

Executive Board Meeting held on Saturday 17th March 2018
At SportPark, Loughborough

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

Directors Present	Titles
Adam Walker [AW]	Independent Chair
Keith Nicholls [KN]	Vice Chair
Steve Matthews [SM]	Technical Director
Clare Francis [CF]	Legal Director (Independent)
Ian Wall [IW]	Commercial & Marketing Director (Independent)
Seyram Atubra [SA]	Insight and Research Director
Lauri Chandler [LC]	Finance Director (Independent)
SMT Present	
Janet Inman [JI]	Chief Executive Officer
Stewart Dunne [SD]	Chief Operating Officer
Samantha Jamieson [SJ]	Core Market Officer
Minute Taker	
Agata Sromecka [AS]	Secretariat

10:30am EB/18-19/01 Welcome by the Chair

01.1 Apologies

Apologies had been received from Joanne Drapier (Sport England) Freda Bussey, Jefferson Williams and Simon Griffiths. VW and EC would join the first part of the meeting remotely via “Go-To Meeting”. It was agreed that as this was a meeting that had to be moved due to exceptional circumstances, that Board Members could join via the Go-To portal, however under normal circumstances it is expected that Board members attend each meeting in person.

01.2 Director Conflict of Interest Disclosures

LC disclosed her son was part of the VE U19 Men’s squad. SD declared he was President of NEVZA.

01.3 Approval of Agenda

Agenda was unanimously agreed.

01.4 Previous Minutes

01.4.1 Confirmation

01.4.1.1. SA was not listed on the attendance list for the last meeting. To be amended.

01.4.1.2. It was confirmed that SJ would be responsible with JI reporting back on club affiliations/registrations number to Board.

Subject to the amendments as listed above, the minutes were taken as a true and accurate record of the Board meeting and were signed off by AW.

01.4.2 Matters Arising Action List

46.4a.2.1. JI had received all outstanding Director Conflict of Interest Disclosures.

46.4a.2.2. In relation to the LB case, AW would speak to CF to clarify the VE's response and then would speak to JI and SD before presenting the approach to resolving the issue at next Board meeting.

46.4a.2.6. JI conducted Board induction with FB, LC and IW.
JI to arrange an induction with VW.

46.4a.2.7. CF to report back on legal position of co-opted Board members once she received expert advice from one of her corporate colleagues.

46.4a.2.8. JI reported that upon receiving additional funding from Sport England, VE were in a position to review the Articles of Association. This work was commissioned to Shoosmiths Solicitors led by Michael Patterson [MP]. Significant amendments to the document included the removal of portfolio leads (which might still appear in the Framework). **Following a thorough revision, CF would get back to MP with further suggestions after which the Articles would be redrafted.** It was anticipated that a new set of articles would be produced by the end of March to be ratified at the AGM.

46.4a.2.18. A group was structured to continue the discussion about the organisation of ENG V SCO 50th Anniversary match. A progress had been made in terms of securing a donation towards the event's budget. Work towards organisation of the match would continue.

46.4a.2.26. CEO reported that she had had a discussion with home nations as part of the BVF meeting. KN's report (in the Board pack) elaborated on the matter.

46.4a.2.27. JI recirculated KN's CEV report.

Action 47.1. JI reported she was working on the Response to Duty of Care Report as part of the group of NGB's Chief Executives. JI would update Board when ready.

Action 47.2. NS presentation had been circulated to Board.

48.1. AW and JI to prepare a series of discussion questions for Board related to expanding VE as a business as part of Board Engagement Day. A part of next Board Meeting would be earmarked to discuss this as well.

48.3. **SD working with Wheelchair Basketball as part of Loughborough University Shared Services on CRM. Currently awaiting guidance from SE how and what could be applied for. SD suggested developing a working group.** JI also updated Board that NGB's Chief Executives' Shared Services meeting during which it had been decided that the Shared Services should include CSPs. JI was chosen to lead on engaging with CSP Network.

48.4 The changes to the Honorary President's role will be incorporated into Articles of Association –references had been removed. The Framework would provide additional explanation on the role and involvement of the Honorary President. This would come into effect after the Articles' ratification at the AGM.

48.14 Costs for the England vs Scotland 50th anniversary match had been prepared and be presented to the Board later in the meeting for decision on whether VE would financially support the match.

