### Minutes of the Board

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Location</th>
<th>Attendees</th>
<th>Initials</th>
<th>Attendees</th>
<th>Initials</th>
</tr>
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<tbody>
<tr>
<td>6 Dec 2018</td>
<td>SportPark, Loughborough</td>
<td>Colin Povey</td>
<td>CP</td>
<td>Chairman</td>
<td>MW</td>
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<td></td>
<td></td>
<td>Jo Adams</td>
<td>JA</td>
<td>CEO</td>
<td>TC</td>
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<td></td>
<td></td>
<td>Bridget Blow</td>
<td>BB</td>
<td>Senior Independent Director</td>
<td>DR</td>
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<td></td>
<td></td>
<td>Annmarie Wallis</td>
<td>AMW</td>
<td>Treasurer</td>
<td>CM</td>
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<tr>
<td></td>
<td></td>
<td>Naomi Defroand (in attendance)</td>
<td>ND</td>
<td>Company Secretary</td>
<td>PT</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Emma Fielding (in attendance)</td>
<td>EF</td>
<td>Finance Director</td>
<td>AG</td>
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### Apologies

<table>
<thead>
<tr>
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<th>Initials</th>
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### Declarations of Conflicts of Interest

| No additional conflicts were declared |

### Minutes of the previous meetings

<table>
<thead>
<tr>
<th>Minutes of the previous meetings</th>
<th>Action</th>
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<tbody>
<tr>
<td>Regional Chairs Forum 15 September 2018</td>
<td>The minutes were noted.</td>
</tr>
<tr>
<td>Board Meeting 5 October 2018</td>
<td>The minutes were noted.</td>
</tr>
<tr>
<td>NWC2019 Board Meeting 31 October 2018</td>
<td>The minutes were noted.</td>
</tr>
<tr>
<td>VNSL Board Meeting 7 November 2018</td>
<td>The minutes were noted.</td>
</tr>
<tr>
<td>Finance &amp; Audit Committee 15 November 2018</td>
<td>The minutes were noted.</td>
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### Matters Arising

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Board Meeting 5 October 2018</td>
<td>DR requested the inclusion of an actions summary from the previous minutes for future board packs. JA/ND</td>
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<tr>
<td>CP advised that the recruitment process for the NED position is making good progress</td>
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with final interviews later in the month.

4.2 **NWC2019 Board Meeting 31 October 2018**

4.2.1 DR asked if the 3 NWC2019 Board meetings currently scheduled before the event was sufficient. CP suggested that with the current good progress the NWC Board felt it was sufficient but that if this changed an additional meeting would be scheduled.

4.2.2 CP suggested it might be appropriate to invite Lindsay Impett, Event Director and/or Nicky Dunn, NWC2019 Independent Chair to attend the January Board meeting to provide an update.

4.2.3 Minute 5.0 - BB asked if there are full sets of management accounts available. CP has advised that he has requested that these are routinely included in the packs to provide full and accurate financial picture. BB stated she would also like to see a latest forecast and EF confirmed this was available and would be circulated.

4.2.4 Minute 5.2 - MW asked what was decided about the Barcelona dance school's involvement with the opening ceremony. JA advised that it was progressing and CP advised that Liverpool Council are funding it.

4.2.5 Minute 6.2 - MW asked for clarification for the additional sponsorship manager. JA confirmed that this would be an EN resource.

4.2.6 Minute 7.1 - PT highlighted the risk around venue testing and suggested access a day or two prior to the event would help and suggested NWC2019 should continue to discuss this with the venue.

4.2.7 TC asked if NWC2019 has a policy on plastics for the event. JA confirmed that NWC2019 are currently in discussions with the Eco Manager from the Hockey World Cup on this and other similar matters.

4.2.8 DR asked for an update on the cause the Roses would be supporting during the NWC2019. JA confirmed that Cancer Research UK is the preferred charity partner.

4.2.9 AMW noted that the current forecast surplus was considerably ahead of the INF guaranteed surplus.

4.3 **Finance & Audit Committee 15 November 2018**

4.3.1 The Board had asked the Finance and Audit Committee to conduct a detailed review of the circumstances surrounding a complicated safeguarding case that had resulted in a NSP hearing. AMW reported the main points of the discussion.

4.3.2 CP advised that notification has been received that the decision from the current safeguarding case had been deferred and there is currently no indication as to when the final decision will be received. The Board noted their disappointment with the continued delay.
# CEO Update

## 5.0

### 5.1

JA was pleased to confirm that England Netball had been successful in winning a number of awards recently including:
- The Sunday Times - Sportswomen of the Year Awards 2018 Team of the Year
- BT Sport - Action Women Awards 2018 Team of the Year
- Sports Journalists’ Association of Great Britain – British Sports Awards 2018 Sports Team of the Year

### 5.2

The Board congratulated the Roses on each of these successes. JA stated that the team representatives have been wonderful ambassadors for the sport at all these events. BB stated that the players and coaches interview really well and come across very professionally.

