

**Executive Board Minutes of the meeting held on 7
March 2020 at SportPark, Loughborough**

Circulation: Board, Senior Management Team, Group Leads, Hub Staff

Directors Present	Titles
Adam Walker [AW]	Chair (Independent)
Clare Francis [CF]	Vice Chair (Independent)
Brendan Fogarty [BF]	Director
Freda Bussey [FB]	Director
Ian Wall [IW]	Director (Independent)
Richard Harrison [RH]	Director
Seyram Atubra [SA]	Director
Simon Griffiths [SG]	Director
Staff Present	
Sue Storey [SS]	Chief Executive
Samantha Jamieson [SJ]	Deputy Chief Executive
In attendance	
Agata Sromecka	Secretariat

EB/19-20/67 Welcome by the Chair

67.1 Apologies

Apologies had been submitted by Andreas Hernandez and Jefferson Williams.

67.2 Director Conflict of Interest Disclosures

AW disclosed that his company Oaks Consultancy were being paid to do a piece of work on a performance plan application for British Volleyball Federation. AW was not directly involved in this work.

67.3 Approval of the Agenda
Board approved the agenda.

67.4 Previous Minutes

67.4.1 Confirmation

FB to be removed from the list of attendees.

There were a couple of tracked changes in the minutes that needed removing.

Subject to these changes, the minutes of 18 January 2020 Board meeting were taken as true and accurate record.

67.4.2 Matters Arising

52.4.2 Hall of Fame – SJ discussed this with Janet Inman and updated the Board on the situation concerning the criteria around the Hall of Fame. The consensus among those that Janet had consulted was that the criteria should remain the same. Janet had also prepared a list of individuals who she thought would meet those criteria.

Board decided that the criteria would remain the same but going forward the induction to the Hall would be at Board's discretion.

53.6 Code of Conduct – as part of the overall work on policy review CF had been conducting, CF and RH would pick up a conversation about this.

61.4 A full time finance assistant Adam Freundlich had been recruited and would start with VE the following Monday.

61.5 Statutory Accounts had been published on the website.

63.3 SS reported that a decision had been made not to include mixed pair tournaments in the Youth Commonwealth Games.

67.5 Chair's Report

AW reported that he had met with Andy Martin from BOA who were launching a programme called Travel to Tokyo.

It aimed to inspire children aged 5–11 and their families to try new activities and get active together in the run up to the Tokyo 2020 Olympic and Paralympic Games. By joining athletes on a virtual journey from London to Tokyo, participants would be in with the chance to win prizes as young people work together to reach the December 2020 finish line.

Volleyball England had been selected as part of this initiative. BOA had expressed a wish to organise a sitting volleyball event together at the end of March.

Going forward, the agenda would be adapted so that AW would leave his comments until the end of the meeting and report on/add anything that would not have been covered during the meeting rather than having a Chair's report at the start of the meeting.

Actions:

67.4.1 FB to be removed from the list of attendees in the minutes of 11 January 2020 Board Meeting.

There were a couple of tracked changes in the minutes that needed removing.

53.6 CF and RH would pick up a conversation about the Code of Conduct (sanctions)

68.1 VAT update

SS provided an update on the historical VAT miscalculation. VE would be required to pay an outstanding fee due to those miscalculations. Board discussed and agreed to make this payment as a one-off. The payment would be taken from reserves and underspends. SS would continue to update the Board on any developments.

Further information on this would be communicated to the membership during the AGM.

Board would invite a representative from Duncan and Toplis to update the membership on the circumstances around VAT miscalculation at the AGM.

AW asked for Board presentations to be moved to an online platform/shared drive to be accessible to all Board Members.

68.2 Management accounts to January 2020

The management accounts had been distributed as part of the Board pack. The key highlights were:

- VE were still in conversations with Xero on how best to present financial information visually
- VE would be finishing this financial year in deficit due to VAT repayment

Board discussed and agreed:

- **going forward the Board asked for the SMT to include in Board report:**
 - the bottom line
 - significant variances against budget
 - tolerance for these variances
 - early warnings mechanism in relation to key income generating areas
- Board were happy with the new improved layout of the financial report
- Board were happy with the operation of the Finance Sub-Group

SS and SJ would continue to discuss how best to present the financial data with KF and AH.

