



ENGLAND
HOCKEY



2018 ENGLAND HOCKEY ANNUAL REPORT

INCLUDING FINANCIAL INFORMATION





ENGLAND
HOCKEY

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HRH THE COUNTESS OF WESSEX

PATRON TO ENGLAND HOCKEY



2018 has been an extraordinary year for English hockey, the highlight of which was undoubtedly hosting the Vitality Hockey Women's World Cup in London, and what an incredible event it was.

During the summer, the eyes of the hockey world were on us and we certainly didn't disappoint. An unprecedented 120,000 spectators visited the tournament, enabled by the addition of the impressive west stand taking the venue to over 10,000 seats. Whilst England's women might not have been able to overcome the eventual winners, their performance in the knock out stages was something we should all be very proud of.

Off the pitch, the World Cup also offered clubs, volunteers, young leaders and ex-players opportunities to engage with each other and England Hockey in the Club House events. Plus thousands of fans made the most of Fan Central, the purpose-built spectator village. This event not only goes to show what can be achieved when ambition, passion and determination come together but also signals a step change for hockey in this country and I believe we can all be very excited about the future.

The visibility that the World Cup provided has no doubt raised people's awareness of the sport and in turn, of access to grass roots participation projects across the country. Initiatives such as the 'East London Schools Project' which focusses on giving local children opportunities to access hockey; 'Walking Hockey', set up to allow people who aren't quite as mobile as they used to be, to continue to enjoy the game; 'Flyerz Hockey', increasing accessibility and inclusivity and the ongoing growth of 'Back to Hockey'.

At the end of the year, the England men also competed in their World Cup in Bhubaneswar, India and recorded excellent results against Ireland, New Zealand and Olympic Champions Argentina before being beaten in the semi-finals by a strong Belgium side that went on to win the tournament.

Services to hockey once again featured in The Queen's honours list this year. Karen Brown received an MBE and Richard Leman received an OBE for their contributions to the sport. Mary Neville received an OBE for services to sport and sport science.

As we move into 2019, we look forward to the introduction of the ground-breaking international series, the Pro League. Never before has so much international hockey been available to the hockey community. Not only will Lee Valley Hockey and Tennis Centre host a programme of home internationals, there is also the ambitious move to the 15,000 capacity Twickenham Stoop for the New Zealand double header finale in June.

It is an exciting time for hockey in England. With the wealth of effort, energy and resource provided by the voluntary hockey community across the country and the England Hockey staff, I am certain that this momentum will continue to see our sport grow.

HRH The Countess of Wessex GCVO
Patron, England Hockey

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SUE BODYCOMB

PRESIDENT'S REPORT

Another action-packed year has flown by and regrettably it is my last one as President as my tenure ceases at the AGM. I feel very privileged to have served England Hockey over the last ten years both as your President and Vice President.



Hollie Pearne-Webb at
VHWWC against Ireland

I have a host of happy memories to carry forward both domestically and internationally. I have travelled to many clubs in England and have always received a warm welcome even if the British weather tries to dampen the spirits. I have had the pleasure of seeing young players and officials go on to represent England, which is a testament to the professional coaching and training they receive.

Internationally, my travels have taken me to several far-flung places. Last year I went to the Commonwealth Games on the Gold Coast as the ambassador for England Hockey and had the honour of presenting our men with their bronze medals.

The highlight of last year was of course the Vitality Hockey Women's World Cup held in London where the sun shone, and some amazing hockey was played. Medal glory wasn't to be for England, but Ireland provided plenty of excitement with the green army of Irish supporters in full voice.

Our volunteers, Hockey Makers, umpires and officials make our sport special. I have



Jasper and Jess with Hockey Makers at the Vitality Hockey Women's World Cup

been delighted to be part of this family and will continue to be in the future. My special thanks to EH Vice President Liz Pelling, who has been by my side on many occasions. Sadly EH's other Vice President, Chris Todd, passed away in 2018 and our thoughts have been with his family since. I would also like to put on record my thanks to Chief Executive Sally Munday, who has supported me throughout.

I wish my successor good luck and hope they have as much enjoyment as me.





ROYSTON HOGGARTH

CHAIRMAN'S REPORT

Welcome to England Hockey's 2018 Annual Report after what has been another remarkable year for the sport both internationally and within the domestic game.

The highlight of the year for many hockey enthusiasts was hosting the Vitality Hockey Women's World Cup in July at the Olympic Park in London, the fourth consecutive year England Hockey have run a major international hockey tournament. The World Cup was a celebration of hockey and was also the biggest stand-alone women's sporting event hosted in the UK.

On the pitch, the England team did not quite meet its goals, coming up against eventual world champions the Netherlands in the quarter-finals.

Off the pitch, over 120,000 people attended a two-week festival of hockey and BT Sport reported record viewing figures. Whilst the weather in London in the summer can be varied, we were treated to glorious sunshine and only one day of rain, which helped bring the crowds out in their thousands, many enjoying the purpose-built fan-zone. I cannot thank enough the amazing hockey makers, our sponsors and everyone who was involved with the event. We should add our congratulations to the Irish Women who made the final of a major sporting event for the very first time.

At the Men's World Cup held in Bhubaneswar, India in November, the team played some scintillating hockey. The win against Argentina, the current



Impressive full West Stand at VHWWC

Olympic champions, in the quarter-finals was an outstanding performance with a blend of experience and youth coming into the squad. The team went on to lose to eventual winners Belgium in the semi-finals, but it was an excellent tournament with the squad showing great promise for the future.

Earlier in the year, in April, the teams were in Brisbane on the Gold Coast to compete in the 2018 Commonwealth Games. They were part of the



Phil Roper at the Commonwealth Games against Pakistan

largest ever cohort of athletes to leave these shores to compete in any games. Both our men's and ladies' teams acquitted themselves well and came home with bronze medals, narrowly missing out on a chance to play for gold.

The domestic game continues to grow across the country. Participation at all levels is growing, with record numbers of juniors, club players, Masters and 'Back to Hockey' players. We now also have Flyerz Hockey and Walking Hockey being offered by a number of clubs and my special thanks go to the team at Bromsgrove HC who have pioneered the new walking format of the game.

We remain committed to supporting a significant growth in player numbers in the years ahead. Following the 2017 AGM resolution, Liz Pelling, one of our Vice Presidents, and a representative team has been working with the Regional Consultative Committee and members across the country to look at the future of how the game is governed and organised beneath national level. I look forward to welcoming their recommendations in the coming months.

Whilst growing participation and international success are two key objectives for England Hockey, we are also focused on increasing the visibility of the sport and 2018 has seen much work towards the launch of the new International FIH Pro League. This exciting new event will see nine of the top men's and women's teams in the world competing in a home and away league and is aiming to promote the

game globally and make a step change in broadcast of hockey. For the first time live hockey will be broadcast nearly every weekend on satellite and television around the world with all the GB games being televised on BT Sport. The home games begin in April, where we have 15 matches being played in London. We look forward to welcoming as many of you as possible to the games, the majority of which will be played at the Olympic Park.

To keep growing the visibility of hockey, following extensive discussions with leading experts in pitch technologies, England Hockey is in partnership with Harlequins Rugby to host two of the Pro League games at the Stoop stadium in Twickenham. This will involve laying a synthetic pitch on top of the current rugby pitch. This new technology has the potential to revolutionise how and where we play international hockey in the long term. I would like to take this opportunity to thank the board of Harlequins for all their support and many of the world experts in playing field technologies who are working with England Hockey to make this happen. The two games are against the New Zealand Black Sticks, in an exciting double header on the 23rd June.

2019 will be a challenging time for all Olympic sports, with UK Sport and Sport England beginning their consultations for funding sports for the four-year cycle from Tokyo to Paris in 2024. Against a backdrop of economic uncertainty, the Board continues to take prudent provisions to protect hockey from potential reductions in central funding.



Over 45's Tier 1 Final - Sevenoaks v Cambridge City

We remain grateful to our sponsors and other partners for their continued support.

Sue Bodycomb, Sally Munday and I travelled to India in November to attend the FIH Congress. England and GB's relations with the International Federation and the other leading National Federations has never been stronger. We are fortunate to have Sally and several of her peers from the Netherlands, New Zealand and the US sitting on the FIH League Management Panel which has oversight of the Pro League.

My thanks to the Board of England Hockey for their continued support and hard work in 2018. In particular, I would like to take this opportunity to formally put on record our collective thanks to Sue Bodycomb, who this March will step down

as President of England Hockey. Sue is a most remarkable lady who has given tirelessly to support the hockey family across the country. She has made a significant contribution to the game at all levels and we sincerely wish her every success for the future. On a sad note, Chris Todd, one of our Vice Presidents, passed away during the year. I attended the funeral with several of the England Hockey Board members and hundreds from his school and clubs. It was a wonderful tribute. His kindness and organisational skills will be missed by us all.

It remains an enormous privilege to be part of the Board of England Hockey as Chair. I'd like to close by thanking all the hockey family of clubs, coaches and volunteers who do such much to keep the game thriving at all levels. Wherever you play your hockey, I wish you a successful year ahead

Crowds enjoying the VHWWC



England Hockey Board Members

Left to right; Jon Cockcroft, Richard Sykes, Neville Wrench, Andy Hunt, Katy Roberts, Ed Barney, Sue Bodycomb, Royston Hoggarth, Sally Munday, Rich Beer, Kate Swann, Mike Stoddard, Andy Tapley, Ian Wilson



The Board

The Board of Directors consists of seven Non-Executive Directors (NED), including the Chair; and five Executive Directors, including the Chief Executive. The Chair is appointed and three of the Non-Executive Directors are membership-elected and three are appointed Independent Members. The NED Board members sit on the Board for a three-year term and are able to re-stand or be reappointed for up to a maximum of three successive terms. There are a number of observers who are also invited to attend Board meetings, including the England Hockey President, the Great Britain Hockey President and a representative of both the Regional Consultative Committee and Sport England.

The Board meet six times a year and all subsidiary committees report into the Board. The current Board members are:

Executive Directors

Chief Executive

Sally Munday

Sally has been working in hockey since 1998 and was appointed England Hockey's Chief Executive in 2009 having joined the board in 2003 as Development Director. She was also a team manager at county, regional and international level. An MBA graduate from Henley Business School, Sally is an active member of the NGB CEO Forum and also sits as a

non-executive Director on the board of the English Institute of Sport and is a Trustee of the Youth Sport Trust. Sally is a member of the governments Sports Business Council set up by the Sports Minister in 2016 and in 2017, Sally was elected by her peers from other nations to represent them on the FIH Hockey Pro League Management Panel.

Development Director

Rich Beer

Rich joined England Hockey as Development Director in May 2013 from Sport England where he was an NGB Relationship Manager. Rich began his career in hockey in the Midlands Regional Office before moving to the Oxfordshire County Sports Partnership and then on to Sport England before returning to hockey. Rich has a strong voluntary background in hockey having held various club, county and regional including time as a club chairman and county secretary and managing international teams from under 16 to seniors.

