



Northern Sydney and Beaches Hockey Association

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Annual Report

November 2018

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1 President's Report

In 2018, the third year of operations for the Northern Sydney and Beaches Hockey Association (**NSBHA, NSB Hockey, the Association**), I wish take this opportunity to commend the contributions of the so many volunteers who together have helped in delivering a significant set of achievements:

- On behalf of the Committee and all NSBHA members, I wished to acknowledge the incredible contribution Sue Pickering has made to the establishment of NSBHA and, in particular, her stewardship of NSBHA's highly successful representative program from 2015 to 2018. Sue will take the opportunity to slide out this current AGM. I will miss Sue's sage counsel and tremendous organization, but take solace in her legacy that leaves NSBHA well placed to continue to build.
- The representative program continues to grow, with particular pride in new milestones with 2 x U18 girls' teams, our first U15 boys' team and with NSBHA now representing at outdoor state championships in both genders and at all levels (except U18 Boys);
- Might I particularly thank NSBHA's Representative Committee for their energy, stewardship and care in facilitating the 2018 representative program, and to all the volunteer coaches, managers, selectors and administrators whose contribution continues to enrich the experience for all participants. Similarly to Diana Brown and her Womens' Masters Representative Committee, coaches and support staff in their oversight of a thriving women's master program;



NSBHA's Anna Flanagan and Sarah Johnston in action for the NSW Arrows - crowned National Champions in the 2018 AHL

- NSBHA crowned Division 2 champions of outdoor U18 Girls, Division 3 champions in U13 Boys, highly creditable placings of 4th and 6th respectively for outdoor Division 1 Open Women and Open Men, 2nd placing at indoor Division 3 U15 Girls, 4th placing at indoor Division 1 U15 Girls

and NSW State Championship success in Women's Masters O50 Division 1 and as runners-up in O45 Division 1. An outstanding honourable mention also to our U11Gs who finished 1st in Divisions 1 and 2 in the annual Kim Small Shield event at Tamworth;

- NSBHA Women's Masters teams competing in the SWHL competition enjoying strong participation (6 teams) and great results, with NSB minor premiers of Divisions 1, 2 & 3 and a Division 1 title to NSB/UTS1;
- NSBHA continuing to operate at low cost thanks to the generous contribution of many volunteers. The financial position is sound on the back of another strong operating profit of \$38,491. Membership fees have enabled the further accumulation of surpluses into a fund for future infrastructure projects in our area (\$146,405 as at end-September 2018, up over \$33,000 over the prior 12 months);
- Acknowledging the high priority for improved hockey infrastructure in the NSBHA area, prospects for new or upgraded hockey facilities continue to be worked in North Sydney, Northern Beaches, St Ives and North Turramurra (Ku-ring-gai Hockey Centre). A key meeting of NSBHA stakeholders on 31st July 2018 enabled a re-confirmation of the facilities' strategy and helped re-energise the ongoing efforts;
- Successive NSBHA grant applications in August 2018 and September 2018 seek the funding to enable a \$3.2M hockey facility and contemporary clubrooms at Barra Brui Oval, St Ives. These submissions have been progressed with Hockey NSW and Hockey Australia direct endorsement. We await those outcomes earnestly. If NSBHA makes it onto the shortlists, the final determinations won't be confirmed until March 2019. In the best case, NSBHA is hoping to commission a new facility at Barra Brui Oval in time for the 2020 season;
- NSBHA has furthermore applied for grant support to renew the field lighting at the Ku-ring-gai Hockey Centre. Unfortunately, KHC assets are progressively reaching end-of-life and the rising costs of lighting maintenance, in particular, are threatening the viability of ongoing KHC operations. NSBHA progresses this strategy in hoping to keep KHC available to local hockey into the medium term;



- The NSBHA Business Plan has been updated to cover the period 2018-2020 and was endorsed by the Committee ahead of schedule in April 2020. Members can find the Business Plan on the NSBHA website.

- An ongoing Development agenda for players, coaches and umpires is open to all NSBHA hockey stakeholders. Initiatives delivered through local clubs (pre-season clinics and coaching accreditations) and Hockey NSW (Centre of Development, Sydney Metro Academy, Athlete Acceleration Program, grass-root programs in schools, WHA clinics) have provided a combination of investments in growth, grass-roots development and talent acceleration.
- Thanks mainly to Sue Pickering the NSBHA website continues to serve the Association and its members effectively as a communication platform, a registration portal and information library. Innovations to help the membership platforms become more sustainable has NSBHA's Revolutionise portal now successfully hosting the competitions functionality of the WHA competitions. NSBHA is planning to also migrate onto the website platform as provided through Revolutionise and is now aiming to be live on the new host by the start of the 2019 winter season.



A full summary of progress on the Key Performance Areas identified in the NSBHA Business Plan (Jan 2018 – Dec 2020, updated September 2018) is shown in Appendix 4 of this Annual Report.

Nonetheless, challenges are ever present. Amongst those most pressing:

- NSBHA is always looking for more volunteer help ... administrators, coaches, managers, competition convenors. Volunteering is a rewarding way to contribute and with more assistance NSBHA can better maintain and build our service offering;
- Sowing growth of hockey participation within NSBHA will be a task requiring persistence over the medium term. Turf hockey propositions simply don't suit enough people. On the north shore, this particularly the case in the absence of local facilities and convenient participation options. It will almost certainly take a breakthrough for new hockey facilities on the north shore of Sydney to change that paradigm. That of course remains elusive. However at that point of facilities success, turf hockey needs a substantial re-invention to arrive upon the formats, timing and socialisations that will appeal to more in the community. If NSBHA does finally secure a new facility, the work will only have just begun towards building a more prosperous and sustainable platform for hockey across our area;

There are many I'd like to take this opportunity to thank for their contribution to the successful operations of NSBHA, including:

- The NSBHA Committee;
- The NSBHA Representative Hockey sub-committee;
- The NSBHA Women's Masters Committee;
- The pool of coaches, managers, selectors and administrators of NSBHA representative teams;
- The key organisers of NSBHA local school competitions including Sharon Willson and Belinda Kellaway.

Finally, I wish to thank the membership for this opportunity to serve and in expressing my appreciation of the generous support that has been shown to your NSBHA Committee. I look forward to further consolidations and progress for hockey in our area over 2019.

David Johnston

President, NSBHA



2 Treasurer's Report

Membership to end September 2017 stands at 1720, comprising 75 U7s, 148 U9s, 202 U11s, 535 U18 and 664 O18s in core winter-season categories and another 86 from other categories including school competitions, club initiatives, summer hockey and indoor.

Payment class	Unit amount	# Paid	# Invoiced	Subtotal
1. Under 7 NSBHA Registration Fee	10	85	0	850
2. Under 9 NSBHA Registration Fee	20	148	0	2960
2018 Mollie Dive	0	47	0	0
3. Under 11 NSBHA Registration Fee	20	202	0	4040
4. Under 18 NSBHA Registration Fee	30	535	0	16050
5. Over 18 NSBHA Registration Fee	40	664	0	26560
Hockey NSW Registration Fee - Non-Playing Official	0	7	0	0
Rego Fee, Seniors Over 18 - SUMMER	0	1	0	0
Rego Fee, Under 18 - SUMMER	0	4	0	0
Volunteers Club Administrators, Supporter Membership	0	16	0	0
XCAT18	0	11	0	0
Total		1720	0	\$50460

NSBHA has ended its fourth full year in continuing to build a strong financial platform. An operating profit of \$38,491 has been delivered to end-September 2018, down from \$44,337 in 2017 in support of efforts to cap the cost of participation in the Representative program.

