held in the Liberty Stadium where each country provided a slot of entertainment applicable to that country (it was the 1st time we saw an Electric Bag Pipe).

It was off to Rotterdam for the World cup where our combined 40's and 45's our 50's and 55's competed. It was very hot but well managed and was a great experience for our players. There were 72 teams in total in a tournament all played at Rotterdam Hockey club which is a great facility and a proper hockey Village. We won some we drew some and we lost some.



Jackie Whiller

Looking Forward

VISION 2020

1. 60,000 people in Wales are members of Hockey Wales
2. Every young person of school age enjoys a quality Hockey experience
3. Wales is consistently ranked in the top 10 in Europe (seniors) and provides between 2-4 players to the GB squads for the Olympic Games
4. Fit for purpose workforce of coaches, umpires, officials and volunteers able to meet the demands and provide a high quality experience

2015-19 Priority 1 Grow the Game (Tier1)

Focus Area 1 –
Delivery of modified versions of the game

Focus Area 2 –
Strong clubs delivering thriving community sport

Focus Area 3 –
Development of partnerships to enhance Workforce capacity

Focus Area 4 –
Competitions structure fully implemented across Tier 1

Measures:
42,000 Hockey Wales members including 8,000 workforce members
50-60% of young people participated in hockey

2015-19 Priority 2 Player Performance Programme (Tiers 2-6)

Focus Area 1 –
Tier 2 – 360 Hockey Centre Programme delivers high quality athletes to Tier 4 (Wales)

Focus Area 2 –
Work in partnership and maximise relationships with key stakeholders to enhance performance

Focus Area 3 –
Programme of continuous professional development for workforce

Focus Area 4 –
Tier 4 Wales programme excelling

Measures:
T2 programme provides high quality athletes to T4
Tier 4 seniors are top 14 in Europe
2-4 players in GB squads

2015-19 Priority 3 Strong, commercially minded organisation that is less financially reliant on public funding

Focus Area 1 –
Commercial strategy delivering sustained revenue

Focus Area 2 –
Membership structure delivers effective member services

Focus Area 3 –
Efficiency and collaboration programme delivered

Measures:
Resources diversified and income generated creating greater self-reliance
Member satisfaction rates at 70% or above

Looking Forward

Staff and Board

Staff and Board

Directors and President



Richard Proctor
Appointed Director and
Chair
Board meeting attendance
7 of 7

Sarah Thomas
Elected Director from
October 2014
Board meeting attendance
3 of 3



Sheila Morrow
Elected Director
Board meeting attendance
7 of 7

Helen Bushell
CEO, Company Director &
Director
GB Board Director
(alternate)
Board meeting attendance
7 of 7