Performance Director

Dr Ed Barney

Ed was appointed Performance Director in 2016 having joined England Hockey in 2013 as the Great Britain Hockey Head of Talent Development. He played a key role leading the evolution of the nation's hockey talent pathway. Before joining England Hockey, Ed was a Talent Identification Scientist for the England and Wales Cricket Board and prior to this he was a world-class sailing athlete who moved into coaching and worked as a Royal Yachting Association national sailing coach.

Commercial Director

Jon Cockcroft

Jon joined England Hockey in 2010 from Goodform Ltd, a sports marketing company specialising in membership, CRM and marketing, where he spent three years as Marketing Director. His role covers major events and competitions, sponsorship, sales and marketing, communications, with the aim of generating more visibility for hockey and growing commercial revenues to reduce England Hockey's reliance on government funding. He has been responsible for securing blue-chip sponsors such as Investec and Vitality, leading the delivery of England Hockey's event programme such as the Vitality Hockey Women's World Cup and growing the visibility of the sport through broadcast, the media and England Hockey's channels.

Business & Finance Director (Company Secretary)

Ian Wilson

Ian joined us in 2004 from World Class Hockey Ltd after working as a Corporate Bank Manager with Barclays and then as Finance Director with a special effects company at Pinewood Studios. Ian has a strong voluntary background in hockey and is currently Chair of his club having recently guided it through a merger. In addition to his full-time role Ian is a trustee at the Hockey Museum and Hockey Futures, a member of Sports Resolutions' National Safeguarding Panel and has been a Non-Executive Director of British Bobsleigh.

Non-Executive directors

Non-Executive Chairman

Royston Hoggarth

Royston was appointed as Chair in 2015 and has a wealth of Board experience across a range of Public and Private Equity backed organisations in the commercial, financial services, telecoms and technology sectors. He is currently also Chair of IPSL Limited, the bank-owned payments business; Arkessa Limited, an IOT enabling services business; an advisor to the NEC Corporation; a non-executive Director of the cyber security software business, Intercede PLC; Chair of Xchanging Insurance Services; Chair of Cirrus Response, a cloud SAS contact centre provider. Royston is an active volunteer in hockey, regularly umpiring in the Midlands.

Non-Executive Director, Membership-Elected

Katy Roberts

Katy was elected to the Board for her first term in 2011 and was re-elected in 2014 and 2017, for a final three-year term. Katy is a solicitor and is currently Co-Head of Global Markets Legal, EMEA at Nomura International plc. Katy is an ex-international hockey player having represented England and GB at all levels and gained over 40 senior caps, finishing her playing career at Chelmsford Hockey Club. Katy is England Hockey's representative on the Great Britain Board and also sits on the Remuneration Committee.

Non-Executive Director, Membership-Elected

Mike Stoddard

Mike was elected to the Board in March 2012 and was re-elected for a second term in 2015. He is a chartered accountant, qualifying with KPMG and has extensive accounting, commercial and IT experience. He is a Director of The Civica Group, a leading specialist systems and business process services group of companies. Mike also chairs the England Hockey Capital Investment Panel and sits on both the Audit Committee and Remuneration Committee.

Non-Executive Director, Membership-Elected

Andy Tapley

Andy Tapley was elected to the Board in March 2012 and re-elected for a second term in 2015. A chartered management accountant, Andy is now retired from full-time employment having held senior executive positions in engineering and telecommunication companies. He was also a non-executive director of a major NHS Hospital Trust and a publishing company. Andy is chair of the Audit Committee and of the Major Events Stakeholder Board that was responsible for the delivery of the Champions Trophy in 2016, the World League in 2017 and the Vitality Hockey Women's World Cup in 2018.

Non-Executive Independent Director

Andy Hunt

Andy was appointed to the board in 2015. He is currently CEO of World Sailing, the International Federation for the sport of Sailing, non-executive Chairman of Progressive Content and a non-executive Director of Gloucester Rugby Club. Prior to World Sailing he was Chairman and Managing Partner of Progressive Media Group, leading an International group of Business Information, Media, Content

Marketing and Technology companies. Andy was previously CEO of the British Olympic Association from 2008 to 2013.

Non-Executive Independent Director

Richard Sykes

Richard was appointed to the board in 2014 and was re-elected in 2017. He has a wealth of business and boardroom experience stemming from his career at PwC where he was a senior global relationship partner and led their Governance, Risk and Compliance client offering up until his retirement in 2016. He has a wide interest in sport which includes being a board member of Middlesex County Cricket Club, President and active playing member of Hampstead & Westminster Hockey Club and was the joint author of the Woolf Report into the governance of the International Cricket Council in 2012.

Non-Executive Independent Director

Kate Swann

Kate was appointed to the Board in 2016 and brings with her a wealth of experience and success in the business world. Kate has been listed among the 50 most powerful women in international business and is an award-winning CEO, having transformed the fortunes of WH Smith before becoming CEO at SSP Group plc, a global food and beverage business with a £2billion turnover. Kate is also Chancellor of Bradford University and Chairman at Independent Vetcare Group.

Observers

England Hockey President

Sue Bodycomb

Sue was elected President of England Hockey in 2013 and was then re-elected in 2016. Sue also chairs the EHL committee and the Remuneration Committee. She is a member of the EHF competitions committee and still officiates on behalf of England and GB at domestic, European and World Level tournaments.

Great Britain Hockey President

Sheila Morrow

Sheila has been a Director of Great Britain Hockey for five years, as well as a member of the Hockey Wales Board since 2008. As a player she won 136 caps

for Great Britain and Wales, playing in five World Championships and captaining both teams. She is a member of the EHF Competitions Committee and has officiated at World level including both the Beijing and London Olympic Games and was Competition Director for the women's event at the Glasgow Commonwealth Games. Sheila has over 40 years of experience working in sport and was appointed GB Hockey President in 2017.

Regions Consultative Committee representative

Neville Wrench

Neville was elected chair of the Regional Consultative Committee in 2016 and is the committee's representative observer at the England Hockey Board meetings. Neville also sits on the England Hockey Audit Committee. A keen umpire, Neville has held numerous roles at County and Regional Association level in hockey over decades of commitment to the sport.





SALLY MUNDAY

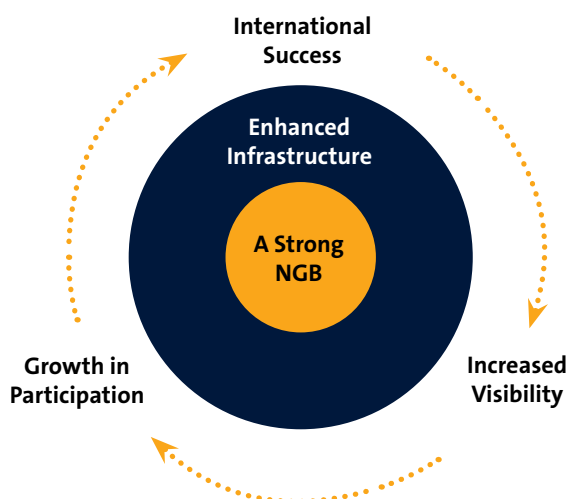
CHIEF EXECUTIVE'S REPORT

2018 saw the start of a new strategic period for England Hockey as we continue on our journey to become A Nation Where Hockey Matters.

To achieve this vision England Hockey are focusing on five ambitions, namely:

- Growing participation;
- Increasing visibility;
- Achieving international success
- Developing hockey's infrastructure
- Being proud and respected custodians of hockey

Our philosophy is built on a virtuous circle that brings together the breadth of work we do and illustrates the connectivity of using the visibility we get from the international game to grow interest



Young fan enjoying the interactive Hockey Zone at VHWWC's Fan Central

and participation in the sport. The last few years has evidenced that progress and success in one area helps us to achieve more in another and by working together towards a shared vision we will strengthen all that we deliver.

Hosting the Vitality Hockey Women's World Cup was a huge highlight of 2018, providing fantastic visibility for hockey and we were thrilled that over 400 hockey clubs joined our "Your World Cup" campaign to benefit locally from us hosting this prestigious event. We are also delighted to have made progress in all other areas of our strategic plan and we are extremely proud that for the tenth successive year we have seen participation grow. Young people



and Masters are particularly strong growth areas, reflecting the incredible job being done by clubs and schools to capitalise on the ever-increasing visibility of hockey on TV and across other media.

I would like to congratulate Richard Leman (former England Hockey Board member and Great Britain President) and Karen Brown (former Assistant Coach to the England and Great Britain Women's teams) who were named in the Honours list. Richard and Karen have made massive contributions to England Hockey over the last 15 years and it is wonderful to see them recognised. We were also thrilled to see former England and Great Britain player Mary Neville awarded an OBE for services to sport and sports science.

I would like to add my thanks to Sue Bodycomb who has completed her last full year as President of England Hockey. Sue has been an outstanding and much-loved President. She is a fantastic supporter of the grass roots of our sport and has also represented England Hockey superbly in the international arena. I have personally thoroughly enjoyed working with her and will miss her humour and camaraderie.

The rest of the report provides details of our progress against our objectives.

David Ames celebrating with Mark Gleghorne at Odisha Men's World Cup



Sophie Bray at VHWWC against Korea



VITALITY HOCKEY WOMEN'S WORLD CUP

The Vitality Hockey Women's World Cup was the culmination of four years of England Hockey hosting annual, government-backed major events. The hosting experience built up over that period, a regular platform to grow hockey's spectator base, and the fillip of Great Britain women's Olympic gold medal victory combined to enable England Hockey to deliver an event which lived up to its status and of which we are very proud.

Having won the bid back in November 2013 it was the first time that we had staged this prestigious pinnacle event on behalf of the International Hockey Federation. Between Saturday 21 July and Sunday 5 August 2018, the eyes of the hockey world were focused on London, when the best 16 teams in the world arrived to play for the title of world champions.

Lee Valley Hockey and Tennis Centre at Queen Elizabeth Olympic Park was transformed into an arena capable of hosting 10,600 fans, more than doubling its capacity. In excess of 120,000 spectators enjoyed world-class hockey across the 18 sessions and 36 matches, over three times the number watching any of our previous major events. And the weather also played its part, with almost unbroken sunshine throughout the 16-day period and temperatures well into the 30s!

The scale and opportunity also enabled us to open our first spectator village. Fan Central was created on the site of the Riverbank Arena, the home of Hockey at the London 2012 Olympic Games on Queen Elizabeth Olympic Park.

England Hockey has always been clear that its major events programme is intended to help achieve our

vision of a Nation Where Hockey Matters. Within the major events strategy there are five, interwoven objectives that strategically shaped the planning and delivery of this world-class event.

Young England fans at VHWWC



1 Deliver Financial Targets

Central to the event's success was the generation of £3.16m of public ticket sales, £2.16m more than the bid budget. A full stadium for the premium sessions positively impacted on the narrative and presentation of the event. Moreover, delivering 80% of this income 12 months before the event enabled us to plan with confidence, reinvest funds back into supporting the delivery of other objectives and largely financially de-risk the event.