48.15. Please refer to the point 11.7 of Executive Report regarding number of club affiliations and registrations.

49.2. The Commercial Group's report on the offer of the individual membership would be discussed at point 3.2 and 4 of the Delivery and Development Report.

49.4. Talent Pathway Review WG was arranged before Christmas as planned.

01.5 Chair's Report

Please refer to the Chair's report as presented in the pack.

Actions:

01.4.1.1. SA was not listed on the attendance list for the last meeting. To be amended.

46.4a.2.2. In relation to the LB case, AW would speak to CF in order to clarify the VE's response and then would speak to JI and SD before presenting the approach to resolving the issue at next Board meeting.

46.4a.2.6. JI to arrange a Board induction with VW.

46.4a.2.7. CF to report back on legal position of co-opted Board members once she received expert advice from one of her corporate colleagues.

46.4a.2.8. Following a thorough revision, CF would get back to MP with further suggestions after which the Articles would be redrafted.

Action 47.1. JI reported she was working on the Response to Duty of Care Report as part of the group of NGB's Chief Executives. JI would update Board when ready.

48.1. AW and JI to prepare a series of discussion questions for Board related to expanding VE as a business as part of Board Engagement Day. A part of next Board Meeting would be earmarked to discuss this as well.

48.3. SD working with Wheelchair Basketball as part of Loughborough University Shared Services on CRM. Currently awaiting guidance from SE how and what could be applied for. SD suggested developing a working group.

EB/18-19/02 Executive Report via CEO

Jl reported that only a select number of items from the Executive Report would be given additional attention during the meeting. These included:

02.1 BVF AGM

KN presented the background of BVF and the its current position. Home Nations were asked to review the role of BVF. As part of that review all home countries had been asked to respond to the questionnaire attached to the Minutes. Board were being asked for guidance in responding to the most relevant questions extracted from the questionnaire on behalf of Volleyball England

02.2 Commonwealth Games 2022 Birmingham

Jl reported that the first Commonwealth Games 2022 Working Group's meeting took place on Thursday 15 March. One of the key objectives of the Group would be to influence the selection of Beach Volleyball for 2022 Games. In order to advocate the selection, **the Group would identify the target communication list.** Jl stressed that it was imperative that communication from or on behalf of VE advocating this movement was consistent at all times and Jl would keep a record all activity.

02.3. Volleyball England Code of Governance

Jl summarized actions taken as presented in point 4. of Volleyball England Code of Governance of the Executive Report.

Jl highlighted that Moore Stephens would be re-auditing in May 2018 to ensure all recommendations outlined in their original report were now in place and that the renewed financial regulations had been implemented.

02.4 Operational Management

Regarding purchasing membership system services, SD suggested organising a scoping meeting to assess VE's needs to then obtain an accurate cost analysis of such system. SD would meet Sport 80 on the following Monday afternoon.

As part of Shared Service, VE and Wheelchair Basketball were hoping to be able to join forces in order to secure savings in this area. However, SD reported that following on from the conversation with Wheelchair Basketball, it became apparent that their membership system requirements were different from VE's which might negatively impact the initially anticipated mutual savings. SD reported that VE had to have a membership system in place in order to benefit from insight and communication as well as monetisation and consequently raise the

sport's profile. This issue would be raised with Joanne Drapier in the meeting on the following Monday.

02.5 GDPR

GDPR would come into force on 25 May. Regional Go to Meeting revealed that clubs were yet to gain a full understanding of what DPR meant for them as that did not seem to be the case at the minute. **SD confirmed an article was planned to inform and advise clubs of their responsibilities.**

SD reported that VE staff would receive training on GDPR. Also policies and procedures would be written to be applied across the organisation.

02.6 Affiliations and registrations.

SJ informed that the extracted numbers were still lower than in previous years but the reason for it remained to be found. One of the reasons might be ineffectiveness of the system as well as insufficient staff capacity. However, on the positive side, the numbers had gone up since the last report.

02.7 Volleyball England Dashboard

Sport England accepted submitted one-year KPIs. Joanne Drapier had been part of KPIs establishment process. A copy of the Dashboard could be found in the Dropbox. The financial Dashboard would be added once finalised.

