

**Minutes of Executive Board Meeting at 8.30am on 30 January 2021  
via Teams**

| <b>Directors Present</b> | <b>Titles</b>            |
|--------------------------|--------------------------|
| Adam Walker [AW]         | Chair (Independent)      |
| Andreas Hernandez [AH]   | Director                 |
| Brendan Fogarty [BF]     | 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                 |
| <b>Staff Present</b>     |                          |
| Sue Storey [SS]          | Chief Executive          |
| Samantha Jamieson [SJ]   | Deputy Chief Executive   |
| Kevin Fletcher [KF]      | Staff                    |
| Stewart Thorpe [ST]      | Staff                    |
| <b>In attendance</b>     |                          |
| Agata Sromecka [AS]      | Minute taking            |

**EB/20-21/97 Welcome by Chair**

Chair welcomed all present to the meeting.

**97.1 Apologies**

No apologies had been submitted. AW explained he had to leave today's meeting early and CF would Chair the remainder of the meeting from that point.

**97.2 Director Conflict of Interest Disclosures**

No declarations of interest were submitted.

**97.3 Approval of the Agenda**

Agenda was approved by all.

**97.4 Previous Minutes**

**97.4.1 Confirmation**

The minutes of 21 November 2020 Board meeting were approved as a true and

accurate record of the meeting. They would be signed off by AW remotely.

#### **97.4.2 Matters Arising/Action List**

Matters arising were discussed and the status is noted below. Those actions noted below were carried forward and will be noted in the actions for this meeting.

| <b>Actions</b>                                                                                                                                        | <b>Status</b>                                                                                   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| EB/20-21/89 CF to send list of policies in scope to KB.                                                                                               | Complete                                                                                        |
| 89.4.1. All to submit comments on the Annual General Meeting 2020 minutes to SJ by the end of the following week.                                     | Complete                                                                                        |
| 90.10 SS and SJ to update the Risk Register.                                                                                                          | Complete – to be reviewed at meeting agenda item EB/20-21/8                                     |
| 91.10 SJ to respond to CF on NVL income included in the financial forecast.                                                                           | Complete – SJ reported back to CF on the status of NVL income in the financial forecast         |
| EB/20-21/92 – SS and SJ to organise a Board get-together to discuss ideas for innovation.                                                             | Complete – this was held in December. See any other business for update on innovation planning. |
| EB/20-21/94 SS and SJ to invite SST and JI to a meeting in 2021.                                                                                      | Ongoing – it was decided that SS would invite STu and JI to the 24 April 2021 board meeting.    |
| 95.1 SS and STh to prepare a business case (scoping) around next steps regarding digital infrastructure transformation for the January Board meeting. | Ongoing – this would be carried forward with the paper brought to the April board meeting.      |
| 95.2 AW, SS and SJ would consider a decision-making process proposal to be considered at the January 2021 board meeting.                              | Ongoing – this would be carried forward to the April board meeting.                             |
| 95.3 RH would prepare a Board paper for January 2021 meeting around coach education. KF and SS to be involved in financial planning.                  | Closed - RH provided an updated – see agenda item EB/20-21/5. Action closed as per agenda item. |

#### **EB/20-21/98 Executive Update**

The Executive Report was noted as in the board pack. SS highlighted a few items in the report:

- the use of the furlough scheme had produced a considerable saving for the organisation. All staff except SS, SJ and STh remained furloughed part time working 3 days per week in January. This would potentially change going forward as it is recognised to kick start the strategy and be ready for the return to volleyball activity resource is required.
- VE and the Volleyball England Foundation had worked together to submit an application to Sport England for a grant for sitting volleyball nets – this

application was successful. These, alongside other equipment, and cleaning products, would be delivered to clubs in due course. SS thanked the Volleyball England Foundation for their assistance with this.

- Sport England had been invited to the Board meeting to discuss their new strategy. However, no SE colleague was available to join the meeting. SS would brief the Board on the SE new strategy later in the meeting. AW commented that VE Strategy was well aligned to the Sport England Strategy.
- BVF had been unsuccessful in securing £1.5m UK Sport progression funding.
- There had been a number of staff changes including contracting Damian Stevenson who has been charged with developing a data and insight action plan. His work would conclude in March 2021. The use of two other vacancies was being considered in relation to the Strategy and the implementation plan.

### **EB/20-21/99 Implementation Plan**

SS explained that the work had been carried out on the draft plan in liaison with the Strategy Working Group, which assisted in identifying the areas for the plan to be best aligned with the Strategy.

