



# Board Meeting Agenda

**7<sup>th</sup> December 2019 10.00am to 2.00pm**

**Loughborough College,**

**Radmoor Sports Centre, Radmoor Board Room, LE11 3BT.**

## **1. Attendance & Welcome**

Board members:

Chair – Tracy Watkinson (TW); Mike Bain (MB); Chris J Smith (CJS); Amanda Bennett (AB); Heather Williams (HW); Sue Whitehead (SW)

Attendance by phone: Marc Fayemi (MF); Diaraye Diallo (DD);

- a) TW opened the meeting and welcomed everyone.
- b) Apologies: Paul Shapiro (PS); Clare Henderson (CH); Chad Ehlertsen (CE);
- c) Declarations of interest – no changes
- d) The quorum was confirmed.

## **2. Minutes of Previous Meeting and update on status of Action Points**

a) Review and Approval of Minutes:

- Minutes of September Board meeting approved.

b) Matters arising not otherwise on the Agenda:

- There were no items mentioned.

c) Identification of any items of AOB:

- HW suggested that minutes of conference calls to be logged moving forward, in order to capture actions taken. AB and TW noted that while a decisions and actions should be logged, full minutes will not be logged for conference meetings.

**Action: MB to write up decisions log of previous conference call 07/02/2020**

- MB raised the potential for a full-time elite program at Loughborough
- HW questioned the progress of Audit & Governance committee **Action: MB to update on progress of Audit & Governance committee at next board meeting 07/02/2020**

d) Review of Actions & Issues Log and Risk Register:

- MB highlighted that while some actions and risks have been tackled, he has prioritised focus on initiating some new initiatives to help stimulate participation growth in Handball. Moving forward the actions log will be prioritised with actions spread as appropriate across the Management team.
- MB noted that moving forward, he wants to spend more time on the risk register. Starting with a refresh of current risks and structure. **Action: MB to re-fresh risk register review 07/02/2020**
- Failure to meet and maintain the requirements set by Sport England for the 2017-21 funding period with regards to compliance with the Code for Sports Governance deemed a low likelihood risk, and now moved to green, due to ongoing compliance for the last 2 years. **Action: update risk register accordingly 07/02/2020**
- Provision of safeguarding role; MB raised the provision of a shared safeguarding role with another NGBs, and is in discussion with British Weightlifting. MB has discussed this with current safeguarding officer (John) who will continue this role until the end of this year's budget. John has already reviewed all safeguarding policies and these will be circulated to appropriate Board members for comment.

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- DD mentioned review of governance policies needs to be revisited. CJS suggested that the board work in groups to review policies for increased efficiency. **Action: MB to share list of policies and groups working on the policies 07/02/2019**
- Stakeholder engagement plan has been de-prioritised for now, will be revisited after Q1 **Action: AB to send around current stakeholder engagement plan spreadsheet. Board to come up with new stakeholder engagement strategy May-2020**
- DD noted that due to the operational nature of the IHF Stakeholder insights list, it would be most efficient to complete this directly with MB. **Action: DD to spend time with MB to complete IHF stakeholder's insight list 07/02/2020**
- **Action: DD to create trip reports on IHF/EHF events 07/02/2020**
- CE agreed to support a subgroup to explore the value of training and strategy, this is more around grass roots not elite coaching. Miriam has attempted to set-up time for this meeting, and some progress has been made on this internally. **Action: re-assess progress on this at next board meeting to decide if a different approach is needed 07/02/2020**
- AB mentioned that club conference content should be discussed and thought out early into the year, board agreed for MB to work with EHA team to create proposals for next board meeting. **Action: MB to advise on timeline of when content will be produced for club conference 07/02/2020**
- Communication around exact role of Partnership managers: DD suggested a review of the KPIs of PMs to ensure their roles are fully optimised. **Action: MB to review current scope and role of PMs 01/04/2020**
- MB has marketing provision for a marketing role in the 2020-2021 budget. DD noted that this role should include a workforce management skillset, to ensure the person coming in can leverage the volunteering resource available
- Safeguarding committee schedule. **Action: MB to follow up with CH 07/02/2020**
- There is a meeting in the new year with the Referees association around the strategy and future engagement. CJS highlighted that there needs to be consideration as to how to expand safeguarding practises on this. **Action: MB to attend referees association meeting and consider how to expand safeguarding into Referees Association 07/02/2020**
- Miriam has been attempting to set-up time with CE to discuss how training courses have been run in football and what could be replicated in handball. MB has suggested that football might be too big to be useful, as their scale is not replicable to Handball. HW noted Hockey umpire association might be more helpful. **Action: HW to share Hockey Association details around this with MB 07/02/2020**
- EHA staff have collated a number of stories of athletes moving through the full EHA program from school to professional contracts. **Action: MB to share stories with the board 07/02/2020**
- EHA staff have shared with the board member survey questions. Action closed.
- Communication to members in club meetings has been sent out. Action closed.
- Over 50% of clubs have become proactive clubs, MB noted this number still could be higher. Board member teams will need to push their teams more to sign up. **Action: SW to chase-up her team 07/02/2020** CJ questioned whether there is a cost to EHA, as Sport England also run a similar scheme. **Action: MB to compare Proactive Club Status to Sport England Club Mark, clarify if there is a cost associated to EHA with proactive club status, and re-share the proactive club requirements to the Board 07/02/2020**
- The board questioned which clubs have received proactive club funding **Action: MB to produce stats on what clubs have received funding, and to clarify the process around selection 07/02/2020**
- DD questioned how are staff KPI's currently measured, and under what cycle? Bi-yearly or yearly. **Action: MB to develop KPIs in advance of the next financial year 31/03/2020**
- MB discussed as part of his strategy moving forward, he will create a CEO report on what the staff are working on to share with the board. It was suggested this could be added to the Annual