The administrative costs for NSBHA in 2018, at \$1,481 (approximately 0.7% of total revenues), remain low in line with expectations.



Once again the resultant net assets comprise predominantly of cash balances across the four NSBHA bank accounts for a total of \$176,725 in accumulated funds.



The accounts to end-September show an accumulation of funds consistent with the stated objectives in the Association's Business Plan. Note that the balance in the bank account for future hockey infrastructure investment continues to build and is as at end-September 2017 stands at \$146,405.

As NSBHA seeks to lever its cash balance to best effect, the NSBHA Committee has provided a series of provisional funding commitments as part of advancing prospective projects and/or in seeking State and/or Federal grant support that might enable much needed new or improved hockey facilities in our region. Whilst we are as yet unable to report a significant breakthrough, efforts have ramped up significantly in this area (see Facilities Convenor's report, Section 6). In documenting the provisional supporting financial commitments resolved by the NSBHA Committee, please note:

Prospective Project (<i>and Grant Scheme</i>)	Date Committed	Amount	Status
Northern Beaches Hockey Fields proposal	Aug 2017	\$60,000	Awaiting site confirmation
Barra Brui Hockey Centre project (NSBHA) Wet turf + Clubrooms Renovation & Renewal (<i>Greater Sydney Sports Facilities Fund</i>)	Aug 2018	\$200,000	\$3.25M project \$2.25M grant sought - awaiting grant deliberations
Barra Brui Hockey Centre project (NSBHA) Clubrooms Renovation & Renewal (<i>Community Sport Infrastructure Grant Program</i>)	Sep 2018	\$100,000	\$680,000 project \$500,000 grant sought - awaiting grant deliberations
Ku-ring-gai Hockey Centre (NSBHA) Stage 1 Renewal: Field Lighting + Minor Works (<i>ORG: Infrastructure Grants Program, Round 2</i>)	Sep 2018	\$20,000	\$120,000 project \$100,000 grant sought - awaiting grant deliberations
Ku-ring-gai Hockey Centre (KHC Inc.) Stage 1 Renewal: Field Lighting + Minor Works (<i>ORG: Infrastructure Grants Program, Round 3</i>)	Oct 2018	\$20,000	\$120,000 project \$100,000 grant sought - awaiting grant deliberations

Clearly NSBHA is not in a financial position to fulfil all provision commitments. Nonetheless, they are a mandatory enabler simply to be eligible to apply for grant funding. Should we ever be in the luxurious position of having to deal with multiple successful grant application or projects, choices will need to be made. Until that time, our strategy remains to use our accumulating financial balance to maximum effect in pursuit of all reasonable options.

The simplified Profit and Loss statement and Balance Sheet for NSBHA as at end-September 2018 is shown for reference in Appendix 1: NSBHA Financial Accounts.

Christine Cannon

Treasurer, NSBHA

3 Representative Convenor's Report

Our 2018 season was initially impacted by another review of player eligibility guidelines and the introduction of a revised State Championship Eligibility Policy (see Section 8 – Appendix 2). In brief, players can choose to represent either their 'Home Association' (determined by current club) or 'Origin Association' (based on club started playing hockey with). We were not impacted greatly, however with any new policy, there were some teething problems but overall the transition was reasonably smooth.

Our representative committee continues to design & implement a dedicated program offering all our players an opportunity of further development. The committee consisted of myself, Andy Moore (GNS), Mandy Hewitt-Park (Mosman), Fiona Telfer (UTS), & Nicky Coghill (uniforms), Cath Mantis (equipment) & Cristina Cannon (umpires). We are always keen to welcome new members & ideally encourage representation from all NSB clubs.

We continue to rely strongly on our volunteer base ensuring we provide a sound platform, creating an enjoyable & competitive environment for all players. Thank you once again to our dedicated coaches, managers & selectors who volunteer their time & expertise to develop & encourage our large group of enthusiastic players.

Revolutionise has proven to be an extremely useful resource and our aim is to transition the current website in 2019. Facebook has also proven invaluable when providing information to members.

Field State Championships



NSBHA was represented @ FSC across all female age groups and we successfully fielded three male teams in U13 & U15 & Opens. (2018 rankings attached in Section 8 - Appendix 2)

- U18 girls winners Div 2 - promoted to Division 1 2019
- U13 boys winners Div 3 - promoted to Division 2 in 2019



- Inaugural U15 boys Teams finished 4th Division 3
- U13/2 girls unfortunately demoted to Div 3 after being promoted to Division 2 in 2018

	Team Numbers							
	2018		2017		2016		2015	
	Field State Champs	Indoor State Champs	Field State Champs	Indoor State Champs	Field State Champs	Indoor State Champs	Field State Champs	Indoor State Champs
U13G	3	2	3	2	2	2	2	3
U13B	1	1	2	1	-	1	-	1
U15G	2	2	2	2	2	2	2	2
U15B	1	1	-	-	-	-	-	-
U18G	2	1	1	1	1	1	1	1
U18B	-	-	-	-	-	-	-	-
Open Women	1	1	1	1	1	1	1	1
Open Men	1	-	1	-	1	-	1	-

Indoor State Championships

NSBHA will be represented @ ISC across all female age groups, and U13/U15 in male age groups.

As the ISC program starts in October with U15 age group, I've included 2017 rankings as reference (in Section 8 - Appendix 2).

Our U11 skill development program will run again in November and continues to be very popular.

U11 Program

We fielded 3 x U11G teams & 2 x U11B teams, who attended numerous small sided carnivals with their season culminating in combining teams to compete in Kim Small Shield & Michael York Cup in Tamworth.

Our U11G teams won both division 1 (4th year in a row) & division 2 in Kim Small Shield (2nd year in a row).

However program development proved problematic with some competitions half field/small sided and others full field. Our solution was again to select 3 girls teams with 10 players and split to 2 of 15 when playing full field. A similar process was adopted for the boys teams. We are hoping for more continuity with competitions in 2019.

Thank you to everyone who has contributed and ensured the season has run so smoothly. It would be remiss of me not to make a special mention of Andy Moore's tireless dedication, common sense approach & true organisational wizardry. I won't be standing again as I feel it is time to hand over to another enthusiast. It's truly hard to believe it was in 2014 I was encouraged to join a group of passionate hockey administrators to help guide our local clubs/associations through Hockey NSW association reform. Throughout this journey I've had the support of an outstanding Rep Committee & Executive Committee including David Johnston, Christine Cannon & Suzi Litchfield.

The Representative Convenor role has been extremely rewarding, challenging & often enlightening!



It offers an insight into behind the scenes program development, planning & overall implementation, affording clarity around why decisions are made & certain courses of action undertaken.

Looking forward to a future of hockey advancements in 2019.

