

Hockey Wales AGM July 2017

Item 7 – Election of Directors

Introduction

The Hockey Wales Board consists of nine (maximum) Directors comprising:

- Up to 5 Elected Directors.
- Up to 3 Appointed Directors.
- The Chief Executive Officer (who also fulfils role of Company Secretary).

Elected Directors are appointed for a term of three years, Appointed Directors for one year terms and the CEO's term is not time limited.

The current Board is made up as follows in terms of Elected Directors:

Sheila Morrow	Term expires AGM 2017
Richard Proctor	Term expires AGM 2017
Conrad Funnell	Term expires AGM 2019
Ria Male	Term expires AGM 2019
Rob Williams	Term expires AGM 2019

Hockey Wales has openly advertised the roles of Elected Directors through the website.

The Hockey Wales Board has a set of agreed technical skills, knowledge and experience as well as competencies which need to be balanced across the Board in order to fully and effectively lead and oversee the vision and strategy of the organisation. All nominated candidates have seen these and have provided additional information to Hockey Wales about how they meet these competencies. Members can view the required competences and technical skills at the end of this document.

Applications Received

4 nominations have been received for the roles. The nominations are as follows:

<u>Applicants:</u>	Derrick Heaton-Rue
	Gareth Price
	Paul Riley
	Owen Griffiths-Jones

Statements are shown on pages 2-5 from the nominated candidates.

Voting:

Members will be allowed a maximum of 2 votes (1 vote for each of 2 nominees), please cast your vote by either attending the AGM at 1 of the 2 venues (Cardiff / Deeside) or by returning the proxy form to the Hockey Wales office 48 hours prior to the AGM (deadline – 7.00 p.m. Tuesday 11 July).

Personal Statement – Derrick Heaton-Rue

In appointing me as a non-executive director for Hockey Wales I will be able to add my professional expertise to the strength of the organisation. I am Head of Projects at a global recruitment company where I am responsible for change management and project delivery. I have 20 years of Project Management experience centred around business process change and strategic change working with stakeholders to deliver tangible results flowing from the strategic vision. My experience has been gained in both public sector (CRB) and private companies and across a wide variety of market segments, Manufacturing, Business Process Outsourcing, Contact Centre and Recruitment. My professional success is in identifying and managing critical decisions and dependencies across the change portfolio and working to minimise risks in a controlled and transparent manner. I have been working as a PRINCE2 practitioner since 2000.

Sport Club Management: I have been the Beavers team manager at Northop Hall Junior Hockey Club from 2014-2017 and an active member of the committee which has seen the club treble it's player base in that time and seen success on the pitch increase year on year. At multiple age categories we are now regularly representing North Wales in National finals and we also play a full Beavers calendar in the North West England region.

I have worked in the management team which supports North Wales Boys in their regional hockey through the year, supporting quality hockey opportunities for players from u13 to u16 across North Wales 2015-Present. I am also working with the Welsh Dragons U13's this year as manager.

I have also been the club secretary for the Flintshire Phantoms Ice Hockey Club 2011-2014 of which I am a member, running the club with the committee and developing a thriving Ice Hockey pathway for players from beginners to league teams.

Hockey: I am a Level 1 Coach and Level 1 Umpire with WHU and I use these skills to support at club and regional level. I have a passion for developing opportunities for Juniors to experience high quality hockey and inspire them to improve and develop new skills. Juniors are the lifeblood for hockey development in Wales in terms of number of participants and inspiring them to strive for the best level they can achieve. If we can do this then Welsh hockey will be on the rise at all levels.

Personal Statement – Gareth Price

I was introduced to hockey aged 14, because I was surplus to requirements on my school's rugby team. From that happy chance grew a passion for the game that has endured deep in to a third decade.

The game has given me opportunities to make friends, travel widely, and to develop professional skills. I have put my name forward to be an elected director because it would give me a new outlet to give back to the game.

Except for a spell at University, I've played, umpired and coached for Cwmbran and Gwent since 1989. At Cwmbran I served as press officer, secretary, fixture secretary, coach and chair – learning first-hand the difficulties that face small clubs struggling to keep going from one season to the next. I would hope to be a strong voice for smaller clubs on the Hockey Wales board.

As chair of Cwmbran I led the merger talks with Newport HC and Newport Ladies HC that created Gwent HC, and created Wales' second biggest club. I'm immensely proud of the way the vision we had to create a superclub in South East Wales which could compete with the best, has come to fruition.

Professionally, I'm a former journalist, who has worked in a variety of Head of Communications roles in Wales. I would like to use this experience and expertise to support the work of Hockey Wales to raise the profile of the game.

I currently work as a committee clerk at the National Assembly for Wales, leading the team that supports a cross-party group of Assembly Members in scrutinising the Welsh Government. This has given me insight in to how committees (and boards) can work effectively to improve outcomes and results.

