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Minutes of the Board					
Date/Time	25 March 2021		Location	Virtual video meeting	
Attendees	Initials		Attendees	Initials	
Colin Povey	CP	Chairman	Annmarie Wallis	AMW	Independent Director
Fran Connolly	FC	CEO			
Bridget Blow	BB	Senior Independent Director	Jennifer Thomas	JT	Co-opted NED
Tracy Clarke	TC	Independent Director	Naomi Defroand (in attendance)	ND	Company Secretary
Debbie Ryan	DR	Nominated Director	Emma Fielding (in attendance)	EF	Finance Director
Clare Morley	CM	Nominated Director	Sharanjit Gulati	SG	Nominated Director
Ashley Giles	AG	Independent Director	Donna Nugent (in attendance item 3)	DN	HR & People Manager
David Parsons (in attendance item 3)	DP	Performance Director	Ian Holloway (in attendance item 3)	IH	Director of VNSL & Major Events
Katy Ritchie (in attendance item 3)	KR	Development Director	Claire Parnell (in attendance item 3)	CP	Interim Head of Marketing & Communications
Belinda Stephenson (in attendance item 3)	BS	Director of Commercial	Kelly Gordon (in attendance item 3)	KG	KGSport

Apologies	Initials	
David Armstrong	DA	Independent Director

Circulation List
EN Board President

Acronyms			
Aus	Australia	NZ	New Zealand
Covid-19	Coronavirus	RemCo	Remuneration Committee
EDI	Equality, Diversity & Inclusion	SE	Sport England
EN	England Netball	SteerCo	Steering Committee
F&A	Finance & Audit Committee	U19	Under 19
NomCo	Nominations Committee	U21	Under 21
NPA	Netball Players Association	VNSL	Vitality Netball Superleague
NWYC	Netball World Youth Cup		

1.0	Apologies	Action
1.1	CP noted that DA had sent apologies in advance of the meeting.	
1.2	CP welcomed all to the meeting and all in attendance introduced themselves.	
2.0	Declaration of Conflicts of Interest	
2.1	No new conflicts of interests were advised.	
3.0	Strategy	
3.1	FC introduced the strategy framework that had been circulated in advance of the meeting. She advised that over the last six weeks the Executive Team had focused back on strategy after putting it on pause at the onset of the pandemic. The revised framework was presented for check and challenge by the Board, in advance of a full strategy and business plan that will be tabled at the July board meeting.	

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3.2	FC advised that the new Strategy would form the basis of an investment bid to Sport England later in the year (likely autumn) to secure grant funding for the period 2022-2025.	
3.3	FC noted a number of key pieces of work in progress that will further shape the development of the strategy: <ul style="list-style-type: none"> - Professionalisation Review - EDI consultancy with Vercida – EN have made a conscious decision to try and incorporate EDI into all areas of the plan but with specific actions highlighted in this area. 	
3.4	FC and KG talked the board through the new structure of the framework and the research and consultation undertaken to date. FC then invited the executive staff to present each area of the strategy and the underpinning evidence for the proposed game changers that form the basis of the framework.	
3.5	Following the presentation the board provided feedback and confirmed support for the direction of travel and the ambition of the plan for the sport.	
3.6	FC advised that the next stage of strategy development would involve prioritisation of the roadmap and development of functional plans that underpin the framework. CP challenged the Executive, once a clear 10-year plan is in place, to prioritise the game changers in such a way as to maximise their impact over a shorter initial period.	FC
3.7	CP summarised that the board is supportive of the direction of travel. FC thanked the board for their comments and welcomed further comments to be shared after the meeting. The board congratulated the executive team on the presentation.	All
4.0	Minutes	
4.1	The following minutes were noted and approved as appropriate: <ul style="list-style-type: none"> - Board Meeting 28th January 2021 (noted and approved) - Regional Chairs Forum 10th February 2021 (noted) - VNSL Board Meeting 10th March 2021 (noted) - Finance & Audit Meeting 10th March 2021 (noted) - SteerCo Meeting 16th March 2021 (noted) 	
4.2	CP invited TC to provide an update on the RemCo meeting that took place earlier in the morning.	
4.3	CP updated the board on discussions held at the NomCo meeting earlier in the day in relation to succession planning. Four directors are due to serve their full term in 2023 and there is currently an Independent Director vacancy. The committee resolved to start to identify talent that could provide succession to the board and Odgers were identified as the preferred partner to support this. NomCo agreed to bring a proposal to the next board meeting to progress the recruitment.	NomCo
5.0	Matters Arising	
5.1	The Matters Arising from previous meetings were noted.	
6.0	Management Accounts February 2021	
6.1	EF advised that EN is now on track to achieve a breakeven position for 2020/21.	
6.2	AG asked if there is any auditing that will be undertaken in relation to the Winter Survival Package and asked if the proposed salary increase would be looked at through this. EF advised that she anticipated that there will be an audit mechanism that will look at the	