Sue Pickering

Representative Hockey Convenor, NSBHA



4 Women's Masters Hockey

Highlights for the year

- 6 teams competed in the SWHL women's masters competition with all 6 teams making the semi-finals, three progressing to the grand final and two teams were overall winners.
- NSB1, NSB2 and NSB3 all finished Minor Premiers for the season.
- Julie Purser, Division 3, was awarded the Highest Goal Scorer in all of Women's Masters, scoring 16 goals for the season.
- 6 teams played for NSB at the NSW State Championships at Coffs Harbour with three teams making the finals. The NSB White team beat the NSB Red team in the o35/s division 1 and the o50's team won their division.
- 30 players from NSB represented NSW in their respective age division at the Australian Championships held in Bunbury, WA in October.
- 13 players from NSB have made their respective Australian teams to compete in the Trans-Tasman Series in 2019.
- Jenny Evans was awarded the NSW Waratah award for service to Masters hockey.

Women's Masters Committee

The NSB Women's Masters committee for 2018 comprises:

Diana Brown – Convenor

Christine Hanbury-Brown – Treasurer

Annie McCraith – Registrar

Elaine Trodden – Umpiring and SWHL meetings

Pamela Forbes and Gabrielle Whelan – NSW State Championships co-ordinator

As Convenor, it has been a pleasure working with this committee. They have been a tremendous help and have each been thorough, reliable and knowledgeable in their respective roles. I would like to sincerely thank them for their time and support of me personally and for NSB in general.

In addition to the above committee, there are managers and coaches for each team and other people who give of their time throughout the year. A huge thank you to all these people.

SWHL Women's Masters Competition

As an association, NSB fielded 6 teams in the SWHL master's competition. Two in Division one (NSB1, NSB/UTS white), one team in Division 2 (NSB2), two teams in division 3 (NSB3 and NSB/UTS) and one team in Division 4 (NSB4).

We commenced the season with trials in February at the Ryde Hockey Centre, to allocate players across NSB1 to 4. We followed this up by a training session at Ryde for Divisions 1 and 2.

The season was successful for all teams, with all 6 making the semi-finals. In division one, NSB1 finished as Minor Premiers, scoring 21 goals for the season. Unfortunately they lost the semi-final and final so did not secure a grand final spot.

NSB White finished second in Division 1 scoring 37 goals. They beat NSB1 in the semi final and progressed straight through to the Grand Final. They played SEHA and beat them 1-0 to be crowned Division 1 winners.



NSB White – winners in Division 1

In division two, NSB 2 remained undefeated and scored 29 goals. They faced Sydney South in a tough Grand Final. The game was locked 0-0 at full time and went to extra time. It was still locked at 0-0 after extra time so the teams battled it out with penalty strokes. The Division 2 keeper, Margreet Leeftink made some impressive saves and secured the win for Division 2.



NSB2 – Winners in Division 2

In division three, NSB3 finished Minor Premiers, scored a massive 53 goals, of which Julie Purser scored 16 goals. Julie was awarded the Highest Goal Scorer Award across all of SWHL Women's Masters. NSB3 played MSW in the Grand Final and sadly went down 4-0, leaving them as runners-up.



Julie Purser – Highest Goal-scorer in Women's Masters 2018

Also in Division 3, NSB/UTS made it through to the Final and were defeated 6-0 by MSW.

In division four, NSB4 progressed to the Finals. They played the most amazing first half of hockey going 1-0 up against SEHA. They couldn't maintain their intensity and were finally defeated 3-1. Well done NSB4!

Congratulations to all players for a great season and particular mention to the Best & Fairest players as voted by their teammates.

Our officials and best & fairest players for 2018 are:

Team	Coach	Manager	Best & Fairest player
NSB 1	Martin Bishop	Louise King	Kim Dunkin
NSB White	Jimmy Birkefeld	Donna Parsons	Leanne Croft
NSB 2	Annette Vervoort	Gretchen Gamble	Liz Thomson
NSB 3	Tamara Sewell	Jenny Evans	Leisa Morgan
NSB/UTS		Carolyn Taylor	?
NSB 4	Fiona Gilvear	Sharon Gilvear	Dallas Demeny

The Goal Keepers award for 2018 has been awarded to Margreet Leeftink.

NSW State Championships Coffs Harbour 29-30 July

NSB fielded a total of 6 teams in the NSW State Championships across all age divisions. There were 97 players, coaches, managers and umpires to organise and manage. Another huge task!

The tournament was a huge success in terms of making friends and playing lots of hockey, but had mixed results on the hockey field!

NSB1 and NSB White both had successes over the weekend, playing brilliant games, scoring goals and reaching the o35 div 1 final. NSB White were the strongest team in the final and were declared NSW State Champions.



NSB White – NSW State Champions o35 Division 1

Our other best performing team was in the o50s winning their division again – they have been o50s NSW champions for many years now.

Other teams finished either third or fourth in their pool.

We enjoyed an association dinner on the Friday night, attended by most of the participants. On Saturday night we attended the State Champions dinner hosted by Coffs Harbour at the local ex-serviceman's club.

Congratulations to all players for a highly successful weekend and particular mention to the Best & Fairest players for each team as voted by their teammates.

Team	Coach	Manager	Best & Fairest
NSB 1r o35/1	Martin Bishop	Louise King	Karen Champion
NSB 2w o35/1	Jimmy Birkefeld	Donna Parsons	n/a
NSB 3 o40/1	Tamara Sewell	Bridie Treloar	Mardi Barnes
NSB 4 o40/2	Liz Wood	Natalie Middleton	Vanessa Surian
NSB 5 o50/1	Molly Simpson	Sally Williams	Carly Simpson
NSB 6 o55/1	Fiona Gilvear	Marianne Casey	Liz Della-Pietra



2018 NSW State Championships – o40s Div 2 team



2018 NSW State Championships – o55s Div 1 team

***Australian Championships
Bunbury, WA 25 Sept – 7 Oct***

It is with much pride to report that NSB had 30 players represent NSW in the Women's Masters Australian Championships. These players are:

O35s	O40s	O45s
Bridget Selig	Karen Champion	Samantha Bertrand
Julia Wilson	Kristie Greville	Kathryn Person
Claire Charles (GK)	Amanda Meech	
Roshan Cheng	Georgina Gunner	
Fiona Clark	Katrina Brown	Debbie Cameron
Samantha Harrison	Liz Thompson	
Shannon Sainbury		

O50s	O55s	O60s	O65s
Diana Brown	Christine Hanbury-Brown	Louise Slattery (GK) (played for ACT)	Betsy Bewsher
Michelle Breytenbach	Angela Carpini		Julie Humble
Christine Cannon	Joanne Crosland		
Donna Parsons	Pamela Forbes		
Lilly Froud	Gabrielle Whelan		
Margreet Leeftink (GK)			
Shauna Baldwin			

The Australian Championships were a great success for all involved. NSW were awarded the overall winning state and received Gold Medals in the 45s, 60s and 65s age groups and Bronze Medals in the 35s, 40s and 50s. Congratulations to all players involved.



