

Reports to: the Board of Volleyball England.

Occurrence: at least 4 times per year 4 weeks in advance of each Board meeting.
A minimum of 2 of these meeting must be face to face.

Terms of Reference last reviewed: 21st May 2017

Terms of Reference to be reviewed by: 31st May 2018

The Sub Group will be composed of a minimum of 4 members, of whom at least 1 shall be a non-executive director of the company and one of which shall be appointed by the Board as chair. Sub Group members will be chosen to provide expert advice and insight into a broad range of areas which can include, but not be limited to communications, marketing and commercial matters.

Members:

- Two Non-Executive Directors
- Chief Operating Officer
- Marketing and Communications Coordinator

Others: The Sub Group may from time to time require staff, experts or other representatives to attend meetings as presenters, advisors or observers. The Chair will approve such invitations in advance. The Sub Group may establish task and finish groups from time to time to deal with various subjects.

Quorum: The quorum for a meeting is 3 members. Each member has one vote with the Chair having the deciding vote in the case of a tie. Other invitees do not have a vote.

Remit: The Sub Group advises the Board on any matters related to Marketing, Communications and Commercial and undertakes a scrutiny role on projects and advances made by the delivery teams.

The Sub Group has delegated powers from the Board to implement actions and initiatives in support of the Board's wider strategy. The Committee will function as an advisory sub group of the Board.

The Chair will submit a written report to each Board meeting describing the activities and approved actions undertaken by the Sub Group, or on its behalf. It will also include all matters within the remit of the Sub Group that, in the opinion of the Sub Group, need notifying to the Board. These may or may not include recommendations for action by the Board.

Terms of Reference: To develop and recommend for Board approval of:

1. To oversee the development, monitoring and performance management of the Commercial and Marketing & Communication Strategies.
2. To identify and evaluate potential new marketing, commercial and business development opportunities
3. To provide the Board with advice and recommendations regarding new revenue generating opportunities and services
4. To provide the Board with progress reports on the implementation of the Commercial and Marketing & Communication Strategies., particularly in relation to the outcomes and impact of key initiatives.
5. To devise and oversee implementation of a marketing and business development plan in support of the Board's strategic plan
6. To provide the Board with advice and recommendations with regards to current market trends, identifying new trends and ensuring Volleyball England are current in all areas of their marketing, communications and commercial outlay.
7. To oversee the design, development and marketing of Volleyball England products and services that will support the Core Market.

Term: All members will be appointed for an initial term of not more than 4 years, which may be renewed but with the proviso that no member may serve for more than 8 years continuously. Membership of the Commercial and Marketing Committee is voluntary but expenses will be paid.

Conflict of Interest: Sub Group members should abide by the Volleyball England Conflict of Interest Policy. Sub Group members should declare any direct or indirect interests that involve them, members of their family or their clubs at the start of each meeting.

Conduct: Members are also bound by Volleyball England's Code of Conduct and any other relevant policies governing behaviour, probity and due diligence that may be in force.

Attendance: Members are expected to attend all meetings. If a member fails to attend three consecutive Sub Group meetings, the Board may revoke the appointment unless such absence is authorised by the Sub Group.

Review: The Sub Group will conduct a review of its terms of reference on an annual basis, and recommend to the Board any necessary revisions.

Accountability: The Sub Group shall be accountable at an annual performance review to ensure all members are fit for purpose and the Sub Group is performing in accordance with its remit.