Rob Williams
Elected Director
Board meeting attendance
7 of 7

Helen Humphrey
Appointed Director
Board meeting attendance
7 of 7



Debbie Jarvis
Elected Director
Board meeting attendance
6 of 7

Lisa Pinney
Appointed Director from
July 2014
Board meeting attendance
5 of 5

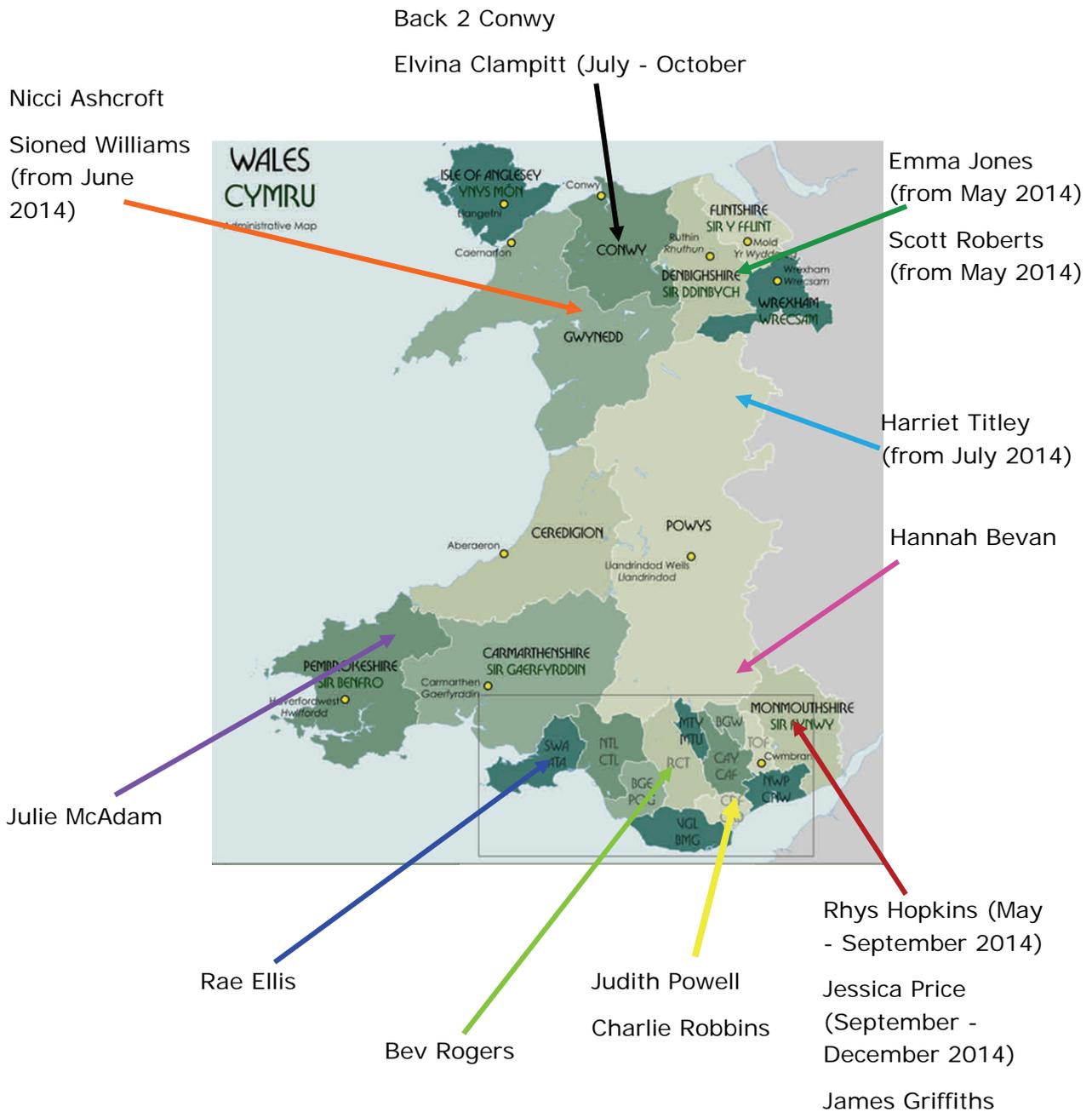


Anne Ellis OBE
President
Board meeting attendance
6 of 7

Staffing

Chief Executive Officer	Helen Bushell
Business and Communications Officer	Matt Davies (to May 2014)
Communications, Marketing and Events Officer	Rachel Davies (from August 2014)
Business Support Officer	Jane Price
Business Support Officer (North)	Joe Turner (to June 2014)
Business Support Officer (North)	Phil Leach (from August 2014)
Business Support Officer (South)	Jamie Hooper (to July 2014)
Database Officer	Rhiannon Linington-Payne (July to December 2014)
Head of Sport	Caroline Spanton (to December 2014)
Development Manager (Tier 1)	Debra Barker (from January 2015)
Operations Manager	Chris Brewer
Performance Manager	Dan Clements
Project Officer	Hannah John (to May 2014)
T2 - T4 Coordinator / Performance Coordinator	Hannah John (from May 2014)
Performance Coordinator	Hannah John (from February 2015)
Regional Delivery Manager (South / South East)	Richard Jones
Regional Delivery Manager (South West)	Amanda Roberts (from September 2014)
Regional Manager North	Debra Barker
Talent Development Officer (Internship)	Rhiannon Linington-Payne (from February 2015)
Tier 1 Support Officer (Internship)	Katy Evans (from June 2014)
Workforce Development Manager	Amanda Roberts

Hockey Agents 2014/2015



International Squads

Senior Men

Head Coach	Zak Jones
Manager	Paul Gannon
Assistant Coach	Danny Newcombe
Physiotherapist	Osian Merfyn
Analyst	Nicholas Kesingland
Strength & Conditioning Coach	Mitch Smith

