

**Minutes of Executive Board Meeting at 5.30pm on 15 March 2021
via Teams**

Directors Present	Titles
Adam Walker [AW]	Chair (Independent)
Andreas Hernandez [AH]	Director
Clare Francis [CF]	Vice Chair (Independent)
Freda Bussey [FB]	Director
Ian Wall [IW]	Director (Independent)
Jefferson Williams [JW]	Director
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 [AS]	Minute taking

EB/20-21/11 Welcome by Chair

Chair welcomed all present to the meeting.

11.1 Apologies

Brendan Fogarty

11.2 Director Conflict of Interest Disclosures

No declarations of interest were submitted,

EB/20-21/12 Volleyball England Proposed Staffing & Governance Structure

12.1 VE proposed staffing structure

SS referenced the staffing proposal included in the Board pack. The paper proposed that the managers would take on the role of delivering the three strategic priorities. Consideration had been given to how this could be achieved in terms of the resource required. In terms of the existing resource, the wider team included a large number of lower-level staff with insufficient higher-level resource. This is why, it was felt that there was a number of new

roles that could be brought in to help with this. One of the new roles proposed would be a business development contractor whose main responsibility would be income generation. Additional monies could be used to fund this post with the view that that post would fund itself in time but also provide a steady stream of income into the organisation in the future. Further, SS proposed that the data and insight contractor who had been employed to complete a time limited piece of work could be called upon for a few days a year to oversee the activity around data and insight and ensure that we embed insight and data in what we do.

The proposal also included creation of two additional project lead posts. One would specifically look at clubs and how we support clubs longer term. The other role would focus on how we could communicate with clubs more efficiently, ensure that our profile as a sport was raised, and to progress the digital transformation piece.

The two vacant work or project delivery team officer roles would be made into Project Officer roles and would be filled with apprenticeships. They would be contracted for about 12 to 18 months while they do their apprenticeship. One of the secondments would be filled with an additional resource focusing on the Commonwealth Games.

Board discussed the structure:

- AW reported that the new structure had been subject to stringent check and challenge in advance of this meeting by the strategy working group. It was recommended by the strategy working group for approval by the Board.
- AH questioned reporting lines. SS answered that SJ would manage the sport aspects of the organisation with SS managing the enabling functions such as finance, communication, insight etc. Underneath, the three managers would line manage project leads. The lines had not been firmed up on the diagram due to a project-based approach to the staffing structure.

Board approved the proposed structure to align with the three strategic priorities.

Board discussed the costs of the new structure:

- SJ confirmed that should the cost be too high in any given year; certain posts could be brought to a close.
- AH noted that the approved budget contained a £30k contingency fund for the strategy delivery which could be called upon.
- IW asked whether any of Sport England re-profiled funding could be used for funding

the staffing.

- AW observed that VE had an amount of money in this year's budget allocated to investing in the strategy. Funding the new staffing structure could be a prudent way of spending it especially that there would be ways of mitigating the costs if necessary.

Following the discussion, the Board agreed to the increase in the staffing budget of £25k for this year with the full understanding of the potential risks.

AH enquired about the holiday entitlement for staff. SS reported that the staff had been asked to use their holidays, apart from the five days which they had been allowed to carry forward.

AW thanked SS and SJ for this piece of work and confirmed the Board's approval to progress with this work.

12.2 Volleyball England proposed governance

SS reported that the Strategy Working Group had decided it was important for the strategic goals to be reflected in all organisational activities. The Working Group discussed looking at how the subgroups/ working groups could operate under this new way of working and realign their activity to the three strategic pillars. CF reported that the Strategy Working Group concluded that the new model would involve Board setting a strategy with subgroups taking responsibility for their specific strategy priorities, and then directing the delivery down to the working groups with the reporting coming back to the Board. One-page dashboard reporting templates would be created and used for this purpose.