Actions:

02.2 Commonwealth Games 2022 Working Group's would identify the target communication list advocating the selection of Beach Volleyball for 2022.

02.5 SD to ensure an article is prepared to inform clubs and regions giving the clubs, regions and local associations and understanding of GDPR and its implications.

EB/16-17/03 Sub Group Reports

03.1 Finance, Strategy and Risk

LC briefed the Board on the historic and current VE finances and reasons for VE's decline in the financial position since 2012. The hub team assistance was reported invaluable in helping LC to understand the current financial position of the organisation. The issue of Going Concern was raised by LC in relation to the organisation's financial situation. VE was reported to have been financially viable.

03.1.1 Update on Financial Statements 2015/16

Accounts for 2015/16 were confirmed as audited and filed with Companies House.

03.1.2 Update on Financial Statements 2016/17

Restructure costs, debt provisions, NEVZA costs, the national kit team, investment zones, beach volleyball tour contributed to the negative financial situation. Whilst not acceptable the position was an historic one. Accounts have been audited and filed with Companies House.

03.1.3 Review forecast 2017/18

The hub team have had to cut various costs without the management accounts impacting size of the hub team and delivery of the programmes. Due to this, the current financial situation of VE had been majorly transformed and was reported to have improved with a projected a small surplus, however this did not take into account pre-payments and accruals.

The accounts audit process will commence on 29 May 2018, and signed off before AGM with the “Going Concern” to be proven 12 months after to obtain a letter of intent from Sport England for the future funding

03.1.4 Review Budget 2018/19

The programme delivery would slowly begin again.

Chair thanked LC and the team for their tremendous efforts. Control over spending would be of utmost importance but the prognosis for the future was promising.

Jl also thanked the Hub Team, they had managed some difficult conversations around spending reductions over the last 12 months and had done so in a professional manner.

It was expected that going forward the funding allocation from Sport England would be smaller. However, Jl reported that SE were looking at allocation of funding for various sports bodies for 2021 and potentially Sport England would not reduce VE's funding due to the organization being financially viable and its governance in place.

LC stressed that VE should monitor expenditure against Sport England's requirements in terms of involvement of SMT. This had already been mapped. Also, GDPR should be factored in.

Going forward monthly management accounts would be produced and submitted for Board's approval.

Chair thanked LC for the paper and the presentation.

3.1.4.1 Chair asked for an assessment of the level of risk of investment in the most sizeable areas of expenditure in the budget:

- Sporting Excellence Award– low level risk of investment
- Membership – low level of risk

- NVL – low level of risk
- Commercial Licensing – low level of risk

Chair requested report on those four areas in the budget to be submitted to Board on a regular basis with a flagging system of any areas of concern in any of those to ensure consistency and control of these.

3.1.4.2 Board approved the draft 2018/19 budget as was presented on the condition that full monthly management accounts and an additional report on expenditure in the above mentioned four areas of expense would be provided going forward.

3.1.4.3 Next Board meeting would see a discussion on which budget lines currently subsidised would be subsidised going forward. SMT would look through the subsidy list and report any that would need signing off to be approved pre-Board meeting by a phone conference.

3.1.4.4 Phased budget to be presented at next Board.

03.1.5 Financial Policies and Procedures

03.1.5.1 Risk Management Policy, being one of Sport England's governance requirements, as submitted was approved by Board. As part of it, Risk Register had been updated and presented to Board. This would be a live document and going forward would be reviewed on a regular basis by the Finance, Strategy and Risk Sub-group.

03.1.5.2 Succession Planning Policy was reported by JI to be outstanding. This would be circulated to Board by the end of March for electronic approval. This policy and the Board terms of reference and the Scheme of Delegation, would be the final step to be complaint with Sport England's requirements.

Actions:

3.1.4.1 Chair requested report the four areas in the budget submitted to Board on a regular basis with a flagging system of any areas of concern in any of those to ensure consistency and control of these. Those were:

- **Sporting Excellence Award – low level risk of investment**
- **Membership – low level of risk**
- **NVL – low level of risk**
- **Commercial Licensing – low level of risk**

3.1.4.2 Full monthly management accounts plus an additional report on expenditure in the above mentioned four areas of expense would be provided going forward.

