

ENGLISH VOLLEYBALL ASSOCIATION LIMITED

FRAMEWORK DOCUMENT

of

English Volleyball Association Ltd



1. INTRODUCTION

Volleyball England is the brand name of the English Volleyball Association Limited (referred to in this Framework as the “**Association**”). The Association is recognised by FIVB, CEV, World ParaVolley, ParaVolley Europe, British Volleyball, UK Sport and Sport England as the National Governing Body for volleyball, beach volleyball and sitting volleyball in England. The Association is responsible for the development, promotion and delivery of the sport of volleyball, in all its disciplines, across England.

This Framework document forms part of the constitution of the Association, and supplements the Association’s Memorandum and Articles of Association (“**Articles**”).

The Articles detail the categories of membership of the Association, establishment of Associations, Committees, and Sub Groups, organisation of member meetings, the appointment of directors, the governance of the Association by the Executive Board and other matters. This Framework builds upon the Articles by providing further, more operational or administrative details relating to:

- membership of the Association, the mechanisms for becoming a member of the Association and the administration of membership;
- the benefits available to members of the Association;
- the, roles, structure and administration of the Regional Associations and Area Associations, Committees, Sub and Working Groups
- important policies that have application across the Association’s activities;
- the core sports technical rules; and
- the disciplinary regulations dealing with disputes and appeals with the sport or its administration.

The provisions of this Framework are binding on all members of the Association, who are deemed to agree and accept the terms of this Framework on becoming members. This Framework should be read in conjunction with the Memorandum and Articles. If there are any inconsistencies between this Framework and the Memorandum and Articles, the provisions of the Memorandum and Articles will prevail. Other publications which also include information and policies which supplement this Framework include the Staff Handbook.

The Executive Board have responsibility for drafting, amending and updating the Framework from time to time as it sees appropriate in light of the development of the Association and the sport of volleyball. Any updates to the Framework will be notified to the members of the Association, including at the Annual General Meeting. Copies of the Framework will be available upon request from the Associations’ registered office as well as on the Association’s website at www.volleyballengland.org.

MEMBERSHIP

The Articles set out the categories of membership of the Association and the various constitutional rights that are attached to each category of membership (for example, whether a particular category of member has a right to attend, speak or vote at general meetings of the Association). This Framework sets out the mechanisms for acceptance of organisations and individuals into the various categories of membership of Association, as well as detailing some of the main benefits that can be enjoyed by members.

2.1 Clubs

Volleyball clubs which are accepted by the Executive Board to membership of the Association are the voting members of the Association.

Acceptance as a member

To become a member, a club must:

- (a) complete the Volleyball England Club Affiliation Form, which is available on request from the Business Services Team;
- (b) submit the completed Volleyball England Club Affiliation Form to the Business Services Team, together with (i) a copy of the club's constitutional documents (including for example a copy of the Memorandum and Articles of Association of the club, if the club is an incorporated association); and (ii) payment for the Club Subscription (details of the Club Subscription which apply at the relevant time are available from the Business Services Team); and
- (c) be approved by the Executive Board for acceptance into the membership of the Association.

The above process can also be completed on the Volleyball England website.

The Executive Board's approval of a club to the membership may be given or withheld at the discretion of the Executive Board. If a club's application is not successful, the Executive Board may (but is not obliged to) give reasons for that and the Club Subscription payment will be returned to the club.

Club Subscription

Clubs must continue to pay the Club Subscription on an annual basis and provide up-to-date copies of their constitutional documents and their register of members to the Association from time to time in accordance with Article 33.3.

Affiliation with Regional Association

Clubs shall also be affiliated with their appropriate Regional Association, in accordance with Regulations 35.4 to 35.6 of the Articles.

Membership Benefits

Once a Club is accepted to membership, it will be entitled to various benefits. These benefits may be supplemented or amended by the Executive Board from time to time but which may include, for example:

- £5 million Public Liability Insurance covering club activities
- All registered clubs appear on the Volleyball England's online Club Search
- Right to enter all official Volleyball England competitions and tournaments
- Development support from Volleyball England staff, including any funding schemes and the Volleymark programme
- Right to enter all Volleyball England Annual Awards, including Club of the Year.
- Regular updates on rules and interpretations
- Volleyball England E News straight to your inbox
- Discount on selected items from the Volleyball England shop, including scoresheets, coaching resources and merchandise.

2.2 Affiliated Individuals – Volleyball England and Club Members

Individuals who are fully paid up members of volleyball clubs which are, themselves, members of the Association, shall be associate members of the Association, known as Club Members.

Club members must pay the relevant membership or joining fee to their club from time to time and be included in their club's register of members.

Club Members do not need to pay an Individual Subscription to Volleyball England but they must complete an online membership form with Volleyball England

Club Members shall also be affiliated to their appropriate Regional Association, in accordance with Regulations 35.3 or 35.6 of the Articles.

The benefits that are made available to Club Members by the Association may be supplemented or amended by the Executive Board from time to time but may include, for example:

- Free DBS Checks for eligible participants.
- Volleyball England E News Time Out direct to your inbox
- Discount to selected items from the Volleyball England shop, including scoresheets, coaching resources and merchandise

2.3 Affiliated Individuals – Players, Coaches and Referees

Volleyball players who are registered and paid members of an affiliated Volleyball Club, coaches and referees may be accepted as associate members of the Association on acceptance into membership by the Executive Board and payment of the Individual Subscription.

