

AGENDA - May 2023 AGM

1. Welcome & Apologies
2. Chair's Report
3. Treasurer's Report – & Senior Subs
4. Welfare Report
5. Senior Section Report
6. Junior Section Report – & Talent Centre Update
7. Flyerz Section Report
8. Online Voting - Nominations & Membership Code
9. AOB (incl Turle Road update)



CHAIR'S REPORT

Chair - KEY DEVELOPMENTS & FUTURE FOCUS – May 2023

Key Developments 2022-2023

- Finances – the club has lost money this season, and this needs to be addressed
- Brilliant season on-pitch:
 - Senior sides: Multiple promotions and league wins, Wayfarers established as a National League Club, with M2 and L2 sides now in London Prem, just below National League;
 - Junior sides : Multiple teams with great success at all levels, more players than ever getting selected for regional (and even national) representative sides FLYERZ
- Fantastic progress off-pitch:
 - Tremendous coaching team led by Director of Hockey Mark Atherton, Phil Ball, Luke Hansford, Jack Smith, Calum McDonald and Vicky Shelbourn – making a huge difference to the quality of hockey throughout the Senior and Junior sections
 - Transition to Teamo, simplifying systems and use of tech
 - Club End of Season Ball back with a bang after Covid hiatus; great work by the social team for this and other events;

Focus Areas 2023-2024

- Financial sustainability:
 - The Club has lost money for the last two seasons and needs to return to sustainable finances
 - The proposed changes to subs, along with more careful pitch and resource usage, should all help achieve this
- Continued focus on improving the hockey experience for all members, offering the best mix of competitive and social hockey in South West London
- Progress – targeting further promotions for the performance teams over the next few years
- Aiming for Talent Centre accreditation, led by Mark Atherton
- Continued Expansion of Flyerz
- Welcome (and intro) to New Members of the Executive Team:
 - Adrian Darley as Chairman
 - Tom Cronin as Men's Section Captain
 - Suzie Squire as Ladies Section Captain
 - Jo Darley as Boys' Section Captain
 - Graeme Lyness as Girls' Section Captain
 - Alex Horowitz as Comms Officer



TREASURER'S REPORT

DRAFT FINANCIAL PERFORMANCE 2022-2023

Revenue Assurance

- Junior income arising from the provision of additional hockey including Camps and midweek has fallen compared with prior years, reflecting lower than expected rates of participation.
- Subscription refund (22.5%) to senior members following the restricted 20-21 playing season has been adjusted in prior year accounts.
- Sponsorship revenue has increased following the successful re-signing of Savills as our Club sponsor for the next 3 years.

Membership

- There has been minimal impact on Senior membership numbers following the return to hockey post COVID, but some impact on younger Junior numbers.

Investment

- Investment in new facilities at Kings House School have included a large dedicated storage facility and Wayfarers branded Dugouts.
- The replacement of all GK kit used by the GK Academy with OBO over a 3-year period has continued.
- Investments have been capitalized in accordance with the assessed UEL of each asset type.

Cost Management

- Costs have increased post pandemic. This is particularly noticeable in pitch costs and teas following the move to Kings House School.
- Pitch costs are likely to rise again in future due to expected price increases from a number of pitch providers.
- Miscellaneous costs have increased following recognition of the increasing administrative cost of running the club as well as league and competition entry both with respect to juniors and both M1 and L1 playing National League.

Retained Reserves

- The total value of retained reserves at the end of the season is estimated to be £50k reflecting the impact of the year's financial performance. The fall in reserves has been a deliberate decision by the Executive to invest in our future provision of hockey.
- Cash balances are expected to be circa £40k at year end (30th June).
- The club remains committed to investing in services to members going forward including improvements in coaching and pitches.