3.1.4.3 Next Board meeting would see a discussion on which budget lines currently subsidised would be subsidised going forward. SMT would look through the subsidy list and report any that would need signing off to be approved pre-Board meeting by a phone conference.

3.1.4.4 Phased budget to be presented at next Board.

03.1.5.1 Risk Register to become a live document and going forward would be reviewed on a regular basis by the Finance, Strategy and Risk Sub-group.

0.3.1.5.2 Succession Planning Policy was reported by JI to be outstanding. This would be circulated to Board by the end of March for electronic approval.

03.2 Commercial and Marketing

IW updated Board on developments within the area of group's expertise.

03.2.1 Individual Membership Proposal

IW outlined his proposal to create a membership package that every player would need to join to be able to play volleyball in England.

Board felt that the past had shown that in order for the proposal to be successful the package would need to appear attractive and beneficial an offer to a buyer taking buyer's requirements to the forefront of the product development.

Following IW's report, Board Members discussed the proposal.

SA highlighted that it was crucial to understand what VE's customers need from the package and what they value in the current offer in order to develop an attractive product. Also, SA posed a question of whether VE ran the risk of losing members by enforcing individual membership.

KN observed that VE's attitude towards growing membership should change. He voiced his opinion that an introduction of a player's individual license to play in specific leagues could be built into the membership package which could also be branded specifically for the benefit of Regions to profit from the scheme and as a compensation for potential loss of income on their part. Regions could also be offered support in management of the scheme.

AW suggested Gift Aid contribution being added to every individual purchase of membership.

Also, Board spoke of adding insurance to the package as this was highly valued by members of sports such as gymnastics or netball.

Also, AW suggested **(AW declared interest in relation to the matter minuted therein)** approaching Sport England for securing a funding to commission a consultancy service on SE's framework which would build a strategy around building an attractive and successful membership package. **To be followed up by JI and SE.**

Actions:

03.2.1 JI would follow up approaching Sport England for securing a funding to commission a consultancy service which would build a strategy around creating an attractive and successful membership package.

03.2.2 Website renewal

Until detailed assessment of what is required in terms of the website renewal was obtained the group could not proceed further and was assessed as an item of low priority.

03.2.3 Key Product Development.

As per the report, four key products were identified:

- England v Scotland 50th Anniversary – no development as at the time of writing the report there was no indication the event would take place.

Considerations of the items listed below were reported as ongoing:

- Inter-Regional Championships
- Cup Finals Day
- National League

03.3 Core Market

03.3.1 Sitting VB Paper

The allocated budget for SV was £10k but additional £4k had been requested. The additional funds would not negatively impact other programmes.

03.3.1.1 AW observed that when a request for a budget approval would be brought to Board in the future, the executive summary of such proposal should include:

- Impact on budget and other operations/programme delivery (positive and negative)
- Nature of the spend
- Positive impact on the sport
- Risk association with the spend

The Board agreed the budget of £14k for Sitting VB.

03.3.2 NEVZA U19 Proposal

Following a discussion, Board agreed to VE hosting the event with any deficit to be met by additional commercial activity or met from the Talent budget.

03.3.3. Cup Finals Proposal

Following a discussion, Board agreed to follow the recommendation made by the Competitions Group to amend the format of play so reducing the length of the day.

03.3.4 Super 8's

Following a discussion, Board agreed to follow the recommendation made by the Competitions Group.

03.3.5 Facilities Review: National Volleyball Centre

KN reported he had met all twelve- and eight-court hall providers. Due to problems with the number of suitable courts (hire price or a travelling distance) Kettering had transpired to be the best option. The centre in High Wycombe was an option but required upgrading and potential investment in improvements.

SD reported he was meeting with Warwick University who were building a new hall. This meeting might have a potential of VE influencing their building plans. SD had had a meeting with Kettering and obtained first quote. SD gave Board the overview of costs of the hire with and without food.

The Board gave SD guidance and subsequently its authority to negotiate on behalf of Volleyball England.

SD would send the Board an update following his various meetings with a view to concluding by the end of April 2018.

03.3.6 Workforce expansion

Workforce Expansion - a Primary School focused programme jointly worked on with CEV (equipment provider) and Premier League for Sport aimed to expose a larger number of young people to volleyball.