NSB players and officials representing NSW at the Australian Championships

Australian Representatives

The following NSB players were selected at the Nationals to represent Australia at the Trans-Tasman Series in 2019:

35s – Julia Wilson and Fiona Clark



40s – Kristie Greville, Amanda Meech, Georgina Gunner, Katrina Brown

50s – Christine Cannon, Donna Parsons, Michelle Breytenbach

55s – Joanne Crosland, Gabrielle Whelan, Angela Carpini

Virtual Honour Board

The Virtual Honour board is available online and is updated annually for new recipients.

Women's Masters financials

Attached is the financial report for Women's Masters for 2018. At the end of this season we made a surplus of \$2,225. Total accumulative funds (after paying accrued expenses) is \$12,168.

Thanks

A final note of thanks to all the players who support NSB and to all the volunteers, coaches, umpires and officials who give of their time so generously to hockey.

Diana Brown
Convenor
NSBHA Masters' Committee



5 Development Convenor's Report

Andy van Pelt has now been working for around 14 months as the Regional Coaching Coordinator (RCC) in our area. The RCC role provided through Hockey NSW is partly funded the member affiliation contributions from NSBHA and facilitates approximately 20% of their time to NSBHA development.

Priorities outlined by NSBHA for Andy were spread across the strategy areas highlighted above. In particular, Andy has been directed towards using his skills and availability to stimulate grass-roots interest in hockey via introductory programs in schools and in establishing complementary new local competitions to capture early participation interest. Initiatives contributed to by our RCC include:

- Centre of Development programs
- Pittwater RSL small-sided hockey competition
- Coach education evening – Manly, Mosman, Monte, Terrey Hills
- Coach education and accreditations - practical evaluations
- Umpiring education – Terrey Hills/Warringah
- Umpire education and accreditations - practical evaluations
- School programs and Gala Day

I am also pleased to report that the relationships across member clubs with NSBHA have facilitated on-going leverage of our limited Development resources through stronger collaborations and shared initiatives. In particular, key Development initiatives from member Clubs in our area open to all NSBHA members. Cross-NSBHA participation in these club led programs continues to demonstrate a strong spirit of collaboration and cooperation.

Specifically, club hosted NSBHA-open Development initiatives in 2018 included:

Feb	GNS	Pre-Season Academy	7-17 years	150 participants	KHC
	GNS	Community & L1 Coaching	NA	10 participants	KHC
Mar	GNS	U9 and U11 Carnival	6-10 years	50 participants	KHC
Jul	WHA	Player clinics	5-17 years	300 participants	Curl Curl

Vacant

Development Convenor, NSBHA



6 Facilities Convenors' Report

In what is always a slow and challenging area, it is encouraging to report that several opportunities continue to progress successfully in the prospect of one or more projects being confirmed in our NSBHA catchment area. These include:

- a) St Ives: Ku-ring-gai Council have recently guided NSBHA towards a potential new site for hockey known today as Barra Brui Oval. Council have since committed resources to the due diligence requirements (local consultation, environmental impact assessment, native title & indigenous assessments) that are required to allow this natural turf oval to be re-purposed for a new artificial-surface field. In parallel, grant applications have been submitted by NSBHA towards enabling a proposed \$3.25M scope of works that included a new wet-turf hockey pitch and a substantial building renovation to convert a 1970's era amenities block into a contemporary club-rooms.
- b) The Beaches: A coalition of local hockey stakeholders, clubs and Associations has been working via the Northern Beaches Council towards a potential new artificial surface hockey complex. The Northern Beaches Hockey Fields group continues to work with Council towards confirmation of a site that might allow for an initial single field installation, but with area available to grow to up to three surfaces in the future.
- c) North Sydney: Options continue to be canvassed with North Sydney Council towards a potential artificial-surface field in the area made suitable for contemporary hockey needs.
- d) Ku-ring-gai Hockey Centre renewal: It is proposed, subject to grant funding application success, to renew the lighting in what we hope will offer a Stage 1 of potential re-investment.

We would also wish to take this opportunity to thank the 30+ attendees from across the NSBHA area who attended a Facilities forum on 31st July 2018 for the purposes of canvassing views and aligning ongoing efforts. This was very beneficial indeed.

As highlighted in the Treasurer's Report, we are pleased to also advise that NSBHA has now accumulated approximately \$150,000 into an infrastructure fund to support hockey facilities projects in our area. This is the primary use of member's fees. We dearly look forward to using our resources in support of new and improved hockey facilities in our area. In the meantime, NSBHA certainly will continue to be working hard towards delivering future hockey projects in our area into which our infrastructure development funds can be duly directed.

*Christine Cannon & David Johnston together acting as
Facilities Convenor, NSBHA*



7 APPENDIX 1: NSBHA Financial Accounts as at end-September 2018

SIMPLIFIED PROFIT & LOSS STATEMENT 30 September 2018		
Income	2018	2017
NSB Membership Fees	\$ 52,542.26	\$ 53,179.19
Masters Fees & Payments	\$ 47,145.50	\$ 49,420.05
Rep Fees & Payments	\$ 91,711.62	\$ 83,035.17
Competition Fees & Payments	\$ 11,145.00	\$ 27,641.80
Interest	\$ 1,925.38	\$ 1,361.67
TOTAL	\$ 204,469.76	\$ 214,637.88
Expenditure		
Admin: Website, email, and domain	\$ 1,481.45	\$ 274.21
HNSW Affiliation Fees	\$ 14,734.50	\$ 14,074.50
Masters	\$ 38,664.28	\$ 45,573.00
Reps (excluding Masters)	\$ 100,658.84	\$ 90,659.20
Competition Expenses	\$ 10,438.80	\$ 19,719.10
TOTAL	\$ 165,977.87	\$ 170,300.01
Operating Profit	\$ 38,491.89	\$ 44,337.87
SIMPLIFIED BALANCE SHEET 30 September 2018		
Open Balance	\$ 138,233.74	\$ 95,979.67
Assets	2018	2017
Cash at Hand		
NSBHA Main Operating Account	\$ 6,145.62	\$ 3,748.86
NSBHA Representative Account	\$ 4,975.95	\$ 11,101.36
NSBHA Masters Account	\$ 19,198.44	\$ 10,623.30
NSBHA Infrastructure Fund	\$ 146,405.62	\$ 112,760.22
Cash at Hand: Total	\$ 176,725.63	\$ 138,233.74
Trade Debtors	\$2,100	\$ 880.00
Trade Creditors		\$ 2,083.80



