



**Executive Board Meeting held on Saturday 17<sup>th</sup> September 2017**

**At Sport Park, Loughborough**

**Circulation: Board, Senior Management Team, Commission Presidents**

<b>Directors Present</b>	<b>Titles</b>
<b>Adam Walker [AW]</b>	Independent Chair
<b>Keith Nicholls [KN]</b>	Vice Chair
<b>Elizabeth Clarke [EC]</b>	Core Market Director
<b>Jefferson Williams [JW]</b>	Talent Director
<b>Steve Matthews [SM]</b>	Technical Director
<b>Vicky Widdup [VW]</b>	Inclusion & Diversity Director
<b>Clare Francis [CF]</b>	Legal Director
<b>Seyram Atumbra [SA]</b>	Insight Director
<b>Simon Griffiths [SG]</b>	PR & Communications Director
<b>Staff Present</b>	
<b>Janet Inman [JI]</b>	Chief Executive Officer
<b>Stewart Dunne [SD]</b>	Chief Operating Officer
<b>Samantha Jamieson [SJ]</b>	Core Market Officer

**9:30am EB/16-17/38 Welcome and meeting open at 09:30**

**38.1 - Apologies:**  
**Ian Wall [IW]**  
**Freda Bussey [FB]**

**38.2 - Director Conflict of Interest Disclosures**

No conflicts of interest were declared

It was confirmed that all directors must complete a formal disclosure of conflicts of interest

**Action JI to circulate director's conflicts of interest form**

**38.3 - Approval of Agenda**

The agenda was approved with several topics to be discussed under AOB

**38.4 - Previous Minutes**

**38.4.1 - Confirmation**

The previous minutes were confirmed as a true record

**38.4.2 - Matters Arising**

The meeting with President Graça (FIVB) has been confirmed to take place over the 19<sup>th</sup> and 20<sup>th</sup> of October in London. A meeting with Nick Bitel (Chair, Sport England) has been confirmed for the morning of the 19<sup>th</sup>. Meetings with Liz Nicholl (CEO, UK Sport) and Tracey Crouch (Parliamentary Under



Secretary of State for Sport and Civil Society) are due to be confirmed.  
Attendees AW, KN, JI, SD & SJ

**Action JI to follow up with meeting arrangements for visit of President Graça**

A discussion around the sanctions that had been imposed on Lenny Barry and his exclusion from involvement in Board and Commission level work in volleyball in England took place. LB has submitted the documentation received by himself from Volleyball England confirming his ban.

**Action AW & CF to review the process and decide a way forward regarding LB case.**

**Action SD to prepare file with all relevant documents.**

**Action SD to inform LB of the update**

Despite identifying a potential Finance Director in Henry Nolan [HN], his proposal for ratification to the board has been postponed pending feedback from Sport England on a point of governance.

**Action AW, JI & SD to take this discussion Finance Director position further in a meeting with Phil Smith [PS] of Sport England, on Thursday 21<sup>st</sup> September 2017.**

Staff update- individuals that have left the business since the last board meeting have been replaced by temporary staff for up to 12 weeks at which point a decision will be taken as to whether to advertise the positions or look for a further temporary solution. maintain them permanently. The decision will be based on business need and finance. The business will also look at continuing the recruiting of interns from local universities.

**Action SD to monitor staffing requirements and update at the next board meeting**

Finance staffing allocation may change to bring more strategic financial expertise following advice from the Moore Stephens report

**Action AW & SD to raise finance staffing allocation during meeting with PS 21/09/17**

Coaching Lead (volunteer work stream lead) position is out to advert and due to close imminently. Minimal response

**Action JI & SJ to progress with appointment of Coaching Lead**

VE are no longer pursuing a social media intern following the initial conversations with Sport Structures. Their programme does suit our needs despite early indications that it would.

**EB/16-17/39 Matters for Information**

The Chair welcomed all to the first meeting of the new board, he invited the board to ratify the appointment of Vicky Widdup as Inclusion & Diversity Director. Appointment ratified unanimously.