Premier League for Sport were on board and agreed to provide VE with a letter of support, which so far, had not been obtained. In the meantime, SJ reported that VE had been unexpectedly awarded a grant from FIVB. VE were promised 500 volleyballs from FIVB.

In relation to Primary Stars Programme **AW advised that he would connect SJ to Andy Martin.** AW informed that Andy Martin is one of the senior members of staff working on that Programme.

On AW's question what VE's expectations from Primary Stars were, SJ responded that VE would be asking them to coordinate volleyball training for their community staff. The cost is unknown. VE would be prepared to invest in the delivery but hopefully Premier League would fund the programme instead.

03.3.7 Competition review

03.3.7.1 SJ reported that on 27 January 2018 (Strategy Day) it was agreed that the Regional Talent Lead and the Competition Review Lead would meet and discuss how the two can work together. This did not happen and is still pending.

03.3.7.2 AW observed that there was a vast number of projects being run concurrently but lack of resources to drive them, which might pose a risk of those projects to overrun or be unsuccessful.

SJ and JI were asked to prioritise the projects according to which would be most successful and answer to SE expectations, come up with a system for sharing, updating and monitoring them as well as updating the Board. **Board decided that JI, SJ and SD would review the projects by:**

- **listing all current projects**
- **defining their drivers**
- **deciding order of priority**
- **articulate focus and timeframe to respective groups**

0.3.3.7.3 KN updated Board that the competition calendar had been largely updated except for beach volleyball dates.

0.3.3.7.4 VEBT – The Board discussed at length the merits of the proposal that a third-party delivery the VEBT on behalf of VE at length. Whilst the Board was at times split on the validity not only of the proposal but also the company involved FB confirmed that thus far the discussion she and SD had held had progressed.

The Board agreed that a contract should be drafted, however a small working group of AW, CF, FB & SD be formulated to ensure that the contract is fair to all.

SJ will work with the Competitions department to ensure that whatever the outcome the VEBT will take place in 2019.

3.3.4 Core market understanding

SA updated Board on the activity of the Sub-group in addition to the submitted report. SA reported that VE held a lot of information already which could aid the group in finding answers to posed questions.

Next step for the group would be to desk analyse this data before moving forward. SA and SG would meet in due course to discuss.

JI observed that it was important to analyse what information was missing from the existing information base and whether we would need to re-invent VE's membership survey.

Lastly, SD raised Competition Group's request to Board to approve a name of the Super League. SD reported that the most recent idea was Super Volley. **Board agreed that the Core Market Sub-Group should come back to Board with suggestions for consideration and approval.**

Actions:

03.3.1.1 AW observed that when a request for a budget approval would be brought to Board in the future, the executive summary of such proposal should include:

- **Impact on budget and other operations/programme delivery (positive and negative)**

- Nature of the spend
- Positive impact on the sport
- Risk association with the spend

03.3.2 Board agreed to VE hosting NEVZA at a cost of £11k from allocated budget with no overspend.

03.3.5 SD would circulate a cost comparison summary sheet for Board to decide which option of Kettering venue hire as the National Volleyball Centre was most viable.

03.3.5 SD would send Board a brief on his conversation with Warwick. In four weeks' time Board would sign it off – a conference call to be organised.

03.3.6 In terms of Workforce expansion AW advised that he would connect SJ to Andy Martin.

03.3.7.1 SJ reported that on 27 January 2018 (Strategy Day) was agreed that the Regional Talent Lead and the Competition Review Lead would meet and discuss how the two can work together. This did not happen and is still pending.

03.3.7.2 Board decided that JI, SJ and SD would review the ongoing projects by:

- listing all current projects
- defining their drivers
- deciding order of priority
- articulate focus and timeframe to respective groups

3.3.4 Board agreed that the Core Marker Sub-Group should come back to Board with suggestions for consideration and approval.

03.4 Technical and Talent

03.4.1 The appointment of Paul Welsh was approved in the role of Interim Head Coach for the England Junior Women by Board. The appointment would run to the end of the NEVZA competition in October 2018. Paul performed this role during the last year's competition.

03.4.2 The appointment of Dave Roberts as the Head Coach for the England Cadet Girls was approved by Board for the period ending with the NEVZA competition in the fall. Dave was reported to be involved in coaching junior squads in the recent past.

