

**Executive Board Meeting held on Thursday 14th February 2013
SportPark, Loughborough University**

MEETING MINUTES

Minutes prepared by	: Alex Henderson
Circulation	: Executive Board, Senior Management Team, Commission Presidents
Distribution	: From Richard Callicott

EB/11-12/51	Directors present and apologies for absence	
	Richard Callicott (RC)	President
	Brian Stalker (BS)	Vice-President
	John Boughton (JB)	Finance Director
	Janet Inman (JI)	Development Director
	Marzena Bogdanowicz (MB)	Marketing Director
	Wayne Coyle (WJC)	International Events & Competitions Director
	Jim Mutton (JM)	HE/ FE Director
	Lisa Wainwright (LW)	Chief Executive
	Martin Lindsey (ML)	Head of Operations
	Craig Handford (CH)	Head of Technical Development/Excel
	Stuart Johnson (SJ)	Head of Development
	Jilly Holroyd (JH)	NGB Liaison Manager, Sport England
	Apologies:	
	Gordon Neale (GN)	Disability Director

In **bold** – voting members

The meeting commenced at 10am

EB/11-12/51 Apologies

- 51.1 Apologies noted from Gordon Neale. Marzena and Jilly arrived at 10:30am due to train delays and Jilly left the meeting at 2:30pm.

EB/11-12/52 Approval of Minutes

- 52.1 45.1 – Correction – RC received KN and RD's resignation. These were accepted by the Board.
- 52.2 The Minutes for the 10th November 2012 Board Meeting were proposed by Brian Stalker and seconded by Janet Inman. They were approved.

Action

- 52.3 LW added that there were a few apologies from Board members at some of last year's meetings due to Olympic and Paralympic commitments.

EB/11-12/53 Matters Arising

- 53.1 RC welcomed Jim Mutton, HE/ FE Director, as the newest member of the Board.
- 53.2 38.1 Centre Parcs participation figures – SJ gave an update. 187 people used the court at Centre Parcs last year. Amy has now met with all semi permanent sites and the Centre Parcs posts may be moved to Bridlington where there is higher demand.
- 53.3 38.3 Outstanding BVF invoice – LW and JB met with BVF and a compromise was agreed to take dual responsibility and each contribute £7,500. LW thanked JB for reading four years worth of background on this issue. JB raised doubts over whether BVF will be able to contribute £7,500 now due to the UKS funding announcement.
- 53.4 38.4 BVF Tender – Thanks to MB and WJC for their involvement in the BVF tender process.
- 53.5 38.6 NVC Contract – Rob is leading the contract renewal negotiations. MB and WJC are feeding information into the process. Sanjib will handle the day to day handling of the contract once it has been agreed.
- 53.6 38.11 PR Contract – LW advised we are awaiting the outcome of the structure review before a report will be produced. In the interim this is being managed by Rob and will be taken over by Jess following his departure.
- 53.7 45.3 Board/ Commission resignations – RC has conducted exit interviews via telephone conversations.
- 53.8 41.6 Staff Structure – Due to the review this has been slightly delayed.
- 53.9 42.3 FIVB Development Centre – RC / LW and CH have been involved with conversations with Stewart Dunne. The criteria for being confirmed as an FIVB Development Centre appears to have changed over the years. At the FIVB World Congress in 2012 it was confirmed that the funding would be raised to \$20,000 but an e-mail was received last week advising that there is no funding attached to FIVB Development Centre status. We have provided all information we can and await a response from FIVB.
- 53.10 42.5 Sitting Volleyball – RC / GN are liaising with various disability organisations and trying to build relationships. LW reported that GN and Dan Griffin are actively working with five organisations who may potentially provide some funding.
- 53.11 42.6 CEV Finance Commission – RC spoke to the CEV Finance Commission Chair who advised that there had been no need to meet.

53.12 43.2 Financial focus amongst staff – JB / ML are still to meet to discuss this.