DRAFT FINANCIAL PERFORMANCE 2022-2023

The accounting year end is 30 June 2023, therefore all figures provided in this report are DRAFT and will be updated following the completion of the financial year 2022-23

| INCOME & EXPENDITURE | 2020 / 21 | 2021 / 22 | 2022 / 23 |
|------------------------------------|------------------|------------------|------------------|
| Subscriptions | 190,453 | 212,508 | 312,428 |
| Sponsorship Income | 13,000 | 9,000 | 10,000 |
| Social Income | 0 | 22,979 | 13,652 |
| Other Income | 186,982 | 77,603 | 9,392 |
| TOTAL INCOME | 390,435 | 322,090 | 345,471 |
| Insurance | (3,580) | (1,467) | (1,181) |
| Affiliations / Umpires | (3,854) | (5,548) | (6,074) |
| Pitch Hire | (118,064) | (179,337) | (165,670) |
| Coaching | (150,190) | (132,918) | (148,764) |
| Equipment (expensed) | (21,251) | (14,261) | (14,220) |
| Entertainment (teas) | 0 | (11,770) | (11,240) |
| Social Activities | (11) | (1,817) | (13,132) |
| Miscellaneous | (18,206) | (31,256) | (29,083) |
| TOTAL OPERATING EXPENDITURE | (315,156) | (378,374) | (389,365) |
| PROFIT / (LOSS) | 75,279 | (56,284) | (43,893) |

- Increase in Total Income reflects moderate increase in membership subscription rates in 2022-23 as well as the receipts from the first Annual Ball since 2019.
- The variation between 'other income' and 'subs' is due to change in characterisation of camps and other income in Junior Section.
- Increased cost of hockey provision following the strategic decision to invest in coaching resources.
- Cost of pitch hire has been actively managed and addressed in the Junior midweek provision, ensuring efficient use of pitches.
- Overall loss in 2022 / 23 of around £43k.

*Headline income numbers to be reconciled and categorised appropriately in final accounts

DRAFT FINANCIAL RESULTS 2022-2023 - BY SECTION

| INCOME & EXPENDITURE (SENIOR) | 2020 / 21 | 2021 / 22 | 2022 / 23 |
|------------------------------------|-----------------|------------------|------------------|
| Subscriptions | 72,801 | 94,178 | 102,384 |
| Sponsorship Income | 2,500 | 2,500 | 3,000 |
| Social Income | 0 | 997 | 0 |
| Other Income | 5,403 | 865 | (910) |
| TOTAL INCOME | 80,704 | 98,540 | 104,474 |
| Insurance | (1,012) | (677) | (388) |
| Affiliations / Umpires | (1,475) | (3,044) | (1,653) |
| Pitch Hire | (40,734) | (73,223) | (64,388) |
| Coaching | (31,867) | (40,383) | (48,332) |
| Equipment (expensed) | (831) | (722) | (1,265) |
| Entertainment (teas) | 0 | (11,770) | (11,192) |
| Social Activities | (11) | (1,118) | 0 |
| Miscellaneous | (2,668) | (7,448) | (11,061) |
| TOTAL OPERATING EXPENDITURE | (78,598) | (138,385) | (138,280) |
| PROFIT / (LOSS) | 2,107 | (39,846) | (33,806) |

- Pitch costs have fallen in the year – partly due to one less team in the senior section.
- Increase in membership subscriptions following the moderate increase in rate for 2022-23.
- Increased cost of coaching and administration due to investment in infrastructure and coaching.

| INCOME & EXPENDITURE (JUNIOR) | 2020 / 21 | 2021 / 22 | 2022 / 23 |
|------------------------------------|------------------|------------------|------------------|
| Subscriptions | 116,647 | 115,831 | 207,848 |
| Sponsorship Income | 6500 | 2500 | 3,000 |
| Social Income | 0 | 21,982 | 13,652 |
| Other Income | 179,729 | 72,844 | (728) |
| TOTAL INCOME | 302,875 | 213,157 | 223,772 |
| Insurance | (2,569) | (791) | (793) |
| Affiliations / Umpires | (2,379) | (2,503) | (4,422) |
| Pitch Hire | (75,710) | (102,530) | (97,172) |
| Coaching | (118,324) | (90,175) | (93,395) |
| Equipment (expensed) | (19,770) | (11,810) | (11,187) |
| Entertainment (teas) | | - | (48) |
| Social Activities | | (699) | (13,132) |
| Miscellaneous | (14,932) | (23,470) | (17,571) |
| TOTAL OPERATING EXPENDITURE | (233,684) | (231,978) | (237,719) |
| PROFIT / (LOSS) | 69,191 | (18,821) | (13,947) |

- Increase in total income arises from the receipts for the Annual Ball – held for the first time since 2019 (income and costs run through Junior section account).
- Continued investment in coaching and administration reflected in operational costs.
- Pitch hire reduced following review of midweek hockey provision and more efficient usage.