68.3 Sport England Investment

Sport England investment for Q2, 3 and 4 had reached the VE account. The amount had been reduced as anticipated.

68.4 Budget 2020/21 – for approval

SJ presented the Board with the key facts related to the budget. The budget was based on the following assumptions:

- decrease in membership income reflective of number 19/20

- decrease in commercial income reflective of numbers in 19/20
- increased property costs amounting to £5k (including the use of meeting rooms at the weekend)
- move to the Microsoft cloud cost amounting to £7k (one off)
- predicted increase in income from course delivery
- saving on Xero implementation despite the initial set up cost
- saving on finance staffing (the cost of employing finance controller predicted to be less than initially expected)
- no increase in staff salaries included
- no membership fees increase included
- withdrawal from the competition in Italy due to Coronavirus could have an impact on the budget next year (ca £16k), if the competition is not cancelled
- in 2020/21 60% of total revenue had been forecast to be generated by VE with the remainder being Sport England investment
- operation costs including staff salaries, and office overheads were the areas of the most significant expenditure
- DiSE, Competitions and Membership were predicted to generate the biggest revenue

Board discussed:

- there was no contingency pot included in the budget; in emergency, budget would be adjusted according to circumstances which is possible given inherent link between income and expenditure
- unrestricted income could be maximised most successfully through membership/competitions activity
- VE should continue to develop commercially sustainable products that would keep the members engaged
- diagrams as presented by SJ would illustrate financial information well as part of the annual report

Board agreed:

- AW asked for a benchmark against other NGBs in terms of how much income had been raised by other NGBs; SA commented that the comparison should be made against similarly sized organisations. **SJ to gather information to present to Board.**
- **SJ and SS would create a draft reserves policy for consideration by the Finance sub-group.** The policy would need to include the total revenue figure necessary to be raised as part of the reserves based on critical costs only to run an organisation for three months in the close down period should it happen. SS and SJ to ask the FC to determine the organization's current reserves level. Once the figure is determined, while setting a budget annually, the Board

proposed that 10% would be added to the figure each year to reach the 3 months close down level identified so that the reserves are gradually rebuilt over time.

- Board discussed potential increases in membership fees in the next financial year and whether this should be restricted to senior membership fees. The relevant increases would be determined based on the final schedule of fees available to the membership (including recommendation of increase), **which would be created by SJ and put forward for Board's approval**. Any member fees increased over the RPI level would have to be approved at the AGM (in line with the articles).
- SS and SJ stepped out of the room for Board to discuss staff salaries. Board agreed to build individual staff salaries review into the budgetary process on an annual basis. Board discussed the basis on which decision about staff pay rises should be made and agreed that these should be performance based. Board agreed that a pot of £10k in the next year's budget would be created to cater for this. **This would be linked to performance reward policy that would be created and signed off by the relevant committee as soon as possible and by next Board meeting. SS would define a performance review related mechanism for the staff and make a recommendation for Board's approval. The Board would decide on the criteria for the CEO pay review.** The CEO's pay review would be conducted by the Board ahead of the staff's. Any pay increase for the CEO would be deducted from the pot for the CEO then to distribute the remainder among staff awarded a pay increase. Board would retain an oversight of the staff pay review and increases.
- Board approved the budget but **requested the budget to be broken down into months to enhance and strengthen controls. Board would retain the oversight of the budget and reserved the right to review it during the year.**
- Board recognised immense effort and dedication of the staff team to the work of the organisation.

Actions:

68.4 SJ to conduct an exercise aimed at benchmarking VE against other NGBs in terms of how much income had been raised by them; Only NGBs that are comparable in terms of size to be investigated.

SJ and SS would create a draft reserves policy for consideration by the Finance sub-group.

