

Hockey Wales

Sport Wales National Centre
Sophia Gardens, Cardiff
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Hockey Wales AGM July 2019 Item 10 – Election of Directors

Introduction

Hockey Wales is committed to ensure it is a well governed organisation consisting of a diverse and skilled board. We currently have three vacant Elected Director roles that we are seeking to fill at the 2019 AGM, however, we are proposing a change to our Articles of Association and if approved, we will have one vacant Elected Director role. The roles are for full terms of three years.

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

- Up to 5 Elected Directors.
- Up to 3 Appointed Directors.
- The Chief Executive Officer.

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.

It is proposed that the Hockey Wales Board will consist of eleven (maximum) Directors comprising:

- Up to 3 Elected Directors.
- Up to 7 Appointed Directors.
- The Chief Executive Officer.

Elected Directors are appointed for a term of three years, Appointed Directors for a term of two years, the Chief Executive Officer's term is not time limited.

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

Conrad Funnell	Elected Director	Term expires AGM 2019
Rob Williams	Elected Director	Term expires AGM 2019
Derrick Heaton-Rue	Elected Director	Term expires AGM 2020
Paul Riley	Elected Director	Term expires AGM 2020
Charlotte Wathan	Appointed Director	Term expires AGM 2020
Ria Male	Interim CEO	Term is not time limited

Chris Brewer (Hockey Wales Operations Manager) fulfils the role of Company Secretary



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The Hockey Wales Board are committed to developing a board with increased skills and diversity in decision making. It has a set of agreed technical skills, knowledge, experience and 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.

An overview of the Board of Directors role and the required technical skills, knowledge, experiences, competencies and expectations is shown on pages 5 - 7

Applications Received

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

Applicants: Anne Barratt
Conrad Funnell

Statements from the nominated candidates are shown on pages 3 & 4.

Voting:

Members will be allowed a maximum of 1 vote, please cast your vote by either attending the AGM or by returning the proxy form to the Hockey Wales office 48 hours prior to the AGM (deadline – 7.00 p.m., Sunday 7th July).



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Personal Statement – Anne Barratt

It would be an exaggeration to say that over the last four decades my involvement in hockey in Wales has made me the person I am today. I have gained so much personally that it would be a privilege to use these skills to continue to contribute to the sport I love, at the highest level, on the Hockey Wales Board.

The health and wellbeing benefits of participating in sport are well documented, but often the “extra” skills and abilities you attain, that can be transferred into everyday life, are not. Reflecting on the thirty years I have been Committee Secretary or Club Captain of Howardian LHC, I have developed and used skills such as teamwork, effective communication and the ability to support, conciliate and lead.

I have spent all my working life in administration both in the private sector and for the last twenty years in the public sector with Cardiff Metropolitan University. During this time, I have worked directly with staff of all levels at the University, together with external businesses and stakeholders. I appreciate the importance of building positive working relationships in order to successfully work towards the key organisational and project strategic aims and objectives.

I have significant experience in organising and servicing committee meetings, influencing positively the culture and structure of professional post graduate programmes, developing the identities, promotional material and ways of working for these programmes. I have overall budgetary responsibility for our department and a number of key government funded collaborative projects. I regularly organise conference and events, have working experience of risk assessments and management and have line managed and actively encouraged staff to develop their own skills set. I enjoy, and thrive on, finding solutions to issues, questioning, challenging and seeking clarification when needed.

I have a holistic perspective of Welsh Hockey through being a Club player, Welsh mixed player, Welsh Masters player and more recently a Welsh Masters Manager. I set up a youth section at Howardian and have umpired in the South Wales league for many years. Further, I am an advocate of fair play, transparency and equality in sport, work and everyday life.

My work and life experiences to date, along with the strengths and knowledge I have gained through engaging in hockey, make me an ideal candidate for the role of a director on the Hockey Wales Board. My current part time work pattern also affords me the opportunity to dedicate time and commitment to the role and be part of the exciting times ahead at Hockey Wales



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Personal Statement – Conrad Funnell

As a player for both a Welsh Club & the Welsh Masters, a passion for Hockey is something I have consistently had for over 30 years.

My experience of working in industry, management consultancy and now, at one of the largest and most innovative software companies in the world, has helped me reach a position where I work with and advise CxO level customers.

Not only do I work on some of the most exciting projects in the world, I get to see so many other examples of transformational projects. Each of which starts with a dream or a vision and I help those organisations develop their strategic plan and a path of implementation to enable their business and turn that dream into reality.

Since being appointed as an elected director for Hockey Wales back in 2016, I have worked with the board and the organisation on setting out a new phase in our evolution.

The past three years have seen some great strides made. Externally, we have hosted European tournaments in Cardiff as well as our men's and women's side qualifying for Commonwealth games and achieving superb performances as well as more recently in the FIH series. Internally we have focussed most recently on setting out a longer-term plan based on a new strategic intent, we have focussed on developing the organisation with changes in leadership and at board, whilst seeking to improve governance with alignment to best practice in the sporting sector.

Looking forward I will set out to:

- Continue to chair the board of the organisation as we navigate through a period of change
- Ensure our strategic intent is defined, shared and progressed at pace
- Bring about improved member engagement and support for clubs
- Make sure our teams are setup to have their most successful ever Commonwealth Games in Birmingham
- Provide for more opportunity for anyone to pick up a stick and experience hockey.

I look to continue my journey supporting hockey in Wales - I continue to see how important it is for our future generations to be able to learn, play and develop, in a safe, well coached and inclusive environment.

I believe by bringing my unique skills and experiences, Hockey Wales will be better positioned to define and drive forward a new strategic intent for the sport in Wales.



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Overview of the Board of Directors role and the required technical skills, knowledge, experiences, competencies and expectations

Role of the Hockey Wales Board of Directors

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 to also review executive 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.

The role of a director broadly involves: -

1. **Strategic Directions** – Directors should constructively challenge and help develop proposals on vision and strategy developed by the Executive team
2. **Performance** – Directors should take responsibility for the performance of the executive team, namely the CEO, assessing progress made to achieving 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. **Governance** – Directors should ensure compliance with all legal and regulatory requirements relating to the organisation. They should seek guidance around any uncertainties
5. **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

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



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- **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.



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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



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