## Minutes of the Board

**Date/Time** 24 January 2019  
**Location** SportPark, Loughborough

<table>
<thead>
<tr>
<th>Attendees</th>
<th>Initials</th>
<th>Attendees</th>
<th>Initials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colin Povey</td>
<td>CP</td>
<td>Chairman</td>
<td>MW</td>
</tr>
<tr>
<td>Jo Adams</td>
<td>JA</td>
<td>CEO</td>
<td>TC</td>
</tr>
<tr>
<td>Bridget Blow (via conference call)</td>
<td>BB</td>
<td>Senior Independent Director</td>
<td>DR</td>
</tr>
<tr>
<td>Annmarie Wallis</td>
<td>AMW</td>
<td>Treasurer</td>
<td>CM</td>
</tr>
<tr>
<td>Naomi Defroand (in attendance)</td>
<td>ND</td>
<td>Company Secretary</td>
<td>PT</td>
</tr>
<tr>
<td>Emma Fielding (in attendance)</td>
<td>EF</td>
<td>Finance Director</td>
<td>AG</td>
</tr>
<tr>
<td>Sharanjit Gulati</td>
<td>SG</td>
<td>Nominated Director</td>
<td>PS</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>JM</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Apologies

| Initials |  |
|----------|  |

### Circulation List

EN Board  
President

**1.0 Sport England**

**1.1** The Directors agreed in the interest of time to take the Sport England presentation in advance of the main business items.

**1.2** CP welcomed PS and JM from Sport England to the meeting and thanked them for taking the time to meet with the Board and offered EN’s appreciation for the recently confirmed additional funding.

**1.3** PS confirmed that the recent decision to award EN additional funding had been relatively straightforward. PS reported that the Sport England board recognise the on-court success and the solid progress that England Netball was demonstrating both in terms of commercial income and membership and participation growth.

**1.4** He also reported that Sport England was pleased to see the progress England Netball has made over recent times in terms of good governance and compliance with the new Code of Sport Governance.

**1.5** PS also welcomed the fact that England Netball continued to be an insight led organisation that evaluated its programmes robustly and monitored their impact on the target audiences.

**1.6** He went on to confirm that England Netball’s Executive Team was highly regarded.

**1.7** Given the growing profile of netball PS reminded the board that the sport will come under increased scrutiny and must strive to maintain the highest standards across its full range of activities.
In relation to the above PS welcomed the fact that EN had used the NSP to try to resolve a recent case as this demonstrated our desire to meet in full our obligations under the Articles of Association.

JM provided an overview of the support Sport England can offer NGBs with governance and safeguarding. Sport England will continue to invest in CPSU and Ann Craft Trust.

MW asked if other NGBs have insurance for legal support. PS advised that some comparable NGBs do take out insurance.

JM advised that Sport England is currently piloting, for 12 months with Sport Resolutions and a number of NGBs (Table Tennis, Rowing, Badminton, Baseball/softball, Rounders and Fencing), how best to support effective case management and offered for EN to be part of the pilot if any cases were to arise in the near future that fall just below criminal threshold. Sport England has instructed Lime Culture to conduct an independent review of the findings. JM asked the Board to think about what else Sport England may be able to support EN with in relation to safeguarding.

BB asked about the definition of safeguarding and if coercive behaviour is included and if it is considered to be a safeguarding issue how can it be proved. JM said that Sport England would discuss this matter with the National Safeguarding Panel and provide any feedback that could be obtained. The current pilot will look at threshold levels for using the National Safeguarding Panel.

TC suggested that example case studies and training for boards would be really helpful and asked if Sport England were considering a fund to assist NGBs in this area.

DR suggested that Sport England could also help with education for coaches as well as campaigns aimed at participants and parents around what is unacceptable behaviour.

PT asked PS what EN could do better. PS suggested that EN can still do more to communicate its message through digital media.

MW asked where NGBs sit in Sport England strategy. PS advised that Sport England look to partner with organisations who can deliver but acknowledged that there are some unique qualities and responsibilities of NGBs making them different to other organisations, they are needed to govern the sport.