JB / ML

53.13 47.3 2022 Strategy – LW advised that to date we have only received two responses on this, one was a query and one was a further set of questions. To take this forward LW suggested setting up a more focused group to include staff, board and commission members. The Board agreed. WJC advised he would like to continue with his area.

LW

EB/11-12/54 Conflicts of Interest

54.1 As Chair of the BVF, RC reported a conflict of interest over agenda item EB/11-12/60.

54.2 BS reported the same conflict as he sits on the BVF Board as Volleyball England representative.

54.3 MB reported a conflict over the Commercial Consultancy work.

EB/11-12/55 Coaching and UKCC Update / Review

55.1 Richard Harrison (RH), President of the Coaches Commission was welcomed to the meeting and gave a presentation on the work of the Commission. The following comments were made:

55.2 JH commented that she would be interested to see how the work of the Coaches Commission ties into the Whole Sport Plan. Sport England also invest into Sports Coach UK and she needs to know we are getting what we need from them. LW commented that the Sport England funding to Sports Coach UK has not yet been announced.

55.3 RC commented that Sports Coach UK are marketing the UKCC qualification at the same level as an NVQ and asked RH if this is a true reflection of the UKCC qualification. RH replied that the UKCC is aligned to the National Occupational Standards so it paves the way. There is some evidence that Local Authorities look to Level 2 Coaches to be the responsible Coach in Leisure Centres, providing a recognition of the capabilities of Level 2 Coaches.

55.4 JB asked how we encourage people into coaching and suggested recruitment is the biggest issue we are currently facing, along with how we identify those who want to move further up the chain. RH replied that there are no rules on the level of coach that is required in certain leagues and competitions (run by Volleyball England). There are standards around officials such as referees, but not coaches. JM asked what is our selling point? RH replied that we can make the route attractive and easy but of all those currently acting as coaches only 50% are qualified. It is a common problem across all sports.

55.5 MB asked why we don't have the depth of information required. RH replied that we do not have a system in place to measure all the categories such as how long people spend coaching, ages groups they coach, etc. 50% of active coaches are not registered with Volleyball England so we cannot track their activity. We have launched the

coaches survey to remedy this.

- 55.6 WJC asked how far we are through the review process. RH replied that our UKCC Level 2 qualification is endorsed but we still need more assessors. We have an overly large tutor workforce which was created due to demand but is no longer required.
- 55.7 JI asked if UKCC has improved the quality of our coaches. RH replied that it is difficult to measure. There has been some improvement in core competencies of coaching so people understand how better to develop players.
- 55.8 JI asked how Satellite Clubs impact on us as a sport. SJ replied that our target investment is linked to our accredited clubs so they will already have coaches.
- 55.9 LW asked if we could move from “embedded to excellence” by 2022 – a question for all to think about linked in to the 2022 Strategy.
- 55.10 RC thanked RH for attending to provide this insight into the work of the Coaches Commission.

EB/11-12/56 CEO Report

- 56.1 LW thanked JH for the Sport England funding but noted that this is an uncertain time for staff. LW advised that Rob has a new job at Leicester University and will be leaving on 8th March.
- 56.2 JI commented that we have a high staff turnover and asked if there is anything we can do. LW replied that our salaries are far lower than the rest of the industry but this level of turnover is consistent across most sports. JI agreed to work with BS on a set on incentives to retain staff.
- 56.3 JM asked if there is a Personnel Strategy. LW replied that we have been working with Qdos and our managers for the last three years on developing a strategy. There is potential for changes every four years due to the funding cycle.
- 56.4 LW gave an update on the Governance Action Plan Support which is being carried out by Grant Thornton, and the Infrastructure Review which is being carried out by Portas Consulting.
- 56.5 There was a discussion around the number of 360s RC has been asked to do, currently 13 and LW suggested BS could assist in supporting RC with this.
- 56.6 LW thanked JH for the £10k award for the Portable Posts project and also mentioned the Capital Legacy Award which we are hoping to hear back from SE soon.
- 56.7 The Board was asked to comment on the Delivery Plan. JB noted we have one item flagged as amber (Talent Pathways). LW replied that this is acceptable. Rob to send MB additional information on Merchandise item.