The ticket sales success was due to a high-quality, insight-driven strategy, enabling early purchasing for the Hockey Family before the general public and a powerful creative concept in Pure Hockey Gold, which skilfully leveraged the memory of the women's Olympic Gold. The timing of that

campaign a year after Rio 2016 and on the eve of the women's European Championships defence proved beneficial. The ticket sales also contributed to commercial success in other areas by making the hospitality packages more valuable, delivering a more persuasive proposition to sponsors and generating more secondary spend.

The number of premium brands associated with the event was a big step change for hockey and made the event commercially mainstream. Our main title sponsor Vitality not only brought funding but colour and visibility to the event and working with them we turned the seating bowl pink! Companies like Toshiba TV, Jaffa, Harrogate Water and Merchant Gourmet also worked collaboratively to create and deliver engaging and beneficial activations that not only provided a positive return on their investment but added real value to all our client experiences, both before and during the event. In a difficult financial climate, the event bucked the trend, securing £670,000 in sponsorship sales against a target of £530,000.

England Hockey also remains indebted to our non-commercial partners who have supported our major events growth across the four-year period. Through UK Sport, Greater London Authority and Lee Valley Hockey and Tennis Centre we were granted £1.4million income towards the overall final budget of £7million.

Just as important as attracting the income was managing the expenditure on an event of this scale and complexity. With many moving parts, significant overlay and contractual requirements it was very pleasing to bring the event in at a small surplus without having to draw upon contingency from our funding partners or on England Hockey's general reserves.

2 Deliver World-Class Experiences

At the heart of our event delivery was ensuring great experiences for our spectators. Operating across two spectator sites and pushing the main arena to its limits meant that delivering a seamless



experience was challenging. The feedback tells us the overwhelming majority of fans enjoyed their experience. The main arena looked superb, the presentation and quality of the sport was excellent, and the energy and personality of the Hockey Makers made spectators feel more valued.

Over 70,000 spectators walked the Vitality Mile and visited Fan Central ahead of watching the action in the arena. Fan Central was really well-received, particularly by younger spectators and our ardent hockey fans, and all matches were screened live through BT Sport on the Toshiba TVs Big Screen and Stage. Between and after sessions this also provided entertainment space for live music, visiting competing teams, officials and hockey celebrities.

Kerb provided East London Street food and Fullers provided a 'container bar' to add to the festival atmosphere. The Hockey Zone offered lots of interaction with the Jaffa Juicer, Inflatable Assault Course, miniature games, free orange giveaways and deckchairs. The Hockey Museum brought 'hockey through the ages' to life and attracted over 10,000 visitors. There was also a popular virtual reality experience and the World Cup trophy was displayed at various times throughout the event.

Fan Central also had a busy retail zone with 13 different brands retailing their products along with The England Hockey Store where the bespoke World Cup England replica shirt proved a hit.

The atmosphere in the seating bowl reached fever pitch at times. Treated to a fly-past by the Red Arrows on opening day, the huge temporary west stand holding 5,300 buzzed, with spectators consistently referencing the exceptional and exciting atmosphere.

The delivery of corporate hospitality marked another step change for England Hockey with two Premium Experience areas welcoming over 1,500 guests across the event, more than three times the number across all our previous three major events. Approaching 1,000 VIPs accepted invitations to attend the event, including our Patron the Countess of Wessex, sports personalities, celebrities and government representatives and members of our hockey family.

Once again, the ClubHouse was a key space within our event provision, engaging particularly with our strongly attached hockey family. Over the course of the tournament we held 19 individual events and welcomed over 1,400 guests to the ClubHouse for a variety of development sessions and workshops.

Through an associated and comprehensive Side Events programme, 65 different activities, meetings and events were staged. Of particular note was the Pride of England when every former women's England outdoor international player was invited on Sunday 29 July to watch England defeat Ireland 1-0. Over 100 players, representing seven decades, attended a Hockey High Tea reception and shared their memories and stories. This included most of the squad that won the International Federation of Women's Hockey Associations (IFWHA) World Cup in 1975 – our only women's World Cup victory to date.

An event of this scale would not be possible without the fantastic support of our Hockey Makers. It is estimated that over 500,000 hours of smiles and support were contributed across the event! So many of our visitors and fans commented on how welcome the Hockey Makers made them feel.

“Hockey Makers – wonderful people”

“Apart from super entertaining hockey, your Hockey Maker Volunteers were stupendous – thank you! Thank you! Thank you! Hockey Makers for a wonderful experience.”

With the support of former England and GB player Joie Leigh, the awareness of sustainability on event was also brought to the forefront. A range of initiatives were implemented, including reusable stack cups, water fill-up points and all catering outlets using recyclable packaging and cutlery with Kerb using zero plastic. 97% of all rubbish was recycled and excess water and food was donated to City Harvest, a food bank. The Kit for Africa Appeal encouraged people to recycle their hockey sticks and kit, with hockey players in Ghana benefitting from the donations.

3 Maximise Visibility and Fan Engagement

The Vitality Hockey Women's World Cup provided an excellent platform to maximise visibility for our sport, excite current fans and engage with new fans. Most of this associated activity was prioritised in the final six months build-up to the event.

England Hockey was able to attract several ambassadors and influencers to partner with the event. The Daughter Reporter campaign included two separate events with Amazing Arabella, who



Members of the squad that won the World Cup in 1975



Actress Emma Watson joins children at Thorpe Hall Primary School in support of Hockey Futures

also works with Disney and is listed as one of the top ten youth influencers in the world.

Actress Emma Watson video showcasing a surprise visit to an East London primary school to play hockey proved to be a piece of gold dust. The UK's most-followed female on social media and an extremely powerful, authentic voice brought our sport to a wide audience with over 1.4m likes on Instagram alone. It featured on the front page on BBC homepage and was the most-watched hockey video during the event, with 150k starts.

Our event partners also did us proud, supporting a wide range of promotional activities including ten feature articles in the Evening Standard and the team captains' iconic launch on the banks of the Thames, supported by Vitality. The launch of the bespoke team kit at the new adidas Westfield store also provided some great imagery and reach.

In partnership with UK Sport and the National Lottery we were featured on the primetime ITV1 Saturday evening results show, storytelling around one of our long-term event Hockey Makers and attracting around five million viewers.

Campaigns such as #behindeverygreatplayer delivered against our perception-shaping objectives

with 1.3 million social reach and associated media pieces on BBC Radio 2, BBC Radio 5 Live as well as integrations into athletes' friends and family activation on event.

During the event we stimulated an #HWC2018 official emoji of the event trophy; a first for any global hockey event.



The event itself had a significant social reach through England Hockey's channels:-

- Twitter reach – 8 million
- Facebook reach – 1.04 million
- Web traffic – 307k
- Instagram followers – 55k

The broadcast rights for this event rested with the FIH, who appointed BT Sport as the UK rights holder and production company. A key event objective was to grow hockey's TV audience and create a must-see TV product and the broadcast coverage from BT Sport was exceptional. New and additional cameras were brought in for the event, including Spidercam, which added an exciting element for the final weekend.

The event reached a TV audience of 9.57m average viewers per match with the top three markets being Netherlands, India and Belgium. 1.6m watched the

gold medal game and 1,960 hours of coverage was aired on 44 channels across 98 markets.

The first England game was broadcast free-to-air on the BT Sport App. BT Sports figures state that 637k people watched for at least three minutes, with a peak of 123k for the England v Ireland match.

BBC had committed to air an England semi-final and medal match live but England missing out on a semi-final place meant we lost this visibility and perception perspective.

4 Your World Cup

The Your World Cup campaign was our largest participation campaign to date and aimed to inspire hockey clubs to seize the opportunities that hosting a World Cup offered; to create a Nation Where Hockey Matters (details on the YWC campaign can be found under Increase Participation).

The campaign featured two main objectives:

- The London Activation and Engagement Programme
- Inspire and Grow Participation in clubs and school nationwide

The London Activation and Engagement Programme was the culmination of a four-year activation plan that started ahead of hosting the 2015 EuroNations and is supported through Sport England grant funding. This year over 160 local schools played in festivals, over 50 community events offered taster sessions and over 1,000 young people from 55 schools took part in the “Your World Cup” festival where they had the opportunity to meet the England squad.

Growing and developing the local club network is at the heart of the programme and as the project reaches a conclusion we will both ensure that partner schools have sustainable links with a local club and also support our partner clubs to broaden their offer to include informal, and easy-to-access formats, typically played midweek.



5 Develop Hockey's Infrastructure

As host, the event was able to benefit from the FIH Polytan partnership who supplied two new carpets free of charge at the Lee Valley Hockey and Tennis Centre (LVHTC) and the event budget was able to fund the associated installation costs. This is an excellent legacy for the venue for both future FIH Pro League, event hosting and for other users of the centre, including England Hockey's national finalists.

The event was also able to improve other areas of infrastructure at the venue including a permanent Sports Presentation cabin, permanent PA system and new storage areas.

Strategic work continues with Lee Valley Regional Park Authority to agree a long-term vision for LVHTC or a security of tenure for England Hockey that provides an effective commercial platform for England Hockey's events to continue to grow.



England tracking back against India at VHWWC

On the pitch

The record-breaking Dutch dominated the event, scoring 35 goals and conceding only three. Outstanding in every department they showed once again why they have been the number one ranked nation in the world since 2012, owning this event from start to finish to secure their eighth World Cup title. Whilst England and Australia proved their toughest opponents, they dominated the rest of their opposition, including recording the biggest win in World Cup history – 12-1 against Italy.

Playing on home soil, England couldn't quite find the form the GB team had in Rio and lost out 2-0 to Holland at the quarter-final stage, leading to a final place of sixth in the event.

Going into the event ranked 16th in the world, Ireland stole the show, turning the arena green on finals day. They captured the hearts and minds of sports fans across the world and became the first team sport to reach a World Cup final in their nation's history. A crowd of over 30,000 welcomed them home to Dublin as heroes.

Coached by English-born Adrian Loch, Spain ranked 11 in the world, defeated Australia

– the world number five team and 2014 silver medallists – with a consummate display of creative, attacking hockey to claim bronze, their first ever World Cup medal.

The individual awards went to

- Vitality Best Player: Lidewij Welten (NED)
- Best Goalkeeper: Ayeisha McFerran (IRL)
- Young Player: Lucina von der Hyde (ARG)
- Hero Top Scorer: Kitty van Male (8) (NED)

Not only were the best teams in town for the event but the top 26 officials from 14 different countries supported the delivery with all rating their experiences as excellent. The officials also supported many of our Side Events and featured on the stage with informative question and answer sessions.

Conclusion

Staging the Vitality Hockey Women's World Cup was a huge undertaking for England Hockey, but one which delivered with impact and success. The decision to plan and deliver the event through our existing England Hockey staff team without the establishment of a special purpose vehicle meant that we could prioritise the event opportunities for the benefit of our sport and our members. Over 4,000 contractors, Hockey Makers, and England Hockey staff came together to deliver a fantastic event under the mantra of the #oneteam approach, of which we are very proud.

England Hockey would like to record our thanks to all our clubs, staff, Hockey Makers, contractor's, sponsors, partners and members of the Stakeholder Board for their support in delivering the event.