### 5.3

JA confirmed that EN has submitted the two substantial funding bids to Sport England and should receive a response by December 14th. CP asked for the board to be informed as soon as any decisions were confirmed.

### 5.4 Development

#### 5.4.1

JA confirmed that participation figures are on target following a significant spike around CWGs.

#### 5.4.2

DR stated that the number of clubs is decreasing and asked if this was a concern. JA stated that because membership figures have not dropped this is not a concern. There is a trend towards larger clubs getting bigger with smaller clubs amalgamating with them.

#### 5.4.3

JA provided an overview of the good progress being made against the development KPIs.

### 5.5 Performance

#### 5.5.1

JA provided an overview of the KPI’s for the Jamaica series. Some were not at the desired standard required but reflected the relatively young & inexperienced squad that had been selected to play against a top ranked team.

#### 5.5.2

JA provided an overview of the KPI’s from the Uganda series which were much improved. The results were positive and again there was more testing of younger players. There is now more competition for positions within the squad and this was welcomed.

#### 5.5.3

JA advised that EN is working with the Australian Institute of Sport to benchmark the younger athletes and to provide more playing opportunities for them.

#### 5.5.4

JA advised that EN is currently recruiting for a Coach Development Manager.

### 5.6 Commercial

#### 5.6.1

JA confirmed that membership is doing well and that the Customer Services team is being really proactive. As a result the Over 18 category is starting to grow again.

#### 5.6.2

JA provided revised ticketing numbers for Uganda and confirmed that the budget target income had been exceeded primarily due to the Sunday Copperbox game. The Radio 5 Live coverage resulted in additional last minute ticket sales. JA advised that for the same series last year against Malawi revenues had been significantly lower.

#### 5.6.3

PT asked if EN could persuade the BBC to do text commentary as well as Radio 5 Live coverage.
5.6.4 AMW asked for a comparison for the VNSL Opening weekend and Quad series ticket sales reports against previous year numbers to be included in the next Board meeting papers.  

5.6.5 JA reviewed the sponsorship deals that have recently been completed and announced with Vitality, Jaffa and Nike.  

5.6.6 PT stated that the Nike deal has turned a few heads in sport. AWM concurred that the Nike deal gives EN a real platform for further brand engagement. DR asked if there are any other leading brands that EN should be targeting. JA confirmed that there are other conversations in the pipeline. PT asked for the list to be circulated to the Board.  

5.6.7 CP stated that the brands that EN has engaged and the financial progress in this area is impressive in the current sponsorship market. BB congratulated Jo Sinclair for the progress she has made in the year she has been in post as Commercial Director.  

5.6.8 JA advised that EN has a new, news clippings provider and shared a dashboard of initial information. MW requested a comparison over time to be including in this report as further information is gathered over future months.  

5.7 HR  

5.7.1 JA talked through the requested HR dashboard and advised that the turnover presented still includes some of the impact from the relocation. DR suggested adding voluntary turnover to the dashboard figures to counteract the restructuring.  

5.7.2 CP commented that the low average number of absence days is very healthy.  

5.7.3 AMW asked if additional roles are signed off at Executive Team level. EF confirmed that this was correct and that any additional roles are usually for fixed terms. AMW asked for a bit more clarity to be included in the paper around these figures.  

5.8 Governance  

5.8.1 JA confirmed that she has met with a potential candidate to discuss the potential for them to run for INF president. MW asked if the process was an election. JA confirmed that it would be an election and provided details of other individuals who may be put forward by other countries.  

5.8.2 BB asked if there is a term for the INF president. JA confirmed that moving forward the position of INF President could be held by the successful candidate for a maximum of 2 terms of 4 years.  

5.8.3 CP commented that it would be positive to have an English President particularly ahead of an English Commonwealth Games in 2022.  

5.9 PT reflected that a huge amount of good progress has been reported and said the commercial approach being taken across the organisation is exciting. The Board concurred.  

6.0 Management Accounts  

6.1 EF provided a summary of the October accounts and advised that they currently indicated EN to be ahead of budget.  

6.2 EF advised that the reforecast was presented to the Finance and Audit Committee and noted the predicted improved surplus is as a result of increased income and not just...
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<tr>
<td><strong>6.3</strong></td>
<td>CP stated that this represented a very positive position in the circumstances. MW concurred and reflected that it is positive that the surplus will be generated across the board with all departments contributing.</td>
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<tr>
<td><strong>6.4</strong></td>
<td>DR asked if the reduction in staff roles is being traded for staff having to work long hours. EF confirmed that the Executive Team had discussed this as there are a number of staff members working over their contracted hours and did not want to see this become an issue.</td>
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<tr>
<td><strong>6.5</strong></td>
<td>CP suggested that if finances are healthy a discussion should be had around possible areas for reinvestment when the Executive Team present the budget for 2019/20.</td>
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<tr>
<td><strong>6.6</strong></td>
<td>JA congratulated EF on the progress that has been made in improving financial reporting and the timeliness of the production of management accounts. The Board agreed.</td>
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**7.0 Digital Ecosystem**

| **7.1** | JA provided an overview of the project progress and requested that the Board approve the next stage of the work on the CRM. |
| **7.2** | BB confirmed that with the approaching holidays she agreed this should now be progressed and the Board approved. |
| **7.3** | DR asked how the costs for the new membership system compare with the existing system. ND confirmed the costings. |
| **7.4** | CM asked when contracts will be available for sign off. ND confirmed that they are currently being reviewed by the in-house legal support and will soon be circulated to the Board representatives to review. |

