



## England Handball Association

### Board/Staff Meeting

15 September 2018 9am to 3pm

The Link Hotel, Loughborough

Agenda Item	Minute and Action
<p><b>1. Attendance &amp; welcome</b></p>	<p>Board members: Chair – Tracy Watkinson (TW); Chris J Smith (CJS); Marc Fayemi (MF); Sue Whitehead (SW), Chad Ehlerlsen (CE), Amanda Bennett (AB), Heather Williams (HW), Diaraye Diallo (DD)</p> <p>Staff: David Meli (DM), Bobby White (BW), Chris Pearce (CP), Stacey Andrews (SA), Miriam Beales (MB)</p> <p>a) TW opened the meeting and welcomed everyone. TW outlined the slightly difference format of the board meeting, with the aim of formalising the strategic plan. b) Apologies: Paul Shapiro and John Pearce c) Declarations of interest – none. <b>Action: SW is to send DM an updated declaration of interest form by 17/11/2018.</b> d) The quorum was confirmed.</p>
<p><b>2. Minutes of Previous Meeting</b></p>	<p>a) Review and Approval of Minutes: As the last meeting held was in May, the review of the minutes and approval of them took place at the last conference call. There are no actions outstanding.</p> <p>b) Review of Actions &amp; Issues Log: DM confirmed the outstanding actions had been closed.</p> <p>c) There were no matters arising not otherwise on the Agenda</p> <p>d) Identification of any items of AOB</p> <ul style="list-style-type: none"> <li>• AB requested an update on the ethics policy. DM confirmed he planned to update on the policy review procedure, so would include that in the discussion.</li> <li>• CH requested time be given for the Board to consider their plans for this year, considering the bigger picture beyond 2021 and the current funding cycle.</li> <li>• DD requested consideration of the identity of the Board and the team.</li> </ul>
<p><b>3. Strategic Discussion Topic 1</b></p>	<p>Review &amp; priority planning of Education section of Strategic Plan:</p> <ul style="list-style-type: none"> <li>• DM outlined the plan for the discussions. Staff members were to provide an operational overview to the Board of what is currently happening in their area of responsibility. Then the plan was discuss what the priorities should be going forward.</li> <li>• Board members discussed what they were planning to focus on – cross referencing with the strategy and the mission, look at the current situation, where would the Board like the EHA to be in the future, look at those gaps and decide the priorities.</li> <li>• Other considerations would be other avenues of funding apart from SE, as this has the ability to affect the strategy. All agreed it was important to ensure the balance between delivering what was required by SE and also following EHA’s strategy.</li> <li>• DM confirmed that the first annual review with SE had taken place, and numbers had been reached as targeted by SE, where they had been set. There will be a more formal six-monthly review. A discussion took place about the targets, and how these could be shared, easily to the Board, staff and EHA members.</li> </ul>