Following PS and JM’s departure from the meeting TC reflected that it was reassuring that they confirmed that the Board had followed the correct process with regard to the recent safeguarding case.

AG suggested the need to continue the conversation around financial support for NGBs in relation to the most complex safeguarding cases. JA stated that she is hopeful that the pilot will result in an equivalent of a UKAD being set up for safeguarding.

The Board agreed that if another significant safeguarding case came in EN would approach Sport England to be part of the pilot.

### Apologies

<table>
<thead>
<tr>
<th>No.</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>No apologies were noted.</td>
</tr>
<tr>
<td>2.2</td>
<td>Following ratification by the Board CP formally welcomed SG to her first Board meeting.</td>
</tr>
</tbody>
</table>
## 3.0 Declarations of Conflicts of Interest

| 3.1 | DR, TC and AG supplied and updated conflict of interests based on the new Conflict of Interest policy. |

## 4.0 Minutes of the previous meetings

| 4.1 | VNSL Board Meeting 7th November 2018 |
| 4.1.1 | Minutes were noted. |
| 4.2 | Finance & Audit Meeting 19 November 2018 |
| 4.2.1 | Minutes were noted and approved. |
| 4.3 | Regional Chairs Forum 24 November 2018 |
| 4.3.1 | Minutes were noted. |
| 4.4 | Remuneration Committee Meeting 6 December 2018 |
| 4.4.1 | Minutes were noted. |
| 4.5 | Board Meeting 6 December 2018 |
| 4.5.1 | Minutes were noted and approved. |
| 4.6 | VNWC2019 Board Meeting 18 December 2018 |
| 4.6.1 | The Board discussed and noted the contents of the minutes. |
| 4.7 | Finance & Audit Meeting 7 January 2019 |
| 4.7.1 | AMW confirmed that SG will now replace PT on the Finance & Audit Committee. |
| 4.7.2 | Minutes were noted and approved. |

## 5.0 Matters Arising

| 5.1 | CP provided an overview of the progress against matters arising from the Board meeting on the 6th December 2018. |
| 5.2 | Regional Chairs Forum 24 November 2018 |
| 5.2.1 | CM asked what the process for adding a Board member to the Regional Chairs Forum was. CP stated that Lindsay Sartori is currently considering this but he felt it might be best if one of the Nominated Directors was put forward. |
| 5.3 | VNWC2019 Board Meeting 18 December 2018 |
| 5.3.1 | TC asked if the overview of functions and events referenced could be circulated to the EN Board. |
| 5.3.2 | TC asked for an update on the VNWC2019 plastics policy as it is a reputational risk. JA confirmed that the VNWC2019 is discussing this area with the Sustainability Manager from the Hockey World Cup to take learnings. |
| 5.3.3 | CP suggested Nicky Dunn and Lindsay Impett attend the next Board meeting. |
| 5.4 | Remuneration Committee Meeting 6 December 2018 |

---

Page 3 of 7
5.4.1 DR stated she would prefer a specific 'pay posture' to be used, by which a rate for the role would be determined. TC advised that she did not think it would be feasible to be more specific. MW concurred that greater specificity would require a level of accuracy of data that does not really exist within the industry.

5.4.2 AMW requested that 'affordability' should be included in section 3.1 of the remuneration guiding principles and this was agreed.

5.4.3 The Board agreed that the Remuneration Committee should progress the development of the Remuneration Policy based on the current proposed principles.

5.5 Board Meeting 6 December 2018

5.5.1 AMW asked for clarification around the timelines for the staff survey. JA confirmed that the survey will be conducted in March with the results likely to be available in June.

5.5.2 DR requested a copy of the draft Equality Action Plan.

6.0 Disciplinary & Safeguarding

6.1 JA provided an overview of the changes that have been made to the Disciplinary Regulations and the Safeguarding Regulations. In addition she confirmed that significant progress has been made in improving the skill set of the case management group through the introduction of a number of new well-qualified members.