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6.3	<p>use of the funds but clarified that any salary increases would not be funded from this funding.</p> <p>AMW noted the need to make sure that EN is able to clearly demonstrate that there has not been any instances of double funding.</p>	EF
7.0	Budget 2021-22	
7.1	<p>EF noted that the efforts this year and additional survival package funding have significantly improved the outlook for 2021/22 and allows EN to look to achieve a close to breakeven position across both 2020/21 and 2021/22. There does however remain uncertainty around a number of income streams for the coming year.</p>	EF
7.2	<p>The additional funding secured means EN's short-term grant income had increased but projections suggest that this can be returned to the previous position relatively quickly. BB asked for EF to share the funding breakdown for the current financial year following the meeting.</p>	
7.3	<p>EF provided an overview of the risks and opportunities relating to the budget and suggested bringing a rolling forecast to the board for regular review.</p>	
7.4	<p>EF noted that in line with the strategy development from a financial point of view consideration will be given to:</p> <ul style="list-style-type: none"> - Maintaining a comfortable level of reserves - Ensuring EN has a clear investment policy - Maintaining a healthy funding mix (short v. long term, restricted v. unrestricted) 	
7.5	<p>JT asked if there will be any compromises that may need to be made between catching up following the impact of Covid-19 and then starting to deliver against the ambitious strategy. EF predicted that this coming year will give EN an indication as to how quickly the sport can fully recover.</p>	
7.6	<p>AMW noted that when F&A reviewed the outer years budget it was based on business as usual rather than the new strategy. There may be a risk around how quickly membership, tickets and sponsorship revenues return to pre-pandemic levels.</p>	
7.7	<p>The Board approved the proposed budget for 2021/22.</p>	
8.0	CEO Report	
8.1	<p>FC provided an overview of the paper circulated in advance of the meeting.</p>	
8.2	Strategy	
8.2.1	<p>FC advised that the 2021/2022 strategic goals have now been signed off by SE and it has been confirmed that they are not implementing a payment by results approach so the cancelling of the WNYC which was a target, will not impact funding. Also, SE has confirmed flexibility around the use of funds. FC advised that these objectives have been shared with Regional Chairs so they can align their efforts to ours.</p>	
8.2.2	<p>FC noted that SE has yet to issue guidance around funding for the new investment circle but is likely to seek applications in Autumn for a period of three years to realign to the standard four-year cycle. EN has been pushing SE for a longer-term decision around investment into performance but they have yet to review this.</p>	