AW thanked for the work on the plan. Board discussed:

- RH asked for the acronyms for ownership of actions in the plan to have a key included and noted that the diversity had not been included in the plan as one of the governance compliance areas. SS answered that due to a number of staffing changes, job titles and working group names abbreviations had been used instead of names, but the document was live and would be changing. Diversity would be added under compliance but subject to the ongoing discussion around Diversity Action Plan and how we can ensure it pervades the organisation and sport. SJ to update with a key and recirculate.
- CF asked whether anything that the organisation is currently doing which had not been carried across and put under one of the three strategic priorities. SJ answered that there were no such actions at this stage but this would be subject to ongoing consideration as part of the insight work and overall staffing alignment. CF noted that this does need consideration otherwise we are simply adding more activity to the same resource pool. Also, CF noted that it was useful to see how job titles were aligned to different pieces of work to ensure there was sufficient resource to carry out work identified in the plan. This should be factored into the staff planning and working document to be reported back to the board.
- AW asked the Executive Team to consider how the plan could become a working document that would be reported on, used on a day-to-day basis, and updated regularly. Board would want to sign off the plan by next Board meeting. **SS and SJ to bring proposals to the April board meeting.**
- SS observed that the volleyball community should be updated on the progress of the work identified in the plan and VE should consider how this could be facilitated. **AW asked the for the internal and external communication around the plan to be designed.**

#### **Action:**

#### **EB/20-21/99**

- **Executive Team to consider how the plan could become a working**

***document that would be reported on, used on a day-to-day basis, and updated regularly.***

- ***SS and SJ to design internal and external communication around the plan.***

### **EB/20-21/1 Finance Update and Budget 2021/22**

KF reported on the key highlights in relation to the finance update:

- the costs were being controlled well up to December 2020 which had resulted in a small surplus in the budget, which could be used in relation to work on the Strategy and to bring staff back from furlough in the next quarter.

KF moved on to report on the budget for 2021/22 and asked for board approval of the same. KF highlighted:

- the budget had been re-designed to be aligned with the strategic areas. There is some overlap of activity the allocations had been tested and challenged with co-ordinators.
- the budget had been set with an outturn of a small surplus of £10k for the purposes of contingency
- reserves in the new budget would be adequate to cover the organisation's key liabilities at the end of 2022. This meant that there was no requirement to generate a vast surplus in 2021/22.

Board discussed:

- The budget had been recommended for approval by the board by the FSR sub-group who had undertaken a detailed review and analysis.
- It was noted some funds would be available for strategy implementation and development and these could be utilised in year subject to a business case signed off by the board.
- AW asked the Executive team to consider how the implementation plan and the budget would be used as a management tool and in reporting.
- AW commented that the Board should be prepared to vary the budget as and when necessary, during the year.

Board **approved** the 2021/22 budget.

AW thanked all involved for the work carried out in relation to the budget preparation.

### ***Actions***

***EB/20-21/1 - Executive Team to consider how the implementation plan and budget would be used as a management tool and in reporting and present to Board at the next Board meeting.***

### **EB/20-21/2 Volleyball England Foundation**

IW updated the Board with the key highlights from the report which was submitted as part of the board pack:

- The Foundation was looking to recruit at least three new Trustees onto its Board
- Nominations Committee was being put together to lead on the Trustee

recruitment process

- Sitting volleyball campaign was ongoing with three applications, two approved already and the third requiring additional action but with perceived positive outcome
- Nearly £32k were in the bank
- The Christmas auction was successful and £1.2k had been raised
- The Foundation had signed up to the Easy fundraising portal and were encouraging clubs to use it when shopping
- The second newsletter was going to be released in February
- Plans for a grassroots junior level tournament at Kettering was on hold. SG observed that this could be an ideal occasion for the Foundation and VE to collaborate as part of innovation and it was agreed plans would be aligned here and with others suggesting similar return to volleyball activity.

CF thanked IW.

### **EB/20-21/3 Dealing with public opinion**

A paper from Keith Nicholl's had been shared with the Board in advance. The Board noted several of the recommendations and their alignment to the current strategy and implementation. . VE would maintain a dialogue with Keith Nicholls going forward.