The event also marks the end of our four-year major events hosting strategy. But, we have plenty of international matches to look forward to as we shift our focus to the FIH Pro League with 16 'home' Great Britain men's and women's fixtures, including an exciting next step in taking a double header to the Twickenham Stoop. See you there and thanks for your support!



Thousands of fans gather to meet England's women during an autograph session at VHWWC

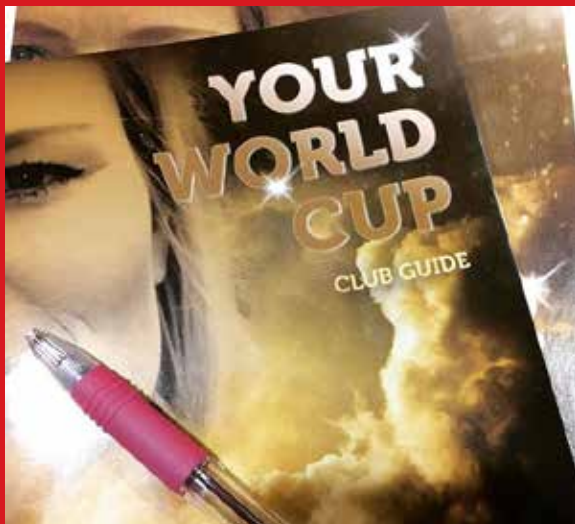


INCREASE PARTICIPATION

This year saw a huge effort from clubs to engage in the programmes and activities that were created around the World Cup to inspire new participants of all ages and abilities. The level of engagement from clubs has never been greater in terms of the breadth of different clubs involved in supporting activities to increase participation. The time and effort given by our volunteers to support this work is hugely appreciated by everyone at England Hockey.

Your World Cup

To maximise the visibility of the Vitality Hockey Women's World Cup we developed the 'Your World Cup' campaign to inspire clubs to seize the opportunity that hosting a World Cup brings. The campaign ran nationwide from January to September 2018 and was a key focus for how the England Hockey participation team and the wider development directorate supported clubs throughout 2018.



The campaign was launched with a series of videos featuring the England Women's team asking clubs to get involved and offer their support. England Hockey's Relationship Managers then ran 46 club forums across the country between January and March. These were delivered to raise awareness of the event, outline the opportunities that Your World Cup provided for clubs to benefit, and to discuss how clubs could maximise those opportunities.



Throughout the year we're proud to say that our clubs truly embraced 'Your World Cup', and inspired their communities to get involved with hockey:

- 453 clubs (over 50% of hockey clubs in England) were part of Your World Cup
- These clubs offered an additional 1,500+ opportunities for people to get involved in hockey between January and September



The campaign focused on delivery under six areas:

1 Inspiring the Next Generation

To continue the growth in under 16 players and to provide further support for clubs to be able to cater for large groups of junior players. We ran nine “coaching junior beginners” workshops across the country, training over 100 coaches and deliverers who work with young people in clubs. These workshops were supported by a new series of junior beginner resource cards and a range of Hockey Hub videos. Sixty Quicksticks equipment sets were also distributed free of charge to YWC Clubs.

Across the country clubs ran hundreds of YWC themed events aimed at giving young players and their families the best possible experiences.



2 Supporting Schools to Deliver Hockey

60% of young people experience hockey for the first time at school. YWC wanted to help to make this first experience as positive as possible to encourage more young people to continue to play. Over 2,000 teachers were trained throughout the year via England Hockey workshops, and a number of our clubs ran schools festivals as part of their YWC activities.



3 Offering More Ways to Play

There is an increasing demand for hockey clubs to provide a variety of ways to play in order to engage and retain more people. Programmes such as Back to Hockey are well established, so YWC was used to promote different formats such as small-sided, Walking Hockey, and Flyerz. Walking Hockey in particular is continuing to prove popular amongst clubs and players as an alternative for players who are looking for a less physically demanding version of the game, but still enjoy showing their skills and being involved in the team and social aspect.



Delivery guidance documents for all the various ways to play were produced to support clubs, and a Marketing Portal was created to enable clubs to access bespoke marketing materials to help promote their sessions.



4 Celebrating and Supporting People

During this unique World Cup year, we celebrated and thanked the thousands of volunteers who give so much to the sport, and also help to inspire the next generation of leaders, coaches, umpires and organisers.

Over 100 Big Thank You nominations were received in total, and these were displayed at the Awards Dinner and/or in the Fan Central area during the World Cup.



More than 6,000 coaches and umpires were trained, and the first National Conference for Young Leaders was held, with 86 young leaders (aged 13-17) attending from 49 clubs.



5 During the Vitality Hockey Women's World Cup

Clubs came together in a number of ways to support the England team over the summer. Lots of clubs hosted World Cup-themed summer tournaments, and many hosted social activities alongside watching the matches on TV. Thirty clubs who were running World Cup-themed social events received free party packs which included life-sized cardboard cut outs of some England women's players, selfie frames, flags, bunting and lots more!



During the event our ClubHouse at Lee Valley Hockey and Tennis Centre hosted seven participation related conferences and workshops. These covered a range of topics including coaching, young leaders, schools and universities, attracting over 500 attendees.

One of these events was the fourth national Flyerz festival where clubs took part in a two-tier tournament and then provided a showcase in



Fan Central. Flyerz players then enjoyed being VIP guests as they watched England v Ireland on the big screen, and met Olympic gold medallists and Flyerz Ambassadors Kate and Helen Richardson-Walsh. We were also able to use this event to celebrate the Midland Mencap Flyerz team's gold medal success at the 2017 European ParaHockey Championships.

6 Post-Event Legacy

Immediately after the event a series of HockeyFest events ran at clubs across the country to capitalise on the increase in the number of people wanting to pick up a stick and join their local club. The legacy of the event is sure to continue way beyond 2018, and a number of the tools and support provided through YWC were designed to assist clubs to grow and develop on an ongoing basis.



In summary, the Your World Cup campaign included over 250 clubs registered on the Your World Cup portal, over 6,300 coaches and 2,821 teachers received training and the first National Conference for Young Leaders was held at the event. The Vitality Hockey Women's World Cup also saw over 44,000 tickets sold to club members from 753 clubs across England who travelled to London to watch. This represents 87% of all the clubs in England, which is a phenomenal outcome. We are thankful to all the clubs and club members who supported the team in London and for their ongoing work within their local communities.

Infrastructure

Supporting the continued development of the hockey infrastructure is essential to sustain the development of the sport for participation and talent. Support is provided nationally through the Workforce, Clubs and Coaching teams and locally through the network of Relationship Managers who work with around 80 clubs each. The extended Facilities team is also now well established and working hard to support the continued provision of hockey facilities locally.

Competitions – Leagues, Cups and Finals

National leagues

At the top end of our domestic game, Surbiton completed a second successive Investec Women's Hockey League and Men's Hockey League double. For their Women's team this meant a fifth consecutive title as they once again beat Holcombe, 3-1, in the final. Surbiton's men's team had a less straightforward win, only overcoming Hampstead & Westminster 3-2 in a shootout after a 3-3 scoreline in regular time.

In the play-offs for promotion to the Men's Premier Division, Conference West champions Exeter University won through and Sevenoaks retained their Premier Division status. In the Investec Women's Hockey League Play-Offs, Slough also held onto their Premier Division place and Beeston returned to the top flight after a three-season absence.

At the end of the season, following consultation with clubs, a new league structure was agreed for 2019-20 and teams will be playing for places in that new structure during 2018-19.

Super 6s

This year the Jaffa Super 6s finals was hosted at the Copperbox Arena on Queen Elizabeth Olympic Park. Bowdon Hightown won the women's title, beating Leicester in the final whilst East Grinstead overcame newcomers Team Bath Buccaneers in the men's competition to regain the title, their ninth in ten seasons.



Hannah Martin for Surbiton under pressure from Holcombe's Aspen Cumming
Investec Women's Hockey League Final

England Hockey Club Championships

It was a season of change in our domestic competition programme with the new tiered club championships launched. The overarching aims of the Championships, which cover Adult, Masters and Juniors, are to increase and widen participation in competitions and to provide a more appropriate challenge for teams endeavouring to pitch themselves against those of a similar standard. This is achieved by "tiering" where teams can choose the level they enter except for the senior Adult Championships, which is determined by the level of the league that they play in.

There are now 40 different Championships for clubs during the regular season, ranging from Under 10s playing In2Hockey to Over 60s, with 32 of these culminating in national finals. With the pitches at Lee Valley being re-laid for the Vitality Hockey Women's World Cup a number of junior finals were held at club venues and we were immensely grateful to the host clubs for their support with this.

For 2018, new Summer Masters Championships were run to offer competitive hockey at a different time of the year, one that doesn't clash with other hockey priorities. Finals were held at Old Loughtonians in July and participants were then invited as guests to the Vitality Hockey Women's World Cup.

In 2018-19 schools will also play in tiered championships, which we hope will encourage greater participation from a wider range of schools.

Universities

Hockey remains the second largest sport in British University College Sport (BUCS) with over 550 men's and women's teams playing in the seven tiers of the league structure.

In this year's BUCS Hockey competitions, Durham University took the men's title. Their final finished 1-1 with Nottingham Trent University in regulation time, with goals from Torben Nowak (DU) and Elliot Hibell (NTU). Durham went on to win 3-1 on penalties with a notable performance from their goalkeeper Ollie Payne, who pulled off a number of great saves to secure the title.

Loughborough University won the women's competition, beating local rivals Nottingham University, 3-2. Loughborough's goals came from Lucy Millington, Lizzie Neal and Annabel Sams. Nottingham's reply came courtesy of Eloise Stenner and Charlotte Calnan but Loughborough goalkeeper, Miriam Pritchard, pulled off a host of saves to secure her team the title.

England Hockey and BUCS continued to deliver their joint strategy for Hockey in universities, supported by the BUCS Hockey Development Manager. During the World Cup the fourth University Hockey Conference was held and 120 University senior managers and coaches, and 120 students utilised the opportunity to network, share learnings and discuss the implementation of the Hockey in Universities strategy.



Surbiton's Alan Forsyth takes on Hampstead & Westminster's GK, Jamie Legg
Men's Hockey League Final



ACHIEVE INTERNATIONAL SUCCESS

REVIEW OF THE YEAR'S ACTIVITIES

Senior Squad Performances

England Senior Men

The senior men started their first competitive matches of 2018 at the Sultan Azlan Shah Cup in Malaysia where they aimed to retain the title that they secured a year earlier. Solid performances in the pool games resulted in England facing Australia in the final. A closely fought game saw Australia take the title.

Sultan Azlan Shah Cup Results

England 1-4 Australia

England 1-1 India

England 4-1 Ireland

England 1-1 Argentina

England 7-2 Malaysia

England 1-2 Australia (final)

In April, the team travelled to the Gold Coast for the Commonwealth Games. England battled their way through the group stage and were rewarded with a semi-final against Australia. Unfortunately, the hosts again proved too strong for England. Despite an earlier defeat to India in the group stage, England bounced back against them to take a well-deserved bronze medal.