Over the last four years I have served as chair of governors at Ysgol Glan Morfa, my children's primary school. This has given me a deep insight in to the role that boards can play in setting the direction of their organisation, and the benefits of providing strong but constructive challenge to the full-time staff. I would like to bring that "critical friend" spirit to the Board.

Personal Statement – Paul Riley

I am currently Head of Engineering and Projects and a member of the Senior Management Team for Memory Lane Cakes in Cardiff. I am a professional Engineer being a Fellow of the Institute of Mechanical Engineers. I have operated at Board level in various companies for over 15 years.

I have a broad breadth of employment experience having worked in the Agrochemical, Microchip and Food industries.

In my various roles I have managed operating budgets of circa £5m and large Capital projects with values of up to £7m.

I have managed large diverse workforce of over 150 people, these being both directly employed staff and contractors.

I have been involved in hockey in South Wales and a member of Gwent Hockey Club for nearly 10 years. Over this period I have undertaken numerous roles for both the Club and in the wider hockey community, a summary of these being:-

- Gwent 3rd team Captain, 3 years.
- Wales U13 Dragons Manager, 2 years.
- Gwent U13 Coach, 2 years.
- Gwent U15 Coach, 2 years.
- South Wales U14 Regional Manager 3 years.
- South Wales U16 Regional Manager 3 years.
- Level 1 coach
- Level 1 umpire

As a family, we are heavily involved in hockey in Wales. My oldest son is a key member of the Gwent 1st XI having played for the Welsh Dragons at U13 level. My youngest son played U16's and U18's last year for Wales in all the International tournaments from the Easter tournament against Switzerland through to the Futures Cup in August. He is now a member of the Wales U18 squad and Captained the side against Ireland and Switzerland in the recent Test matches. He was also part of the Welsh Seniors development squad that recently played England and went to Slovenia with the U21 indoor side. In addition my daughter is a member of the Gwent U18 and U15 squads, has represented South Wales at U16 level and is currently being considered for the NAG's program.

My wife has also been heavily involved in hockey for the last seven years being the Youth Manager for Gwent Hockey. In addition, for the last 3 years she has been the coordinator for the South Wales Youth Hockey Association.

Based on my experience, skills and knowledge I feel I am ideally placed to undertake the role of Non-Executive Director for Hockey Wales. I have extensive managerial experience in diverse challenging environment.st. I have experience of all aspect of running a successful business including negotiating contracts, dealing with Industrial Relations issues, working on committees and dealing with all aspects of financial matters. I have

an extensive knowledge of hockey having experienced it at all levels. I am proactive and have a proven track record of getting the job done.

Personal Statement – Owen Griffiths-Jones

In support of my application for Non-Executive Director of Welsh Hockey, please see below details on my credentials for your consideration to what is an opportunity to contribute to a sport that I have personally been connected with for +30 years

In summary; my deep and broad playing experience combined with skills developed during a +20 year professional career in top-tier organisations – including living and operating in Europe, US and Asia – gives me a unique set of 'tools' that I will bring to the role. Details of which are outlined below;

Beginning with my playing career; my 'hockey-education' began at Cardiff and Penarth hockey clubs, representing both in junior competitions and eventually attaining first-team status with Cardiff. 'Learning my trade' through the experience of playing and travelling throughout the south, north, east and west of the country at grass-roots level

Next, I moved onto Loughborough University, where as well as gaining a degree in Economics, I took the opportunity to play with and against top players in the UK, as well as experiencing what it is to operate in the top sporting university in the country. This is also where I began my National League career which continued on for a further +10 years in the highest league in England

Internationally, I represented Wales at all junior levels, attaining senior status in the late 80's (indoor), gaining my first senior outdoor cap in 1993 which then took me on another journey through to 2002 where I concluded my elite-level career at my second commonwealth games in Manchester

Professionally, I am a qualified accountant with a +20-year career (to-date) in top-tier, global (JPMorgan, Bank of America & Deutsche Bank), organisations. As such, I have developed my financial accounting, governance, risk management, project management (I am qualified/experienced in Lean project management techniques), process review and strategy skills- all being performed at Board-Level and in ambitious, dynamic organisations that emphasise the values of teamwork, people-development, diversity, communication, and coping (in cases leading) with change

Personally, I am married and a father of three children and as mentioned, have had the pleasure of living overseas for +10 years- an experience that has had a profound effect on my outlook on diversity, and how to influence and work across cultures and different points-of-view. These 'life' experiences that in addition to my playing and professional background give me a deep and broad perspective on how to approach an opportunity or challenge

I will close by stating that I will bring a passion to the role akin to that which I brought as a player. This sport has been a significant part of my life, providing me with invaluable experiences and life-long friendships. I view

this as an exciting opportunity to 'give-back' to Welsh Hockey in a way that best utilises all I can bring to the role

Appendix 1 – overview of the Board of Directors role, elements of individual directors' roles and the required technical skills and competencies

Role of the Board of Directors of Hockey Wales

The Hockey Wales Board's role is to:

1. Provide leadership and expertise in specific areas to the company within the framework of prudent and effective controls that enable risk to be assessed and managed
2. Set the Hockey Wales's vision and strategic aims ensuring that the necessary financial and human resources are in place for the company to meet its objectives, and review management performance
3. Set the Hockey Wales values and standards and ensure that its obligations to the Hockey Wales members and others are understood and met.