*In August of last year, Keith Nicholls, a longstanding and influential member of the Volleyball Family who was chair of Volleyball England until 2017, shared a paper supporting his belief that Volleyball England needs to develop a new business model. Shortly afterwards Keith and Sue Storey met to discuss it in more detail, and I have offered to meet with Keith as well.*

*His report was circulated weeks before Volleyball England's new 10-year strategy – The Game Plan – was officially released, which built on months of discussion, feedback and stakeholder engagement. And we were delighted to see parallels in our thinking.*

*As Keith knows from his time on the Board, Volleyball England has been through a period of repair and rebuild in the last few years, and we are now in a position to start being more ambitious about what we want to achieve. The Game Plan places clubs, volleyball pathways and a suite of enhanced products and services at the heart of our work, and working hand-in-hand with the Volleyball Family, we're confident we'll grow and improve all disciplines of volleyball in England over the next 10 years. Volleyball England welcomes Keith's considered thoughts and, like any observations received from within the sport, Volleyball England will always carefully consider them in relation to its future strategic direction. Volleyball England has offered Keith and other contributors to his paper the opportunity for either a virtual or face-to-face meeting – when restrictions allow – to discuss the specific observations and recommendations. In the interim, Volleyball England would like to thank Keith and look forward to continuing a positive relationship with him in the future.*

The Board agreed that going forward all complaints/comments/observations would be given due diligence and consideration and responded to equally. Anonymous complaints would not be acted on as per the complaints policy.

**AW left the meeting and CF took over as Chair of the meeting.**

### **EB/20-21/4 Governance and finance assurance review**

Phase 1 of the recommendations from BDO had been received with Phase 2 outstanding. Because BDO had not been able to deliver it in time for this meeting, the review of both has been deferred until the April Board meeting.

**Action:**

***EB/20-21/4 – Phase 1 and 2 of BDO recommendations to be reviewed at the April Board meeting.***

**EB/20-21/5 Coach Education Plans**

RH reported that he had met with SS and SJ and had been asked to help Gillian to develop the new coach award. RH had met with the new coaching relationship manager at UK coaching and the course developer to try to understand how VE could align its qualification with the existing course which was the coaching Hero Award from UK coaching. To enable VE to be accredited it should attempt to match some of the learning outcomes of the UK coaching award, and then add in some of those learning outcomes to the new award programme. Next steps would be to map this out. RH would work with UK coaching on this. The overarching aim was to realign the course with the current coaching standards as set out by CIMSPA. The intention was to launch the course by June 2021. At this stage no paper is required for the board to review. Therefore, the action from the previous meeting is closed.

Board agreed that the course should be actively promoted as part of professionalising the sport generally. Also, this should be considered as part of the Strategy and the implementation plan.

**EB/20-21/6 Diversity Action Plan**

RH referred the Board to the paper circulated as part of the Board pack. RH reported that the Diversity plan included a vast number of actions but there was insufficient resource to carry them out and this was hindering progress. RH added that the new Code for Sports Governance would be likely to have a wider array of requirements in terms of the Board, organisation and sport diversity.

Board discussed:

- SS queried whether there should be one diversity champion on the board and in the hub team or whether a collective responsibility is preferred. Overall consensus was that there should be a board champion and a hub team lead who would be responsible for meeting the plan's targets and driving forward the changes. RH will continue as Board Champion, SS/SJ to identify a hub team member to take on team role
- IW noted that it would be helpful to have a diversity champion among staff and Board.
- CF agreed that the number of actions in the plan was disproportionate in comparison to the size of the organisation and resource. Fewer actions that we really focus on and implement would be more beneficial to the organisation and therefore she agreed with RH's paper conclusion. CF added that everyone should be responsible for improving diversity among the Board, staff and across the sport.
- RH recommended that VE wait for the new requirements as part of reviewed Code for Sports Governance (Sport England). Following this, a group could

be formed to respond to the Code and formulate recommendations for review by the board at that time.

Board asked for SS to discuss the plan with CEOs of other NGBs to determine best practice and how they manage diversity.

**Action:**

**EB/20-21/6**

- **SS to discuss the plan with CEOs of other NGBs and report back any findings to the April board meeting.**
- **SS/SJ to identify a team member, RH to progress the review of the diversity action plan, however it is expected that progress will be limited until new SE guidance is published.**

**EB/20-21/7 Website and social media review**

ST presented the key highlights in relation to the website and social media:

- There had been a shift to a content and comms approach
- increased focus had been on the use of social media platforms including previously dormant LinkedIn and Instagram to diversify and engage different audiences
- digital offer had been diversified and intensified in terms of regularity of release with messaging becoming more targeted
- the social media following had recorded an increase
- Facebook was the most popular platform in terms of the engagement, followed by Instagram with 22% growth recorded in 2020. Twitter and LinkedIn had also recorded growth in 2020.
- The website had recorded a considerable decrease in views in 2020 but this was consistent with little activity in sport due to Covid-19 related restrictions. Covid-19 related information and guidance had been viewed most frequently in 2020.
- Website was not mobile compatible although almost 60% users accessed it on a mobile device.
- Overall, the audience was growing, with new approaches to be implemented and the comms strategy to be written in 2021.
- The target for a new website (subject to business case approval at April meeting) to be ready should be July 2022 (i.e pre CWG). Making it mobile device friendly was projected according to the same deadline. SS confirmed that a business case would be put forward to the Board. The Exec team had been asked to bring the case to the April meeting.