Business Plan to make annual reporting easier. **Action: MB to create CEO report including progress metrics aligned to the strategy, to be included in future Board papers**

### 3. Main Strategic Discussion Topic

A detailed discussion was had of income and expenditure budgets. MB and the team are working on next year's financial plan.

### 4. Main Strategic Discussion Topic

Club Funding support pilot:

- MB has worked with Oaks consultancy for a number of years. MB described how Oaks operate, helping to create and write bids for not for profit organisations across many sports, all based around flexible sport & social impact.
- Oaks have agreed a pilot programme with EHA to work with 5 different clubs to write 5 funding bids free of charge. The success metrics of these 5 bids will then be measured and used to inform the potential of a national grant funded programme.
- If the engagement goes ahead, EHA will cover Oaks on a retainer fee, which will only be paid if a minimum of the same amount of funding is secured. MB has noted their tremendous success in other sports and foundations. AB and TW questioned whether there is a funding or engagement commitment in place beyond the initial pilot, MB clarified that there is none.
- AB noted that the retainer amount gets Oaks close to the tender process, meaning if this is to move forward it would have to be opened out to other vendors.
- The board supported the pilot scheme.

Community Pilot:

- MB explained how community pilots is a way to allow EHA to engage more from a bottom-up approach by using handball (or slightly modified rules of Handball) within select community centres.
- MB noted the efficiency of this from a cost perspective as it only requires a small amount of funding for kit & staff training.
- SW highlighted that something similar was considered previously within her club, however coaching capacity wasn't there previously, this would be a good opportunity to tackle again.
- AB and SW mentioned how more sports are moving towards a more "mixed economy" approach of sport participation where the rules were varied to allow more grass roots and recreational engagement.
- MB and TW highlighted that this program can create a large young community of Handball players.
- There was a discussion and agreement that the pilot centres for this programme should be in geographic proximity to a club which can support young people who could be interested in transitioning to a more serious and structured engagement of the sport.
- AB questioned what the possible risks for this programme are, MB noted that:
  - Centres may not fully buy into the sport
  - Community coaches being trained and leaving
  - Full engagement measurement difficult as the staff providing this are not dedicated EHA employees, but community centre workers.
- HW questioned where the safeguarding responsibility would fall with in this situation, MB clarified that this would sit with the community centre.
- MB mentioned that only a small amount of cost from this year's budget would be needed to go ahead with this pilot (£1200 in total).
- SW questioned whether the Oaks Pilot programme could be used to bid for funding for the community pilot, it was noted that separate bids for both could be made.
- The board agreed to go ahead with the pilot scheme.

Schools conversion Programme:

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- MB explained how a consultant spends a week with numerous primary schools to promote the sport engagement, followed by an open weekend, after which participants can be converted onto a paid-for club programme.
- The consultant is currently doing a free trial with one club, to report conversion metrics, with the strategic plan of then training EHA coaches on how to better convert participants.
- MB stated that EHA will not be looking to employ the consultant, but to utilise the training and explore and prove that this model works for handball. HW suggested that this training could be offered as part of the content at the club conference.
- The board confirmed support for the pilot scheme.

### 5. Safeguarding

a) Update on current cases:

- No current live cases

**Action: MB to add the safeguarding issue raised on the last Board conference call to the issue log for tracking**

### 6. AOB

a) Possible full-time coaching role at Loughborough **Action: MB to work with Bobby on opportunity to be shared with board 07/02/2020**

b) Charitable status & Oaks presentation discussion moved to next board meeting

c) Policies review allocation **Action: DD to send out allocation list 07/02/2020**

### 7. Date of next meeting

7<sup>th</sup> February 2020 – London

Location and times to be confirmed.