

Minutes of the Board of Directors

Date/Time	20 January 2016 02.30	Location	Jury's Inn Liverpool		
Attendees	Initials		Attendees	Initials	
Colin Povey	CP	Chairman	Sally Horrox	SH	Elected Director
Catherine Vaughan	CV	Elected Director	Tracy Clarke	TC	Appointed Director
Jo Adams	JA	CEO	Debbie Ryan	DR	Elected Director
Fran Steele	FS	Elected Director	Julie Tucker	JT	Interim Director of Finance
Charlotte Rose	CR	Elected Director			

Apologies	Initials	
Martyn Wilks	MW	Elected Director
Bridget Blow	BB	Appointed Director

Circulation List

1.0	Chairman's Opening Remarks	Action
1.1	The meeting noted with sadness the recent death of Mary French and the Chairman acknowledged the contribution she had made to the game. JA confirmed that EN would be represented at her funeral and that a minute's applause would take place at the final International Test Match to celebrate her life.	
2.0	Apologies for Absence	
2.1	Apologies for absence were noted from BB and MW.	
3.0	Declaration of any Conflict of Interest	
3.1	No conflicts of interest were declared by the members present.	
4.0	Minutes of previous meetings	
4.1	The minutes of the Board meeting held on 23 October 2015; the minutes of the Vitality NSL Strategy Board meeting held on 13 November 2015 and the minutes of the Finance and Audit Committee meeting held on 8 December 2015 were all noted and approved.	
5.0	Matters Arising	
5.1	<u>Board Meeting 23 Oct 2015</u>	
5.1.1	Minute 5.2 – CP confirmed that he anticipated BB would present a paper on Board succession at the March 2016 meeting.	BB
5.1.2	Minute 7.5 SH queried whether the correct terminology had been used to describe the NETS team. JA to clarify for future reference.	JA
5.2	<u>Vitality NSL Strategy Board Meeting 13 November 2015.</u>	
5.2.1	FS sought clarification on the circulation list for this set of minutes and SH confirmed that they were distributed only to those in attendance and tabled to the EN Board for information. SH confirmed that the next meeting was due to take place on 26 February when she expected the Board to receive an update on both Vitality NSL strategy and	

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	budgets for 2016.	
5.3	<u>Finance and Audit Committee Meeting 8 Dec 2015</u>	JT
5.3.1	It was noted that there was a typo on CV whose initials were shown as LS on the summary header and this needed correcting.	
6.0	CEO Report	
6.1	<p>JA had circulated her usual report covering current activities as part of the Board pack in advance of the meeting however she commented in more detail in the following areas:</p> <p>The next cycle of the WSP planning process is progressing. JA drew attention to the new sports strategy which was summarised within her CEO's report and highlighted the 5 key outcomes which DCMS were focussing on. JA reported that it was still unclear as to how exactly NGB's would be measured but thought that our insight led approach to developing the game would continue to be welcomed by SE. The Board noted that EN was due to attend a formal consultation meeting on 25 January 2016 and would seek further guidance. JA was charged with ensuring EN was in position to make a strong submission and she confirmed the Executive Team was already working across departments to ensure a co-ordinated approach on the likely key elements of the next submission. She added that the deadline for final submissions was likely to remain as the end of May 2016.</p>	JA
6.2	<u>Development</u>	
6.2.1	JA reported that the recent APS results had shown an increase in participation but that EN had still not met its targets. However in comparison to a number of other sports our figures stood up well and SE had confirmed that EN would not suffer a payment for results funding cut which was welcome news The Board congratulated the executives on securing this position but warned that EN should not be complacent.	
6.2.2	There followed a wide-ranging discussion on the current and likely future methodology of collecting data and measuring the contributions of NGBs. Concerns remained about the differing results provided by our own internal data and by APS although it was noted that this was common to a number of sports. It was agreed that it was desirable for EN to follow the best practice model for high performing NGBs wherever possible.	
6.2.3	Other points of note were the desire for SE to see even greater emphasis put on good governance across all sports including areas such as doping, corruption and match fixing. It was agreed EN should continue to work closely with SE to ensure we complied with best practice in these areas and to ensure we had the best possible access to knowledge within the UK Sport system.	
6.2.4	It was agreed that as part of the governance review the Board would seek to reassure itself that it continued to have robust and appropriate policies in place to protect and enhance the good reputation of the sport.	JA
6.2.5	Under the new strategy it seemed likely that NGBs would be encouraged to work more collaboratively with other bodies such as YST and CSPs when considering capital projects. JA confirmed that Charlotte Malyon was already adopting this approach as part of EN's capital strategy and feeding this into the WSP process where appropriate.	JA/HW
6.2.6	<p>JA noted that the Regional Roadshows had been well received and had proved to be a valuable exercise. The key themes that had emerged were:</p> <ul style="list-style-type: none"> - General support for all leagues to be registered with EN and for the introduction of 	