**8.0 Organisation & People**

| **8.1** | JA advised that in the new year the Executive Team will be doing a piece of work on the organisations culture to set out more clearly the values and behaviours it was seeking to encourage. |

**8.2 Succession Planning**

| **8.2.1** | The Board reviewed the Directors terms and CP stated that he would appreciate it if any eligible directors who do not wish to be put forward for re-election at the end of their current term would let him know as soon as possible outside of the meeting. |
| **8.2.2** | JA provided an overview of some of the high risk staff positions and current succession plans. Notice periods for certain roles were discussed and it was suggested that this be reviewed at the next Nominations Committee meeting. |
| **8.2.3** | CP suggested EN needs to consider where potential candidates could be found from outside of EN when required. MW suggested that EN should also engage with individuals with potential to give them the opportunity to develop ready for any positions that became vacant. |
| **8.2.3** | The Board discussed potential options for incentivising staff to stay with EN longer term past key performance events. |
| **8.2.4** | DR suggested the need to join up the succession planning with the staffs’ perception of investment into their career development and that this should be considered in the culture discussion along with working hours and the current trends for reduced working. |
weeks in some organisations.

**8.2.5** PT stated the need to consider internal succession to maintain the current positive culture.

**8.3** **Staff Survey**

**8.3.1** JA provided an overview of the staff survey results but advised that it was conducted just after the restructure when many individuals had recently started. She identified the need to address the lack of diversity and highlighted a couple of other areas within the results which would also need to be addressed.

**8.3.2** JA advised of the actions taken to date to improve some of the points identified through the survey. TC stated that it is important to go back to staff with an action plan so they understood what had happened as a result of the survey feedback.

**8.3.3** JA confirmed that the next survey would be conducted in March 2019. MW suggested to include the following questions:

1. Were the results of last year's survey shared with you?
2. Did you get a chance to input to the subsequent action plan?
3. Have things improved as a result?
4. Are you confident that this year's survey will result in positive change?

**8.3.4** BB requested the results of the next survey to come to the board directly following its completion.

**8.3.5** CP suggested it would be good to get some benchmarks from other NGBs and to report trends/movements in key areas.

**8.4** **Remuneration Policy**

**8.4.1** JA provided an update around the Remuneration Policy principles which the Remuneration Committee had reviewed in their meeting prior to the Board meeting. It was noted that:

- The previous formal appraisal process is to be changed to a monthly one to one with a list of desired behaviours and personal objectives and a less time consuming annual appraisal.
- Rewards for staff will be based on % of salary.
- Additional bonus pot for exceptional performance.

**8.4.2** The final policy statement will be brought to the next board meeting.

**8.4.3** MW reflected that making sure that the staff members are feeling valued through recognition and reward is important and that staff are praised as well as rewarded.

**8.4.4** PT asked if there was a public award scheme for staff. JA stated that it was discussed by the Executive Team and felt sometimes it can act against the team culture EN is trying to achieve and decided to maintain more personal recognition.

**8.4.5** CP stated that the board would be supportive of any initiatives to reinvest in staff that the Executive Team may wish to implement.

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**9.0** **Items for Information**

**9.1** **Risk Register**

**9.1.1** JA advised that the risk register had been reviewed by the Finance and Audit.
Committee. The main change related to F2 and the reduced risk surrounding marketing and commercial income.

9.1.2 CG2 - EF asked that the likelihood is brought down for this risk.  
9.1.3 CG4 - AMW asked for a more specific risk relating to safeguarding cases  
9.1.4 P4 - BB noted the need for the commentary relating to this particular risk to be updated.  
9.1.5 R1 - AG questioned if this risk relating to succession planning is high enough based on the earlier discussions. The Board agreed it should be increased.  
9.1.6 DR asked for a copy of the Diversity Action Plan and for an update on the progress relating to the Equality Action Plan.

9.2 Safeguarding

9.2.1 The Board noted the content of the report.  
9.2.2 JA provided an update on one of the current interim suspensions.  
9.2.3 AMW asked for changes to be highlighted in an Executive Summary for future reports.  
9.2.4 CP suggested the removal of EN complaints from this particular report.

9.3 GDPR

9.3.1 The Board noted the content of the report.  
9.3.2 CM confirmed that she has received the draft revised Data Protection Policy for review.

10.0 AOB

10.1 MW provided some feedback he had received from an organisation in relation to the NWC2019.

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<thead>
<tr>
<th>Details of next meeting</th>
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<tbody>
<tr>
<td>Date/Time</td>
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<tr>
<td>24 January 2019</td>
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