**Action JI to conduct board induction with VW. This will also extend to FB and IW who were not present for the board induction on 16/09/2017**

## **EB/16-17/40 CEO Report**

The CEO welcomed questions on the report submitted in the board pack

A discussion took place around the three directors will end their first four-year term next year in 2018 but there will be no election in 2018 as per the agreed timelines. Suggestion from the group was for the three directors to be co-opted for one year before embarking on their final four-year term pending election in 2019. This would result in the three directors serving the maximum nine years in the format of four years, one year, four years if re-elected in 2019. The positions impacted are Talent Director, Technical Director and Competitions & Events Director.

This was unanimously agreed by the board.

A question was raised whether legally we can co-opt to the board

**Action CF to investigate and report back as to whether we can legally co-opt to the board**

### **40.1 – Articles of Association**

Jl reported that the Articles of Association have been updated following approval at the AGM. Documents have also been reformatted. Once approved will be placed online.

KN noted that a definition for an independent director should be included and this will need to be added for approval at the next AGM.

The changes to the Articles was approved. The inclusion of the definition of the Independent NED would be made as an amendment for the 2018 AGM.

**Action Jl to prepare proposal of the Articles of Association for the February board meeting for all to review and take forward to the AGM if agreed.**

### **40.2 – Framework Document**

KN noted that the appointment of the Honorary Vice-President should be agreed by the Chair and Vice Chair.

**Action Jl to amend.**

CF noted that the numerical formatting is incorrect. Jl to amend

**Action - Jl to include a pre-amble to reflect the flexible nature of the Framework but highlighting that the document will be altered on a needs basis only**

It was reinforced that we must be transparent about any significant changes made to the framework document and that changes should be posted on twitter and the website.

Approved unanimously subject to above changes

**Action Jl to make suggested amendments to framework document**

#### **40.3 – Code of Governance (update only)**

An update of the Governance Action plan has been submitted to Sport England in which the finance elements have been flagged. JI believes more detail will be required. This will be discussed at the meeting with Phil Smith.

EC flagged that some things are marked as completed but are not present in their allocated place e.g. information stated as on the website is not present.

VW noted that additional consideration should be made for colour blind regarding the red, amber, green rating system.

#### **Action JI to consider feedback and review code of governance document**

***[note change of order from agenda]***

#### **40.5 Business Improvement**

The Business Improvement Plan was discussed, it brings together all areas highlighted through surveys and feedback. This is first draft to bring all items together, it will form the foundation for discussions at the SMT/Board engagement day in December.

JI requested feedback to create an action plan

#### **Action all to feedback on the Business Improvement document**

#### **Action SD to place Business Improvement document for feedback in Drop Box**

#### **40.6 Business Planning Matrix**

The Business Planning Matrix was discussed, requested feedback on timescale for update of this document e.g. annually?

SA noted that the we must understand who is responsible for which areas

As milestones are reached dates will be added for work completed and the review date.

#### **Action JI to update Business Planning Matrix following feedback and propose for review at the next board meeting**

#### **40.4 – 2017-21 Strategy Document**

The first draft of the strategy document was presented. It is an overarching document which includes information from Volleyball Voice consultations, leadership days and the eleven work stream matrix documents which focus on the five key elements of the Sport England submission. We understand that there are wider areas to be covered than those in the Sport England submission hence the inclusion of wider consultations. The key outcomes must match those in the Sport England submission document and have been shared with Work Stream Leads and Coordinators.

Actions and outcomes in the document need to be clear and measurable

It will be the role of the sub groups to break down the actions/outcomes and come up with actions, milestones and timescales. The strategy should be an evolving document and referenced to ensure we meet our aims, objectives and strategic outcomes.

SG suggested that the membership should know which parts of the document



are from consultation events and which are not.

It was suggested that there needs to be more references to volunteers or directly the core market in the document. This document needs to be sharp as it may be the one document we really want our members to read and buy into.

It was felt that the empowerment of players/members comes across well and should be maintained.

All strategic documents need to link, the overarching strategy document and the eleven action plans will feed into this which include volunteers, children & young people etc. This will include the five elements from Sport England and four tiers of responsibility – individuals, clubs, regions and national (NGB). Documents will be available for the first Strategic group meeting.