	<p><b>Action: CE &amp; DM to work towards producing a visual scorecard by 17/11/2018.</b></p> <ul style="list-style-type: none"> <li>• SA outlined the current progress in the education sector including what was successful, what challenges were being faced and how the partnerships were working.</li> <li>• A discussion took place on how to measure the activities within this field accurately. It was agreed there was a need to develop a way to obtain this data, so that it could be a KPI, and added to the visual scorecard.</li> <li>• TW suggested that investing in data capture was vital, and consideration should be given to diverting resources to ensure this was feasible as it would also help to highlight achievements, risks and opportunities.</li> <li>• DM talked through the dashboard for SE targets.</li> </ul> <p><b>Action: DM to circulate to Board members by 15/10/2018.</b></p> <ul style="list-style-type: none"> <li>• SA updated the Board with information regarding influencing GCSE examining boards to reflect a more accurate specification for Handball. A further discussion took place on the potential to work with examining bodies, with a view to obtaining additional data, offering moderation support to them, or inviting them to regional training sessions.</li> <li>• The Board appreciated the challenges SA outlined regarding working with Further Education colleges. Following a discussion about the reasons behind these challenges, agreed that resources would be better spent supporting clubs that needed to build capacity for those in FE to continue playing in clubs, linking clubs with schools. It was recognised there were huge opportunities within the primary school sector, because of the funding and partnerships available.</li> <li>• SA confirmed that BUCS are currently reviewing their competition structure, and Handball is part of that review, with feedback due in October 2018. It would be a huge achievement to have BUCS recognition.</li> <li>• A discussion took place about the pilot being undertaken, working collaboratively with several universities, linking parts of university degrees with a club, offering coaching opportunities. Currently, two universities have been linked with two clubs as part of the pilot scheme, which will last between 6 and 12 months. Its outcomes and success would be evaluated and an agreed approach would be developed, so that it could be rolled out further throughout the Premier Handball League.</li> <li>• Feedback from the club conference: how do players transfer from playing in school to clubs; encouraging school engagement outside school time; provide information on schools entering competitions to local clubs; organise school/teacher evenings to share best practice. This has been adopted already at regional academy sessions.</li> </ul>
<p><b>4. Strategic Discussion Topic 2</b></p>	<p>Review &amp; priority planning of Community section of Strategic Plan:</p> <ul style="list-style-type: none"> <li>• SA outlined the successes and challenges of 'Try Handball' with the target audience. Some partnerships are more successful than others. A discussion took place about the name of 'Try' and whether it needed a different name as it suggests a 'one off' experience, and that there is no outlet for those playing socially to play 'competitively'. The advantages and disadvantages of 'Try' were discussed, its impact on clubs, and what value it adds to EHA.</li> <li>• Feedback from the club conference: engage with community sports partners (CSP). A strategic decision was made that this was not a big priority for EHA currently, especially as the current market is tough considering recent changes in CSP focus.</li> </ul>
<p><b>5. Strategic Discussion Topic 3</b></p>	<p>Review &amp; priority planning of Clubs &amp; Competitions section of Strategic Plan:</p> <ul style="list-style-type: none"> <li>• SA shared with the Board what the recent club audit entailed: looking at the teams clubs were offering, facilities, workforce capacity, competition levels, their needs, and aligning projects and programmes based on what clubs have demonstrated they need help with.</li> <li>• SA updated the Board on the Proactive Clubs project. Ten clubs applied, six were successful and were awarded funds, four didn't meet the criteria, and SA shared some examples of the projects. The second round of funding has just closed, with 13 applications from varying geographical areas and levels of clubs.</li> <li>• SA outlined how Regional Partnership Managers were engaging with clubs, and a discussion took place as to the best way to manage club engagement, whether face to face or using technology, and the provision of agendas to improve the relationship between the two.</li> <li>• There have been mixed reactions to the different ways of holding club meetings (face to face &amp; Webex). The Board are aware of the need to improve communications especially with limited time and resources, and suggested continuing with both face to face and Webex meetings, with the inclusion of linking these to other events, such as training or junior tournament days.</li> </ul>

	<ul style="list-style-type: none"> <li>The development of a stakeholder/engagement plan, with a membership/club focus was suggested to ensure clubs were focusing on stakeholders, safeguarding issues, coaching. <b>Action – DM to create a stakeholder engagement plan to share with the board by 17/11/2018.</b></li> <li>A discussion was held around safeguarding and how to encourage clubs to engage and minimise any risks both to themselves and the EHA as an organisation. It was agreed to add safeguarding and its tracking within clubs as an issue on the risk register. <b>Action – DM to add safeguarding to the risk register by 21/09/2018.</b></li> <li>In JP’s absence, DM updated the Board on progress with regards to the delivery of the competitions structure, outlining the challenges and successes so far.</li> <li>Club conference feedback – referee feedback, moving to larger scoresheets, costs of junior competitions, notice for cup matches, live draw (already instigated), venue provision.</li> <li>An average budget per league is to be developed, considering venue costs and, referee costs so that the potential for commercial support could be assessed. <b>Action – DM to work with JP to produce league budget by 31/10/2018.</b></li> <li>It was agreed that due to the low number of applications for the advisory groups, they would be put on hold, with a view to developing more project based advisory boards as and when needed. It was also suggested that the terminology could be looked at, as feedback was that the commitment wasn’t clearly quantified. <b>Action – DM to share with the previous applicant by 21/09/2018.</b></li> <li>Risks and opportunities around clubs have yet to be discussed fully by the Board. Issues include U18s. TW suggested either an all club communication and asked everyone to share with her any other big club related issues to be discussed at a later date. <b>Action – all Board members to share ideas with TW by 17/11/2018.</b></li> </ul>
<p><b>6. Strategic Discussion Topic 4</b></p>	<p>Review and planning of Talent section of Strategic Plan:</p> <ul style="list-style-type: none"> <li>BW outlined the current provision within the talent pathway for both men and women, including the new DISE programme. There were 65 applications for 40 places, and it is being delivered in partnership with Loughborough College.</li> <li>BW explained some of the challenges he faces, the aims of the talent pathway and some of the plans he is beginning to implement such as standardising criteria for scoring players. <b>Action – BW to share competencies for Juniors on the performance section of the website by 30/11/2018.</b></li> <li>A discussion took place regarding self-funding, funding provision, and the socio-economic issues that can impact players remaining within the talent programme. <b>Action – SA to share where there are funding pots to help disadvantaged players by 30/11/2018</b></li> <li>There is currently no data for retention of players post 18. It was recognised the importance of tracking how they contributed to Handball now – potential workforce, coaches, etc.</li> <li>BW reported the increase in players that now contribute to the GB team.</li> <li>The risks were discussed, such as succession planning in academies, lack of qualified coaches, etc. along with barriers to engagement, such as funding especially for training camps and matches.</li> <li>Club conference feedback: to consider the use of regional academies and DISE to train referees, and crowdfunding for the talent pathway.</li> </ul>
<p><b>7. Strategic Discussion Topic 5</b></p>	<p>Review and planning of Workforce section of Strategic Plan:</p> <ul style="list-style-type: none"> <li>MB outlined the current provision, and the challenges faced – mainly retention, data capture, which means it is hard to measure the impact, target clubs accurately, assess provision required in regions and what the membership really need and want.</li> <li>A discussion took place regarding the various methods of offering the training and how to make it attractive, cost effective and utilised so clubs take advantage. Now that the e-learning platform has been established, it will be vital to utilise it. CE shared the FA plans to focus more on online learning, for greater ease, reach and best use of resources, with assessments taking place within competitions. <b>Action – MB to scope out options for face to face and online provision for core market (membership) and others such as teachers and partnerships by 30/11/2018.</b></li> <li>Dissemination of knowledge was discussed, trying to make it as accessible as possible including the use of technology such as social media videos.</li> <li>Club conference feedback – there was a lot of comments regarding the referees. MB explained the connection with the Referees Association who provide refereeing services, and the issues faced. There is a long list of issues with referees from the</li> </ul>

