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Minutes of the Board					
Date/Time	23 January 2020		Location	SportPark, Loughborough	
Attendees	Initials		Attendees	Initials	
Colin Povey	CP	Chairman	Annmarie Wallis	AMW	Treasurer
Fran Connolly	FC	CEO	Debbie Ryan	DR	Nominated Director
Bridget Blow (in attendance for items 1-4)	BB	Senior Independent Director	Clare Morley	CM	Nominated Director
Tracy Clarke	TC	Independent Director	Martin Wilks (via Skype)	MW	Independent Director
Naomi Defroand (in attendance)	ND	Company Secretary	Emma Fielding (in attendance)	EF	Finance Director
Ian Holloway (in attendance for items 1-4)	IH	VNSL & Competitions Director	Steve Elworthy (in attendance for items 1-4)	SE	Independent Chair of VNSL
Rosie Chapman (in attendance)	RC	Campbell Tickell			

Apologies	Initials	
Sharanjit Gulati	SG	Nominated Director
Ashley Giles	AG	Independent Director

Circulation List
EN Board President

1.0	Apologies	Action
1.1	CP advised of the apologies that had been received in advance of the meeting (as above).	
2.0	Declaration of Conflicts of Interest	
2.1	It was noted that there were no additional conflicts of interest.	
3.0	VNWC2019 Impact Review	
3.1	Two documents had been circulated to the board prior to the meeting. Report 1 was produced as part of the commitment to INF to produce an end of event report for stakeholders. Report 2 details the impact of EN delivery in relation to the legacy of the event.	EF/ND
3.2	FC noted that EN and UKSport will look to publically promote the successes of the event in February therefore information is confidential until this time.	
3.3	FC highlighted that the number of EN staffing hours invested in the planning and delivery of the NWC2019 was significant, this however did provide positive CPD opportunities and the application of this learning is now starting to be seen through activations connected to EN international events such as the Vitality Netball Nations Cup.	
3.4	FC advised that EN are now creating strategies around all major netball events going forward as it has been proven that elite events drive participation.	
3.5	EF provided an overview of the financial performance of the event. She confirmed that an interim audit had been completed and signed off. A full audit will be completed in June and consolidated with EN accounts for this financial year. The NWC2019 company will then be closed on Companies House.	
3.6	FC suggested that it is important for EN to look to host the World Cup again within the	

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	next 10 years.	
3.7	SE stated it was an incredible journey to be part of and praised the VNWC2019 team and Lindsay Impett for the success of the event. He also credited Liverpool Council as fantastic partners noting their significant contribution to the success of the event. He highlighted that the strategic alignment between the EN board and VNWC2019 was successful in facilitating a continued legacy.	
3.8	AMW asked what learnings should be taken from the event and applied to future hosting opportunities. SE noted that in 10 years the challenges will be very different but that there is a level of event experience that is now expected and this should be transferred to future events. SE suggested that connectivity will be vital and is something that is currently not in place in current venues.	
3.9	CP highlighted that discussions had taken place pre the event around the risk and return to EN and suggested that before entering a new bidding process EN needs to consider this area carefully.	FC
3.10	CP thanked the Executive Team, the NWC2019 team and EN staff for their achievements.	
3.11	CM enquired as to whether northern venues such as Liverpool were being considered for future internationals. FC advised geographic diversity is important to continue to extend the reach of the game and that Manchester has been identified as a possible venue for 2021 events.	
4.0	EN & VNSL Strategy Updates	
4.1	FC provided an update on the EN strategy development process and advised that to date current thinking had only been shared with key staff and Regional Chairs but that EN are due to consult with counties and the wider staffing network in February and March. Following this, the intention is to bring an initial draft of the strategy to the July board meeting and finalise in September.	
4.2	FC provided an overview of the insight projects commissioned to support the development of the strategy and related plans.	
4.3	MW noted the importance of membership as a valuable income source and enquired about the outcome of the previous commissioned membership work. FC advised that the previous work had provided a valuable source of data however there is still a need to do a deeper dive in to how membership can be futureproofed including consideration of the whole membership experience.	
4.4	FC advised that to date consultation has been undertaken with the Development team, Performance team, Roses, Regional Chairs and Local leagues to shape what 2031 should look like. Common themes came through from all groups but there is still a need to test with young people. The work to date has concluded that the current vision, mission and goals no longer fit with the aspirations of the sport and should be updated.	
4.5	The board were asked for their thoughts on the emerging strategy themes. TC stated that she felt that the current thinking is aspirational and inspiring and suggested the importance of building a bold goal around each pillar so people will buy into it and feel part of achieving these aspirations. DR noted that she was pleased to hear the ambitions around having a stronger voice on topics that really matter and championing causes. BB noted the need to have a clear goal around the elite squad. CM advised that she was positive about the process that has been undertaken to date to get to the current position.	FC
4.6	CP welcomed SE to present the initial work on the Vitality Netball Superleague strategy. SE advised that the thoughts within the paper provided in advance of the meeting have	