JI / BS

BS

Rob

EB/11-12/57 Go Spike Update

- 57.1 The Go Spike 18 Month Review was tabled at the meeting and SJ thanked the Board for their support with the campaign over the last 18 months.
- 57.2 SJ gave a presentation on the outcomes of the campaign and next steps.
- 57.3 RC to give SJ a list of the organisations carrying out volleyball activities that we are not currently working with. **RC**
- 57.4 SJ noted that he met with James Radford and JH and was informed that 450,000 people touched a volleyball at least once last year
- 57.5 The Board were asked to note the following dates:
Go Spike Big Weekend – 25-27th May. More information to follow. **All**
Join In UK – 27-28th July
- 57.6 SJ also circulated an update on the permanent beach facilities and asked the Board to read it in their own time and forward any questions to him. An FIVB Development Fund bid has been submitted around how to start to activate these in the next two years.
- 57.7 MB commended Amy Seaman for picking up the semi permanent and permanent beach sites and maintaining communications with the sites.

EB/11-12/58 Board Members – Length of Office

- 58.1 The Board noted the paper showing the number of years served by each member as below:
- | | | |
|---------------------|---------------------------------------------------------|----------|
| Janet Inman | Elected at 2003 AGM | 10 years |
| Brian Stalker | Elected at 2004 AGM (was previously Technical Director) | 9 years |
| Richard Callicott | Elected at 2005 AGM | 8 years |
| John Boughton | Elected at 2008 AGM | 5 years |
| Marzena Bogdanowicz | Elected at 2008 AGM | 5 years |
| Gordon Neale | Appointed 2009 minutes | 4 years |
| Wayne Coyle | Appointed 2012 minutes | 1 year |
- 58.2 RC advised that we are still to appoint new Technical and Playing Directors and an Independent Non-Executive Director and asked the Board how they wanted to proceed. LW clarified that Board members are currently on two terms of four years.

58.3 A discussion took place around the various options and it was decided that currently the actual retirement dates for Directors would be:

58.4 Richard Callicott – 2013 AGM (8 consecutive years)
Janet Inman – 2014 AGM (9 consecutive years)
Brian Stalker – 2014 AGM (10 consecutive years)
John Boughton – 2017 AGM (9 consecutive years)
Marzena Bogdanowicz – 2018 AGM (8 consecutive years)
Wayne Coyle – 2020 AGM (8 consecutive years)

The Board agreed. Consultation process would be undertaken with members before determining what to recommend to the AGM.

EB/11-12/59 Board Skills and Expertise Table

59.1 LW clarified that as she is not a Board member she cannot be nominated as a Board Champion.

59.2 It was noted that the Board's main weakness is knowledge of the health sector and it was advised that we may need to think about this in terms of a new co-opted Director.

59.3 LW advised that we are about to interview for an independent non executive Director with a legal accountancy background.

59.4 RC noted that this exercise gives us an idea of how we perceive each other and it has identified skills gaps.

59.5 Fundraising was also a weakness. LW advised that the three key people in the Volleyball England Foundation have resigned and to keep it moving forwards LW and Dirk have put themselves down as Directors. This is purely to keep the Foundation moving and once other Trustees have been identified LW and Dirk will relinquish their roles. BS to lead.

BS

59.6 GN has expressed an interest in getting involved with the Foundation. BS/ LW and GN to meet to discuss.

**LW / BS /
GN**

EB/11-12/60 BVF Tender

60.1 RC declared a conflict as BVF President and left the room. After a discussion it was agreed that BS is not conflicted and remained in the room. JI chaired the discussion.

60.2 LW gave an update on the Volleyball England position. A decision must be made based on good business practice for Volleyball England and ask the question do we believe it is of value to manage one beach pair and potentially the sitting squads. Volleyball England has not included the indoor squads in the tender at this time.