Senior Women

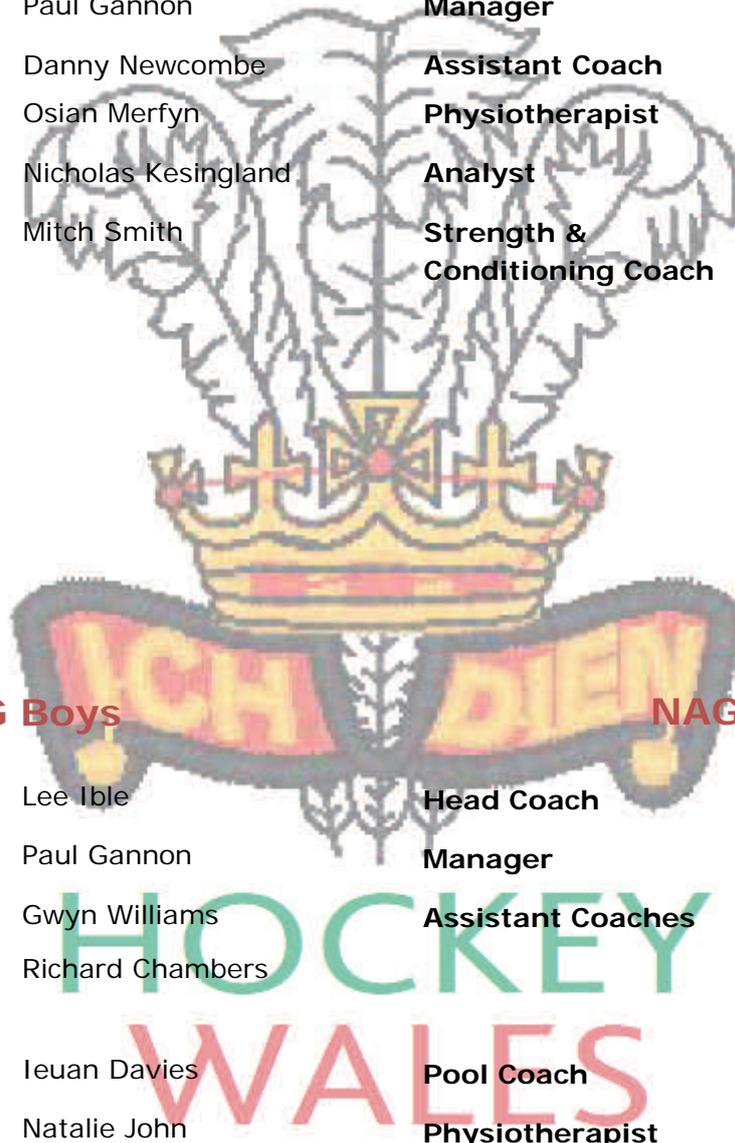
Head Coach	Amanda Partington
Manager	Ben Eaton
Assistant Coach	Vicky Joel
Physiotherapist	Ali Crewesmith
Analyst	Lucy Holmes
Strength & Conditioning Coach	Dan Forbes

NAG Boys

Head Coach	Lee Ible
Manager	Paul Gannon
Assistant Coaches	Gwyn Williams Richard Chambers
Pool Coach	Ieuan Davies
Physiotherapist	Natalie John
Analyst	Chris Gittens
Strength & Conditioning Coach	Jordan Sieniawski

NAG Girls

Head Coach	Tyrone Moore
Manager	Rebecca Daniels
Assistant Coaches	Harry Jones Cheryl Campling
Pool Coach	Jo Westwood
Physiotherapist	Debbie Mason
Analyst	Nathan Hancock
Strength & Conditioning Coach	Hannah Pitt



Key Volunteers

Hockey Wales would like to thank each and every volunteer that works for the benefit of Hockey across Wales throughout the year. We would especially like to thank the following key volunteers who work regionally and nationally with Hockey Wales for the benefit of the sport:

Competition Coordinators

Men	John Taylor
Women	Anne Mullin
Youth	Chris Despres Jane Price Anne Mullin John Taylor North & South Wales Competitions Group
North Wales Leagues	North Competitions Group
South Wales Women's League	Judith Evans
Competitions TAG Chair	Sheila Morrow

International Masters Coordinators

Men - Bernie Wheeler

Women - Jackie Whiller

International and European Committees

Outdoor Competitions - Sheila Morrow

Indoor Competitions - Karen Evans

Master's Hockey - Jackie Whiller

Performance TAG

Dan Clements (Chair), Zak Jones, Ed Barney, Ben Eaton, Lee Ible, David Kettle, Amanda Partington

Regional Boards

North - Alan Watkins (Chair), Simon Wilson, Grant Bond, Stewart Langston, Kelly Davies, Jane Foulkes, Osian Williams, Bethan Hughes, Nicola Green

South - John Bayliss (Chair), Michelle Gibbs, Gwynne Griffiths, Tina Sparey, Judith Evans, John Taylor, Jacqueline Jones



www.hockeywales.org.uk



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