8 APPENDIX 2: NSBHA Representative Hockey – Financials & Team Rankings

NSBHA Representative Accounts - 2018				
1st October 2017 to 30th September 2018				
			\$	\$
Income				
Player Fees	FSC		70,890.00	
Player Fees	ISC		19,990.00	
	Total Income Fee Income			90,880.00
	Interest Income		48.81	
	Total Other Income			48.81
Total Income				90,928.81
Expenses				
General				
Advertising			60.00	
Bank Charges			32.00	
Paypal Fees			1,970.08	
Equipment			139.95	
Uniforms			414.00	
	Total General Expenses			2,616.03
FSC Expenses				
Turf/Facility Fees			5,137.75	
Team Accomodation			28,846.00	
Competition/Carnival Entry			19,579.00	
Umpire Fees			3,025.00	
Teams Meal Allowance			13,650.00	
Coach Incidentals			3,500.00	
Coach Accomodation			5,382.00	
Coach Meal Allowance			525.00	
	Total FSC Expenses			79,644.75
ISC Expenses				
Turf/Facility Fees			6,396.14	
Competition/Carnival Entry			4,165.00	
Umpire Fees			1,250.00	
Coach Incidentals			3,000.00	
Coach Accomodation			3,172.00	
	Total ISC Expenses			17,983.14
Total Expense				100,243.92
Net Loss for the year				-9,315.11
Functional Split				
	Income	Expenses	Profit/Loss	
FSC's	70,890.00	79,644.75	-8,754.75	
ISC's	19,990.00	17,983.14	2,006.86	
Unallocated	48.81	2,616.03	-2,567.22	
Total	90,928.81	100,243.92	-9,315.11	



STATE CHAMPIONSHIP ELIGIBILITY POLICY

(from State Championship Operations manual)

6.2. PLAYER REGISTRATION

- 6.2.1. The State Championship Eligibility Policy has been developed according to the following guiding principle;
- a) Participants play representative hockey where they play club hockey.
- 6.2.2. A player must only play for his or her **HOME** Association or **ORIGIN** Association at a State Championship, unless the **HOME** Association grants a player release.
- 6.2.3. In any given season, every player belongs to a **HOME** Association which is affiliated with Hockey NSW. A player's **HOME** Association is determined based upon the Club registration under which the player first pays the Hockey NSW registration fee. A player's **Home** Association may change from season to season as it is determined by the Club which the player first registers with in the relevant season.
- 6.2.4. A player may also have an **ORIGIN** Association affiliated with Hockey NSW. The Association under which the player first started playing hockey will be considered the **ORIGIN** Association. A player will only have one (1) **ORIGIN** Association.
- a) Proof of origin must be provided if so required by the Home Association.
 - b) It is the responsibility of the player to source and provide proof of origin.
 - c) A player will be required to complete the Player Clearance Form (SC 14) and forward it to Hockey NSW two weeks prior to the relevant State championship.
- 6.2.5. The following exceptions apply in respect to a State Championship:
- a) A player, who has stood for selection for his or her **HOME** association but is not selected in any team, may represent any other association subject to the following;
 - i. The Player Clearance Form (SC 14) is completed, signed and forwarded to Hockey NSW, two weeks prior to the relevant State Championship; and
 - ii. The player has complied with all relevant representative selection trial policies of the **HOME** Association.
 - b) A player who has registered with more than one Association is eligible to represent the other Association they are registered with subject to the following;

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Level 5, Sydney Olympic Park Hockey Centre
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2018 Hockey NSW Field State Championships				
FINAL PLACINGS				
WOMENS	OPEN WOMENS	U18 GIRLS	U15 GIRLS	U13 GIRLS
	1 Metro South West 1	1 Metro South West 1	1 Illawarra South Coast 1	1 Illawarra South Coast 1
	2 Nepean 1	2 North West Sydney 1	2 North West Sydney 1	2 Metro South West 1
	3 North West Sydney 1	3 Illawarra South Coast 1	3 Sydney East 1	3 Sydney South
	4 Northern Sydney & Beaches	4 Orange	4 Grafton 1	4 Northern Sydney & Beaches 1
	5 Bathurst	5 Sydney South 1	5 Northern Sydney & Beaches 1	5 Goulburn 1
	6 Central Coast	6 Newcastle 1	6 Parkes	6 Central Coast 1
	7 Sydney East	7 Tamworth 1	7 Tamworth 1	7 Tamworth 1
	8 Newcastle	8 Goulburn	8 Metro South West 1	8 Grafton 1
	9 Illawarra South Coast 1	9 Central Coast	9 Far North Coast	9 Sydney East 1
	10 Lithgow R	10 Sydney East 1 R	10 Lithgow R	10 Canberra 1
	11 Tamworth 1 P	11 Northern Sydney & Beaches 1 P	11 Sydney South 1 P	11 Manning Valley R
	12 Orange	12 Manning Valley	12 Goulburn	12 Lithgow R
	13 Metro South West 2	13 Nepean	13 Central Coast 1	13 Bathurst P
	14 Sydney South	14 Hockey New England	14 Manning Valley	14 Newcastle 1 P
	15 Hockey New England	15 Grafton	15 Orange	15 Port Macquarie Hastings 1
	16 Manning Valley	16 Canberra	16 Northern Sydney & Beaches 2	16 Hockey New England 1
	17 Goulburn 1	17 Lithgow	17 Newcastle 1	17 North West Sydney 1
	18 Illawarra South Coast 2	18 Far North Coast	18 Port Macquarie Hastings	18 Orange
	19 Nepean 2	19 Illawarra South Coast 2	19 Hockey New England	19 Far North Coast
	20 Metro South West 3 R	20 Bathurst R	20 Bathurst R	20 Canberra 2
	21 Grafton P	21 Parkes P	21 North West Sydney 2 P	21 Southern Highlands
	22 Hockey Coffs Coast	22 Southern Highlands	22 Southern Highlands	22 Northern Sydney & Beaches 2 R
	23 North West Sydney 2	23 Northern Sydney & Beaches 2	23 Metro South West 2	23 Parkes P
	24 Dubbo	24 North West Sydney 2	24 Wagga Wagga	24 Newcastle 2
	25 Wagga Wagga	25 Port Macquarie Hastings	25 Newcastle 2	25 Goulburn 2
	26 Tamworth 2	26 Wagga Wagga	26 Illawarra South Coast 2	26 Tamworth 2
		27 Metro South West 2	27 Tamworth 2	27 Metro South West 2
		28 Newcastle 2	28 Grafton 2	28 North West Sydney 2
		29 Sydney East 2	29 Goulburn 2	29 Illawarra South Coast 2
		30 Dubbo	30 Central Coast 2	30 Sydney South 2 R
		31 Sydney South 2	31 Canberra 1	31 Wagga Wagga P
				32 Newcastle 3
				33 Central Coast 2
				34 Northern Sydney & Beaches 3
				35 Sydney East 2
				36 Port Macquarie Hastings 2
				37 Hockey New England 2
				38 Grafton 2
				39 Central Coast 3
				40 Nepean
				41 Hunter
MENS	OPEN MENS	U18 BOYS	U15 BOYS	U13 BOYS*
	1 North West Sydney 1	1 Newcastle 1	1 Illawarra South Coast 1	1 Newcastle 1
	2 Metro South West 1	2 North West Sydney 1	2 Tamworth 1	2 Parkes 1
	3 Illawarra South Coast 1	3 Metro South West 1	3 Newcastle 1	3 Metro South West 1
	4 Newcastle 1	4 Hockey New England	4 Grafton	4 Grafton 1
	5 Tamworth 1	5 Sydney East 1	5 Metro South West 1	5 Goulburn 1
	6 Northern Sydney & Beaches	6 Illawarra South Coast 1	6 Central Coast 1	6 Far North Coast
	7 Central Coast	7 Far North Coast	7 Sydney South	7 Canberra 1
	8 Sydney East 1	8 Tamworth 1	8 North West Sydney 1	8 North West Sydney 1
	9 Lithgow	9 Central Coast 1	9 Far North Coast	9 Illawarra South Coast 1
	10 Grafton R	10 Manning Valley	10 Hockey New England R	10 Central Coast 1
	11 Nepean 1 P	11 Sydney South	11 Parkes 1 P	11 Tamworth R
	12 Illawarra South Coast 2	12 Grafton	12 Bathurst	12 Hockey New England R
	13 Southern Highlands	13 Newcastle 2	13 Canberra 1	13 Manning Valley P
	14 Tamworth 2	14 Orange	14 Sydney East	14 Sydney East 1 P
	15 Metro South West 2	15 North West Sydney 2	15 Orange	15 Sydney South
	16 Newcastle 2	16 Parkes	16 Port Macquarie Hastings 1	16 Orange
	17 Orange	17 Bathurst	17 Manning Valley	17 Bathurst
	18 Nepean 2 R	18 Bathurst	18 Illawarra South Coast 2	18 Southern Highlands
	19 Sydney South	19 Tamworth 2	19 North West Sydney 2	19 Newcastle 2
	20 Manning Valley	20 Illawarra South Coast 2 R	20 Newcastle 2 R	20 Grafton 2 R
	21 Sydney East 2	21 Port Macquarie Hastings P	21 Goulburn P	21 Northern Sydney & Beaches P
	22 Hockey Coffs Coast	22 Sydney East 2	22 Southern Highlands	22 Canberra 2
	23 Wagga Wagga 3	23 Wagga Wagga	23 Parkes 2	23 North West Sydney 2
	24 Metro South West	24 Southern Highlands	24 Northern Sydney & Beaches	24 Parkes 2
	25 Far South Coast	25 Newcastle 3	25 Wagga Wagga	25 Illawarra South Coast 2
	26 Northern Inland	26 Metro South West 2	26 Metro South West 2	26 Wagga Wagga
		27 Lithgow	27 Hunter	27 Metro South West 2 R
		28 North West Sydney	28 Tamworth 2	28 Central Coast 2 R
		29 Central Coast 2	29 Central Coast 2	29 Nepean P
				30 Lithgow P
				31 Hunter
				32 Sydney East
				33 Goulburn 2
				34 Canberra 3