DRAFT FINANCIAL RESULTS 2022-2023 - BY SECTION

INCOME & EXPENDITURE (FLYERZ)

| | 2020 / 21 | 2021 / 22 | 2022 / 23 |
|------------------------------------|----------------|----------------|-----------------|
| Subscriptions | 1,005 | 2,500 | 2,195 |
| Sponsorship Income | 4000 | 4000 | 4,000 |
| Social Income | 0 | 0 | 0 |
| Other Income | 1,851 | 3,893 | 11,030 |
| TOTAL INCOME | 6,856 | 10,393 | 17,225 |
| Insurance | 0 | 0 | 0 |
| Affiliations / Umpires | 0 | 0 | 0 |
| Pitch Hire | (1,620) | (3,584) | (4,110) |
| Coaching | 0 | (2,360) | (7,038) |
| Equipment (expensed) | (650) | (1,729) | (1,769) |
| Entertainment (teas) | - | - | - |
| Social Activities | 0 | 0 | 0 |
| Miscellaneous | (605) | (338) | (450) |
| TOTAL OPERATING EXPENDITURE | (2,875) | (8,011) | (13,366) |
| PROFIT / (LOSS) | 3,980 | 2,382 | 3,859 |

- Further opportunities and expansion of the Flyerz hockey programme are reflected in the predicted financial outturn for the section.
- Success in grant funding applications and receipt of membership subscriptions has provided much needed funds for equipment, coaching and the provision of more sessions.
- The £2.50 subsidy as proposed and approved at last year's AGM has provided £2,825 of welcome and greatly appreciated funding to our Flyerz athletes.

BALANCE SHEET (FLYERZ)

| | 2020 / 21 | 2021 / 22 | 2022 / 23 |
|---|--------------|--------------|--------------|
| Current Assets | | | |
| Cash at Bank | 10,100 | 10,226 | 6,964 |
| Debtors & Prepayments | 500 | 360 | 6,945 |
| Current Liabilities | | | |
| Creditors < 1 year | (6,873) | (4,477) | (3,940) |
| Net Current Assets / (Liabilities) | 3,727 | 6,110 | 9,969 |

SENIOR SUBS – RATIONALE

- In recent years, pitch costs and coaching costs have risen substantially:
 - A few years ago, some of our pitches cost as little as £50-60 per hour;
 - Now, nearly all of our pitches cost more like £100 an hour – in some cases more. Kennington Park (when it returns) is planning on charging £187 for a 90 min Senior session;
 - We also anticipate further inflation over the course of the next year
- In addition, Teas costs have risen – with a change from many pubs offering free Teas, to most charging often substantial amounts. In particular, KHS offers an excellent clubhouse experience, now with good quality food, but at £3.50 per person (rising to £4 next season) this cost is a new cost to deal with.

- The headline figures for 2022 -2023 were as follows:

| | |
|-----------------|-------------|
| Income | £104K |
| Costs: | |
| Pitches | £65k |
| Coaches | £48k |
| Teas | £12k |
| Overheads | £13k |
| Net loss | £34k |

- This position is not sustainable. We anticipate some inflation on all costs – but it is hard to estimate exact amounts.
- Therefore the proposal was made to increase subs from £360 to £410 for next year. With approximately 300 senior members, this will increase income by around £15k.
- Recognising that there are some real concerns with this increase, the new subs will be structured in the following way:
 - 5 monthly payments of £82; or
 - A single upfront 'earlybird' payment of £390 in September

Teas – Background & Proposal

- Teas after a match – and socialising with the opposition – have always been a key part of the hockey experience
- Until recently, LWHC was able to secure 'free' or almost free Teas at pubs near the pitches where we play
- However, many pubs have now moved towards being 'gastro pubs' and so the cost of providing Teas has increased dramatically
- In addition, Kennington Park pitch has been closed for the last two seasons, and the nearby Hanover Arms was a great source of 'free Teas' for many teams in the club
- The opening of the KHS Hub has been a huge benefit for the club, offering a brilliant pitch, and a great clubhouse experience
- However, Teas at KHS have proved much more expensive than budgeted – at around £3.50 per person (increasing to £4 next year) which, whilst of good quality, is hard to finance
- Teas costs for 2022-2023 were around £12k – far more than ever before – which works out at around £40 per person on the Senior side
- At some venues, it is very hard to organise Teas, as no pubs seem interested in offering Teas at a sensible price
- A number of proposals on Teas were considered, and the most reasonable seemed to be to ask Home players at KHS to opt in (or out) of Teas for matches, and if they opt-in, to pay £3. This new policy is under review and might need to be amended depending on exactly how it develops
- Discussions will be had with all Teas providers at all venues to see whether a reduction in costs can be negotiated as part of the overall spend that LWHC brings to the establishments – but there is no guarantee that these discussions will be fruitful
- Under league rules it is not obligatory to provide Teas, and some clubs are now opting out (and so do not get free away Teas either). This remains a possibility to be considered.