Qualification Criteria

Players, coaches and referees must meet the following criteria:

2.3.1 *Players:* Volleyball players are anyone, at any level, who are registered and paid members of an affiliated Volleyball Club

2.3.2 *Coaches:*

- To be registered as a UKCC Level 1 coach you need to be able to provide proof of passing a Volleyball UKCC Level 1 course.
- To be registered as a Volleyball Level 1 coach you need to be able to provide proof of passing a Volleyball Level 1 course.
- To be registered as a Volleyball Level 2 you need to be able to provide proof of passing a Volleyball Level 2 course.
- To be registered as a Full Level 2 coach you need to be able to provide proof of passing a Volleyball Level 2 course and send a copy of a valid certificate of completion of a first aid course that was over 4 hours in length.
- To be registered as a Volleyball Level 3 coach you need to be able to provide proof of passing a Volleyball Level 3 course.
- To be registered as a Volleyball FIVB level 1 coach you need to be able to provide proof of passing a Volleyball FIVB Level 1 course.
- To be registered as a Volleyball FIVB level 2 coach you need to be able to provide proof of passing a Volleyball FIVB Level 2 course.
- To be registered as a Volleyball FIVB level 3 coach you need to be able to provide proof of passing a Volleyball FIVB Level 3 course.
- If you have an overseas coaching qualification you will need to provide a copy of your certificate and any other supporting documents you have from the course. These qualifications will then be translated by the Coaches Delivery Lead into an English equivalent.

2.3.3 *Referees:*

- All referees must have the required qualifications for each form of the game they wish to referee at including sitting, indoor and beach.
- If you have an overseas referee qualification you will need to provide a copy of your certificate and any other supporting documents you have from the course. We will then be able to register you as an overseas qualified referee until you are able to be assessed in games by a referee assessor.

Volleyball (6v6)

- To be registered as a Volleyball Indoor referee Grade 4 you need to be able to provide proof of passing a Volleyball Indoor Grade 4 course.
- To be registered as a Volleyball Grade 3R referee you need to be able to provide proof of passing a Volleyball Grade 3R course.
- To be registered as a Volleyball Grade 3N referee you need to be able to provide proof of passing a Volleyball Grade 3N course.
- To be registered as a Volleyball Indoor Grade 2 referee you need to be able to provide proof of passing a Volleyball Indoor Grade 2 course.
- To be registered as a Volleyball Grade 1 referee you need to be able to provide proof of passing a Volleyball Grade 1 course.
- To be registered as a Volleyball Grade National referee you need to be able to provide proof of passing a Volleyball Grade National course.
- To be registered as a Volleyball Grade International referee you need to be able to provide proof of passing a Volleyball Grade International course.

Beach

- To be registered as a Volleyball Grade 4 referee you need to be able to provide proof of passing a Volleyball Grade 4 course.
- To be registered as a Volleyball Grade 3R referee you need to be able to provide proof of passing a Volleyball Grade 3R course.
- To be registered as a Volleyball Grade 3VEBT referee you need to be able to provide proof of passing a Volleyball Grade 3VEBT course.
- To be registered as a Volleyball Grade 2 referee you need to be able to provide proof of passing a Volleyball Grade 2 course.
- To be registered as a Volleyball Grade 1 referee you need to be able to provide proof of passing a Volleyball Grade 1 course.
- To be registered as a Volleyball Grade National referee you need to be able to provide proof of passing a Volleyball Grade National course.
- To be registered as a Volleyball Grade International referee you need to be able to provide proof of passing a Volleyball Grade International course.

Sitting

- To be registered as a Volleyball Grade C referee you need to be able to provide proof of passing a Volleyball Grade C course.
- To be registered as a Volleyball Grade B referee you need to be able to provide proof of passing a Volleyball Grade B course.
- To be registered as a Volleyball Grade A referee you need to be able to provide proof of passing a Volleyball Grade A course.
- To be registered as a Volleyball Grade International referee you need to be able to provide proof of passing a Volleyball Grade International course.

Acceptance as a member

To become a member of the Association, players, coaches and referees must:

- (a) complete the Volleyball England Associate Affiliation Form, which is available on request from the Business Services Team
- (b) submit the completed Application Form to the Business Services Team, together with (i) evidence (in the form of copies of certificates or similar) that the
- (c) relevant individual meets the relevant qualification criteria set out in this part 2.2; and
- (d) (ii) payment for the Individual Subscription (details of the Individual Subscription which applies at the relevant time are available from the Business Services Team); and
- (e) be approved by the Executive Board for acceptance into the membership of the Association.

The above process can also be completed on the Volleyball England website.

The Executive Board's approval of an individual to the membership may be given or withheld at the discretion of the Executive Board. If an individual's application is not successful, the Executive Board may (but is not obliged to) give reasons and the Individual Subscription payment will be returned to the individual.

Individual Subscription

Players, coaches and referees must continue to pay the Individual Subscription on an annual basis and provide up-to-date evidence of their compliance with the qualification criteria if requested by the Association.

Affiliation to Regional Association

Players, coaches and referees shall also be affiliated to their appropriate Regional Association, in accordance with Regulations 35.3 or 35.6 of the Articles.