P = team will be Promoted 1 position R = team will be Relegated 1 position



		Hockey NSW									
		2017/2018 Hockey NSW Indoor State Championships									
		FINAL PLACINGS									
WOMENS	MASTERS WOMEN	OPEN WOMEN	U18 GIRLS	U15 GIRLS*	U13 GIRLS*						
	1 Nepean 1	1 Illawarra South Coast 1	1 Illawarra South Coast 1	1 Manning Valley 1	1 Goulburn 1						
	2 Sydney East	2 Metro South West 1	2 Metro South West 1	2 Hockey New England 1	2 Central Coast 1						
	3 Illawarra South Coast 1	3 Bathurst	3 Hockey New England	3 Northern Sydney & Beaches 1	3 Metro South West 1						
	4 Parkes 1	4 Nepean 1	4 Illawarra South Coast 2	4 North West Sydney 1	4 Manning Valley						
	5 Nepean 1	5 North West Sydney	5 North West Sydney 1	5 Illawarra South Coast 1	5 Northern Sydney & Beaches 1						
	6 Sydney South 1	6 Northern Sydney & Beaches	6 Northern Sydney & Beaches	6 Tamworth	6 Illawarra South Coast 1						
	7 Northern Sydney & Beaches	7 Hockey New England	7 Central Coast	7 Central Coast 1	7 Tamworth 1						
	8 Metro South West 1	8 Illawarra South Coast 2	8 Orange	8 Metro South West 1	8 New England						
	9 Parkes 1	9 Metro South West 2	9 Sydney East	9 Lithgow	9 North West Sydney 1						
	10 Dubbo 1	R 10 Dubbo	R 10 Dubbo	R 10 Southern Highlands	R 10 Newcastle 1						
	11 Bathurst 1	P 11 Goulburn 1	P 11 Goulburn	P 11 Grafton 1	P 11 Port Macquarie Hastings						
	12 Manning Valley	12 Central Coast	12 Tamworth	12 Sydney East	12 Orange 1						
	13 Dubbo 2	13 Sydney East	13 Manning Valley	13 Goulburn	13 Sydney South						
	14 Sydney South 2	14 Nepean 2	14 Sydney South	14 Illawarra South Coast 2	14 Southern Highlands 1						
	15 Illawarra South Coast 2	15 Tamworth	15 Southern Highlands	15 Newcastle	15 Grafton						
	16 Nepean 2	16 Illawarra South Coast 3	16 Illawarra South Coast 3	16 Parkes	16 Northern Sydney & Beaches 2						
	17 Hockey Coffs Coast	17 Metro South West 3	17 Bathurst	17 Orange	17 Parkes 1						
	18 Orange	18 Southern Highlands	18 Nepean	18 Port Macquarie Hastings	18 Dubbo						
	19 Grafton	19 Orange	19 Metro South West 2	19 Metro South West 2	19 North West Sydney 2						
	20 Metro South West 2	R 20 Port Macquarie Hastings	20 Grafton	R 20 Dubbo	R 20 Tamworth 2						
	21 Goulburn 2	P 21 Goulburn 2		21 Sydney South	P 21 Goulburn 2						
	22 Illawarra South Coast 3	22 Nepean 3	R	22 Northern Sydney & Beaches 2	22 Sydney East						
	23 North West Sydney 1			23 North West Sydney 2	23 Metro South West 2						
	24 Central Coast 1			24 Newcastle 2	24 Illawarra South Coast 2						
	25 Bathurst 2			25 Port Macquarie Hastings 2	25 Bathurst						
	26 Newcastle			26 Grafton 2	26 Central Coast 2						
	27 Dubbo 3			27 Central Coast 2	27 Newcastle 2						
	28 Southern Highlands 1			28 Central Coast 3	28 Central Coast 3						
	29 Illawarra South Coast 4				29 Parkes 2						
	30 Metro South West 3	R			30 Orange 2						
	31 Wagga Wagga 1	P			31 Southern Highlands 2						
	32 North West Sydney 2										
	33 North West Sydney 3										
	34 Parkes 3										
	35 Central Coast 2										
	36 Southern Highlands 2										
	37 Dubbo 4										
	38 Goulburn 4										
	39 Goulburn 3										
	40 North West Sydney 4										
	41 Illawarra South Coast 5										
	42 Wagga Wagga 2										
MENS	MASTERS MEN	OPEN MENS	U18 BOYS	U15 BOYS	U13 BOYS*						
	1 Nepean	1 Illawarra South Coast 1	1 Hockey New England 1	1 North West Sydney 1	1 Illawarra South Coast 1						
	2 Hockey New England 1	2 Metro South West 1	2 Illawarra South Coast 1	2 Hockey New England 1	2 Newcastle 1						
	3 Illawarra South Coast 1	3 Goulburn 1	3 Central Coast 1	3 Newcastle 1	3 Central Coast 1						
	4 Illawarra South Coast 2	4 Manning Valley 1	4 Sydney South	4 Tamworth 1	4 Hockey New England 1						
	5 Goulburn 1	5 Central Coast	5 Metro South West 1	5 Central Coast 1	5 North West Sydney 1						
	6 Metro South West 1	6 Lithgow	6 Tamworth 1	6 Grafton 1	6 Sydney South						
	7 Hockey Coffs Coast	7 Sydney East	7 Newcastle 1	7 Illawarra South Coast 1	7 Metro South West 1						
	8 Metro South West 2	R 8 Nepean 1	8 Manning Valley	8 Metro South West 1	8 Parkes 1						
	9 Hockey New England 2	P 9 Illawarra South Coast 2	9 Sydney East	9 Sydney South 1	9 Tamworth 1						
	10 Orange 2	10 Orange	R 10 North West Sydney 1	10 Dubbo	R 10 Grafton						
	11 Goulburn 2	11 Metro South West 2	P 11 Goulburn	11 Parkes 1	P 11 Manning Valley						
	12 Illawarra South Coast 3	12 Southern Highlands	12 Illawarra South Coast 2	R 12 Manning Valley	12 Illawarra South Coast 2						
	13 North West Sydney	13 Dubbo	13 Orange	P 13 Orange	13 Dubbo						
	14 Metro South West 3	14 Metro South West 3	14 Nepean	14 Nepean 1	14 Orange 1						
	15 Orange 1	15 Goulburn 2	15 Bathurst	15 Illawarra South Coast 2	15 North West Sydney 2						
	16	16 Nepean 2	16 Parkes	16 Port Macquarie Hastings	16 Hockey New England 2						
	17	17 Manning Valley 2	17 Wagga Wagga	17 Tamworth 2	17 Coffs Coast						
	18	18 Illawarra South Coast 3	18 Metro South West 2	18 Southern Highlands	18 Sydney East						
	19		19 Central Coast 2	19 Central Coast 2	19 Parkes 2						
	20		20 Tamworth 2	20 Metro South West 2	R 20 Southern Highlands						
	21		21 North West Sydney 2	21 Newcastle 2	P 21 Manning Valley						
	22		22 Port Macquarie Hastings	22 North West Sydney 2	22 Illawarra South Coast 2						
	23		23 Southern Highlands	23 Grafton 2	23 Dubbo						
	24			24 Hockey Coffs Coast	24 Orange 1						
	25			25 Sydney South 2	25 Northern Sydney & Beaches						
	26			26 Parkes 2	26 Metro South West 2						
	27			27 Hockey New England 2	27 Tamworth 2						
	28			28 Central Coast 3	28 Orange 2						
					29 Central Coast 2						