WELFARE REPORT

WELFARE & SAFEGUARDING

Key Developments 2022-2023

- Jo Dittrich and Penny Stubbs continued as Junior and Club Welfare Officers. We're looking to find 2 more welfare officers to join the team this year
- Will Heaton stepping down, so new Senior Welfare Officer required
- Welfare-related policies reviewed and updated as required
- 4 Club-funded First Aid courses ran this season
- Ensured new and existing parents attended First Aid training
- DBS processing as required for all paid and parent coaches
- Talent Centre application accreditation process as required

Focus Areas 2023-2024

- New positions subject to DBS checks and safeguarding training
- Ongoing checks of existing coaches
- Behaviour charter to be introduced for parents, coaches, Senior & Junior members in support of the Code of Conduct
- Encourage all groups (Junior) to have a Group Welfare contact to organise the first aid rota for the group so coaches can focus on coaching
 - Safeguarding training for coaches remains online encourage those who need it to sign up over the summer
- Review welfare policies as required
- Complete Talent Centre Accreditation Process



SENIOR SECTION REPORT

SENIOR SECTION

Highlights from 2022-2023 Season

- Consolidation of L1 and M1 in National League
- League wins for L2 / L4 / LJ and M2
- Promotion for Barbarians
- Strong recruitment across ladies social teams with larger squad numbers across squads
- Return of the Club Ball – annual event
- Introduction of Director of Hockey role (Mark Atherton) and Men's lead performance coach (Phil Ball)
- Continued development of King's House School (KHS) as a hub supporting National League
- Introduction of allocation umpiring rota
- Increased access to BP for most teams
- Summer hockey at both BP and SCHS to support recruitment
- Restart of Back to Hockey

Updates & Focus Areas for 2023-2024

Updates

- Planning for Kennington Park to be re-available for 2023-2024 (training and Saturdays)
- Continue to build club-wide social events, and partnership to replace the Hanover.

Focus Areas

- Support for all senior teams: offering both performance, selective and social hockey
- Sustainable delivery of hockey given high inflation
- Umpiring courses / assessments
- Ensuring full squads, with focus on mid-season recruitment e.g. to backfill injuries.
- Fill vacancies on Senior Committee to drive club forward – aim for each team to be represented
- Continued appropriate integration of juniors to support short-and long-term senior performances



JUNIOR SECTION REPORT

JUNIOR SECTION - BOYS & GIRLS

Key Developments 2022-2023

- Strong coach set-up with Tim Davenport as Director of Junior Hockey; Mark Atherton as Head of Junior Performance & Girls Hockey; Jack Smith as Head of Boys Hockey; Vicky Shelbourn as Head Coach GKA
- c800 Junior members in our 13th season
- Success on pitch with U10/12 teams at “Finals’ Day” at the Olympic Park; league winners (BU18), last 4 national cup (GU18), London champs & national indoor finals (GU16)
- Congratulations to all players achieving representative honours: county/region, talent academy & also our 1st 2 age group England players (GU16)
- GK Academy with 50+ GKs and 10+ county GKs; Junior GKs playing Seniors (Men’s/Ladies) and also assisting younger Junior coaching
- Successful midweek performance sessions, mixed matchplay and camps – c300 Juniors involved
- More performance Juniors playing Senior hockey, including Senior Performance teams
- Beyond pitch: 1) Junior Coach Education Programme (JCEP); 2) Flyerz: Juniors assisting in set-up; 3) Coach the Coaches; 4) strong relationship with Senior section