	<p>clubs which will now be passed to the Referee Association to reply back to, as it risks the reputation of EHA. EHA clubs are paying for a service and are receiving poor quality service.</p> <p><b>Action – MB, JP and DM to work on a Service Level Agreement with the Referee Association by 19/10/2018.</b></p> <ul style="list-style-type: none"> <li>• The low number of referees is a risk, and it was suggested to enlist the support of the membership in growing the number of officials. <b>Action – DM to share with clubs the responsibilities lie with the Referees Association and although EHA are not accountable for the issues, they recognise the importance of resolving the issues by 30/11/2018.</b></li> </ul>
<p><b>8. Strategic Discussion Topic 5</b></p>	<p>Review and planning of Commercial section of Strategic Plan:</p> <ul style="list-style-type: none"> <li>• DM outlined that all governing bodies are having to look at sources other than SE for opportunities for generating revenue. EHA are working on this individually, and with others, looking at sponsorship, whether it be cash or in kind; everyone acknowledges the challenges faced for smaller sports such as Handball.</li> <li>• A discussion took place regarding setting up a charitable incorporated organisation – a separate linked entity in order to access funding such as charity donations, gift aid and grants. <b>Action: DM to produce a business case to be brought to the Board outlining the benefits, risks, costs, personal liabilities being involved in that structure would bring by 17/11/2018.</b></li> <li>• The Board recognised the importance of capturing data to build a picture of the diversity of the membership, players, Board and the staff. It could also have considerable commercial potential. <b>Action – AB to assist DM in developing a systematic approach to capturing data regarding diversity by 30/11/2018.</b></li> <li>• A discussion took place regarding the continued viability of running the online shop. <b>Action: DM to create a business case for the future of the online shop outlining costs, losses, gains, benefits and investments required by 17/11/2018.</b></li> </ul>
<p><b>9. AOB</b></p>	<p>Any AOB identified in Agenda Item 2d:</p> <ul style="list-style-type: none"> <li>• DM shared with the Board the current policy update approach which AB assisted with. The aim being to ensure the policies are robust and transparent, and able to hold people to account. The current rolling annual review is to be amended to be a phased approach shared amongst all Board members. <b>Action – DM to work with AB regarding a new policy review programme by 17/11/2018.</b></li> <li>• It was agreed that everyone would feedback 3-4 aims and objectives for the next 12 months to TW to be discussed at the next meeting in November. <b>Action – ALL to send ideas to TW by 09/11/2018.</b></li> </ul>
<p><b>10. Date of next meeting</b></p>	<p>17 November 2018 – location to be confirmed.</p>