SJ to create a member schedule of fees and put forward for Board's approval.

Performance reward policy would be created and signed off by the relevant committee as soon as possible and by next Board meeting.

SS would define a performance review related mechanism for the staff and make a recommendation for Board's approval.

The Board would decide on the criteria for the CEO pay review.

Board requested the budget to be broken down into months to enhance and strengthen controls.

EB/19-20/69 Executive Report

69.1 2019/20 Improvement Plan

SJ had updated the plan which had been distributed as part of the Board pack. **SS proposed that the actions coming out of the plan should become a part of the business planning and reporting rather than a separate plan. Board agreed.**

69.2 Policy Update

Policy documents are currently being reviewed by Pinsent Masons through a pro-bono project.

69.3 VolleyZone – verbal update

SJ reported that SS, Rob Payne and she met with 4 Global in Birmingham hosted by Oaks (thanks to AW) with CF and AW in attendance. 4 Global was represented by Utku Toprakseven and Alice Johns. It was a positive meeting resulting in remaining work being categorised into four groups. James Murphy would meet 4 Global at the 4 Global head office in Chiswick to present his feedback on the issues related to development of VolleyZone. Also, the final payment (50%) had been delayed until the original contract work is completed.

69.4 69.4.1 Exit Interviews

SS asked whether any Board Members would like to volunteer to help with staff exit interviews as and when. This would ensure impartiality of the interview. BF and FB kindly volunteered to assist with this.

69.4.2 Working Group Delegated Authority

SS discussed the current scheme of delegation. Under the scheme, working groups would normally recommend projects and actions to the Board in the areas they lead on. Board discussed and agreed that the communication between subgroups and Board needed addressing to strengthen the connection between the two, to give direction to the work of those groups and align them with the Board. **Board agreed that SS would review the Scheme of Delegation, communications process and project planning and put forward a paper to Board for approval when ready.**

69.4.3

- Volley 2 – paper for discussion

Board thanked Nick Shaffery for the preparation of the paper distributed as part of the pack. Board discussed and **agreed to freeze** the development of Volley 3 and Volley 4 programmes until Board had a better understanding of Volley 2 programme and resource and its implementation. **SS and SJ would conduct an audit of any other similar items that would require Board's attention.**

- Junior Competitions Review – verbal update

Nick Shaffery had developed a set of recommendations related to Junior Competitions Review. His recommendation was that a fixed term working group was to be set up to come up with an interim solution regarding next season's junior competitions' format and fees.

Board agreed that a working group is created to carry out this work as long as this work runs according to a set of guiding principles.

69.4.4 CIMSPA & Coaching Audit – paper for discussion

Board discussed RH's paper distributed as part of the Board pack. Board discussed the possibility that some funds would need to be committed to accommodate CIMSPA's requirements. The cost was unknown yet. Board noted this had now been initiated and would eventually result in a development of a new coaching award professional standards.

69.5 GB Sport Media

SS reported on the project aimed at development of a streaming platform for minority sports. A company had been formed to deliver this and a board of directors had been appointed. VE had been asked to sign a heads of terms to indicate intention to be included in the non-exclusive platform. VE would join on behalf of all home nations. The cost was £1,700 annually for two years. Expected coverage would be 2600 hours (e.g. live broadcast, behind the scenes). It would be managed by the sports collaborative, with a Board consisting of representatives of sports involved. Cost had been included in the budget already. SS and Stewart Thorpe were reviewing the documents and in discussion about joining the project. Board discussed risks (content would be owned by the collaborative, no clarification about who would cover the production costs, no certainty about the quality of the product, potential more impact on resources, would this be in line with the strategy, impact on the audience, hidden costs). SG and SS would have a call with them GB Sport Media to clarify these points especially about any oncost and potentially negotiate the term. **SS would liaise with SG about this and would report to the Board.**

69.6 69.6.1 Volleyball England Foundation Chair – ratification -

Board appointed Simone Turner as VE Foundation Chair and Adrian Stores as Vice Chair.