SA, we need to be mindful of our core strategy and our Sport England requirements and decide what is our one thing we want to achieve and be aware of our goals. Reference: The Consideration List

The role of the regional association and the regional Chairs group was discussed. It was felt that they play a vital part in the new strategy but with little reference to them.

It was suggested that regional reps, from the regional chairs group, could be invited to join the sub groups to aid integration rather than segregation of the group

Jl reiterated that all reps should be in the "Pool of Experts" so that they can be called upon for such things and that those selected must be able to be present and to pass on the information.

Increase communication around the PoE was agreed to ensure all volunteers understood they could join.

It was suggested that there are two options, either the regions remain as a separate entity or that we integrate them into the sub groups via the pool of experts

**Action JI/SJ to explore regional chair integration and feedback at the next meeting**

**Action SD to add the strategy document to the Drop Box**

**Action ALL to add comments**

## **EB/16-17/41 - COO Report**

The COO welcomed questions on the report submitted in the board pack

Noted the resignations of Hannah Winsbury [HW] and the likelihood that this role will not be replaced like for like but instead be replaced by strategic finance support 2-3 days per week. We may look at recruit more admin support if necessary but we are managing for now with the resource we have, acknowledging that a member of staff was released in recent days due to poor performance.

Adding financial resource will help to free up some of the COO's time to focus on commercial operations and income generation projects.



About changes in staff, SD expressed his thanks to SG for his work in changing the style of messaging and communications of Volleyball England to its core market. We have now appointed Michael Hallam [MH] into a full time Communications & Marketing Coordinator role with SG support during interview.

SG urged the board to contact MH and pass on ideas for stories and key elements to highlight.

There will be a chance for Board members to meet staff at the NEVZA u19 VIP reception in October.

SD referenced point 31.5 and seeks approval to replace HUB laptops at a rate of three this year and five each year for the following two years afterwards.

### **Approved by the Board**

#### **Action SD to action replacement of company laptops as discussed**

SD referenced point 3.16 of the report and the adjustments to financial authorisation levels and highlighted that are present we cannot have all directors registered on the purchase management system due to restricted licenses but we will look to add all directors over the course of the year.

SD reported that there have been no further safeguarding cases and that previous issues are now under control and being actioned accordingly.

SD no formal complaints received

SD is in discussion around shared services with other NGBs/companies at SportPark/Loughborough University.

#### **41.1 - 2016/17 Accounts**

We are currently claiming our Sport England funding monthly in arrears while the Moore Stephens audit process is conducted. The onsite audit is complete and a draft report has been received – see AOB (report was received post the circulation of board papers).

The Moore Stephens report has highlighted the already noted issues with the implementation of the m-Hance system and financial processes.

Input into M-hance is up to date and Q1 is almost finalised and by the end of w/c 18<sup>th</sup> to have July and August finalised. By the next board meeting we will be up to date with management accounts. They may not be produced in the most efficient way still but will be accurate.

Previous budget approvals by the board were not stringent enough and we must be prepared to adjust if plans are not on track in future.

#### **41.2 - 2017/18 Budget**

The current cash position and draft budget was presented for comment.



This is the true position for April 2017 and that moving forward the process will be much simpler.

A surplus at the time of reporting was due to affiliations and registrations being paid. We are delivering against the work we are committed to do but anticipate a £100k surplus forecast through income generated outside of funding and therefore can be attributed to reserves as directed by the board.

**Action SD to monitor position and report to the Board should income fall below anticipated levels.**

The previous reserves policy was discussed and whether the amount was reasonable? It was anticipated that to get back to the previous level of reserves would take 24 months. The changes to the previous reserves policy was made in 2014 and was poorly managed.

It was agreed that the board needed to maintain tighter control of the finance to ensure the organisation has a stronger future position.

**Draft budget was approved in principle.**

*Discussion around reserves policy*

The Board are to discuss the proposed figure to be in the reserves policy and a timeframe to do so suggesting a four-year financial target. In future projects must have a business case, must be planned and approved before implementation. It was felt that the previous £350k in reserve is not disproportionately large given the size of the organisation, but we would need to review this as we have reduced the size of the staff team by half and the reserves was to help cover the cost of redundancies.