Membership Benefits

Once a player, coach or referee is accepted to membership, they will be entitled to various benefits. These benefits may be supplemented or amended by the Executive Board from time to time but which may include, for example:

- Access to the Annual Coaches Conference (not available for non-registered coaches)
- Access to CPD workshops, UKCC Level 2 course and Level 3 coaching course (Pre-requisite)
- Monthly edition of our Coaching Newsletter to your inbox (Including interviews, resources and tips)
- Free subscription to Volleyball England e-news
- Ability to coach/assist coach within the Volleyball England national leagues
- Be on the mailing list for any coaching/development opportunities in your area
- £5 million Public Liability Insurance
- Free Volleyball England DBS checks for eligible Coaches and Referee's
- Right to officiate all official Volleyball England competitions and tournaments
- Annual Refereeing Conference

- Development support from Volleyball England staff
- Regular updates on rules and interpretations
- Discount on selected items from the Volleyball England shop.
- Great discounts and offers from Volleyball England Partners, including discounts on hotel stays

2.4 Other Affiliated Individuals

To become an associate member of the Association, such individuals must:

- complete the Volleyball England Individual Affiliation Form, which is available on request from the Business Services Team
- submit the completed Volleyball England Individual Affiliation Form to the Business Services Team, together with payment for the Individual Subscription (details of the Individual Subscription which applies at the relevant time are available from the Business Services Team); and
- be approved by the Executive Board for acceptance into the membership of the Association.

The Executive Board's approval of an individual to the membership may be given or withheld at the discretion of the Executive Board. The individual will be notified of the Executive Board's approval (or otherwise) as soon as practicable, and the Association will endeavour to provide this confirmation within 30 days. If an individual's application is not successful, the Executive Board may (but is not obliged to) give reasons for that and the Individual Subscription payment will be returned to the individual.

Individuals must continue to pay the Individual Subscription on an annual basis.

Individuals shall also be affiliated to their appropriate Regional Association, in accordance with Regulations 35.3 or 35.6 of the Articles.

Once an individual is accepted to membership, he/she will be sent a letter which shall detail the membership benefits available. These benefits may be supplemented or amended by the Executive Board from time to time but which may include those examples set out in part 2.2 above, for Club Members.

2.5 Regional Associations

There are nine Regional Associations each representing one of the English regions recognised by Sport England, namely North East, North West, Yorkshire, East Midlands, West Midlands, Eastern, London, South East and South West. Each Regional Association is an associate member of the Association.

Role of the Regional Associations

Each Regional Association shall be responsible for implementing and administering the policies promulgated by the Association from time to time for the development of the sport of volleyball in all its disciplines within their jurisdiction.

The role of the Regional Association shall include (but not necessarily be limited to) producing and managing a regional strategy for the sport, arranging coach and referee education courses, administering regional/area/local leagues in conjunction with Area/County Associations, managing and coordinating the regional talent development programme, providing a link between Volleyball England and the members, arranging competitions for all forms of the game, directing people to clubs when requested, providing facility advice and, where appropriate, source funding to support talented individuals.

Constitution and operation

Each Regional Association shall ensure that the Association is provided with an up-to-date copy of the constitution of the Regional Association from time to time, including any amendments that may be made to that constitution. Each Regional Association must ensure that the following principles are reflected in the terms of their constitution:

- 2.5.1 A mechanism for the appointment of Chair of the Regional Association must be included and such appointment shall be subject to the approval of the Executive Board;
- 2.5.2 Each Regional Association must hold an annual general meeting (AGM) in each year, to which the Chief Executive of the Association will be invited;
- 2.5.3 The constitution must include provisions relating to the scheduling and frequency of board and general meetings, including the AGM and notification of such meetings to the Secretary of the Association;
- 2.5.4 Each Regional Association must have a financial year which runs from 1 April to 31 March;
- 2.5.5 Details relating to the form and frequency of reporting of financial matters and other activities to the Executive Board, including as a minimum submission of annual returns and balance sheets to the Executive Board within three months of the end of the financial year; and
- 2.5.6 On dissolution of the relevant Regional Association, any funds remaining shall be passed to the Association.

2.6 Area Associations

Area associations may be delineated by county, district, or other area within the jurisdiction of the relevant Regional Association. Each Area Association is an associate member of the Association.

Role of the Area Associations

The role of the Area Association shall include (but not necessarily be limited to) the coordination and administration of area and local leagues, arranging coach and referee education courses and promoting the sport at a local level.

Each Regional Association as it considers appropriate will also implement and administer the policies promulgated by the Association from time to time for the development of the sport of volleyball in all its disciplines within their jurisdiction.