Commonwealth Games Results

England 7-0 Malaysia

England 2-2 Pakistan

England 3-2 Wales

England 3-4 India

England 1-2 Australia (semi-final)

England 2-1 India (3rd/4th)



James Gall at the MWC

The end of the year saw the focus turn to the men's World Cup in Bhubaneswar, India. Preparation games took place in France, followed by a four nations tournament in Spain. At the World Cup, wins against Ireland, New Zealand and a stunning quarter-final performance to beat reigning Olympic champions Argentina secured England a semi-final spot. Belgium, the eventual winners, proved too strong for England and unfortunately Australia retained their 2018 winning record against England in the 3rd/4th play off. Ranked 7th in the world going into the tournament the team secured a credible fourth place overall with some positive team performances throughout the tournament.

World Cup Results

England 2-2 China
England 0-3 Australia
England 4-2 Ireland
England 2-0 New Zealand
England 3-2 Argentina (crossover)
England 0-6 Belgium (semi-final)
England 1-8 Australia (3rd/4th)

Commonwealth Games Results

England 2-0 South Africa
England 5-1 Wales
England 1-2 India
England 3-0 Malaysia
England 0-0 New Zealand (NZ win in shoot out)
(semi-final)
England 6-0 India (3rd/4th)



Ellie Rayer at CWG against Wales

After a series of warm-up games against Spain, Ireland and Germany, England women turned their attention to a home World Cup in London. Despite being undefeated in the pool games, England found themselves in a must-win crossover game against Korea to secure a spot in the last eight. Goals from Sophie Bray and Lily Owsley helped the team to a 2-0 win and a quarter-final match against the reigning champions Holland. A tight game saw a clinical Dutch team convert their chances to take the win and ultimately progress to become world champions.

World Cup Results

England 1-1 India
England 1-1 USA
England 1-0 Ireland
England 2-0 Korea (crossover)
England 0-2 Holland (QF)

England Senior Women

The Commonwealth Games saw the first official action for the women's team in 2018. With wins against South Africa, Wales and Malaysia in the pool games England progressed into a semi-final match against New Zealand. Both teams had their opportunities to take the win, but after 60 minutes a goalless scoreline took the teams into a shoot-out. Unfortunately, England were not able to match New Zealand's two goals, leaving them to play off with India for the bronze medal. The bronze medal match was a one-sided affair with a dominant performance from England securing the medal.



Susannah Townsend at VHWWC against USA



Great Britain Elite Development Programme

2018 was the first full year of the Great Britain Elite Development Programme (GB EDP), which was launched in September 2017. The GB EDP aims to provide frequent, high-quality contact time for a critical mass of sub-senior players from across Great Britain who have the potential to become medal-winning Olympians of the future. GB EDP currently supports 61 players.

The programme has provided approximately 90 contact days over the year based around a two-day camp each fortnight, plus England U21 & GB U23 matches and tournaments against European and non-European teams.

Highlights of the year include the progression of three men (Jack Waller, Zach Wallace and Rhys Smith) and two women (Tess Howard and Lizzie Neal) to the senior programmes. Particular mention should go to Jack and Zach who featured prominently in England's World Cup campaign in India. After finishing runners-up in 2017 it was fantastic to see a young, and relatively inexperienced GB Men's U21 team top the podium in the Sultan of Johor Cup in Malaysia in October.

Looking ahead to 2019, both programmes will align more closely with the senior programme, enabling GB EDP players with the requisite ability to challenge for senior programme places. Each programme plans to capitalise on opportunities to play visiting

overseas senior teams when they are in Europe for the FIH Pro League. In the second part of the session the focus will switch to England U21 in preparation for the EHF Junior European Cup in July.



Peter Scott of GB
Men's U23's squad

National Age Group Squads

The England U16 and U18 groups continue to focus on providing the best possible development environments and experiences aligned to the GB coaching "End in Mind" principles, with a real focus on creating an oversupply of highly skilled players to the next age group of international hockey.

Many U16s enjoyed their first junior international experiences, a highlight coming with a victory for



A talented young Goalkeeper at Futures Cup

the U16 girls against the Netherlands at Easter in Holland. Both U16 groups travelled to Cork to participate in a six nations tournament playing five highly competitive games in the space of a week to mirror a typical international tournament format.

The U18 groups also played a series of matches against Holland, Germany and Belgium before travelling out to Santander to play in the EuroHockey Youth Championships. Highlights for the U18 Boys included winning a three-match series out in Germany, before finishing in fifth place at the championships, denied a place in the semi-finals by eventual winners Spain. The U18 girls were able to repeat their bronze medal successes of 2015 and 2016, this time beating a German side who had beaten the girls in the group stages of the tournament just days beforehand.

The Player Pathway

2018 has seen the first full year of delivery of the evolved Player Pathway.

At a local level, County Associations have delivered Development Centres and Academy Centres across all 48 areas, ensuring that young hockey players have the opportunity to enter the Player Pathway to develop their hockey skills. Regional Associations

have delivered 17 Performance Centres, improving and developing the training environment following the review of the 2016/17 cycle.

Futures Cup 2018 was held at St Albans Hockey Club in August with the competition phase taking place at Oaklands College and the athlete village at the University of Hertfordshire. The event included selected teams from England and invitational teams from Scotland and Wales providing a top-level, tournament-based experience to the best young players in the country.

The online Player Pathway System has now been implemented in most places across all levels of the pathway. With over 10,000 users now registered on the system it will provide a standardised database of information about all of the players in the pathway including their playing history.

Our evolving communications plan for the Player Pathway has enabled us to engage with players, parents and coaches throughout the pathway in a variety of ways, providing information and educational support.

Our thanks to all the coaches, administrators and volunteers who support the Player Pathway providing developmental opportunities for our young hockey players.

International Masters

2018 was also a World Cup year for Masters hockey. England's 16 age group teams from Over 35s upwards, competed against their rivals from around the world in tournaments in Spain during the summer. This includes three squads playing for the first time at world level – England Over 65s women's team and the England Over 35s men's and women's teams.

England were victorious in eight of the 16 age groups, a fantastic achievement.



England Men's Over 40s defeated hosts Spain 3-2 in their final while the Men's Over 55s beat Germany 3-0 in their gold medal match. The Men's Over 65s beat Australia 4-2 to take gold and secure revenge for losing to the same opposition in the 2016 tournament. This was replicated by the Men's Over 70s, who had suffered a shootout loss to their Antipodean rivals two years earlier but won by the same method after a 2-2 draw.



England Women's Over 35s, in their first major tournament, beat Australia 1-0 in the final. The Women's Over 55s also won gold, recording a win by the same score over the same opposition. England Women's Over 60s had a convincing 7-0 win over Argentina in their final and the Over 65s finished top in a round robin tournament.

As well as the eight gold medals, our teams also came away with the following to give England easily the best overall medal haul of any country.

Silver Women's Over 45s
Men's Over 35s, Over 60s, Over 75s

Bronze Women's Over 40s, Over 50s
Men's Over 45s

Over 200 of the Masters teams' players and team officials were the guests of England Hockey at an event to celebrate their success in conjunction with the Toshiba TVs Anniversary International in October 2018.

European Club Competition

Surbiton declined entry into the men's Euro Hockey League due to international player unavailability because of the Commonwealth Games. Sadly, Wimbledon did not qualify from KO32 and Holcombe lost in the KO16. Surbiton hosted a very successful Women's EuroHockey Champions Cup tournament but were disappointed on the pitch where they were only able to finish seventh. However there was English success in the second tier EuroHockey Club Trophy tournament in Ireland, where Holcombe ran out winners.



IMPROVED VISIBILITY

Communications

Outside of the Vitality Hockey Women's World Cup, there were a number of key areas of development to maximise the visibility of our sport.

BBC Sport streamed a number of significant events, including the League Finals, Jaffa Super 6s and England's men at the Sultan Azlan Shah trophy. For the Super 6s, a cumulative total of 1.2 million minutes were watched on BBC platforms.

BBC were also UK broadcaster for the Commonwealth Games, and despite BBC having fewer rights, they showed every England men's and women's game in full on linear or online, which was not the case for all sports.

On social media, outside the home World Cup, the highlight was again the Commonwealth Games,

with more than five million Twitter impressions during the event fortnight, compared to two million impressions in the whole of February. Cumulative social media following reached 275,000 during the year, although the change in Facebook algorithms makes cut-through an ever-increasing challenge.

The Futures Cup continues to be a very valuable platform for 'promoting the sport,, as proven by the excellent cut-through of a series of videos produced around the event. In addition the England Hockey Awards provide an excellent opportunity for engagement with our key audiences.

This year, we are embarking on a number of strategies to further deepen our relationship with our audience, including a digital audit by industry experts 7League.



HRH The Countess of Wessex
being interviewed at VHWWC

FIH Pro League

The FIH Pro League is the new and ground-breaking global hockey competition that began in January 2019. In 2018 we undertook a large amount of planning and preparation to maximise the opportunity of hosting this new exciting competition. Two leagues, one men's and one women's, each comprising the world's leading hockey nations, are competing across almost 150 matches, culminating in a Grand Final in June in the Netherlands. The nations taking part are as follows:

Women's League	Men's League
Argentina	Argentina
Australia	Australia
Belgium	Belgium
China	Germany
Germany	Great Britain
Great Britain	Netherlands
Netherlands	New Zealand
New Zealand	Spain
USA	

Tickets went on sale through a ballot process in August 2018 and continue on general sale. Owing to demand, England Hockey is taking the final fixtures against the two New Zealand teams to the home of Harlequins rugby, the Twickenham Stoop. This innovation in pitch technology could be a seminal moment for the sport globally given the lack of hockey-specific stadium infrastructure around the world. The home games are as follows:

Month	Date	Session	Women's Opposition	Men's Opposition
April	Sat 27	1	USA	
May	Fri 3	2	China	
	Sat 4	3		Spain
	Sat 18	5	Argentina	Argentina
	Sun 19	6	Belgium	Belgium
June	Thu 6	7		Germany
	Fri 7	8	Germany	
	Sun 9	9	Australia	Australia
	Fri 14	10		Netherlands
	Sat 15	11	Netherlands	
	Sun 23	12	New Zealand	New Zealand





Talented young players
compete at Futures Cup



ENHANCED INFRASTRUCTURE

Club strategy

Work has continued to build on the principles of 'what makes a great club'. Our aim is to give every player the best experience of our sport and to create more, better, happier players in a sustainable club environment.

There are seven strands that underpin the principles of what makes a great club:

- Having great club leadership;
- Having appropriate and sustainable facilities;
- Having inspired and effective people;
- Providing different ways to play;
- Being friendly, welcoming and social;
- Being local with strong community connections;
- Stretching and developing those that want it.

As described in the participation section of this report, the Vitality Hockey Women's World Cup provided a platform to engage with many more clubs this season around these seven strands. The team of 11 Relationship Managers and Development Administrators, along with the Clubs & Facilities team, worked together to produce and land resources to support clubs looking to make the most of the increased visibility of hockey within the media. An unparalleled total of 703 clubs were engaged in the meetings or discussions surrounding the World Cup.