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	<p>more 'I heart' leagues</p> <ul style="list-style-type: none"> - Broad support for a comprehensive review of our competition structures and better integration of the competition calendar - A desire to see a continuation to the insight led approach to developing new game formats - Strong support for the traditional County-based structures 	
6.2.7	<p>FS asked about the demographic profile of those attending the roadshows. A number of volunteers have concerns about where their successors will come from and it was agreed it was desirable to try to encourage younger people and a different mix of gender/ethnicity onto Regional Boards in order to assist with succession planning. JA confirmed the recent recruitment of a Volunteer Manager and said she hoped that the volunteer segmentation work would address some of these issues.</p>	JA
6.2.8	<p>A discussion took place on why the old Inter Counties competition had been removed from the calendar following the formation of the Super League and it was thought that it may be appropriate to re-consider such a competition once the findings of the competition review became clear. Following a discussion it was generally agreed that there needed to be better alignment between the performance and the recreational pathways. CP commented that it may be possible to learn from the approaches taken in other sports.</p>	CP/JA
6.2.9	<p>CV asked how often the roadshows took place. JA advised it was likely to be formally every 4 years underpinned by more regular dialogue with Regional and County chairs.</p>	
6.2.10	<p>JA confirmed the Regional Chairs had already received feedback from the roadshows in the form of a summary document and agreed to circulate this to Board members for information</p>	JA
6.3	<p><u>Performance</u></p>	
6.3.1	<p>The forthcoming Test Series versus Australia was noted and the Board wished the Roses all the best for the 3 match series.</p>	
6.3.2	<p>It was noted that whilst the team had secured a bronze medal at the NWC EN had not met its SE targets for 'performance'. Notwithstanding this JA confirmed that whilst some additional conditions had been imposed there was to be no immediate funding cut from SE as a consequence.</p> <p>The key points of feedback on 'performance' from the Roadshows were:</p> <ul style="list-style-type: none"> - Acceptance of the importance of a successful, high quality Super League to achieving international success - A strong desire to see better alignment of training and competition frameworks - Universal support for further investment in the Roses squad so long as this was not at the expense of grassroots funding 	JA/SS
6.4	<p><u>Commercial and Marketing</u></p>	
6.4.1	<p>The Board welcomed the new sponsorship deals that had been concluded with Go girl car insurance and Approved Garages.</p>	
6.4.2	<p>JA reported on the latest ticket sales figures for the International Series and for Super Saturday. The Board welcomed the news that all events were already well above budget and close to sell-outs. There has been a marked increase in the profitability of these showcase events and further progress is being made with merchandising sales.</p>	

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6.4.3	The Board asked for clarification of the Sky Ticketing figures and JA explained the arrangement whereby Sky underwrites certain risks for EN in advance of events. A discussion then followed on how best to optimise pricing and maximise attendance at future similar events. It was agreed that there appeared to be scope for further material improvements to the returns EN can secure from events particularly given the strong international calendar going forward.	
6.4.4	CR asked that further consideration be given to priority and group booking arrangements going forward in order to reward loyal fans and regular attendees.	JA
6.4.5	The meeting noted the latest membership numbers which showed a 4% increase on last year. JA reported strong support for 'pay and play' arrangements via 'I heart' leagues and confirmed that work was underway to assess the size and potential of each of the main formats of the game using the 'netball bubbles'.	
6.4.6	The Board also noted that the growth in membership was despite a continued high rate of annual attrition of c25%. The main reasons for people not renewing membership remain injury, pregnancy and moving location/school/job.	
6.5	<u>Human Resources</u>	
6.5.1	It was reported that criteria for Tier 2 and Tier 5 Sporting Visas had now been agreed with the Home Office for the forthcoming season.	
6.5.2	JA reported that a staff conference for all employees was scheduled for the following week with a focus on change management and personal development. A number of other initiatives have been implemented in an effort to improve staff management processes. Responding to a question from DR, JA and JT confirmed that the budget for the current year had assumed a 1% increase in overall size of the salary pot for all employees.	
6.6	<u>Finance, IT & Corporate Resources</u>	
6.6.1	JA reported that it had been her intention for JT to circulate a separate paper on a possible Internal Business Review process subsequent to the Board packs being issued but that she had not yet been able to review this with the Chairman given current workloads. Under the circumstances she said she needed a little more time to consider the project before bringing something to the Board.	
6.6.2	JA then went on to brief the meeting on a number of other important topics. She reported that the SPV arrangements for the NWC2019 had not yet been finalised. Example documents from other similar events were still being reviewed and a number of potential candidates for both the independent Chairman's role and the other Directorships were still being identified. JA was asked to keep the Board informed of progress and to bring a paper forward to the March Board meeting that summarised the main aspects of the 'road to Liverpool'.	JA
6.6.3	JA confirmed that the usual timetables were being used to complete the annual submission to SE on key targets and funding matters as well as for budget preparation for the next financial year. VA asked that the executives checked precise requirements from SE which normally have to be met by an end of February deadline. As Treasurer CV asked that she be provided with an early briefing on the likely content of the draft budget for 2016/17.	JA/JT
6.6.4	A separate paper had been provided on the new and recently announced Quad Series involving England, Australia, New Zealand and South Africa. JA confirmed that the INF	JA