Constitution and operation

Each Area Association shall ensure that the Association is provided with an up-to-date copy of the constitution of the Area Association from time to time, including any amendments that may be made to that constitution. Each Area Association must ensure that the following principles are reflected in the terms of their constitution:

- 2.6.1 A mechanism for the appointment of Chair of the Area Association must be included and such appointment shall be subject to the approval of the Executive Board;
- 2.6.2 Each Area Association must hold an annual general meeting (AGM) in each year;
- 2.6.3 The constitution must include provisions relating to the scheduling and frequency of board and general meetings, including the AGM and notification of such meetings to the Secretary of the Association;
- 2.6.4 Each Area Association must have a financial year which runs from 1 April to 31 March;
- 2.6.5 Details relating to the form and frequency of reporting of financial matters and other

activities to the Executive Board, including as a minimum submission of annual returns and balance sheets to the Executive Board within three months of the end of the financial year; and

2.6.6 On dissolution of the relevant Area Association, any funds remaining shall be passed to the Association.

2.7 Honorary Life Members

Honorary Life Members may be accepted to associate membership of the Association pursuant to Regulation 38 of the Articles. Honorary Life Members are entitled to various membership benefits. These benefits may be supplemented or amended by the Executive Board from time to time but which may include, for example:

- Volleyball England E News direct to your inbox
- Discount to selected items from the Volleyball England shop, including scoresheets, coaching resources and merchandise

3.0 EXECUTIVE BOARD

The Executive Board has overall responsibility for the management of the Association and its activities. The Executive Board may exercise all the powers of the Association which are not reserved to the Association's members in accordance with the Articles or company law.

Further details relating to the composition, election and operation of the Executive Board are set out in Regulations 10 to 24 of the Articles.

Minutes from Executive Board meetings shall be published on the Volleyball England website.

3.1 Composition of the Executive Board

The Executive Board shall consist of a maximum of 12 directors, comprising the following positions:

- (a) The Chair – an independent appointed by the Board
- (b) Vice-Chair- elected by members
- (c) 7 Elected Portfolio Directors; and
- (d) up to three (3 Independent Non - Executive Directors with portfolios for Legal, Marketing & Commercial and Finance)

The term of office of each independent co-opted Director shall be two (2) years from the date of the Executive Board meeting at which he/she was appointed and their maximum term of office shall not exceed a period of eight (8) consecutive years.

3.2 Portfolio Directors

The seven elected (7) Portfolio Directors are currently:

- (a) Core Market portfolio;
- (b) PR & Communications portfolio;
- (c) Insight and Research portfolio;
- (d) Talent portfolio
- (e) Technical portfolio
- (f) Events and competitions portfolio
- (g) Inclusion, Diversity and HR portfolio

3.3 Organisational Structure

The role of the Executive Board, each Director and the Association's management and links to staff is summarised in Appendix 1.

4.0 COMMITTEES AND WORKING GROUPS

Under the Articles, the Executive Board may delegate any of its powers or functions, or the implementation of its decisions, or any day-to-day management of the affairs of the Association to any person, working group or committee pursuant to Regulations 27 to 29. The Executive Board has currently established and recognises the following committees/groups.

4.1 Strategy Review Group

Role of the Strategy Review Group

The Executive Board delegates the responsibility for the development and monitoring of the Executive Board's strategy decisions relating to the operation, administration, promotion and development of the sport of volleyball to the Strategy Review Group

The Strategy Review Group should ensure that the Delivery Leads and Working Groups make an effective contribution to the governance and implementation of strategy of the Association.

The Strategy Review Group shall concentrate on policy, strategy and high-level implementation of the various strands of the sport of volleyball so that the Executive Board, Delivery Leads and staff can implement these in a cohesive and consistent way to the best benefit of the Association.

Composition

The Strategy Review Group shall be comprised of:

- (a) The Delivery Leads of each work area - Competitions, Coaches, Officials, Children and Young People, Beach, Sitting, Technical and Talent
- (b) the Chair
- (c) the Vice Chair;
- (d) the Portfolio and Non-Executive Directors;
- (e) the Chief Executive;
- (f) the Senior Management Team and Coordinators

Organisation

The Strategy Review Group shall meet twice each year, following meetings of the Executive Board. Minutes from the Strategy Review Group will be presented to the Executive Board following each meeting.

Aside from the formal meetings [and reporting requirements] set out above, the Association's staff and the Working Group Leads shall liaise closely on a day-to-day basis in relation to the implementation of the strategy of the Association set by the Executive Board and to be implemented by the working groups.

4.2 Staffing Committee

The role of the Staffing Committee is to ensure all appropriate policies and procedures are in place to provide support to all staff of the Association and provide a forum for staff to voice their views on improvements to the business and any other relevant matters.

The duties of the Staffing Committee include, but are not necessarily limited to:

- 4.2.1 Providing communications and consultation opportunities between staff, the Association and the management of the Association on matters of mutual interest.
- 4.2.2 Consideration and periodic review of formal policies and procedures over which the Governing Body is required to consult the staff of the Association under the provisions of the Articles of Association (currently these are included within the Staff Handbook).
- 4.2.3 Consideration and periodic review of other policies and procedures related to human resources, which may be referred to it from time to time by the Board or the Senior Management Team.
- 4.2.4 The recruitment of staff to satisfy the staffing structure in force at the time is managed by the Chief Operating Officer and overseen by the Chief Executive, all appointments for staff positions are referred to the Staffing Committee Chair following offer for information.
- 4.2.5 Consultations regarding annual leave and holidays.
- 4.2.6 Considering any other issues which may be directed to it, or brought to its attention from time to time.

The Staffing Committee shall be comprised of:

- a) An Independent Non-Executive Board Member of the Association, with appropriate skills and experience
- b) a representative of the Associations HR consultant (advice only)
- c) the Association's COO and
- d) a representative of the Association's staff.