60.3 LW advised that the due diligence piece of work from Grant Thornton would provide a report which should provide some recommendations.

- 60.4 LW noted that at the last BVF Board meeting the following was advised:
- Kenny is on the BVF payroll until the end of March
 - The office will be closed at the end of March
 - Stephen is no longer on the payroll but is still working as and when on finance issues
 - UKS have agreed BVF can spend 10% of the Award on admin/management to support the programme. Clarification is required as to what this figure will be.
- 60.5 WJC (who was also at the BVF Board meeting) added that the BVF had discussed the fact that they would still need a functioning board. They also discussed the potential of top slicing some of the admin fee to support this.
- 60.6 MB asked what would happen if we do not agree to run the programmes. CH replied that part of the UKS criteria is that a Home Nation must deliver the GB programmes. A formal written agreement must also be in place before the end of March.
- 60.7 JI suggested that it may not be business viable and could bring Volleyball England down.
- 60.8 LW advised that Sport England have provided £100k which must be spent on sitting volleyball (talent).
- 60.9 LW added that she does not think it makes good business sense to support the indoor programmes at present.
- 60.10 LW to send the Grant Thornton report to the Board as soon as it is completed. The Board agreed to make a decision based on the recommendations via email.
- 60.11 The Board also supported the decision that Volleyball England will not tender for the delivery of the GB Indoor Programmes as there was not the resource from UK Sport to support this. However as a member of BVF, Volleyball England would engage in discussions and planning regarding the future delivery of Senior Indoor Programmes for GB should this become possible.
- 60.12 Due to financial implications and conditions laid down by Sport England, Volleyball England would not be in a position to use Talent money to operate senior national squads.
- 60.13 RC returned.

LW

EB/11-12/61 2013 – 2017 Business Plan

- 61.1 LW gave a presentation to the Board and ran through the 2013-17 vision as a reminder of what was submitted to Sport England in May 2012.
- 61.2 We will receive £4.6m over four years from Sport England which is broken down into the following categories:

- Participation = £1,895,707
 - Talent = £800,000
 - Capital = £109,000
 - Core = £1,794,997 (salaries, office costs, etc.)
- Sub Total = £4,599,704

- 61.3 Participation
SJ gave an update on the proposed participation targets (11,060 by the end of year 4) and the four programmes that will be used to achieve this; Let's Play Volleyball (Satellite Clubs), Student Volleyball, Go Spike and Sitting Volleyball. APS will still be the main method of measuring progress against this target and JH added that Sport England are looking at the most effective means of collecting APS data.
- 61.4 Talent
CH reminded the Board what the original vision and aspiration was and gave the assurance that it is still what we are working towards but due to the funding announcement it now needs to be on a longer timescale.
- 61.5 CH advised that we are proposing a temporary suspension of investment in activity with the senior programmes. The phasing out of the TASS programme is linked to this decision. It includes all activity in Sheffield.
- 61.6 RC asked if a risk assessment has been done. CH replied that there is nothing available for senior players apart from playing at club level in other countries.
- 61.7 RC asked if these proposals have been shared with the Performance Commission. CH replied that they were shared with staff and other members of the performance commission last weekend, following the UKS appeal decision. CH added that consultation (with members of the Performance Commission and staff in the Performance Pathway) was taking place regarding the proposals.
- 61.8 Jilly left the meeting at 2:30pm.
- 61.9 WJC advised that although he is personally uncomfortable about the lack of a senior team the reality is there is no resource for it. We must keep involved in a dialogue with UKS to hopefully change this position in the future.
- 61.10 SMT to provide key messages for the Board to remain consistent.
- 61.11 Hotspot engagement
SJ advised that we will take a more focused approach in this funding cycle and have identified 5 hotspots where we will carry out intensive work.
- 61.12 Roadshows will be arranged across the country to explain why these 5 areas have been identified (criteria used) and what the next steps will be.
- 61.13 SJ to advise Board of roadshow dates and venues. SMT to produce a key set of messages and circulate to professional staff and Board to

SMT

SJ / SMT

ensure consistency.