Focus Areas 2023-2024

- Make sure that hockey is safe for players, coaches, volunteers and parents
- Ensure that all Juniors learn hockey/sport the right way, have fun and have appropriate pathways with opportunities for all
- New organization structure off-pitch with Head of Boys (Jo Darley) & Head of Girls (Graeme Lyness)
- Boys section: ensure strong coaching support across all groups with dual focus on performance & participation
- Girls section: ensure strong coaching support across all groups with dual focus on performance & participation
- GKA: continue to support with kit, pitch time, appropriate pathways including Senior matches where demand and appropriate
- U8: ensure clear coaching oversight and guidance across U5/6/7/8 groups; expand group in 23/24
- Restart regular social events for parents
- Goals for 2023-2024: Performance hockey; look to establish Junior tours; broaden & diversify membership; maintain strong relationship with Seniors; umpire development for Junior players & parents; parent support programmes; explore community hockey



TALENT CENTRE UPDATE

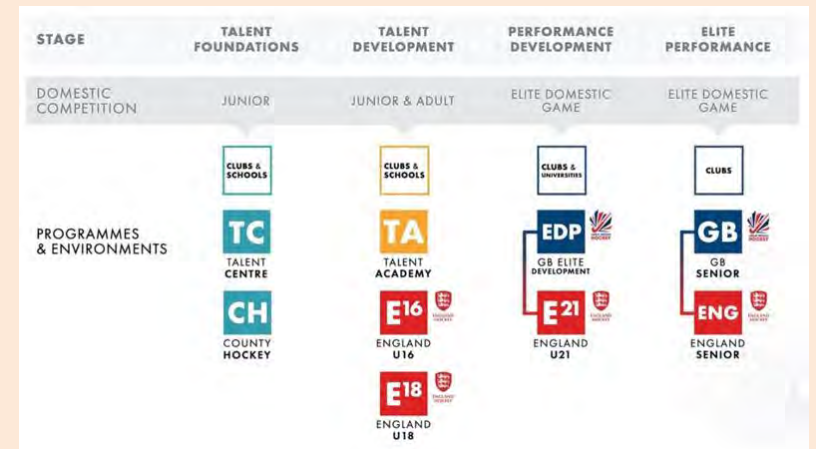
TALENT CENTRE UPDATE

Introduction

- The Club is currently in the process of applying for status as an England Hockey accredited Talent Centre.

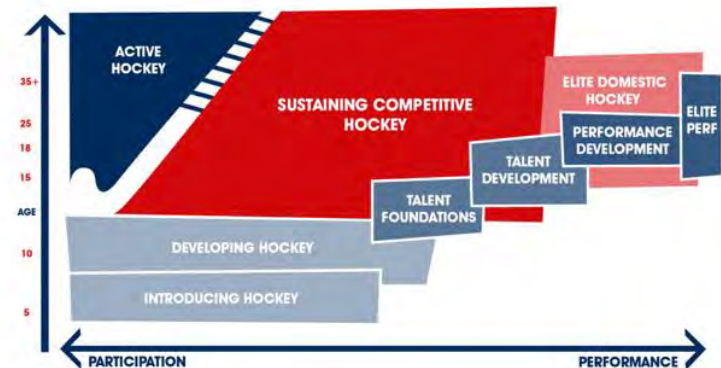
What is a Talent Centre (TC)?

- Talent Centre status is awarded by England Hockey to clubs who are able to demonstrate that they provide high quality provision for players at early talent development level (Talent Foundations). This provision will be embedded within the club's junior programme. However, it relates to the club as a whole and is an endorsement not only of standards of delivery across the junior section, but more generally of how the club operates.
- Talent Centre accreditation recognises the quality of a club's talent development environment and provision, not of individual players. England Hockey will recognise, through accreditation, environments within the Talent System that provide high quality talent development.



• Fig. 1. Structure of EH's Talent System

PLAYER DEVELOPMENT MODEL



▪ Fig. 2. EH Talent Development Model

TALENT CENTRE UPDATE (cont)

What does it entail?

- The good news is that Talent Centre status would recognise many of the things we already do (which is why we have been selected). However, we are required to evidence this via an online submission (an audit if you like) and to produce a live action plan for future developments.
- Whilst Talent Centre status requires us to cater for at least 100 players in the U12-U15 categories, the accreditation relates to the club as a whole – how we operate, the environment we create, how hockey is delivered and how we interact with each other. It is about providing the right environment and player experience, and a common approach to delivery linked to the club's own vision and values. In other words, it is about having a clear idea of who we are, what we are trying to achieve and then holding ourselves accountable to those.
- There are elements of best practice, related to safeguarding, welfare, health and safety, but also a commitment to helping to grow and diversify the game, as well as helping all players to reach their potential.