A question was raised about how we manage cash/payments

The COO monitors the bank daily, with a full cash analysis each Monday and before each payment run - twice per month (once for invoices/salaries and once for expenses).

Even with a reduced staffing structure the business is working well. Work is being develop on a project by project basis and a tracker is ensuring all projects are delivered in a timely fashion. It was felt by the board that there is a lot of positive dialogue in the wider network regarding engagement and consultation from staff.

RBS bank mandate for directors to be added

The Board thanked the SMT for making cost saving measure that have helped keep the business trading.

**Action SD to update financial regulations for the next sub group meeting**

**Action ALL to pass on comments**

## **EB/16-17/42 – Core Market Officer’s Report**

The CMO welcomed questions/comments on the report

It was noted that communication to clubs and parents about team selection for NEVZA U17 was very late. It is noted that the level of communication between the relevant squad management may have contributed to this misunderstanding.

### **Action SJ to take forwards and feedback to Gillian Harrison [GH]**

The proposed England v Scotland 50<sup>th</sup> Anniversary event for men in 2018 was discussed and an offer of support of £1000 from the Ruth Nicholls Foundation to support the implementation of home leg. Thanks, were given to KN for this kind offer.

Discussion around the potential options for a festival of volleyball linked to the celebration. Focus on setting dates that do not clash with existing events.

VW suggest that sitting volleyball could be factored into this

### **Action KN/SJ to develop a project proposal for England v Scotland 50<sup>th</sup> Anniversary 2018**

It was suggested that we could look to tender the NEVZA u19 2018 event to a university or local authority.

### **Action SJ/SD to circulate a proposal for NEVZA u19 tender electronically**

### **Action AW to facilitate conversations and support commerciality of the event.**

The staff and Board extended thanks to all involved in a very successful 2017 School Games, with a special mention for Laurence Schwenker acting as event manager for the first time. Thanks go to all the volunteers at this year’s event which was excellent.

Following consultation with the other home nations about the proposed changes and charges for the School Games 2018 it was decided to look at another alternative option in 2018 to the School Games. Youth Sports Trust will announce their sports included for 2018 and Volleyball England will follow with a statement explain the decision to forgo this the 2018 event.

## **42.1 – Volleyball England Anti-Doping Strategy**

The Anti-Doping Strategy was presented to the Board, with no comments and questions it was proposed for approval

The strategy is required to ensure we educate and protect our athletes and business against the impact of anti-doping violations across all elements of the organisation. A board member is required to assume the role of Anti-Doping Lead for the board, Talent Director, Jefferson Williams put himself



forwards and was accepted as the board lead for Anti-Doping.

The CMO is to become the Anti-Doping Staff lead.

**Action SJ to manage the implementation of the anti-doping strategy and update in future reports.**

42.2 – Calendar Working Group

A request was made to reform the calendar working group to help manage future planning and the compilation and update of national calendar of competitions and events.

Agreed that the calendar working group should be reformed and suggested that meetings could be facilitated remotely

**Action SJ to work with Jonathan Moore [JM] to begin engagement. KN suggested as someone to support the process**

### **EB/16-17/43 – Timetable for Board Meetings, Strategy Day and & Sub Group Meetings**

Discussion around date setting for forthcoming meetings

**Action JI to submit Doodle Poll to all members to agree future dates**

### **EB/16-17/44 – Allocation of roles to Senior Independent Director, Nominations Committee, Staffing Committee and Sub Groups**

Senior Independent Director: Nomination - Clare Francis, Legal Director  
**Agreed unanimously**

Nominations Committee to be made up of Chair, Inclusion & Diversity, Legal, plus pending Finance Director. CEO to act as secretariat

**Agreed unanimously**

Staffing Sub Committee to be made up of: CEO, COO, Inclusion & Diversity plus one member of HUB staff

**Agreed unanimously**

Sub Groups to be made up of

Core Market: Core Market Director, Competitions Director, Insight Director, CMO, Core Market Staff and Work Stream Leads

Marketing and Communications: Marketing & Commercial Director, PR & Communications Director, COO, Communications & Business Staff and Work Stream Leads

Technical & Talent: Talent Director, Technical Director, Competition Director, CMO, Technical & Talent Staff and Work Stream Leads

Finance & Strategy: Finance Director, Marketing & Commercial Director, Legal Director, COO, Staff and Work Stream Leads

**Action JI to update all terms of reference and place on website**

**EB/16-17/44 – Any Other Business**

**44.1 – Any Other Business**

Gold Coast 2018 VIP Accreditation available to board executives or CEO.