Board raised the question of the process behind selecting the coaches and formalizing their appointments. SM informed that a two-year rolling contract was presented to the candidates with an obligation to agree to the code of conduct as part of their appointment. SM reported that in the past this had not been strictly followed and needed formalizing and following through in the future. SA highlighted the importance of safeguarding element of such appointments. **Board agreed that the Sub-group needed to bring a proposal of the recruitment protocol/framework for coaches and referees for consideration and approval and the next meeting. Also, VE should promote recruitment protocol and appointed coaches and referees on the website elaborating on the reasons for their suitability for the post and adherence to the official framework. To be followed up by the Sub-group.**

The above appointments were approved on the condition that they were short term and that there would be an official recruitment protocol implemented going forward.

Also, JI suggested that there should exist a framework for mentoring coaches and reporting on the progress of that. This would be picked up by the Sub-group.

03.4.3 Board confirmed their support for hosting the 50th Anniversary matches between England and Scotland Senior teams and sending an official Invitation to the Scottish Volleyball Association. The matches would take place at the Northumbria University on Saturday 19th May 2018. The event would present minimal opportunity for raising income given that any income raised in ticket sales would be retained by the University to cover setup costs. Board approved subsidising the team for £500 should the fundraising prove unsuccessful in raising the sufficient amount of income to self-fund/ finding a sponsor. SD encouraged Board Members to attend the event in the hope to raise the profile of the match. SM, JW and LC would be attending. JI would speak to Margaret Fleming (CEO of SVA)

Actions:

03.4 Tech and Talent Group would discuss a framework for mentoring coaches and reporting on the progress of that.

03.4.2 Board agreed that the Sub-group needed to bring a proposal of the recruitment protocol/framework for coaches and referees for consideration and approval and the next meeting. Also, VE should promote recruitment protocol and appointed coaches and referees on the website elaborating on the reasons for their suitability for the post and adherence to the official framework. To be followed up by the Sub-group.

EB/18-19/05 Diversity Action Plan update – next steps

- 05.1. VW reported that there was an intention of creating a Diversity Action Group. **VW asked the Board to agree to postpone forming the Working Diversity Group due to a low representation of diversity within Board despite good gender and age diversity. Board agreed.** The positions would be advertised next week, which was agreed by the Governance Committee and part of work on that would be passed onto the Nominations Committee. **VW and JI would define the desired group structure and steer on the recruitment process.** VW stated that ideally there should be at least 1 representative of various groups within the volleyball community e.g. age, BAME, LGBT and disability. Various organisations to be approached to advertise this opportunity such as EFDS, Volunteering Matters and Women in Sport.

Actions:

05.1 Forming the Working Diversity Group would be postponed until suitable candidates would recruited to form the group. VW and JI would define the desired group structure and steer on the recruitment process.

EB/18-19/06 Declaration of Good Character

JI had distributed Declaration of Good Character to all Board Members present at the meeting. Board members were asked to fill in and return to JI.

EB/18-19/07 Any Other Business

07.1 SJ raised the issue of the competition fee increase. This decision would need to be taken during AGM due to the still applicable rules of currently standing Articles of Associations.

07.2 **JI informed the Board that AW and Nominations Committee would be sent Annual Board Review paperwork and a follow up would be decided on.**

Actions:

07.2 AW and Nominations Committee would be sent Annual Board Review paperwork and a follow up would be decided on.

EB/18-19/08 Meeting Finalisation

08.1 Review actions to be taken

Actions to be taken were minuted and would be followed up by appropriate Board Members and the Staff Team and reported on to Board.

08.2 Meeting evaluation

08.2.1 Board were happy with the discussions at the meeting and issues raised.

08.2.2 AW observed that due to the Go to meeting dial being less successful than anticipated this type of participation in the Board meeting would be discouraged in the future except for in extraordinary circumstances and towards the end of the meeting to ensure that the progress of the meeting would not be disrupted. SD suggested a hire of specialist sound system to accommodate a better connection and sound quality of the dial in into the meeting.

08.2.3 AW observed that going forward Board should prevalently focus on providing guidance on the strategic direction of VE rather than operational matters to the organisation.

08.3 Next meeting

Next meeting would take place on 12 May. AW thanked everyone for their valued opinions and participation in the meeting.