Board and the Exec team thanked ST for the presentation and his work on comms transformation. Board also agreed that a development of the new website was essential to innovate and increase the engagement and stressed that resources should be committed to website transformation business case development rather than mending the existing website.

SS thanked ST for his work on the media and the website. Board echoed this.

**EB/20-21/8 Risk register**

A reviewed Risk register had been circulated as part of the Board pack. The previous

version had been included for comparison.

The key additions to the Register included:

- Covid-19 impact on the organisation
- infrastructure – SportPark and Kettering
- response should a significant number of staff leave the organisation

The Board was asked to approve the Risk Register – Board approved.

The Board was asked to determine the frequency for future review of the Risk Register - Board agreed that the register would be reviewed by the FSR sub-group at each of its meetings with a bi-annual review by Board.

**Action:**

***EB/20-21/8 – The Risk Register would be reviewed by the FSR group at each of its meetings with a bi-annual review by Board***

**EB/20-21/9 AOB**

9.1 SS presented to the Board on the new Sport England 10-year Strategy.

9.2 SG enquired about Volley 2 especially in terms of it being offered free of charge and the proposed roll-out strategy particularly in light of how this aligned with the Game Plan. SS, SJ and ST were asked to consider the response to this and update Board as soon as possible.

9.3 In terms of innovation, SG updated the Board that it had been proposed that a 17 February virtual innovation session took place. This would be facilitated by Simon Kirkland from Sports Structures. Simon agreed to facilitate a 2-hour session for 30-40 participants. Should there be more people interested, more sessions could be organised. It would be important to gather feedback and reactions to questions posed at the session. The ideas from the community would be brought forward to the hub staff. A whole volleyball community would be approached in terms of participation in the event, and it was important for a variety of voices from the community to be invited and heard. This event was also in line with the Game Plan. Board agreed for the event to be run.

**Action:**

***EB/20-21/9.2 - SS, SJ and ST to consider a response to the Board in terms of offering Volley 2 including pricing and roll-out strategy.***

**EB/20/21/10 Meeting Finalisation**

CF thanked everyone for their participation.



| <b>Actions</b>                                                                                                                                                                                                                                                                                                | <b>Who</b>                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| EB/20-21/94 SST and JI to be invited to the April 2021 Board meeting (Carried forward from January meeting).                                                                                                                                                                                                  | <b>SS SJ</b>                     |
| 95.1 SS and SJ to prepare a business case (scoping) around next steps regarding digital infrastructure transformation for the April Board meeting (Carried forward from January meeting).                                                                                                                     | <b>SS SJ</b>                     |
| 95.2 AW, SS and SJ would consider a decision-making process proposal to be considered at the April 2021 Board meeting (carried forward from January meeting).                                                                                                                                                 | <b>AW, SS and SJ</b>             |
| EB/20-21/99<br>Executive Team to consider how the plan could become a working document that would be reported on, used on a day-to-day basis and updated regularly.<br>SS, SJ and ST to design internal and external communication around the plan for the April 2021 Board.                                  | <b>SS, SJ</b><br><b>SS SJ ST</b> |
| EB/20-21/1 - Executive Team to consider how the implementation plan and budget would be used as a management tool and in reporting and present to Board at the next Board meeting.                                                                                                                            | <b>SS SJ</b>                     |
| EB/20-21/4 – Phase 1 and 2 of BDO recommendations to be reviewed at the April Board meeting.                                                                                                                                                                                                                  | <b>All</b>                       |
| EB/20-21/6 - SS to discuss the diversity action plan with CEOs of other NGBs and report back at April board meeting.<br><br>SS/SJ to identify a team member, RH to progress the review of the diversity action plan, however it is expected that progress will be limited until new SE guidance is published. | <b>SS</b><br><b>SS/SJ/RH</b>     |
| EB/20-21/8 – The Risk Register would be reviewed by the FSR group at each of its meetings with a bi-annual review by Board                                                                                                                                                                                    | <b>FSR, All</b>                  |
| EB/20-21/9.2 - SS, SJ and ST to consider a response to the Board in terms of offering Volley 2 including pricing and roll-out strategy.                                                                                                                                                                       | <b>SS SJ ST</b>                  |

**Signed:**



**Adam Walker, Independent Chair**