69.6.2 Board would enter into a dialogue with the Foundation to ask for its plans for next year. **SS and IW would talk to the Foundation and pass on VE's observations.**

69.7 Commonwealth Games working group – update

As per the Executive Report.

69.8 Staffing update & longer-term staffing discussion

SS reported that three new members of staff would be starting the following Monday, two of which were permanent (Dan Ward and Erin Prewitt) and one fixed term until September 2020 (Petra Szollosyova). SS was also explore an option of bringing in an

apprentice on a government apprenticeship scheme. This had also been included in the budget (£8k annually). Kevin Fletcher was still being used for high level finance support. Going forward, Kevin's advice was to employ a high level finance support for three to five days a month with a potential of this to decrease with Adam Freundlich (Finance Assistant) picking up more responsibilities.

Janet Inman support finished at the end of February. SS proposed for the Board to contact Janet to thank her. CF would follow up and copy the Board in.

Actions:

- 69.1 Improvement plan to become a part of business planning reporting.**
- 69.4.2 SS would review the Scheme of Delegation put forward to Board for approval when ready.**
- 69.4.3 SS and SJ would conduct an audit of any items similar to Volley 2 that would require Board's attention.**
- 69.5 SS would liaise with SG about GB Sport Media**
- 69.6.2 SS and IW would talk to the Foundation and pass on VE's observations.**
- 69.8 CF would email Janet Inman to thank her for her support.**

EB/19-20/70 British Volleyball Federation

- 70.1 UK Sport Strategy Support Fund – verbal update

British Volleyball Federation had successfully bid for research funding from the new UK Sport Support Fund to develop a situational analysis and performance matrix as per the report. The funding is £11,500.

EB/19-19/71 Strategy Development

- 71.1 Report on Strategy Working Group Sessions – Feb 10th & 27th

SS reported that the following had been achieved in terms of Strategy Working Group's work:

10 Feb – consideration of insight around the three pillars and refining of the guiding principles

27 Feb – focused on the consultation process, communication, timeline, finance in relation to the launch of the Strategy

- 71.2 Summary of current draft position

Presentation of emerging thinking:

11 January Board and Staff Strategy session saw the meeting come up with three pillars as far as VE strategic direction was concerned. These were to develop the sport, to raise standards and to meet customer needs.

Following from the thinking during that meeting, SS reported that the Purpose had been shaped and had become "Leading the growth and improvement

of all disciplines of Volleyball in England” with the three pillars being:

- Club Support – to develop the sport – the clubs being the heart of the sport – to strengthen and help clubs to deliver more, better and more efficient volleyball (get-keep-grow)
- Volleyball for life – focus on player retention and understanding players’ journey within the discipline
- Products – ensuring VE produces were high quality products that continue to bring revenue enabling re-investment in the sport

Board discussed:

- it was vital VE re-engaged with the membership – the more membership thrive, the more VE thrive
- VE should do more to help clubs e.g. to market themselves or provide them with a high-value product as we can’t help them financially
- the clubs are to be the centre of the Strategy
- more focus should be put on developing young players and

SS then presented the Guiding Principles (as per circulated document).

Board approved the direction of travel in reference to the Strategy Draft Position. **Further work would be carried out on the Guiding Principles and focus areas and Board would be updated. Positives and challenges would be discussed by the working group with delegated responsibility for developing the strategy.**

71.3 Sport Collective – agree support (dates & options)

A meeting with Sport Collective was happening the following week as part of the three-day allowance. This needed to be used by the end of March. **After next week’s meeting with Sport Collective, the dates of the other two meetings and their focus would be communicated to the Board should any Board member want to get involved.**

71.4 Strategy Development Timeline – Discussion

SS and SJ presented the timeframe up to the Strategy release at the AGM. Board discussed the consultation with a range of stakeholders. Board

agreed that VE should consult the working leads as a follow up to their feedback but in terms of wider membership, a communication plan would be put in place which would guide how VE would engage and communicate information about the Strategy being in the process of development.