Facilities (inc CIP/PPS)

The facilities strategy is being embedded across the country, aiming to help every hockey club in

England to work towards having appropriate and sustainable facilities. The Facilities Relationship Managers, with support from the participation Relationship Managers, continue to work with clubs, education establishments, leisure providers and local authorities to protect, improve and develop pitches in the right places. It is a challenging climate at the moment with the lack of grant funding and the ageing stock as well as the investment into 3G pitches. We are continuing to lobby for hockey provision through local authority playing pitch strategies and working with clubs to develop better long-term agreements with their pitch providers. There is also work underway to secure developer contributions to invest in the right places to develop new hockey sites and we continue to work closely with the National Hockey Foundation and other partners to invest in the improvement of existing pitches.





Officiating

Over 1,850 new participants attended the Level 1 umpiring course during 2018 with a further 50 participants completing the Introduction to Umpiring Course. Attendees on these courses have been from 480 different clubs.

Training via alternative routes than simply running Level 1 Courses has continued to be a clear objective within the England Hockey umpiring strategy. 133 new Club Umpire Developers have completed training in the past year, meaning that there are now around 215 clubs with their own Club Umpire Developer. Due to the clubs they are working within, this covers over 40% of players. These Club Umpire Developers are working directly with their local Hockey Umpire Associations and England Hockey, to provide more localised, and club-based, development for umpires who are not able to access the training and support that is afforded to HUA members taking neutral appointments.

The National Programme Umpires Association (NPUA) has, once again, seen their umpires and umpire managers appointed at many high-profile events, the highlight probably Lee Barron being appointed as an umpire for the Men's Indoor World Cup Final, whilst Rachel Williams almost matched this with her appointment to the semi-final of the equivalent women's event, and Jo Pennycook was a Technical Officer at the same event.

Outdoors, there was also success for up-and-coming umpires, as well as those who have had many years of international recognition. Paul Walker and Emma Shelbourn were both appointed to the Commonwealth Games, whilst Dan Barstow umpired at the Men's World Cup, and Bruce Bale at the Men's Champions Trophy. From an officiating perspective Sam Stickland represented England on

home soil at the Vitality Hockey Women's World Cup as a Technical Official, with Steve Catton and Barry Anderson fulfilling the same roles at the Men's Champions Trophy and the EHL Final 4 respectively.

Louise Knipe broke new ground by being the first ever female Umpire Manager appointed to a major Men's International tournament, with Margaret Hunnabull also having the role as Umpire Manager at the Women's Champions Trophy in China. Looking ahead, Rebecca Woodcock and Dan Stewart have both recently been added to the Umpires 4 Europe programme, and hence will have additional international appointments to celebrate in 2019.

Thank you to all the umpires and officials who have ensured hockey happens throughout the season and congratulations to all our umpires and officials who have had international appointments this year – like our international players, you continue to make England proud.



Volunteers

The Hockey Maker programme in 2018 saw our fantastic team of volunteers support a wide range of activities from the delivery of all our domestic events to the Vitality Hockey Women's World Cup, and the supporting activities associated with these events.

With a selection process through interview and training days, 652 Hockey Makers and 36 Ball Patrol attended the VHWWC, making it the largest number of volunteers recruited for a hockey event. 50% of these were first-time hockey volunteers. Our

Hockey Makers are world-class and the feedback from all client groups reflected this, highlighting positive attitudes and extraordinary commitment.

The Hockey Maker strategy: “A Nation of Hockey Makers Making Hockey Events Happen” is the foundation for the recent success and with the positive experiences of 2018, the legacy for volunteering at hockey events in future at all levels, including the FIH Pro League, is very positive.

In May, the contribution of our volunteers across the Hockey Family was again recognised at the Annual Awards Dinner and details of our winners is included below in the Awards section.

Thank you to all volunteers, not only for their massive contribution to the delivery of our competitions and events, but to all the people up and down the country who do so much to make hockey happen week in and week out.

Coaching

This year saw our coaching offer continue to grow, increasing engagement and support to coaches. A revised, more focused, Great Britain Hockey Coaching strategy was approved, which led to a slight re-structure of the coaching team and the recruitment of new Coach Developer roles.

As part of the revised strategy England Hockey, Scottish Hockey and Hockey Wales announced a new commitment to drive a

transformational change in the delivery of coaching across Great Britain. The commitment will ensure a consistent delivery towards coaching; underpinned by a robust GB partnership.

The partnership will drive a cultural shift in how coach development across Great Britain is delivered, moving to a singular approach under the banner of ‘Great Britain Coaching’.



A coach development workshop

Coach Development

Over the past 12 months, 1,118 coaches have booked onto Coaching courses and workshops. The Hockey Hub community has continued to grow, with 7,596 coaches now signed up to the online resource.

The face-to-face coach development offer has continued to expand with more resources linked to the different role a coach plays. This includes a new series of workshops such as “What to Coach” workshops and a “Practice

Coaches on the GB Advanced Coach Programme



Design” workshop, which provides support and ideas to coaches on how to embed the Golden Thread into different principles of the game.

As part of the Vitality Hockey Women’s World Cup, we saw cohort three start on their two-year Advanced Coach Programme journey, whilst the first cohort of coaches graduated from the programme. Over the two years these 25 coaches accessed ongoing learning and development that has supported them in creating excellent learning environments for their players. Some of the feedback from these coaches:

“I have so much more confidence in my own values and who I want to be as a person and how I want people to see me as a person. I am intent on challenging myself in so many different ways now, both in general life and in hockey”

“The ACP has given me the resources, the networks, the influences I needed to be confident to go out and seek information to make myself the best coach that I can possible be, to continue to improve and inspire other coaches in the process”

Coach and Inspire

The Coach and Inspire campaign has seen a 40% increase to over 6,000 coaches and 11,000 deliverers of our sport over the last 12 months. These coaches have had regular contact through a dedicated Coach and Inspire section of the England Hockey Magazine, Coach and Inspire newsletters and a Coach and Inspire Twitter account, which has over 4,500 followers. The England Hockey Coach Membership product has seen a 20% increase in members over the last 12 months to over 1,250 coaches.

Talent and Performance Coaching

In February 2018, the Great Britain Talent Development Framework was launched. Its aim is to provide common language for all those involved in delivering hockey, to guide player development through to the player pathway.

This document has received over 7,000 views, with an average viewing time of 14 minutes. Hockey Hub was also revamped to include areas aligned to each section of the framework.

The themes of the Framework were the focus for the second GB Coaches Conference. Aimed at coaches who are delivering at the upper end of the pathway, we had 80 coaches from across Great Britain in attendance.

In addition, 35 coaches accessed a programme of CPD delivered for National League coaches.

Continued support to performance coaches, via GB Coach Developers, provided bespoke support and development to England / GB Senior Coaches as well as facilitating two GB Coaches days.

We are also working in partnership with UK Sport to deliver a hockey-specific Athlete to Coach Programme and this is currently going through the recruitment phase.



Danny Kerry
meeting a
young fan



Celebrations following the England Hockey Awards

Awards night

On Saturday 19th May 2018 over 400 people from across the hockey family came together in Leicester to celebrate. Clubs, teams, players, volunteers and hockey fans from across the country all came together in one place to celebrate their incredible work and another triumphant year of creating a nation where hockey matters.



Ashmoor 1st XI

The Winners



**Men's Senior
Performance Player:**
Phil Roper



**Men's Junior
Performance Player:**
Jack Waller



**Investec Senior
Performance Player:**
Laura Unsworth



**Investec Junior
Performance Player:**
Tess Howard

Howden Men's Team of the Year: **Ashmoor 1st XI**

It has been a remarkable season for the Devon-based team which, formed in 2003, has worked its way up from the bottom tier of league hockey. The team has won the Championship division, and in doing so has been promoted to the top tier of the regional outdoor league the first time in their history. Their achievements have come about with almost entirely home-grown, nurtured and developed talent! The first team players have also strongly represented the values and ethos of Ashmoor as a welcoming and inclusive family-orientated community hockey club catering for all abilities and ages.

Investec Women's Team of the Year: **Pendle Forest 1st XI**

The team has gone through the season without a loss and won back-to-back promotions. There is a full range of ages in the team proving it is worth giving youth the chance to shine. The team is a superb set of role models to the juniors. The club has grown from strength to strength since its inception, and has recently developed a working partnership with a community college, enabling the club to



Pendle Forest 1st XI

run junior training sessions with over 50 members starting from seven years upwards. There is a real family atmosphere throughout the club, socialising off the pitch as well as playing together on it.



Kettering HC

Notts Sport Club of the Year: Kettering HC

Kettering HC have made significant progress this year with the implementation of their club development plan which has created an efficiently run club at management level. After a restructure of their committees to form an Executive Committee, the club recently managed to achieve ClubMark and have recently moved to a new pitch, building an excellent relationship with its new provider. The club hosts well-supported social events throughout the season aimed at a family audience, as well as hosting and supporting England Hockey events and initiatives whilst developing all club members by offering umpire development opportunities, paying for umpiring and coaching courses, and planning a Coach Education evening. The latest passed proposal is that free umpiring shirts are awarded for officiating a certain number of games.



MJ Events Unsung Club Hero: Jen Clark, Wick Hockey Club

Jen lives and breathes the game with her whole social calendar revolving around hockey! She has helped create a wealth of memories

for Wick players but what she finds most rewarding is seeing players develop their skills and confidence on the pitch. She understands the limits of the club and the need to move players on to bigger and better clubs where talent can be developed further. Alongside all this, Jen is a great friend to all, both on and off the pitch, and over the years she has supported everyone through life's highs and lows. Wick is a wonderful hockey family that is largely down to its beating heart – Jen. Because of her, the future of Wick is looking bright!



Coach of the Year:

Matt Parker, Ilkeston HC

Matt has volunteered as a coach at Ilkeston HC for the last three years and his support, skills and knowledge have helped the

club and its members thrive. Matt has a great ability to put people at ease and pitch his coaching activities well with mixed ability groups, which has been invaluable. His calm and respectful nature towards adults returning to hockey at Back to Hockey sessions has worked well and as a result he managed to retain people and then progress them into the team training sessions. Over the season Matt has taken time to coach players on an individual basis too.



Lifetime Achievement:

Mike Ward

Mike has played for three different hockey teams and was a member and is a Vice-President of Bournemouth HC (1965 to present). He

was also Fixtures Secretary for 25 years and Secretary for 15. He was co-founder and first Secretary, then Chairman, of the Men's South Hockey League (1971 to present), which was the first and is still the largest hockey league in the country. He has been Hampshire

Men's League Secretary for since 1971 and is President of Hampshire Men's County Hockey Association and Chairman of Hampshire County HA. He is also a member of England Hockey's Constitutional Committee and affiliations working group.

Lifetime Achievement: Judith Nicholson

Looking through the hockey archives, Judith's name is first mentioned in 1974, when she was one of 16 founder members of Welton Ladies Hockey Club, which went on to become the most successful ladies club in the Hull area. She was chair from 1976 to 1985 and again from 1987 to 1989. Judith has been involved with the North Hockey Association, holding offices such as Vice President, President and Secretary. In recent years, despite fighting cancer and crippling arthritis that has necessitated two knee replacements; she has continued to work with senior hockey but has now become fully involved in the development of junior hockey in the area. Judith works tirelessly for hockey and without her determination and commitment, many hockey players would not have got the opportunities to play and be successful in their chosen sport.