P = team will be Promoted 1 position R = team will be Relegated 1 position



9 APPENDIX 3: NSBHA Women's Masters Financial Overview

Treasurer's report

This year has been a strong year financially.

This year has been another strong year financially with a slight profit over the budget for both SWHL and the State Championships.

We budgeted for a very small profit margin this year to keep costs down. A couple of factors have meant we came in with a surplus of \$2225 this year. The reasons for this are as follows:

- ✚ SWHL player numbers and therefore fees were greater than expected.
- ✚ SWHL umpiring costs were less than budgeted.
- ✚ SWHL turf fees were only slightly higher than anticipated (after an initial shock).
- ✚ SWHL coaching costs were slightly lower than budgeted.
- ✚ Late inclusions at State Championships meant slightly higher player income.

We have spent some money on equipment this year buying balls and face masks for defenders.

At 30 September we had over \$19k in the bank account although the Profit and Loss includes accruals totalling \$7,030 for expenses relating to coaches, managers, trophies, presentation dinner & field hire which have not yet been billed/paid.

We have not yet paid a deposit for accommodation at next year's State Championships in Bathurst which would be another \$2000 normally paid by this time.

The Balance sheet and detailed Profit and Loss are shown below:

Northern Sydney & Beaches Masters Hockey	
Balance Sheet	
As of September, 2018	
Assets	
General Cheque Account	\$19,198.44
Deposits Paid	\$400.00
Total Assets	\$19,598.44
Liabilities	
Accrued Expenses	\$7,030.00
Total Liabilities	\$7,030.00
Net Assets	
	\$12,568.44
Equity	
Retained Earnings	\$10,343.30
Current Earnings	\$2,225.14
Total Equity	\$12,568.44



Northern Sydney & Beaches Masters Hockey

Profit & Loss Statement

October 2017 through September 2018

	<u>SWHL</u>	<u>State Championships</u>	<u>Totals</u>
Income			
SWHL Competition			
Masters SWHL Player Fees	\$17,764.00		
Goalie Discount	(\$887.50)		
Total SWHL Competition	\$16,876.50		
State Championships		\$29,064.00	
Total Income			\$45,940.50
Cost Of Sales			
SWHL Competition			
SWHL Registrations	\$400.00		
SWHL – Umpiring	\$2,750.00		
SWHL - Turf Fees	\$6,682.00		
SWHL – Coaches	\$2,850.00		
SWHL – Managers	\$480.00		
SWHL - Trial Costs	\$1,200.00		
SWHL - Presentation Dinner	\$211.00		
SWHL - Equipment	\$617.30		
Total SWHL Competition	\$15,190.30		
State Championships			
Registrations - State Champs		\$2,975.00	
Umpires - State Championships		\$810.00	
Turf fees - State Championship		\$396.00	
Coaches - State Champs Accom		\$930.00	
Managers - State Champs Accom		\$620.00	
Tent hire - State Champs		\$825.00	
Accommodation - State Champs		\$17,920.00	
Contingent Dinner		\$3,285.98	
Total State Championships		\$27,761.98	
Total Cost Of Sales			\$42,952.28
Gross Profit			\$2,988.22
Expenses			
Trophies & Awards			\$758.00
Revolutionise cost			\$99.00
Total Expenses			\$857.00
Operating Profit			\$2,131.22
Other Income			
Interest received			\$93.92
Total Other Income			\$93.92
Net Profit/(Loss)			\$2,225.14



10 APPENDIX 4: NSBHA Business Plan

The latest NSBHA Business Plan spanning January 2017 – December 2019 was developed through first half 2017 before approvals by the NSBHA Committee in May 2017. It is available to the membership on the NSBHA website.

Shown below is a listing of the Plan's Key Performance Areas with a summary account of accountabilities and progress as at end-September 2017.

KPA	Focus Areas	Goal or Objective	Strategy	Timing				Who	Progress
				2017	1H 2018	2H 2018	2019		
Administration and Governance	Records	Transparent governance trail	Produce agendas for and minutes of all meetings. Key documents and plans available via website.			●		Secretary (DB)	On track
	Member Register	Cost effective register and fee payment process	"Revolutionise" set-up by not later than end-Feb 2017			●		Secretary (DB, system support from CC)	CC leading new set-up and ongoing maintenance.
	Constitution	Clear and effective governance framework for the Association	Maintain. Review in 2019 to ensure remains fit for purpose with member and organisation needs.				○	President (DJ)	Current version is V2 as approved at 9/2/15 general meeting.
	By-Laws	Clear and effective operational framework for the Association	Maintain. Review in 2019 to ensure remains fit for purpose with member and organisation needs.				○	President (DJ)	Current version is V1 as approved at 9/2/15 general meeting.
	Business plan	Set, review and monitor strategic	New version for 2017-2019 to be developed and approved.			●		President (DJ)	Approved by Committee in May 2017.