Actions:

71.2 Further work would be carried out on the Strategy Guiding Principles and focus areas and Board would be updated. Positives and challenges would be discussed by a working group.

71.3 After next week's meeting with Sport Collective, the dates of the other two meetings and their focus would be communicated to the Board should any Board members want to get involved.

71.4 VE should consult the working leads on the Strategy as a follow up to their feedback but in terms of wide membership, a communication plan would be put in place which would guide how VE would engage and communicate information about the Strategy being in the process of development.

EB/19-20/72 Future Meetings

Future dates were noted. Dates originally sent by Stewart Dunne would be reviewed and canceled if necessary. **SJ would re-send the diary invites.**

Action:

72 SJ would review and re-send the Board meetings diary invites.

EB/19-20/73 Any Other Business

- Coronavirus
Italy trip had been cancelled. SS sat on a call with CEOs of other NGBs. The advice in terms of running event is to be guided by venues' guidelines.
- SJ reported a data breach via VE website. VE were working with Fluid on it. VE could be fined by ICO but this would remain unknown until the investigation is finished. Remedial measures had been put in place, which could help to avoid any reoccurrence.

EB/19-20/74 Meeting Finalisation

74.1 Review actions to be taken
As per the table below.

74.2 Meeting evaluation
All attendees were happy with the conduct of the meeting and the format of the agenda.

74.3 Next meeting

The date of next meeting is 6 June 2020.

74.4 Meeting close

The meeting closed at 4.00pm.

Actions	Responsible	Date	Completed
67.4.1 FB to be removed from the list of attendees in the minutes of 18 January 2020 Board Meeting. There were a couple of tracked changes in the minutes that needed removing.	SJ		
53.6 CF and RH would pick up a conversation about the Code of Conduct (sanctions)	CF and RH		
68.1 AW asked for Board presentations to be moved to an online platform/shared drive to be accessible to all Board Members.	SJ		
68.2 Going forward the Board asked for the SMT to include in Board report the bottom line, significant meaningful variances against budget, tolerance, early warnings mechanism in relation to end of financial year SS and SJ would continue to discuss how best to present the financial data with AF.	SS and SJ		
68.4 SJ to conduct an exercise aimed at benchmarking VE against other NGBs in terms of how much income had been raised by them; Only NGBs that are comparable in terms of size to be investigated. SJ and SS would create a draft reserves policy for consideration by the Finance sub-group.	SJ		
SJ to create a member schedule of fees and put forward for Board's approval. Performance reward policy would be created and signed off by the relevant committee as soon as possible and by next Board meeting.	SJ SS SS Board		
SS would define a performance review related mechanism for the staff and make a recommendation for Board's approval. The Board would decide on the criteria for the CEO pay review.	SS and SJ		
Board requested the budget to be broken down into months to enhance and strengthen controls.			
69.1 Improvement plan to become a part of business planning reporting.	SS and SJ		
69.4.2 SS would review the Scheme of Delegation and put forward to Board for approval when ready.	SS		

69.4.3 SS and SJ would conduct an audit of any items similar to Volley 2 that would require Board's attention.	SS and SJ		
69.5 SS would liaise with SG about GB Sport Media	SS and SG		
69.6.2 SS and IW would talk to the Foundation and pass on VE's observations.	SS and IW		
69.8 CF would email Janet Inman to thank her for her support.	CF		
71.2 Further work would be carried out on the Strategy Guiding Principles and focus areas and Board would be updated. Positives and challenges would be discussed by a working group.	SS, Strategy Working Group		
71.3 After next week's meeting with Sport Collective, the dates of the other two meetings and their focus would be communicated to the Board should any board member want to get involved.	SS		
71.4 VE should consult the working leads on the Strategy as a follow up to their feedback but in terms of wide membership, a communication plan would be put in place which would guide how VE would engage and communicate information about the Strategy being in the process of development.	SS and SJ		
72 SJ would review and re-send the Board meetings diary invites.	SS		



Adam Walker, Independent Chair