8.4 Meeting close

Action	Responsible	Date	Completed Date
SA was not listed on the attendance list for the last meeting. To be amended.			
In relation to the LB case, AW would speak to CF to clarify the VE's response and then would speak to JI and SD before presenting the approach to resolving the issue at next Board meeting.			

JI to arrange a Board induction with VW.			
CF to report back on legal position of co-opted Board members once she received expert advice from one of her corporate colleagues.			
Following a thorough revision, CF would get back to MP with further suggestions after which the Articles would be redrafted.			
JI reported she was working on the Response to Duty of Care Report as part of the group of NGB's Chief Executives. JI would update Board when ready.			
AW and JI to prepare a series of discussion questions for Board related to expanding VE as a business as part of Board Engagement Day. A part of next Board Meeting would be earmarked to discuss this as well.			
SD worked with Wheelchair Basketball as part of Loughborough University Shared Services on CRM. Currently awaiting guidance from SE how and what could be applied for. SD suggested developing a working group.			
Commonwealth Games 2022 Working Group's would identify the target communication list advocating the selection of Beach Volleyball for 2022.			
SD would follow up with clubs on training regarding gaining full understanding of GDPR and its implications.			
Chair requested report the four areas in the budget submitted to Board on a regular basis with a flagging system of any areas of concern in any of those to ensure consistency and control of these. Those were: <ul style="list-style-type: none"> • ASE – low level risk of investment • Membership – low level of risk • NVL – low level of risk • Commercial Licensing – low level of risk Monthly management accounts were requested to be provided for Board's attention going forward.			
Next Board meeting would see a discussion on which budget lines currently subsidised would be subsidised going forward. SMT would look through the subsidy list and report any that would need signing off to be approved pre-Board meeting by a phone conference.			
Phased budget to be presented at next Board.			
Risk Register to become a live document and going forward would be reviewed on a regular basis by the Finance, Strategy and Risk Sub-group.			
Succession Planning Policy was reported by JI to be outstanding. This would be circulated to Board by the end of March for electronic approval.			
JI would follow up approaching Sport England for securing a funding to commission a consultancy service which would build a strategy around creating an attractive and successful membership package.			

<p>AW observed that when a request for a budget approval would be brought to Board in the future, the executive summary of such proposal should include:</p> <ul style="list-style-type: none"> • Impact on budget and other operations/programme delivery (positive and negative) • Nature of the spend • Positive impact on the sport • Risk association with the spend 			
<p>Board agreed to VE hosting NEVZA at a cost of £11k from allocated budget with no overspend.</p>			
<p>SD would circulate a cost comparison summary sheet for Board to decide which option of Kettering venue hire as the National Volleyball Centre was most viable.</p>			
<p>SD would send Board a brief on his conversation with Warwick. In four weeks' time Board would sign it off – a conference call to be organised.</p>			
<p>In terms of Workforce expansion AW advised that he would connect SJ to Andy Martin.</p>			
<p>SJ reported that on 27 January 2018 (Strategy Day) was agreed that the Regional Talent Lead and the Competition Review Lead would meet and discuss how the two can work together. This did not happen and is still pending.</p>			
<p>Board decided that JI, SJ and SD would review the ongoing projects by:</p> <ul style="list-style-type: none"> • listing all current projects • defining their drivers • deciding order of priority • articulate focus and timeframe to respective groups. 			
<p>Board agreed that the Core Marker Sub-Group should come back to Board with suggestions for consideration and approval.</p>			
<p>Tech and Talent Group would discuss a framework for mentoring coaches and reporting on the progress of that.</p>			
<p>Board agreed that the Sub-group needed to bring a proposal of the recruitment protocol/framework for coaches and referees for consideration and approval and the next meeting.</p>			
<p>VE should promote recruitment protocol and appointed coaches and referees on the website elaborating on the reasons for their suitability for the post and adherence to the official framework. To be followed up by the Sub-group.</p>			
<p>Forming the Working Diversity Group would be postponed until suitable candidates would recruited to form the group. VW and JI would define the desired group structure and steer on the recruitment process.</p>			
<p>AW and Nominations Committee would be sent Annual Board Review paperwork and a follow up would be decided on.</p>			

AW and Nominations Committee would be sent Annual Board Review paperwork and a follow up would be decided on.			
---	--	--	--