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8.3	Development	
8.3.1	FC updated on the return of grassroots sport from 29 th March and provided an overview of the results of the EN Mood of the Nation Survey which indicated that there are certain age categories that may find it harder to return to netball than others. FC confirmed the Development and Communications teams are working on targeted approaches to support these audiences.	
8.3.2	AG asked if there is enough clinical support in place to support the wellbeing of staff. FC noted concern around burnout of staff and advised that there is support through PayCare, Perkbox and wellbeing resources. AG suggested that some money may need to be set aside to support these areas in the future. DR noted that many people would not disclose the status of their mental health to their employers and it is important to provide reassurance that the use of these services is confidential.	
8.4	Performance	
8.4.1	FC noted that discussions are underway with all top nations to secure the best possible preparation for the Roses in the run up to Birmingham 2022.	
8.4.2	FC advised that the NWYC has been cancelled so EN is now looking to try and arrange alternative competition for this age group. AG raised the need to consider the risks around taking young people into lengthy periods of quarantine. FC advised that EN has determined that it would not be right to put U19's in this situation but are still considering the position around U21's	
8.4.3	FC advised that since joining as Performance Director David Parsons has completed a resource review and EN is currently out to advert for an Assistant Coach and Technical Coaches to support Jess Thirlby.	
8.4.4	DR asked if EN is looking at benchmarking the player selection policy against other countries. FC confirmed that the changes to EN's selection policy are minor but that expectations will be clearly set out to players. EN is currently working with the NPA to review and update the Roses contracts.	
8.5	Commercial	
8.5.1	FC advised that the long form contract with Sky is complete and EN are now engaged in discussions with international broadcasters in relation to the Roses calendar and VNSL 2022 season.	
8.5.2	FC advised that the sponsorship market is starting to recover and EN is starting to see renewed interest from potential partners.	
8.6	Governance and Operations	
8.6.1	ND advised that EN has engaged Vercida as a consultant to support the development of EDI training and to support the strategy development to ensure EDI is embedded throughout all aspects of EN's work.	
8.6.2	AMW asked when the EDI training would be available. ND advised that this will be developed over the coming months and therefore training should be available later in the summer.	
8.6.3	ND provided an update on the digital ecosystem development and the business intelligence tool which is starting to be developed. Example reports were provided in the pack circulated in advance of the meeting.	

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8.6.4	DR asked when the drains up review of the systems project will be conducted. FC advised that this will be completed once the digital ecosystem has been fully integrated which is likely to be later in the calendar year.	ND
9.0	VNSL Update	
9.1	FC noted that the VNSL is now in round 6/7 and there have been no postponed or cancelled matches to date and an extremely low number of Covid-19 cases. The events team are now preparing to transition from Wakefield to Copperbox for the second half of the season.	
9.2	FC noted that the Special Appeals Committee has now been formalised to hear appeals from the VNSL covid related committees and BB is confirmed as the independent representative from the board.	
9.3	CP asked what the position for the second half of the season was for rearranged matches. FC advised that the intention was to still look to try and rearrange wherever possible but that the option to carry the result from the previous match is still possible if necessary.	
10.0	Policy Updates	
10.1	ND advised that a number of policies had been shared for approval. She thanked CM for her support with reviewing the Disciplinary Regulations and advised of a couple of further amends to this document.	
10.2	CP asked ND to recirculate the updated and final versions of the policies to the board to provide approval by email following the meeting. The following policies were approved by the board: <ul style="list-style-type: none"> - Codes of Conduct - Disciplinary Regulations - Safeguarding Disciplinary Regulations - Conflicts of Interest Policy - Recruitment of Ex-offenders Policy 	ND/All
11.0	Items for Information	
11.1	The board noted the following items that had been shared in advance of the meeting: <ul style="list-style-type: none"> • Compliance Report including 2020 overviews • Data Protection Report • Key Dates 2021 	
12.0	AOB	
12.1	CP advised that the President, Joan Mills wanted to speak to the board in relation to the work of the National Heritage and Archives Group. FC advised that she has suggested that the board would identify a separate session for this and a poll to identify a suitable date will be shared after the meeting.	ND
12.2	CM asked if a plan is in place for reopening the office. EF confirmed that EN is working with a consultant to consider the office configuration and working practices. In addition, EN is also looking at free lateral flow tests through the government. AMW advised caution in relation to the space required and the number of people needed to manage the process. EF noted that EN is currently investigating if this is something that could be done in partnership with SportPark or the campus.	
Details of next meeting		
Date/Time	27 th May 2021	Location Tbc