Board discussed:

- RH observed that there had been no consultation prior to putting the proposal forward and expressed his concern around how this could affect volunteers involved in work of any of the groups.
- CF answered that the aim of this structure was enhanced flexibility to fit the delivery of the Strategy. Therefore, at this stage the sub-groups would be re-aligned to the strategy with the consultation then coming as the sub-groups determine the working groups required to deliver the relevant activity.
- AW agreed that this concern should be addressed. AW observed that the BDO had concluded that the functionality of subgroups and working groups required improvement with a more effective link between the groups and Board to be

implemented. CF noted that from a constitutional perspective the Board can make changes to the framework document without this requiring approval at the AGM – but it would be published on the website. The updates would be included as part of the ongoing policy work.

The revised structure was approved by the Board subject to consultation. Board would discuss how the consultation would be executed at the April Board meeting.

Action

12.2 Board to discuss consultation with volunteers around the new governance framework.

EB/20-21/13 Volleyball England Pay & Performance Policy

SS reported on the Pay and Performance Policy paper included in the Board pack. SS had been tasked with writing the paper in March 2020. The paper presented the mechanism for discussing individuals' pay according to how well they had worked against their objectives in the previous 12 months. This would be put in place as of April 2021. Staff team members would be set some challenging but achievable objectives to work on as part of the delivery of the implementation plan over the next 12 months. Where staff achieved an outstanding level in of performance according to the policy, they would be awarded a pay increase. This was yet to be determined. The recommendation for the Board was to approve the policy and for the Chair to conduct an appraisal of the CEO. The CEO would then determine the pay increases for all the staff for that particular year. For the year 2021/22, the proposal was to implement a small pay increase in line with the budget. Funds had already been allocated for this purpose.

Board discussed:

- AH asked about when the payment increase based on the performance review would be implemented. SS answered that once confirmed by April/May the increase would be awarded around the same time. SS reminded the Board that they had agreed that in each budgetary year a pot of money would be set aside for this purpose. SS added that if everybody would achieve a really high level, then there would be less money in the pot, and the reverse would also apply. The objective year would conclude by March with salary increase in April or May.
- CF added that the policy needed to link in with the Nominations Committee's Terms of Reference because of the Chair appraising the work of the CEO. CF to follow up

with SS offline on the wording changes to ensure alignment.

- AW expressed his support for the policy but encouraged caution in terms of potential impact on the dynamics of the team.

Board approved the paper subject to linking the paper to the Nominations Committee's Terms of Reference.

Action:

EB/20-21/13 CF to follow up with SS about the Nominations Committee's ToR.

EB/20-21/14 Volleyball England Foundation – Board Member Ratification

SS reported that the VE Foundation recruited new Board members and they were subject to VE's Board ratification. 23 applications had been received and interviews had already taken place in February. The appointments had been ratified by Simone Turner (Chair of VEF) and one other independent trustee of VEF. The final step was ratification of the new appointments by the VE Board

Board ratified the appointments on the Foundation's board.

AW reported that him and SS continued to meet with Simone and Janet every six weeks, which aided the spirit of collaboration between the two organisations. As a collective, both organisations had an obligation to add value to the sport of volleyball. AW reported that SS and him were working on a memorandum of understanding between the two organisations to clarify the roles and functions of both to ensure that there was no overlap and both organisations are complimenting each other for the benefit of the sport.

EB/20-21/15 Any other business

15.1 Competitions

SS reported that the Return to Play group had met following PM's announcement regarding easing of the lockdown. There was an anticipation for Sport England to release additional guidance, but this had not taken place. Sport England would release clarification guidelines on 22 March.

The key issue for volleyball would be numbers of players allowed on the field of play during training and matches. The group was exercising a cautious approach in terms of determining the number of players in "volley-bubbles" to ensure their safety indoors and outdoors. The general view was that the maximum number of players would be capped at a reasonable

level (rather than be unlimited) but it was crucial to understand what other sports would be doing. After 29 March, outdoor volleyball could potentially resume.

EB/20/21/16 Meeting Finalisation

AW thanked everyone for the participation.

Actions	Who
12.2 Board to discuss consultation with volunteers around the new governance framework.	Board
EB/20-21/13 CF to follow up with SS about the Nominations Committee's ToR.	CF/SS

Signed:



Adam Walker, Independent Chair