Official of the Year:

Lee Barron

Last year Lee did everything there is in umpiring terms, from regional under 12s to World Cup Finals. This started with the League

Finals and Play Offs in April where Lee umpired one of the semi-finals and the final relegation game. He didn't have much of a summer off as he headed to Namibia for the African Cup and Indoor World Cup Qualifier. As part of umpire development in the North, Lee is an active umpire coach and mentor for many of the North's young and up-and-coming umpires. He became one of only two male umpires to officiate in a second World Cup Final (Indoors) in Berlin.



Vitality Rising Star:

Eleanor Godwin

Eleanor is now 18 and has been a Leicester Hockey Club member since she was 10. She is a well-liked and respected player,

coach and friend. She has been an integral part of the development and success of the new Club Junior Academy. She has taken the role as U14 coach with bundles of enthusiasm and shows a natural coaching ability. Eleanor has her EH Sessional Coach award, the Safeguarding Certification and is also a Level 1 Assessed Umpire. Eleanor makes an effort to get to know every player and is extremely approachable and kind. Eleanor's modest and unassuming nature, combined with a great sense of humour, make her an asset to the sport.



Scarborough HC with their buckets and spades!

Innovation: Scarborough HC (for beach hockey)

Beach hockey is a relaxed way to play hockey, it is free and open to everyone, providing great exposure to the general public. Passers-by have been joining in with games as well as the Beach Big Dribble. Sometimes the umpire has even taken the dog lead so that the owners can have a run out! And local police officers have even joined in!



Vitality Hockey Maker of the Year: Bev Barstow

Bev repeatedly gives up a phenomenal amount of time to train young generations in Ball Patrol; with so many applications for the

Vitality Women's Hockey World Cup she travelled all over the country to undertake sessions with potential candidates and to review their skill set, giving up both her weekends and evenings. Our Ball Patrol is seen one of the best in the world and the FIH use Bev's training plans to give to other events to use. A lot of her work is very behind the scenes, she even assisted from the UK in training ball patrol for the Olympics in Rio.

Alex Danson at the Vitality Hockey Women's World Cup launch on the banks of the Thames



STRONGER NGB

AND RESPECTED CUSTODIANS OF HOCKEY

Our aim under this objective is to enhance the reputation of hockey whilst becoming financially independent.

Sponsorship

Our existing relationships are continuing to go from strength to strength and alongside delivering the contractual rights it has been a pleasure to work with some brilliant partners on interesting and engaging activations. This has been throughout the domestic season and also in the form of the Vitality Hockey Women's World Cup in which we worked with many fantastic companies. This has meant a boost to the profile of the sport as well as giving sponsors the opportunity to connect with everyone involved in hockey.

We welcomed some new partners to the England Hockey family. Merchant Gourmet, Jaffa and Toshiba all supported the Vitality Hockey Women's World Cup as well as becoming partners in their respective sectors. We are very pleased to have also extended relationships with both Harrod Sport and Replay Maintenance.

We completed a number of exciting projects and activities throughout the year including highlights such as Jaffa oranges title partnership of the Super 6s, which really brought the event to life. Of course, one of the main areas of work has been at the Vitality Hockey Women's World Cup. Through the support of our partners, together we created the Vitality Mile and Team Captain's launch day, the Harrogate Spring Water Speed cage, the Toshiba Big Screen and Stage plus Jaffa Zorb racing during the half time breaks



throughout the event. In partnership with adidas it was also great to be able to launch the bespoke Women's World Cup kit at their new store which captured a lot of coverage.

As well as international hockey we have exciting plans in progress for the Vitality Back to Hockey programme. Through working with our clubs and facilities focused partners, we aim to ensure that there are the best opportunities available for people to play hockey around the country.



As in previous years a special thank you to Investec for the work they have done supporting the women's national team through their Together as One campaign and, from a club perspective the Investec Women's Hockey League and The Girls Schools Championship which have been a great success. We were also delighted that Toshiba TV's became title sponsor of the men's team which has been a great boost in the lead up to the Men's World Cup in India.

To ensure that our partners see maximum value with us we have continued to build ways to inform clubs and fans about the unique offers they can receive. With different forms of communications coming to the forefront such as social media we are continuing to expand the ways we engage with the hockey family.

As always it has been a pleasure to work with our partners and suppliers and we look forward to creating new projects moving forward, particularly with the coming the Pro League which offers even more exciting opportunities to ensure objectives are reached. We would like to say a huge thank you to all our partners for the ongoing relationships which continue to enhance the support provided to the hockey community and fans.

Retail

2018 was a challenging year for our retail sales outside of the world cup. Our retail supplier Barringtons, who are owned by Sports Direct, went into administration. The new relationship with Lovells sports is still being established at an operational level.

Hockey Futures

The Hockey Futures charity was launched during the Vitality Hockey Women's World Cup. Its mission is to empower young people through hockey, specifically targeting disadvantaged, inner city communities where many young people don't currently get the opportunity to enjoy the sport.

Hockey Futures will partner with hockey clubs that share the charity's values and meet its delivery criteria, in order to create programmes for young people within their schools and community organisations. It provides grants and support to those hockey clubs, advises on target areas and monitors the programme delivery.

For more information about the charity or to understand how you can support, visit www.hockeyfutures.org

Emma Watson with Helen Richardson-Walsh and Emily Defroand at Hockey Futures event





Spectators enjoying the sun at Fan Central, VHWWC

HR

In line with our HR Strategy we are committed to creating an environment in which our employees can fulfil their potential. Roles working at the Vitality Hockey Women's World Cup have given employees and volunteers opportunities to further develop their skills and expertise and the success of this event is a true testament to our values of teamwork, pride, respect and openness.

We have invested in recruiting, training and developing our employees to enable us to provide high-quality expertise in all areas of the business and our commitment to continuous improvement means that we are always looking for ways to exceed our customer and stakeholder expectations whilst always placing our values and behaviours at the heart of everything we do.

We work hard to ensure we meet our statutory and ethical obligations and this year we undertook a gender pay gap analysis which proved very positive with a median average of 6.5% compared to the national average of 18%. Our gender split is very healthy, and we continue to look at ways to improve our diversity across our organisation and the sport.

Our employees, contractors and volunteers are critical to our success and we will continue to engage with them all as we work towards achieving our vision.

Welfare and Equality

Safeguarding Young People

England Hockey's commitment to safeguarding all young people in our sport remains paramount.

In 2018 we incorporated the Safeguarding 'Call to Action: minimum safeguarding standards that all clubs and associations are expected to meet', into the affiliation process. This step, designed to support the message that safeguarding young people is everyone's responsibility, captures basic data to show that every organisation has the minimum safeguards in place. The guidance associated with the process signposts to further information and offers support to any organisation that requires it.

Providing an environment that is safe and fun must underpin all hockey activity.

It is essential that ALL clubs and associations have the following safeguarding measures in place:

- Safeguarding Policy
- Recruitment checks (Disclosure and Barring Service – DBS)
- Named point of contact – Welfare Officer
- Education and training
- Report concerns

England Hockey continues to work with clubs and associations to get these minimum standards in place. Most hockey organisations already meet them and many are demonstrating best practice in a variety of aspects of working with young people.

England Hockey works with a range of agencies to protect young people in hockey, including Sport England, statutory agencies (Police and Children's Services), the NSPCC (Child Protection in Sport Unit) and are required to meet the standards expected across the sports sector. Recent media coverage of abuse in sport has highlighted the importance of this area and the need to ensure standards are high.

Safeguarding Adults in Hockey

Following the development of a policy, work in this area is ongoing. England Hockey are working with external agencies, including the Anne Craft Trust, to develop and offer guidance, training and support in this area. Particular attention is being given to mental health, support for talented athletes and adults at risk of abuse.

Anti-Doping

England Hockey remains committed to 'Clean Sport' and we continue to deliver education and training across all levels of participation, with a focus on elite and performance squads.

Risk register

The Board has responsibility for managing the risks faced by England Hockey. It maintains a risk register and monitors the mitigating actions that have been put in place in response to those risks. The key strategic risks faced by the organisation and sport are:

- Reduction in government funding
- Reputational damage
- Lack of artificial pitches

In addition the Board also ensures that the operational risks are being mitigated by the Executive team.

Health and Safety

The Board also monitors health and safety issues within the game. It collects data on injuries suffered by participants in order to assess whether trends require further investigation and action.

School children involved in the London Activation and Engagement Programme



The data collected over the past three seasons reveals no particular pattern that would indicate one area of the game is a particular issue. However, the Board will continue to keep this area under close review and England Hockey continues to strongly recommend that players wear safety equipment such as mouthguards, shin-pads and facemasks.

Hockey Museum

The Hockey Museum was originally established in 2011 to provide a home for the artefacts and stories that make up hockey's history. It has grown from a small committee with no premises into a nationally accredited museum based in a new two-storey home in the centre of Woking. It is run largely by a group of dedicated volunteers who now not only look to preserve hockey's heritage in England but who work with the FIH to provide a worldwide resource. In order to secure its future it is continually looking for new sources of funding and additional volunteers and details can be found at www.hockeymuseum.net

GOVERNANCE REVIEW

The Resolution

At the March 2017 England Hockey AGM, a resolution to review the structures within the sport was proposed and passed with a 98% majority. The AGM resolution in full read as follows:

“This resolution proposes that England Hockey review the sport’s current governance structure across the country so that it provides the best opportunity to develop the sport; increasing participation levels and the chances of sustained success at national and international level while safeguarding participants and giving members the best possible experience in the 21st century”.

Vision

The intended outcome at the end of the governance review is as follows:

A robust governance structure that allows for maximum participation in hockey within a safe environment underpinned by an organisational structure that ensures consistency, accountability, transparency and communication at all levels.

Establishment of the Working Group

A working group to drive this initiative forward was established shortly after the AGM chaired by Liz Pelling (EH Vice-President). Since its establishment, the Working Group has agreed a set of overarching Principles and Requirements, endorsed by the Board and Members, which are a direct result of the feedback provided by Members during the research and consultation exercise conducted by Yew Consulting between September and December 2017.

Principles

1. As National Governing Body, England Hockey has overall responsibility for the sport in England;
2. There is a fundamental role for local organisation and decision-making;
3. Clarification of accountability of all organising bodies to their stakeholders and ultimately to England Hockey is required;
4. Simplification of structure should be the aim to make it easier for all involved;
5. Clarity of purpose is key for all organising bodies;
6. Common principles of governance are necessary for all organising bodies;
7. Consistency of overarching policies, rules and regulations is required for all aspects relating to playing hockey.





Progress – Quick Wins

Junior Club Hockey

EH hosted a workshop attended by interested parties to identify and address the gaps in the consultation around the Governance of Junior Club Hockey.

Communications

EH to improve communications by creating a list of key officeholders and their contact details in Leagues and Associations for the 18/19 season to be updated annually.