**Action JI to progress discussion on Gold Coast VIP accreditation**

British Volleyball Federation discussion on purpose and position of the organisation

**Action AW to meet with RC to discuss the position of BVF and the role of RC**

**Action JI to arrange a CEO discussion with home nations to agree consultation before action**

**Report from CEV Congress**

Action JI to distribute to Board A report from Keith to be circulated separately.

SD referenced the visit of President Graça in October and the desire for FIVB to hold a Beach Volleyball World Tour event in London.

SD has made efforts to ensure that President Graça understands the position of Volleyball England ahead of the meetings in October.

**Action JI to recirculate KN report and update stakeholders on the intentions of FIVB**

The Moore Stephens Audit draft report was summarised and will be circulated to all board members once in final format. The draft was received post circulation of the board pack and is understood to be a fair reflection of previous operations. A meeting taking place on 21/09/17 will give Volleyball England the chance to respond to the findings. The meeting will be attended by the Chair, CEO and COO.

**EB/16-17/45 – Meeting Finalisation**

**45.1 - Review of action to be taken**

Action	Responsible	Date	Completed Date
Circulate director's conflicts of interest form	JI	ASAP	
Review case against LB	AW & CF	ASAP	
Information share with LB	SD	ASAP	
Discussion of Finance Director position in a meeting with Phil Smith [PS]	AW/SD	21 <sup>st</sup> Sept	
Review and monitor staffing requirements	SD	24 <sup>th</sup> Nov	
Progress Coaching Lead	JI/SJ	24 <sup>th</sup> Nov	
Board induction with VW/FB and IW	JI	ASAP	
Report back on legal position of co-opted board members	CF	ASAP	
Changes to Articles for AGM	JI	February	

Suggested changes to the Framework	JI	24 <sup>th</sup> Nov	
Review of Governance Action Plan	JI	31 <sup>st</sup> Oct	
Feedback on Business Improvement Plan	All	ASAP	
Business Improvement Plan in Dropbox	SD	ASAP	
Update Business Planning Matrix	JI	24 <sup>th</sup> Nov	
Regional chairs role in new structure	JI/SJ	24 <sup>th</sup> Nov	
Strategy Doc in Dropbox	SD	ASAP	
Comments on Strategy Docs	All	ASAP	
Action Plan to replace laptops.	SD	24 <sup>th</sup> Nov	
Update Financial regulations.	SD	Mid October	
Comments on Financial regulations	All	ASAP	
Feedback to GH on National squad selection	SJ	ASAP	
Proposal for ENG V SCO 50 <sup>th</sup> Anniversary match	KN/JW	ASAP	
Circulate NEVZA tender doc.	SD	ASAP	
Facilitate conversations and support commerciality of the event	AW	On going	
Implementation of the anti-doping strategy	SJ	ASAP	
Calendar working group initiated	SJ/JM/KN	ASAP	
Doodle Poll to all members to agree future dates	JI	ASAP	
Update all terms of reference and place on website	JI	ASAP	
Progress discussion on Gold Coast VIP accreditation	JI	ASAP	
Meet with RC to discuss the position of BVF	AW	ASAP	
CEO discussion with home nations	JI	ASAP	
Recirculate KN CEV report	JI	ASAP	

**45.2 – Meeting Evaluation**

All parties are happy with the delivery of the meeting

**45.3 - Next meeting**

To be agreed by Doodle Poll

Action JI as previously noted

**45.4 – Meeting close**

AW closed the meeting at 13:15

**Signed as a true record .....**

**Date.....**