6.2 DR as Chair of the Case Management Group felt that the development of this group was progressing well.

6.3 BB confirmed that she had reviewed the tools that have been developed to support the volunteers who implement the Disciplinary Regulations and she said that she was sure these will prove useful. She suggested the addition of guidelines around who and what level of individuals should be engaged as chairs and members of the panels.

6.4 MW stated that it is important to note that planned training was to be delivered to upskill Disciplinary Secretaries.

6.5 JA confirmed that the CPSU will also be delivering safeguarding training to staff.

6.6 CM questioned if 28 days for fines could result in extra debt collection challenges but JA considered this to be a low risk. It was agreed that no further amendments were required.

6.7 The Board approved the revised Disciplinary Regulations and Safeguarding Regulations.

7.0 2019/20 Budgets & Management Accounts

7.1 2019/20 Budget

7.1.1 Prior to the meeting a detailed budget pack had been circulated to the board which was recommended by the Finance and Audit Committee following their most recent meeting.

7.1.2 EF provided an overview of the key areas of the proposed budget put forward by the Executive Team.

7.1.3 EF confirmed the basis upon which the main assumptions within the budget had been established.

7.1.4 PT asked whether EN had yet had any indication around potential Sport England funding opportunities moving forward. JA indicated that EN might get some idea later in the year.
### 7.1.5
CP reflected that the draft budget set out a relatively healthy and prudent position considering the funding and general commercial climate.

### 7.1.6
BB noted that there is no contingency in the budget for VNWC2019. JA advised that the Netball World Cup guarantee was already fully provided for within the reserves and that insurance is in place to cover the primary risks.

### 7.1.7
PT commented that the Finance and Audit Committee had discussed the budget and felt it was a very robust budget. He noted that membership is likely to become EN’s largest income source over time and there is significant growth projected in this area. EF confirmed that she feels it is achievable with the work being done in this area. AMW suggested it would be good to understand the projected growth in this area over time as well as understand and track the KPIs.

### 7.1.8
TC asked if EN is planning to actively engage members on the back of the World Cup. JA stated that the digital project is important to facilitate this. JA confirmed that plans we in place to maximise this opportunity.

### 7.1.9
CP confirmed that there is an additional sponsorship deal confirmed that has not yet been factored into the budget. The sponsorship budget is therefore already effectively secured.

### 7.1.10
PT stated that he feels £2 million in reserves is more than EN should be carrying and questioned if it could be invested in something else to accelerate long term growth.

### 7.1.11
CP suggested the Board approve the budget as it is relatively prudent but look to push internal targets beyond this. Part way through the year the board could look at other expenditure to further accelerate growth if required. EN needs to continue to show the progress we are currently forecasting to retain the support of Sport England and continue to lower our dependency on grant funding.

### 7.1.12
The board formally approved the 2019/20 budget at a surplus of £129k. CP asked JA to pass on the board’s appreciation to the Executive Team for a positive budget.

### 7.2 Management Accounts

#### 7.2.1
EF confirmed that the Management accounts are on track to deliver an above budget outcome.

#### 7.2.2
MW asked is there is any concern around vacancies. JA advised that it is not difficult to recruit but some recruits have left as they have found it difficult to settle into the organisation.

### 8.0 CEO Update

#### 8.1 Development

##### 8.1.1
JA confirmed that with 3 months to go the participation KPIs have been achieved and that specific targeting of initiatives has made progress toward improving diversity.