In the event of a vote needing to be taken on any issue then the following will apply:

- a. each committee member will have the right to a single vote
- b. should there be a tied vote the matter will be referred to the Volleyball England Chair and CEO for resolution
- c. should the Chair and the CEO be unable to resolve the matter then it will be referred to the next Volleyball England Board meeting for a decision

The Board Member shall Chair the Staffing Committee and shall be the officer of the Staff Committee responsible for reporting to the Executive Board.

The Staffing Committee shall meet at least twice a year and otherwise as required by any member of the Staffing Committee or the Executive Board.

4.3 **Nominations Committee**

The Nomination Committee has responsibility for leading the process for Board and senior management appointments and making recommendations to the Board. In respect of Board appointments, this includes evaluating the Board's current capability against the agreed skills matrix, and, in light of this evaluation, agreeing a description of the role and capabilities required for a particular appointment.

The majority of members of the Nomination Committee shall be independent non-executive directors and it shall be chaired by the independent chair (except when it is dealing with the appointment of a successor to the chair, when it shall be chaired by an independent non-executive director) Having independent non-executive directors on the committee provides assurance to the Board and stakeholders that the appointment process benefits from independent and objective scrutiny.

TERMS OF REFERENCE:

Reports to: The Board of Volleyball England

Occurrence: Meets on an ad hoc basis when required

Terms of Reference last reviewed: Terms of Reference to be next reviewed by 1st of January 2018

The Nomination Committee will be composed of a minimum of three and a maximum of four members, of which all are independent non-executive directors of the company and the Independent Chair is appointed by the Board as chair.

Membership:

The Chair

The Independent Non- Executive Directors

Others: The Nominations Committee may from time to time require staff, experts or other representatives to attend meetings as presenters, advisors or observers. The Chair will approve such invitations in advance.

Quorum: As long as three members are present.

The Committee has delegated powers from the Board to implement actions and initiatives in support of the Board's wider strategy. The Sub Group will function as an advisory sub-committee of the Executive Board.

Terms of Reference: The Nomination Committee will

1. Lead the process for Board appointments on behalf of the Board
2. Lead the process for Senior staff appointments on behalf of the Board
3. Develop a succession plan for orderly appointments to the Board and to key positions within senior management.
4. Shall inform Sport England of any appointment process being carried out by the organisation in relation to:
 - a. any directors
 - b. the chief executive;

and shall permit Sport England to observe any such process.

5. On appointment will ensure each director shall be given a written statement of their responsibilities.
6. Carry out an annual skills assessment of the Executive Board and use the information to inform future recruitment.
7. Carry out an annual evaluation of the Executive Board and develop an improvement action plan from the results.

Term: The Chair of the Association will act as chair of the Nominations Committee for an initial period of 4 years and all other members will be appointed for an initial term of not more than 2 years, which may be renewed but with the proviso that no member may serve for more than 8 years continuously. Membership of the Nominations Committee is voluntary but expenses will be paid.

Conflict of Interest: The Nomination Committee members should abide by the Volleyball England Conflict of Interest Policy. Sub Group members should declare any direct or indirect interests that involve them, members of their family or their clubs at the start of each meeting

4.4 Finance and Strategy Sub Group

TERMS OF REFERENCE:

Reports to: The Board of Volleyball England

Occurrence: Meets at least four times a year, meeting to take place 4 weeks in advance of each Board meeting.

Terms of Reference last reviewed: Terms of Reference to be next reviewed by 1st of January 2018
The Sub Group will be composed of a minimum of three and a maximum of seven members, of who at least two shall be non-executive directors of the company and one of who shall be appointed by the Board as chair.

Membership:

- Director with Finance Portfolio
- The Chair
- Legal Director
- Marketing and Commercial Director
- Chief Operating Officer
- Finance Coordinator

Others: The Sub Group may from time to time require staff, experts or other representatives to attend meetings as presenters, advisors or observers. The Chair will approve such invitations in advance.

Quorum: As long as three members are present.

The Sub Group has delegated powers from the Board to implement actions and initiatives in support of the Board's wider strategy. The Sub Group will function as an advisory sub group of the Board.

Terms of Reference: To develop and recommend for Board approval of:

1. The development, operation and revision of the Financial Regulations and Procedures of Volleyball England
2. The financial forecast of Volleyball England, focusing on current financial performance including but not limited to cash flow and balance sheets
3. The budget and the distribution of resources and assets of Volleyball England, checking and challenging resources to ensure value for money
4. Ensuring compliance of the Annual Financial Audit and subsequent accuracy of the Annual Report
5. The annual budget resulting in an additional surplus / deficit
6. Volleyball England Strategic Plan, related Key Performance Indicators (KPIs) and annual implementation plan
7. Monitoring the Annual Business Plan linked to Volleyball England Strategy and Budget
8. The review and development of governance and other policy areas
9. Develop and distribute skills audits to ensure board and experts are and remain fit for purpose
10. Members of the Sub Group will also form part of the Remuneration Committee

Term: All members will be appointed for an initial term of not more than 4 years, which may be renewed but with the proviso that no member may serve for more than 8 years continuously. Membership of the Finance and Strategy Sub Group is voluntary but expenses will be paid.