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<p>6.6.5</p>	<p>was supportive of the initiative and that the first tournament was scheduled to take place in August/September 2016 in New Zealand and Australia. England and South Africa will then provide the venues in 2017. The initial agreement covers a 4 year period. Whilst the Board noted that formal and binding agreements had yet to be signed it congratulated JA on the progress to date and endorsed the proposed plans.</p> <p>At the last Board meeting SS had presented her plans to deliver improvements in the performances of the England Roses squad and to the elite player pathway. JA provided a further update on these topics and a brief paper and presentation deck had been included in the Board pack. The Board was asked to endorse the intention to further professionalise the Roses set up and to accelerate plans to re-tender the Vitality NSL franchise agreements which it did. The Board also noted that SE was supportive of the approach outlined. JA was charged with ensuring there was a robust set of plans and a clear timetable to cover all aspects relating to the Roses squad and to report back to the March Board meeting. SH, as Chair do the Vitality NSL Strategy Board was charged with ensuring similarly robust plans were in place to cover the aspects relating to franchises and again was invited to report back to the March Board meeting.</p>	<p>JA/SH</p>
<p>7.0</p>	<p>Broadcast strategy</p>	
<p>7.1</p>	<p>JA referred the Board to the paper submitted as part of the meeting pack and confirmed that the preferred option was to pursue a non-exclusive broadcast platform with a limited number of leading media companies when the current arrangement with Sky expires later in the year.</p>	
<p>7.2</p>	<p>JA confirmed that the NWC rights would be dealt with separately.</p>	
<p>7.3</p>	<p>The Board endorsed the recommended approach and both TC and SH offered to provide some further guidance on possible negotiating tactics. TC asked the Board to note the potential for a conflict of interest to arise at a later stage given her involvement with Sky as a NED.</p>	
<p>8.0</p>	<p>Finance and Management Accounts 31 Dec 2015</p>	
<p>8.1</p>	<p>JT reported the current position and latest forecast for the year end which was still a projected underspend of c £350k. She advised it was imperative that the budget holders thoroughly reviewed their areas to ensure we were in a position to brief SE accordingly and to agree the best use of any available funds in the relevant areas.</p>	
<p>8.2</p>	<p>CP noted the comments made at the last Finance & Audit Committee meeting and agreed that the current format and sign conventions used in the accounts were confusing to many. Whilst he felt it was important not to make matters more complicated by implementing major changes at this late stage in the financial year he asked CV and JT to seek ways in which the accounts could be made more user-friendly for FY2016/17 as part of the budget process.</p>	<p>JT/CV</p>
<p>8.3</p>	<p>VA expressed the view that the deferred income grant on the balance sheet looked lower than she would have expected for this time of year and JT was asked to check the position.</p>	<p>JT</p>
<p>9.0</p>	<p>Items for information</p>	
<p>9.1</p>	<p>Risk Register The Board reviewed and noted the latest version of the risk register dated 13 January 2016 but considered Risk P4 to be more material than flagged by the Executive Team. JA to review.</p>	<p>JA</p>

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<p>9.2</p>	<p><u>H&S Policy</u> The Board reviewed and noted the H&S grid as assessed by the Executive Team but did not agree the H&S Policy document as presented. JA was asked to ensure that this was revisited as soon as possible.</p>	<p>JA</p>
<p>9.3</p>	<p><u>Safeguarding</u> The latest safeguarding report was reviewed and noted by the Board and lifetime bans were confirmed as being in the public domain.</p>	
<p>10.0 AOB</p>		
<p>10.1</p>	<p>SH highlighted the increased emphasis being placed on much younger children in the new SE Sports Strategy and asked that this be given particular thought by the Executive Team as it developed its future plans.</p>	
<p>10.2</p>	<p>VA asked that the Board be kept well informed as the next WSP submission was being prepared.</p>	<p>JA</p>
<p>Details of next meeting</p>		
<p>Date/Time</p>	<p>23 March 2016 – 2.30pm</p>	<p>Location Sheridan’s Offices, Wardour Street, London</p>