61.14 SJ added that there will be work carried out in other areas, but these five areas will be targeted. Nine areas were originally presented to Sport England but we only received funding for five. CH added that if we can show that investment in the five areas is successful, we can go back to Sport England to request additional funding.

61.15 The Board agreed to support these proposals and the four year strategic outcomes.

EB/11-12/62 AOB

62.1 Performance Commission President – RC/ BS and LW recommended that the Board appoint Andrew Pink, former Vice-Captain of the GB men's indoor team, in the interim until the AGM. The Board agreed.

62.2 Technical Director – One application was received. RC/ BS and LW recommended they be invited to interview. The Board agreed.

62.3 Independent Non-Executive Director (co-opted) – Seven applications were received and the panel are shortlisting at the moment with interviews taking place in April.

62.4 Playing Director – WJC agreed to carry on in this role until the AGM.

62.5 John X – JI advised that a Solicitor has been engaged to work on this issue.

62.6 BVAG – MB advised that an open process was used to allow anyone to apply to this group. 8 applications were received for 5-6 positions. Shortlisting is now taking place.

62.7 Competitions Review – WJC advised that a review is taking place of all indoor Volleyball England run competitions. The Commission is leading on this.

62.8 Finance – JB expressed concern around the non receipt of the £7.5k from BVF and reported a £19k shortfall against the reserves policy. JB challenged SMT to recover the current £14k deficit and to make strides against achieving the reserves target. LW replied that this is an extreme challenge to SMT and one that is unrealistic. 2012 was an exceptional year and one that could not be successfully planned for. SMT to try to hit these targets.

SMT

62.9 JB asked for the 2013/14 budget to be approved via email. The Board agreed.

62.10 LOCOG data (details of everyone who bought an Olympic/ Paralympic ticket) – LW advised that we do not yet know who the successful bidder is for this information.

Post-Board Update – Confirmation of UK Sport/ Sport England

62.11 Membership – JI and Rob are working on a proposal for the next Board meeting. JI will take over once Rob leaves.

JI / Rob

62.12 Commercial – LW will take over the commercial role once Rob leaves and will chase up leads personally.

The meeting finished at 15:40

The next meeting is scheduled for Saturday 11th May at SportPark, Loughborough at 11am

ACTIONS

53.12	Financial focus amongst staff – JB / ML to meet to discuss this.	JB / ML
53.13	2022 Strategy – LW to set up a 2022 Strategy Group.	LW
56.2	Staffing – JI to work with BS on a set on incentives to retain staff.	JI / BS
56.5	360s – BS to support RC.	BS
56.7	Quarter 3 Risk Management Report – Rob to send MB additional information on Merchandise item.	Rob
57.3	Go Spike – RC to give SJ a list of the organisations carrying out volleyball activities that we are not currently working with.	RC
57.5	Go Spike – The Board were asked to note the following dates: Go Spike Big Weekend – 25-27 th May. More information to follow. Join In UK – 27-28 th July	BOARD
59.5	Foundation – Three key people in the Volleyball England Foundation have resigned. BS to lead in moving the Foundation forwards.	BS
59.6	Foundation – BS/ LW and GN to meet to discuss GN's involvement with the Volleyball England Foundation.	BS / LW / GN
60.10	BVF Tender – LW to send the Grant Thornton report to the Board as soon as it is completed.	LW
61.10	2013-17 Business Plan – SMT to provide key messages for the Board to remain consistent.	SMT
61.13	2013-17 Business Plan – SJ to advise Board of roadshow dates and venues. SMT to produce a key set of messages and circulate to professional staff and Board to ensure consistency.	SJ / SMT
62.8	Finance – SMT to try to make additional savings.	SMT
62.11	Membership – JI and Rob to produce a membership proposal for the next Board meeting. JI to lead once Rob leaves.	JI / Rob