Conflict of Interest: Sub Group members should abide by the Volleyball England Conflict of Interest Policy. Sub Group members should declare any direct or indirect interests that involve them, members of their family or their clubs at the start of each meeting.

4.5 Remuneration Committee

The Remuneration Committee will be formed as a Sub Group of the Finance and Strategy Sub Group

It shall determine and agree with the Executive Board the framework or broad policy for the remuneration of the Association's members of staff as it is designated to consider, including salary, bonuses, incentive payments and expenses.

In determining such policy, the Remuneration Committee shall take into account all facts relating to the performance of the staff of the Association are provide them with appropriate incentives to encourage enhanced performance and are, in a fair and responsible manner, rewarded for their individual contributions to the success of the Association.

The Remuneration Committee shall be comprised of:

- (a) the Chair
- (b) the Inclusion, Diversity and HR Director
- (c) the Finance Director.

The Remuneration Committee shall meet once a year and otherwise as required by any member of the Remuneration Committee or the Executive Board.

The Director responsible for Staffing shall be the Chair of the Remuneration Committee responsible for reporting to the Executive Board.

4.6 Marketing, Communications and Commercial Sub Group

TERMS OF REFERENCE:

Reports to: The Board of Volleyball England

Occurrence: Meets at least four times a year, meeting to take place 4 weeks in advance of each Board meeting.

Terms of Reference last reviewed: Terms of Reference to be next reviewed by 1st of January 2018

The Committee will be composed of a minimum of two and a maximum of five members, of who at least one shall be a Non-Executive Directors of the company and one of whom shall be appointed by the Board as chair.

Sub Group members will be chosen to provide expert advice and insight into a broad range of areas which can include, but not be limited to the website, e-news, publications, customer services, etc.

Membership:

- Marketing and Commercial Director
- PR and Communications Director
- Chief Operating Officer
- Marketing and Communications Coordinator
- Specialist or Expert as required by each specific project

Others: The Sub Group may from time to time require staff, experts or other representatives to attend meetings as presenters, advisors or observers. The Chair will approve such invitations in advance. The Sub Group may establish working groups from time to time to deal with various subjects.

Quorum: As long as two members are present.

The Sub Group has delegated powers from the Board to implement actions and initiatives in support of the Board's wider strategy. The Committee will function as an advisory sub group of the Board.

Remit The Sub Group advises the Board on any matters related to Marketing, Communications and Commercial and undertakes a scrutiny role on projects and advances made by the delivery teams.

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Terms of Reference: To develop and recommend for Board approval of:

1. The development of Marketing, Communication and Commercial Strategies to deliver the design, development and marketing of Volleyball England products and services

2. To identify and evaluate potential new marketing, commercial and business
3. development opportunities
4. To provide the Board with advice and recommendations regarding new revenue
5. generating opportunities and services
6. To provide the Board with expert advice and input on key initiatives/issues related to
7. marketing, business development and customer service
8. Devise and oversee implementation of a marketing and business development plan
9. in support of the Board's strategic plan
10. To provide the Board with advice and recommendations with regards to current market trends, picking up on new trends and ensuring Volleyball England are current in all areas of their marketing, communications and commercial outlay.

Term: All members will be appointed for an initial term of not more than 4 years, which may be renewed but with the proviso that no member may serve for more than 8 years continuously. Membership of the Commercial and Marketing Sub Group is voluntary but expenses will be paid.

Conflict of Interest: Sub Group members should abide by the Volleyball England Conflict of Interest Policy. Sub Group members should declare any direct or indirect interests that involve them, members of their family or their clubs at the start of each meeting.

4.7 Technical and Talent Sub Group

TERMS OF REFERENCE:

Reports to: The Board of Volleyball England

Occurrence: Meets at least four times a year, meeting to take place 4 weeks in advance of each Board meeting.

Terms of Reference last reviewed: Terms of Reference to be next reviewed by 1st of January 2018

The Sub Group will be composed of a minimum of five members, of whom at least one shall be a Non-Executive Director of the company and one of which shall be appointed by the Board as chair. Sub Group members will be chosen to provide expert advice and insight into a broad range of areas which can include, but not be limited to the Volleyball England Core Market

Membership:

- Technical Director
- Talent Director
- Events and International Director
- Independent Non-Executive Director
- Technical and Talent Coordinator
- Core Market Officer
- Core Market Coordinator
- Performance Delivery Lead
- Coaches Delivery Lead
- Officials Delivery Lead
- Beach Delivery Lead
- Sitting Delivery Lead

Others: The Sub Group may from time to time require staff, experts or other representatives to attend meetings as presenters, advisors or observers. The Chair will approve such invitations in advance. The Sub Group may establish working groups from time to time to deal with various subjects.

Quorum: As long as five members are present.

The Sub Group has delegated powers from the Board to implement actions and initiatives in support of the Board's wider strategy. The Sub Group will function as an advisory sub group of the Board.

Remit : The Sub Group undertakes a scrutiny role and advises the Board on any matters related to Technical and Talent issues.

The Sub Group has delegated powers from the Board to implement actions and initiatives in support of the Board's wider strategy. The Sub Group will function as an advisory sub group of the Board.