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	not yet been shared with the VNSL board.	
4.7	SE provided his initial thoughts following his first VNSL board meeting as chair and noted that there are a number of big discussions and decision areas to address relating to the VNSL strategy.	
4.8	SE asked IH to present the current thinking in relation to the VNSL strategy. IH reminded the board of the key strategic themes for the VNSL which have been identified and provided an overview of the immediate priorities along with the work that has been completed to date.	
4.9	IH confirmed he has now visited each VNSL club and held in-depth discussions around their current position, aspirations for the future and alignment to EN priorities. He has invested time to rebuild relationships and express EN's desire to work collaboratively with the clubs.	
4.10	IH talked through the insight collated in relation to other sport league models. Many women's sports provide a considerable amount of central funding to clubs. New Zealand and Australia have broadcast deals that underwrite the costs along with larger ticketing revenues. AMW suggested it would be interesting to ask the other leagues/sports where they see themselves in 10 years time.	IH
4.11	TC asked about the plan for the competition structure below VNSL. FC advised that this will be considered as part of the competition review.	
4.12	IH talked through the proposed timeline and key milestones for the development of VNSL with clear phases in the process which align to the overall strategy for the sport. FC explained the deliberate alignment of the key areas within both plans and the importance of investing in product enhancement over the next few years	
4.13	CP noted that ten years is too long to address the need for growth of the league but clubs are not yet in a position to effectively address the challenges. He suggested that the board needs to look seriously at how this can be addressed quickly and the cost to do so.	
4.14	SE advised that netball has a large market and this is very attractive to investors particularly with the current momentum behind women's sport. FC advised that EN are currently trying to get realistic valuations of the league assets to hold effective investment conversations.	IH
4.15	DR asked that any proposals for the league are sense checked against player welfare.	
4.16	CP summarised that the direction of travel for the strategy feels right for the sport at this time, but that further insight now needs to be overlaid to drive the strategy forward to completion.	
4.17	FC provided an overview of the proposed international and domestic event calendar for the next 4 years and the planned phases of development for increasing event income generation and the consideration of different event propositions.	
4.18	SE asked if tickets are currently live to seat or ballot. IH confirmed that they are currently sold live to seat. SE suggested the need to consider a ballot approach.	IH
4.19	AMW asked if there is a risk of demand dropping for a year where there is not a major event. IH confirmed that the proposed investment in the upcoming budget is to maintain the experience and mitigate this risk.	
4.20	DR asked if EN would be capable of bringing something forward in the timeline if the	

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4.21	<p>opportunity presented itself. FC confirmed that the timeline presented is not yet confirmed and there could be flexibility for the right propositions.</p> <p>CP thanked SE and IH for their input and joining the meeting after which they departed.</p>	
5.0	Minutes of Previous Meetings	
5.1	VNSL Board Meeting 27 November 2019	
5.1.1	The minutes of the meeting were noted.	
5.2	Remuneration Committee Meeting 5 December 2019	
5.2.1	The minutes of the meeting were noted.	
5.3	Board Meeting 5 December 2019	
5.3.1	The minutes of the meeting were noted and approved.	
5.4	Finance & Audit Committee Meeting 20 January 2020	
5.4.1	The minutes of the meeting were noted	
6.0	Matters Arising	
6.1	Finance & Audit Committee Meeting 20 January 2020	
6.1.1	AMW highlighted that fact that the surplus stated for the 2019/20 reforecast did not include any Executive Team Bonus payment.	
7.0	CEO Report	
7.1	FC advised that Jo Sinclair is expecting her second child in July and recruitment for maternity cover for the role of Commercial Director will start as soon as possible to allow for a handover period.	FC
7.2	FC advised that the new Director of Development will start at the beginning of April and provided information on the successful candidate's background and experience.	
7.3	CP asked when the broadcast proposal will be brought back to the board for approval. FC advised that a further update will be tabled as part of the next Board meeting in March but that following conversations with experts they are advising not to rush the process as there is a real appetite to partner with netball so it is likely negotiations will extend beyond the end of March.	
7.4	CP noted the resignation of the Governance Manager and stated the need to ensure the good progress in this area is continued.	
7.5	AMW asked for an update on the digital project. ND advised that the new website and finders had now been launched.	
8.0	2020/21 Budget	
8.1	EF advised that following the Finance and Audit Committee meeting it was felt that there were some risk areas that would be improved in the next couple of months and therefore sign off of the budget had been deferred until March to allow for this.	
8.2	CP summarised that it is prudent to cover off some of the risks before final sign off.	

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9.0	Management Accounts		
9.1	EF presented the accounts to the end of December 2019 and noted that the only area currently tracking behind reforecast is membership which has been previously noted.	EF	
9.2	It was noted that the reforecast figure does not include executive bonus and AMW asked that this is factored into the reforecast moving forward.		
9.3	AMW asked if the previously approved investments for this financial year had been committed, FC confirmed that they had.		
10.0	Items for Information		
10.1	Policy Register	ND	
10.1.1	The Policy Register was noted and the board approved the Anti-Doping Policy and Safeguarding Adults Policy.		
10.1.2	CM asked that there be clarity around which safeguarding policies are followed when staff operate abroad.		
10.2	Compliance		
10.2.1	ND advised that the report indicated an overview of performance in this area throughout 2019 and illustrated the impact of the process improvements that have been implemented.		
10.2.2	DR noted that this area is operating effectively and that the Case Management Group is now able to focus on challenging areas.		
10.3	Governance		
10.3.1	The report was noted.		
10.4	Key Dates		
10.4.1	ND highlighted the addition of Nominations Committee meetings in March and May to support the President recruitment process.		
11.0	AOB		
11.1	DR requested that EN consider support for campaigns through event delivery.	IH	
11.2	ND advised of the timeline for the External Board Evaluation and the requirement of directors to be involved with this process.	ND/AMW	
11.3	CP advised the board that Ron Odunaiya from Liverpool City Council had sadly passed away recently. Ron played a key part in securing and delivering the VNWC2019. The board noted their condolences and requested arrangements for flowers to be sent to the funeral.	FC	
11.4	The board noted congratulations to Serena Guthrie and Jo Harten for their recent recognition in the New Year's honours list. CP signed letters of congratulations on behalf of the board following the meeting.	CP	
Details of next meeting			
Date/Time	26 March 2020	Location	SportPark, Loughborough