Publication of Synopsis Board and Committee Meeting Decisions

EH to publish committee meeting decisions alongside the established Board synopsis to ensure greater visibility, transparency and accountability at all levels.

Framework Agreement for Data Sharing

EH Members who become signatories to the Framework Agreement for Data Sharing will be able to lawfully share data to other members across the sport.

Disrepute Complaint Regulations

To ease the pressure on volunteers, all Disrepute Complaint Regulations will be managed centrally by

EH, with the option for onward distribution to Regions, Counties or Clubs for investigation and dealing where appropriate.

FUTURE WORK

League Rules

Work will be undertaken to understand the extent and breadth of rule differences across the hockey leagues in England. Dependent upon the outcome, work will be undertaken to determine where consistency in League rules can be achieved, and if appropriate, will be introduced.

Structure of the Sport

The future governance structure of hockey in England will be reviewed as part of this process. Any proposed structural changes, if at all, will be publicised and a period of consultation will follow.

Technology

In light of the feedback around the complexity of online systems and structures in the sport, EH intends to become the aggregator of a single source of information relating to player and fixture/result data.

PRINCIPAL PARTNER



OFFICIAL PARTNERS



OFFICIAL SUPPLIERS





Flag	£4
Programme	£8
Mini Stick	£12
Bundles	
Programme & Flag	£10
2 Programmes	£15
Fan Pack	£20
Programme, Flag & Mini Stick	

FINANCIAL REVIEW

Summary

The Vitality Hockey Women's World Cup was the major factor in England Hockey's finances this year; not only did it increase turnover and expenditure significantly but it was also the critical financial risk that needed managing. The early success in selling tickets reduced the risk but the additional spectator numbers required considerable investment in the stadium and Fan Central to ensure the venue could cope and provide the spectators with a good experience. The success in attracting over 120,000 spectators to the event was a real boost to the sport's profile but the financial dividend was limited.

Total income and expenditure both rose to £15.6m because of the World Cup. These figures include the internal recharge of £0.4m which is excluded from the statutory accounts but which is included in this report to give members a fuller picture of England Hockey's finances. These internal recharges allow England Hockey to recover the overheads incurred by the Performance department.

England Hockey had put aside a small proportion of its reserves towards the cost of hosting major events over recent years and that specific reserve was cleared by using the final £90k towards the cost of hosting the Vitality Hockey Women's World Cup in 2018. In total England Hockey invested £150k in cash into the event plus a significant amount of staff time. After using this reserve as planned England Hockey made a surplus of £10k with a corresponding increase in its general reserves.

Income and Expenditure account

England Hockey's income rose from £12.0m to £15.5m due to the World Cup. The event made a surplus of £20k

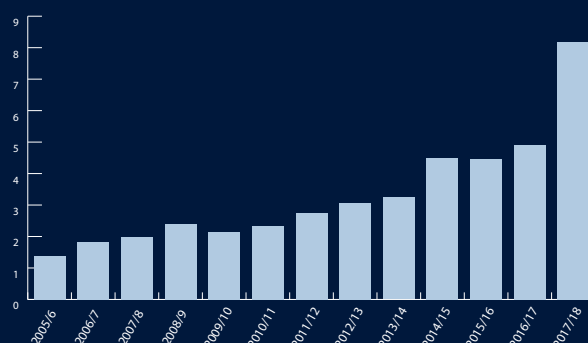
before that was returned to UK Sport and the London Mayor's Office as required by the funding contracts supporting their £1.3m investment in the event.

Sport England participation funding fell from £2.8m to £2.6m as expected and the funding received from Sport England which had been distributed to capital projects around the country has ended as Sport England now distribute that centrally themselves. We continue to work closely with Sport England and clubs to secure as much capital funding for hockey as possible

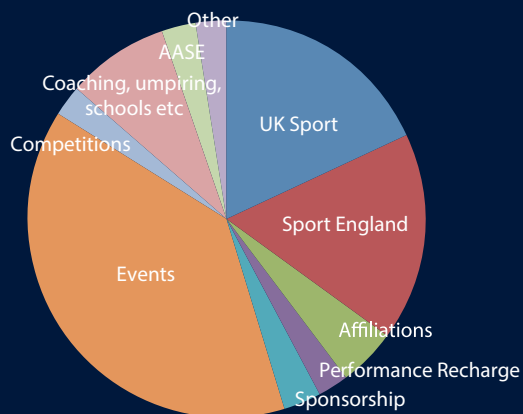
Funding from UK Sport for performance activities was again drawn down to match expenditure and fell from £3.2m to £2.8m. This will allow England Hockey to draw down the required funding for the FIH Pro League over the next few years.

For some time England Hockey has sought to increase other revenue streams to reduce their reliance on government grants and this remains crucial when government funding of sport is likely to reduce. The World Cup provided a one off boost to this aim but the new FIH Pro League will provide England Hockey with a regular opportunity to diversify its income away from government funding. The Board has set this as a key objective for the organization.

GROWTH IN NON-GRANT INCOME



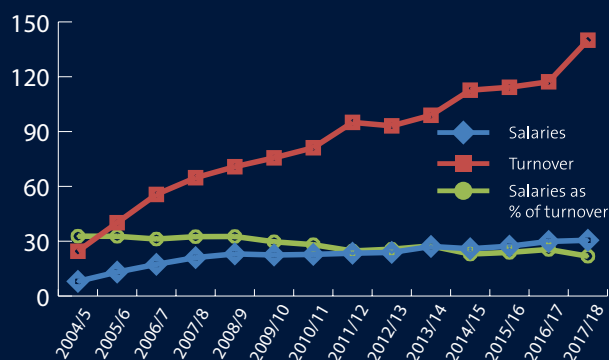
ENGLAND HOCKEY - SOURCES OF INCOME



Although affiliation fee income is now a relatively small part of our total income it remains important and increased from £736k to £752k despite the continued offer of free affiliation for new teams as the number of affiliated teams grew in line with an increasing numbers of participants.

Total staff costs, including on costs, rose from £3,407k to £3,487k year on year, a 2.3 % increase. England Hockey continues to monitor salaries as a percentage of income as one measure of its efficiency and benchmarks itself against other National Governing Bodies through an independent survey undertaken by our auditors, Haymacintyre.

SALARIES AS % OF TURNOVER



In order to fix the exchange rates for rights payments to the FIH, England Hockey had taken out a number of forward contracts and under FRS102 the value of those contracts had to be recalculated each year and any movement in that value included in the Income and Expenditure account. Those contracts have now finished so the notional value of the contracts has been reduced to nil. This reduction is reflected

in a charge of £41k to the Income and Expenditure account. Overall, the use of forward contracts proved significantly beneficial during a time of exchange rate volatility.

Full details of income and expenditure are shown in the table opposite..

Balance Sheet

At the end of the year England Hockey's total reserves had reduced from £1.685m to £1.605m as some of the specific reserve put aside for major events was used for the World Cup but general reserves increased by £10k.

England Hockey's cash balances fell year on year due to the positive impact that the sale of World Cup tickets had caused in the previous year. The fall from £2.2m to £1.7m still left England Hockey with a healthy cash position. Debtors increased from £2.4m to £3.7m due to outstanding grant payments from Sport England that were received shortly after the year end. The timing of the Vitality Women's Hockey World Cup in July/August meant that it finished shortly before the financial year so invoices were still being received for the costs incurred and creditors increased from £3.3m to £4.2m. Overall, net assets remained unchanged at £1.3m.

Fixed assets fell from £346k to £293k following the routine depreciation of office and hockey equipment.

BALANCE SHEET (KEY ITEMS ONLY)

Assets	This Year	Last Year
Cash	1,742k	2,251k
Debtors	2,516k	2,483k
Liabilities		
Trade creditors	2,029k	858k
Accrued costs and deferred income	916k	2,536k
NET CURRENT ASSETS	1,313K	1,340K
FIXED ASSETS	294K	346K
SPECIFIC RESERVE FOR FUTURE MAJOR EVENTS	0K	90K
GENERAL RESERVES	1,607K	1,596K

WHERE DID THE MONEY COME FROM?

	This year £'000	Last year £'000
1 DEVELOPMENT (Grassroots)		
Sport England Grants		
Participation	2,619	2,772
Capital Investment Grants to Clubs	3	332
Other Grants		
Other (DCMS, UK Sport)	123	352
TOTAL GRANTS	2,745	3,456
Affiliation fees		
Membership Services	752	736
Competitions	380	429
Coaching, umpiring, schools, etc	1,290	1,436
TOTAL DEVELOPMENT	5,167	6,057
2 SUPPORTED BY		
Sponsorship	348	275
Interest on cash balances	14	6
Contribution from performance towards central overheads	389	330
Other	456	248
Major events	147	465
Business Development	130	29
Women's World Cup	5,842	0
Men's World League Semi	(18)	1,204
TOTAL	7,308	2,557
3 PERFORMANCE (Elite)		
Grants		
UK Sport (ring-fenced)	2,831	3,246
Other income	230	148
TOTAL PERFORMANCE	3,061	3,394
TOTAL INCOME	15,536	12,008

That left a deficit of £80k before the budgeted use of £90k from the specific reserve put aside to cover England Hockey's contribution to the Vitality Women's Hockey World Cup.

WHERE DID THE MONEY GO?

	This year £'000	Last year £'000
1 DEVELOPMENT (Grassroots)		
Development and delivery of coaching, umpiring, youth and club services: National costs including Development Director (<i>Staff 790k, rent 108k, programme costs 1,654k, travel, cars etc 143k</i>)	2,695	2,816
Regional: EH offices and Development Officers (<i>561k staff, 17K rent, 81k travel, car hire etc</i>)	659	633
Capital Investment Grants to Clubs & Project Management fees	3	332
Competitions (<i>staff 76k, direct costs 313k</i>)	389	523
Sundry Central Costs	194	200
TOTAL DEVELOPMENT	3,940	4,504
2 SUPPORTED BY		
Finance and administration costs including Non-Executive Chairman and Chief Executive (<i>staff 592k, postage, insurance, stationery, training, depreciation 285k</i>)	877	884
Events (<i>staff 537k, major events 206K, partnership servicing 53k retail 68k, travel etc £ 16k, Other £124k</i>)	1,004	1,269
Business development (<i>direct costs 22k</i>)	22	2
Women's World Cup	5,842	0
Men's World League Semi	0	1,204
Marketing & communications (<i>staff 177k, direct & CRM costs, 117k , travel 6k</i>)	300	292
IT & hard/software support	279	217
Unrecoverable VAT	87	124
Corporation tax	3	0
Professional fees	72	43
Other	129	56
TOTAL	8,615	4,094
3 PERFORMANCE (Elite)		
England programmes	1,778	2,257
GB programmes	0	0
Staff costs (<i>including Performance Director</i>)	829	729
Other overheads (<i>rent, Bisham Abbey, phones, travel, insurance etc</i>)	65	78
Contribution to EH overheads	389	330
TOTAL PERFORMANCE	3,061	3,394
TOTAL EXPENDITURE	15,616	11,992



ENGLAND HOCKEY

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