Key elements of a Director's role

The following four headline elements summarise the Directors role in generic terms:

1. **Strategy** – Directors should constructively challenge and help develop proposals on vision and strategy
2. **Performance** – Directors should scrutinise the performance of management, particularly the CEO, in meeting agreed goals and objectives and monitor the reporting of performance
3. **Risk** – Directors should satisfy themselves on the integrity of financial information and that financial controls and systems of risk management are robust and defensible
4. **People & information** – Directors should constantly seek to establish and maintain confidence in the conduct of the company as well as a need to build recognition of their contribution in order to promote openness and trust amongst fellow board and their membership

All Hockey Wales Directors are expected to:

- Uphold the highest ethical standards of integrity and probity.
- Bring valuable, external experience to the Board
- Support, where and when necessary, the CEO in their leadership of the business while monitoring their conduct
- Support and work with the relevant staff member for the portfolio
- Question intelligently, debate constructively, challenge rigorously and decide dispassionately
- Listen sensitively to the views of others, inside and outside the board
- Gain trust and respect of other board members
- Promote the highest standards of corporate governance for Hockey Wales and seek compliance wherever possible
- Promote the strategic interests of Hockey Wales internally and externally
- Must not put themselves in a position where the interests of Hockey Wales conflict with personal interests or duty to a third party

Hockey Wales high performance culture

Our core values are ***diverse, dynamic and driven*** and we have used these to help us frame our aim of developing a culture where high performance is the norm and people are supported to be the best they can be. As well as technical skills, knowledge and experience we have identified the competencies that will support this aim and which we want all people in Hockey Wales to demonstrate.

Below are the technical skills, knowledge and experience that we require of our Board members as well as the competencies that have been identified by Hockey Wales.

We do not expect applicants to have all of the technical skills or experience listed below however we will want Board members, as a group, to have all of them. As well as the Elected Directors we have the option to appoint other Board members to provide particular expertise. In addition we will provide learning and development opportunities for the Board as a group to ensure they are supported in their role.

Technical skills, knowledge and experiences

- **Board of Directors experience** – experience in serving on public sector, private sector or not-for-profit boards. Experience with good governance policies
- **Committee experience** – experience of serving on a committee, or in other positions of leadership
- **Diversity and inclusion** – knowledge and experience of contributing to the development of a culture that promotes equality and values diversity
- **Strategic planning and focus** – experience of planning, evaluation and implementation of a strategic plan
- **Strategic relationships** – experience in strategic relationships and effective communications, knowledge and experience of the wider sporting landscape and external influencers/partners and stakeholders
- **Member relations** – experience in member and customer relations management and effective communications
- **Commercial Focus** – experience of social enterprise, contract negotiation, developing profitable business models, finding funding solutions and generating profit
- **Human resource/Executive performance review** – knowledge and experience of human resource/personnel considerations and issues for executive recruitment, compensation structures, and performance review
- **Financial knowledge** – knowledge and experience of financial planning management, the proper application of internal controls and the auditing requirements for a not-for-profit board
- **Risk assessment** – experience in the process of identifying principal corporate risks and to ensure that management has implemented the appropriate systems to manage risk
- **Delegated responsibility** – knowledge and experience of developing and implementing processes to delegate and manage operational responsibilities

- **Ambassadorial responsibility** – Experience of undertaking an ambassadorial role on behalf of an organisation and at the same time pursuing opportunities to further develop the organisation
- **Change management** – Experience of managing change within an organisation.

Competencies

- **Team-working** – works collaboratively with others and ensures participation across the business, as well as with key partners, to support the achievement of Hockey Wales objectives
- **Communicating** – communicates with others in a clear, concise and purposeful way to build effective relationships and gain support and commitment for ideas
- **Customer service excellence** – demonstrates a passion for customer service excellence to internal and external customers that benefit both the customer and Hockey Wales
- **Decision making and problem solving** – uses analysis, wisdom, experience and logical methods to form ideas about issues to make good decisions and solve problems with effective solutions
- **Delivery** – completes work to high standards and continually looks for ways of improving performance
- **Developing self and others** – provides support that enables themselves and others to develop and improve for the benefit of Hockey Wales and for themselves
- **Leadership** – proactively influences improved business practice and organisational change by modelling best practice and influencing
- **Strategic management** – provides clarity, direction and inspiration through a compelling vision of the future and what can be achieved.