Terms of Reference: To develop and recommend for Board approval of:

1. To oversee the development, monitoring and performance management of the Technical Strategy
2. To oversee the development, monitoring, and performance management of the Talent Strategy
3. To allocate resources and oversee delivery of the Technical and Talent Strategies
4. To provide the Board with expert advice and input on key initiatives/issues related Technical and Talent

Term . All members will be appointed for an initial term of not more than 4 years, which may be renewed but with the proviso that no member may serve for more than 8 years continuously. Membership of the Technical and Talent Sub Group is voluntary but expenses will be paid.

Conflict of Interest: Sub Group members should abide by the Volleyball England Conflict of Interest Policy. Sub Group members should declare any direct or indirect interests that involve them, members of their family or their clubs at the start of each meeting.

4.8 Core Market Sub Group

TERMS OF REFERENCE:

Reports to: The Board of Volleyball England

Occurrence: Meets at least four times a year, meeting to take place 4 weeks in advance of each Board meeting.

Terms of Reference last reviewed: Terms of Reference to be next reviewed by 1st of January 2018

The Sub Group will be composed of a minimum of five members, of whom at least one shall be a Non-Executive Director of the company and one other director appointed by the Board as chair. Sub Group members will be chosen to provide expert advice and insight into a broad range of areas which can include, but not be limited to, the Volleyball England Core Market.

Membership:

- Core Market Director
- Non-executive Director (Coopted)
- Core Market Officer
- Core Market Coordinator
- Regional Delivery Lead
- Competitions Delivery Lead
- Coaches Delivery Lead
- Officials Delivery Lead
- Children and Young People Delivery Lead
- Sitting delivery Lead
- Beach Delivery Lead

Others: The Sub Group may from time to time require staff, experts or other representatives to attend meetings as presenters, advisors or observers. The Chair will approve such invitations in advance. The Sub Group may establish task and finish groups from time to time to deal with various subjects.

Quorum: As long as 5 members are present.

The Sub Group has delegated powers from the Board to implement actions and initiatives in support of the Board's wider strategy. The Sub Group will function as an advisory sub group

of the Board.

Remit: The Sub Group undertakes a scrutiny role and advises the Board on any matters related to the Core Market. The Sub Group has delegated powers from the Board to implement actions and initiatives in support of the Board's wider strategy. The Committee will function as an advisory sub group of the Board.

Terms of Reference: To develop and recommend for Board approval, activities related to:

1. The development of the Core Market Strategy which will include development plans / strategies for clubs and regions.
2. The development of the Core Market Strategy which will include development plans / strategies for coaches, officials and volunteers.
3. Overseeing the design, development and marketing of Volleyball England products and services that will support the Core Market.
4. Reviewing and developing a competitions pathway for volleyball, beach volleyball and sitting volleyball.
5. Developing partnerships that will support the development and delivery of Volleyball in our Core Market.
6. Collecting, analysing and interpreting insight and data on our membership, in order to support the development of the Core Market.
7. Providing the Board with expert advice and input on key initiatives/issues, related to the Core Market.
8. Providing the Board with information about the outcomes and impact of key initiatives, related to the Core Market.
9. Providing the Board with advice and recommendations related to the Core Market.

Term: All members will be appointed for an initial term of not more than 4 years, which may be renewed but with the proviso that no member may serve for more than 8 years continuously. Membership of the Core Market sub group is voluntary but expenses will be paid.

Conflict of Interest: Sub Group members should abide by the Volleyball England Conflict of Interest Policy. Sub Group members should declare any direct or indirect interests that involve them, members of their family or their clubs at the start of each meeting.

4.9 Delivery Leads.

The Delivery Leads have overall responsibility for the operational deliver of projects and programmes as defined by the Volleyball England Strategy and through delegated powers given to them by the Executive Board.

The Delivery Leads will have responsibility to for the delivery of programmes and projects in the following areas;

1. Coaching
2. Officiating
3. Technical
4. Talent
5. Children and Young People
6. Regional
7. Competitions
8. Sitting
9. Beach

The Delivery Leads are nominated from the membership and elected at an AGM. The term of office of each Delivery Lead shall be four (4) years from the date of the AGM at which he/she was elected and their maximum term of office shall not exceed a period of eight (8) consecutive years.

The Delivery Leads are members of the Core Market and / or the Technical and Talent Sub Groups.

4.10 Pool of Experts

Volleyball England will develop a group of individuals that will be known as the “Pool of Experts.”

This group will be made up of individuals from within and from outside the sport. There is no defined number of how many should be in the pool, the criteria for being part of this pool will be determined by the person’s expertise and skill set. To become part of the pool and individual will be requested to go through an application process to evaluate their suitability.

The Pool of Experts will be available to anyone leading a project, as delegated by the Executive Board, this could be a Board member or a Delivery Lead. Every project will have a nominated Executive Board member as a sponsor and it will be their responsibility to report the progress of and evaluation of the project back to the Executive Board.

Depending on the project, the person responsible for development or delivery, my call upon any member of the ‘Pool of Experts’ to support the work, this may include the delivery of events, competitions or the development of new products and services.

4.11 Working Groups

The Executive Board delegates the responsibility for the development of projects and programmes of the Executive Board’s strategy decisions relating to the operation, administration, promotion and development of the sport of volleyball to the **Working Groups**.

The **Working Groups** should ensure that they make an effective contribution to the governance and implementation of strategy of the Association.