##### 8.1.2
JA advised that the World Cup legacy project has begun with launch of Make the Game Liverpool.

#### 8.2 Performance

##### 8.2.1
The WITTW statistics pack for the Quad Series was circulated. JA highlighted that it shows that there is strength and depth in the shooting circle and a clear improvements in the percentages for all KPIs.
8.2.2 | DR asked for the definitions of the KPIs to be provided at the next Board meeting.  
8.2.3 | CP congratulated the events team for the delivery of a quality event at the recent Quad Series and stated that it was a fantastic event for the sport.  
8.2.4 | JA confirmed that the win at the Quad Series over Australia was only the 7th time England had beaten Australia.  
8.2.5 | CM commented on the positive viewing figures. JA confirmed that peak TV figures were 154k and average was over 100k which is the highest Sky had ever recorded.  
8.2.6 | PT commented that the communication around the event was fantastic. JA stated that it has been key to get the BBC coverage agreed for the World Cup as netball is now scheduled into their programmes leading up the event.  
8.2.7 | MW asked if there is any more that could be done digital communication to continue to drive the progress.  
8.2.8 | AG suggested that consideration be given to online coach development and agreed to make introductions with the correct individuals within cricket who have recently developed online coach education.  
8.2.9 | JA confirmed that the position of Performance Pathway Coach Developer is currently out to advert.  
8.3 | Commercial  
8.3.1 | JA confirmed that the commercial KPIs are progressing well. There has been great growth in digital engagement and press coverage over the recent months.  
8.3.2 | MW asked for greater detail to be added around what each of the items are showing within the press cutting report.  
8.3.3 | JA confirmed ticketing for Quad Series finished with a £61.5K surplus to budget. Primarily driven by Copperbox. CP reflected that venue choice is critical to achieving commercial targets around events.  
8.4 | Other  
8.4.1 | BB commended the work that volunteers on the National Heritage and Archive Group have been undertaking and asked if there was any opportunity to make it revenue generating in order to allow it to be sustainable longer term.  
8.4.2 | JA agreed that the work the volunteers are doing is very valuable for the sport and confirmed that there are some potential funding pots that may be able to be accessed. CP advised that if any of the board are attending Netball Europe in Huddersfield on the 2nd March the archives will be on display and available to view.  
8.4.3 | JA provided an overview of the key upcoming priorities for the organisation and confirmed the date of the staff conference on 11th March.  
9.0 | Digital Project  
9.1 | DR asked for a RAG status to be added to future Digital Project update paper.  
9.2 | JA thanked BB and CM for their support to review the supplier contracts. Following board
### 9.3 Approval and EF confirming that the costings are within the approved budget the contract for FSI and Sports Alliance have been signed.

**ND**

### 9.4 BB requested that ND reconfirm with her the dates of the staff meetings for this project.

**ND**

### 10.0 Items for Information

#### 10.1 Risk Register

**10.1.1** JA advised that the Risk Register had been reviewed by Finance and Audit Committee. JA provided an overview of the items that have moved. CRM still remains the highest risk area whilst the project is in progression.

**ND**

#### 10.2 Compliance

**10.2.1** JA advised of an additional life time ban which had been confirmed following the most recent Case Management Group and will be included in the report next time.

**ND**

#### 10.3 GDPR

**10.3.1** JA thanked CM for her support reviewing the Data Protection Policy.

**ND**

**10.3.2** CM advised of the need to make sure the Terms of Reference for the Data protection Steering Group are clear around the responsibilities of the Data Protection Lead and the group.

**ND**

**10.3.3** AMW asked for dates to be added to future reports.

**ND**

### 11.0 AOB

#### 11.1 Policy Approval

**11.1.1** CM suggested a couple of additions to the Codes of Conduct which were agreed.

**ND**

**11.1.2** Following the above amendment the following policies were approved by the Board:

- Codes of Conduct
- Data Protection Policy
- Conflicts of Interests

**ND**

#### 11.2 Other AOB

**11.2.1** ND to circulate Board requests and allocations of VNWC2019 tickets for review.

**ND**

**11.2.2** AMW asked if Mark Evans (Independent Chair of VNSL) should present to Board. JA advised that CP, PT, JA had a meeting earlier in the day with Mark Evans and suggested that following further discussion they would bring back thoughts in relation to the Superleague to the Board in due course.

**JA**

### Details of next meeting

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Location</th>
</tr>
</thead>
</table>