What next?

- We have been chosen as one of England Hockey's second cohort of Talent Centre clubs for accreditation and are currently in the process of compiling our submission, hoping to meet one of their summer 2023 submission windows. Over the past 9 months, members of our TC Working Group (comprising Executive Committee and Junior Committee members, the Director of Hockey and coaching group), have been attending a series of workshops, forums and meetings as part of the accreditation process.
- We have a site visit scheduled for 13th June, during which we will discuss our submission with one of England Hockey's Talent Leads. All being well, we hope to find out if we have been successful with our application at the end of the summer.

TALENT CENTRE UPDATE (cont.)

| WHAT DOES THIS MEAN FOR... | What is/are the roles of...? | How will it benefit...? |
|-------------------------------------|---|---|
| THE CLUB | <ul style="list-style-type: none"> • Responsibility for each player's Talent Journey. • To create a Healthy Talent Development Culture. • 40 weeks of hockey across all sections. • Minimum operating standards and employee/volunteer compliance. • Outreach programme. • Enhanced links with the wider stakeholder community. | <ul style="list-style-type: none"> • Recognition as a hub or centre of excellence for talent development. • Enhanced club profile through England Hockey. • NGB and Sport England endorsement for future projects and funding applications. • Player and coach retention. • Coach recruitment. |
| OUR MEMBERS | <ul style="list-style-type: none"> • Creating a safe, open and welcoming environment which caters for all. • Shaping the player experience. • Player/squad integration. • Player welfare and support. • Two-way feedback loop. | <ul style="list-style-type: none"> • Common approach to delivery and common language. • Clear and transparent player pathway. • Player-centred learning environment. • Emphasis on developing game awareness and skills which support this. • On- and off-pitch curriculum for junior players. |
| OUR COACHES & VOLUNTEERS | <ul style="list-style-type: none"> • Personal professional development. • Help to create a player-centred learning environment. • Additional coaching opportunities (e.g. outreach). | <ul style="list-style-type: none"> • Common framework, approach to delivery and common language. • Suite of shared tools and resources. |
| WIDER STAKEHOLDER COMMUNITY | <ul style="list-style-type: none"> • Collaborative approach to talent development, with input from all key stakeholder groups. | <ul style="list-style-type: none"> • Joined-up approach to player development, stronger relationships and partnership working. |



FLYERZ SECTION REPORT

FLYERZ SECTION – Pan Disability & Deaf / HoH & Visually Impaired

Highlights 2022-2023

- Continued with offering 4 sessions per week, across 2 locations and 2 different evenings. We continue to attract new Flyerz participants (regular attendees c.26)
- Continued partnership with Wandsworth Enable, offering regular School Holiday Pan-Disability Hockey sessions.
- Focused on growing SEN State School Partnerships
 - have expanded from relationship with 1 school to 7 schools
 - C.100% of pupils have higher needs in terms of disability
 - C.60% are eligible for Free School Meals
 - Hockey is a great platform to be more active, build fine motor skills, and learn to work as a team
 - We are now also regularly working with pupils (c.50/wk) who have a disability and additional are with Deaf, HoH or VI.

Focus Areas 2023-2024

- Continue to seek new sources of revenue – focus on Business Community for regular annual contributions (this is critical for the SEN State Schools program)
- Grow evening program:
 - Need more participants (capacity to double). Calling all Hockey players ... Please spread the word
 - More adult hockey players to volunteer to coach (on a rota basis)
- Expand the footprint: Offer a 3rd site, or weekend provision

THANK YOU to everybody who volunteers – on and off the pitch; Adults & Junior; Wayfarers & beyond. ☆

Online Voting Summary - AOB

- **Summary of Online Voting - Provided by Executive Secretary Jo Moran**
- **AOB**
- **Thanks to everyone who has volunteered over the last year with Wayfarers, the time that people give is what makes any club hold together. The stop-start nature of Covid has made huge demands on everyone in sports clubs, so thank you to everyone who has gone above and beyond to keep things running smoothly for our members**