KPA	Focus Areas	Goal or Objective	Strategy	Timing				Who	Progress
				2017	1H 2018	2H 2018	2019		
		and operational goals	Maintain cycle of progress reviews.						
	Risk Management plan	Assess and manage key risks.	New version for 2017-2019 to be developed and approved. Incorporate learning into Business Plan.			●		President (DJ)	Completed and approved by Committee in May 2017. Implementation ongoing.
	Volunteer Management plan	Improve engagement and retention of volunteers.	New version for 2017-2019 to be developed and approved.			●		President (DJ)	Completed and approved by Committee in May 2017. Implementation ongoing.
	Health Check	Independent assurance	HNSW led annual process as per their checklist and questionnaire templates			○	○	President (DJ)	Awaiting HNSW. Expected 2H annually
	Staffing	Maintain governance and operational requirements	Engage new stakeholders to widen the governance perspectives, allow others the chance to contribute and develop a deeper pool of leadership (for organisation sustainability).			●		President (DJ)	An ongoing challenge to find fresh volunteers.
Marketing	Website, domain and email	A clear and clean focus of NSBHA	Keep it simple and low cost			●		Reps (TBC)	Website mature and serving needs well. Transition to Revolutionise platform for website planned for early 2019.
	Communications	Effective reach to individual members	Commission and maintain an engaging social media presence.			●		Reps (TBC)	Facebook actively used and well followed.



KPA	Focus Areas	Goal or Objective	Strategy	Timing				Who	Progress
				2017	1H 2018	2H 2018	2019		
	Communications	Effective reach and growth of voting members	Regular distribution of information to clubs, schools, associations.			●		Secretary (DB)	Penetration to smaller club, schools and stakeholder groups still proving difficult. Some improvement in member participation at meetings.
Participation and capacity investment	Participation development	Increase player numbers by 25%	Promoting local competitions and format innovation				●	ALL	No progress to improve access to suitable local hockey infrastructure. Growth in participation in NSBHA reps.
	Schools	Stimulate interest in young children to consider hockey	Primary school entry initiative: Free clinic in school hours + H2H x 4 at school after hours + Interest channelled to local 6-a-side gala days or competitions			●		Development (RCC)	Ongoing efforts to engage in schools, but little obvious signs yet of this initiative benefiting overall participation.
	Competitions	Make hockey more accessible to new interest	Formula: Local, short and modified formats, term based, mid-week, combined training-match sessions, low cost models			●		Development (DJ)	Potential for NSBHA to progress independently is limited by availability of local venues. Separately working to drive change in established competitions (eg. North Area).
	Retention	Analysis of retention hot spots and develop retention initiatives where appropriate	Identify the issues, agree priorities, shape strategies and confirm resources to implement			●		Development (DJ)	Start made. Struggling for a meaningful analysis with limited resolution on data.



KPA	Focus Areas	Goal or Objective	Strategy	Timing				Who	Progress
				2017	1H 2018	2H 2018	2019		
	Player development	More options, more choice, a better experience from hockey	Clubs work together. Open access to NSBHA members. Pool expertise to host local activities where possible. User pay programs kept low cost via volunteer staffing. Any clinic revenues recycled within local hockey. Focus on grass-roots and entry pathways. Leave HNSW to focus on rep level talent acceleration.			●		Development (DJ)	Pre-season carnival, clinics and Level 1 coaching course open to all comers. Strong participation from a range of clubs, teams and children new to hockey.
	Coaching Development	Broaden base of accredited coaches in the Association – key risk mitigation and route to improved hockey experiences	Facilitate hosting of regular coaching accreditation courses in the area. Community and Level 1 annually. Level 2 every second or third year. Clubs work together. Open access to NSBHA members. Pool expertise to host local activities where possible. Low cost programs based on volunteer staff. Keep any revenues recycling within local hockey.			●		Development (DJ)	Level 1 Coaching Course run pre-season. 10 candidates completed successfully.
	Umpiring Development	Broaden base of accredited umpires in the Association	Strategic use of State Championships to progress more umpire. Develop local umpire development, mentoring and accreditation options.			●		Development (RCC)	No material progress known or reported.
	Umpiring Development	More children exposed and skilled in beginner umpiring	Support Warringah Hockey Association in their RCC established model (RM – 2014)			●		Development (RCC)	No progress known or reported.



KPA	Focus Areas	Goal or Objective	Strategy	Timing				Who	Progress
				2017	1H 2018	2H 2018	2019		
	Representative Hockey	Grow opportunity for representative involvements	NSBHA fielding teams at outdoor and indoor where viable. Partner with other associations when not viable alone. NSBHA hosted rep carnivals (U15s from 2017, U11 Indoor).			●		Reps (SP)	Rep program continues to develop well with 2 nd U18 Girls team and 1 st U15 Boys team
	Facilities	KHC upgrade	Partnership with Ku-ring-gai Council and Dept of Education for a major development on the grounds of the Ku-ring-gai High school. Target scope: 2 x fields (wet + hybrid), 2 court indoor, social amenities.				●	Facilities (CC & DJ)	Not proceeding. Just not a priority for Council or DeptEd. Grant application submitted for a \$0.12M Stage 1 renewal – ostensibly to replace field lighting.
	Facilities	Grow the footprint of hockey into new locations and facilities	Ku-ring-gai Council precinct: St Ives foothold, for a \$20M 2 field + 4-6 court indoor centre + social amenities, may be sacrificed to allow KHC upgrade (see above).	●				Facilities (CC & DJ)	St Ives stalled for lack of progress on \$20M funding requirement. Council still keen to retain and consider this option. Work in progress.
			North Sydney Council precinct: Funding ready via Council, pending site approval. Potential for a multi-sport hockey pitch.			●		Facilities (CC & DJ)	Council reviewing site alternatives. Primrose Park continues to look difficult. Another option perhaps 5 years away.



KPA	Focus Areas	Goal or Objective	Strategy	Timing				Who	Progress
				2017	1H 2018	2H 2018	2019		
			Northern Beaches Council precinct: Hockey active in their "Sportsground and Golf Course Review". Making progress in the reception from Council.			●		Facilities (NBHF Board)	Strong dialogue with Council but stalled on site confirmation. Still working options.
			Ku-ring-gai Council: Proposal from Council for hockey to occupy Barra Brui Oval, St Ives.			●		Facilities (CC & DJ)	Council due diligence to consider re-purposing to an artificial surface field commenced. Grant applications submitted in search of enabling funding for a \$3.2M project for new wet-turf field and contemporary clubroom facility.
Financials	Operational budgets	Produce yearly operating budget			●			Treasurer (CC)	Complete.
	Cash flow forecasts	Provide a 12 month cash flow budget			●			Treasurer (CC)	Complete.
	Financial reporting	Produce balance sheet and profit and loss statements		●	●	●		Treasurer (CC)	AGM reporting completed. Regular reporting and oversight of finances at each Committee meeting. Auditing in abeyance until financial thresholds reached.