Under the Articles, the Executive Board may delegate any of its powers or functions, or the implementation of its decisions, or any day-to-day management of the affairs of the Association to any person, working group or committee pursuant to Regulations 27 to 29.

The Executive Board will recognise any group that has been given this delegated responsibility, led by a Board Member or Delivery Lead as a **Working Group**. At the start of any piece of work the Board Member who is the sponsor of the piece of work will ensure that the group has a Terms of Reference which will include a budget, start and finish date and the extent of the groups delegated responsibility from the Executive Board, It will be the responsibility of the sponsor to report back on the progress of the project to the Executive Board on a regular basis.

4.12 Honorary Vice Presidents

Guidelines for awarding the title of Honorary Vice President

- The individual would have given considerable service to Volleyball England, mainly as a Director or Delivery Lead (former Commission President), and are willing to give some further time to volleyball in England;
- They are not currently a member of the Board or Delivery Lead.

Guidelines for Honorary Vice Presidents

- An Honorary Vice President would not ordinarily attend Board meetings, unless presenting on a project;

- An Honorary Vice President would have no decision-making authority, they will give advice and make recommendations only;
- The Honorary Vice Presidents could be consulted on various initiatives and issues;
- Honorary Vice Presidents, with other specialists, could be part of the “Pool of Experts” called in to advise the Association on various matters.
- The Honorary Vice Presidents would not be required to formally meet as a group. Communication would be mainly via phone and email, so low on expenses;
- Oversight and liaison of the activities of Honorary Vice Presidents would be led by the Honorary President.

Appointment and ending of appointment as an Honorary Vice President

- Since this is an invitation from the Board, any Director can nominate someone who fulfils the guidelines above to become an Honorary Vice President. The Chair, Vice Chair and Honorary President will assess the nominations to ensure that they fulfil the guidelines and check with the individuals that they are willing to take on the role. If deemed suitable and they are willing, their name will be put forward for approval by the Board;

A person will stop being an Honorary Vice President if:

- They resign or are unable to continue
- They fail to carry out their role to the satisfaction of the Board
- They breach any rules or regulations of Volleyball England
- They are elected as a Director or Delivery Lead of Volleyball England
- They become a paid employee of Volleyball England.

5. ORGANISATIONAL POLICIES

The Association operates a number of policies which each member accepts and agrees to as a condition of their membership; these include but are not limited to:

- Equality and Diversity
- Safeguarding
- Codes of Conduct
- Disciplinary Procedures
- Anti-Doping

All policies are available to download from:

https://www.volleyballengland.org/about_us/governance

6. JUDICIAL AND DISCIPLINARY REGULATIONS

An effective organisation should have a corporate ethos that gives rise to certain standards and expectations from those who are its constituency. If such standards and expectations are set in place then it is self-evident that they need to be monitored and any transgressions dealt with if the organisation is to uphold its underpinning values and beliefs. Within the E.V.A. defined structures and procedures do exist, established within the framework of the constitution and predicated on the desire to see the laws of natural justice guiding its actions on behalf of the membership.

PROCEDURES:

The responsibility for convening the Panel shall rest with the person designated as Chair of the Panel. This appointee will be responsible for receiving Notices of Appeal from appellants, setting a date for hearings, collecting, collating and disseminating evidential materials. Additionally he/she may act as Chair at any Hearing or nominate others for this role.

A Panel shall compose a minimum of two members in addition to the Chair

No person who was party to the ruling given in the original case may be empanelled for any roles as outlined above.

Appellants must specify in Notice of Appeal:

- (a) The decision which is subject to appeal, along with other relevant information in order to properly identify the case in hand.
- (b) The reason/basis for appeal - specifically that which is complained of in the original judgement or its proceedings.
- (c) Items of correspondence and paperwork relevant to the appeal.
- (d) Witness details if relevant.

Date and time of hearings shall be set by the Chair, it being incumbent on parties to make attendance a priority wherever possible. Hearings shall be formal in nature, and involved parties shall have the right to representation, to call witnesses and have available all relevant case papers. At any hearing and indeed in the process prior to such a hearing the rules of natural justice must be strictly adhered to. The Panel shall be entitled to ask questions of either party or their witnesses, representatives or similar agents. The Hearing proceedings shall commence with an opening statement by the appellant. They may then call witnesses and introduce documentary evidence in furtherance of their appeal.

The Delivery Lead or other party involved shall also be entitled to be represented and as such is also entitled to call witnesses etc.

Following the completed presentations of both parties to the appeal each is entitled to make an uninterrupted closing summation.

Thereafter, the Panel shall consider its decision and publish a written decision as soon as possible after the Hearing but in any event within seven working days.

7. RULES AND CODES OF CONDUCT

The rules for Indoor and Beach competition can be downloaded from the following pages of the Volleyball England website:

http://www.volleyballengland.org/competitions/national_volleyball_league/rules_and_information

http://www.volleyballengland.org/competitions/volleyball_england_beach_tour/rules_and_information

These form the basis of the rules for all volleyball disciplines and events conducted under the auspices of the Association.

Specific rules and variations to these rules apply. Members can obtain details of these specific rules from the relevant Area Lead with responsibility for the relevant event or discipline.

Appendix 1

Governance Structure April 2017

