



England Handball Association

Board Meeting

Wednesday 27th January 5.30pm - 8.30pm

Remote meeting via conference call

Agenda Item	Minute and Action
<p>1. Attendance & welcome</p>	<p>Board members: Chair – Tracy Watkinson (TW); Chris J Smith (CJS); Amanda Bennett (AB); Heather Williams (HW); Marc Fayemi (MF); Diaraye Diallo (DD); Paul Shapiro (PS); Stephen Coy (SC); Chad Ehlertsen (CE) Jean-Christophe Lacour (JC)</p> <p>Staff: Mike Bain (MB) Stacey Andrews (SA)</p> <p>a. Chair's opening remarks b. Apologies: None c. Declarations of interest – None d. The Quorum was confirmed</p>
<p>2. Review of minutes, Issues, Actions & Risk Register</p>	<p>Review and Approval of AGM Minutes:</p> <ul style="list-style-type: none"> • Deadline of Friday 29th January to provide any feedback on the AGM minutes, to be published w/c 1st February if no updates or changes. • MB confirmed that an additional line has been added to the risk register, separating out EHA and Clubs. Both risk lines relate to the continued sustainability of EHA and Handball clubs. EHA is currently in a much better position than 12 months ago. SA has put a survey together to ascertain the direct impact upon clubs. Clubs do not own facilities, therefore potentially reducing overheads. • CE Any potential risks to clubs and EHA if some facilities close permanently due to the pandemic. • MB Concerns are more around impact of timings rather than closures of facilities, but some solutions could be available e.g. centralising locations. • JC Lockdown extended until end of March, EHA is secure until around September 2021. If there is a delay on the

	<p>season starting, is there a greater risk than the situation we are in now.</p> <ul style="list-style-type: none"> • MB A lot of variables, if furlough stopped and there were further delays in the season starting, some decisions would need to be made to cut costs. • JC Suggested staff could re purposed to use in other areas to retain staff. • MB RV currently covering coaching and workforce role. Cannot furlough staff that are covering other areas. Need to see if furlough scheme is extended beyond April.
<p>3. Financials</p>	<p>MB gave a brief overview of the current financial situation. A significant overhaul has been carried out following the Audit recommendations. Our goal is to get to a position where 95% of financial reporting is automated. The financial position has significantly improved compared to 12 months ago. The majority of staff are on flexible furlough which has helped with costs. EHA has managed to invest wisely in customer services and marketing in recent months. MB highlighted the lead and back-up sheets within the Board paper, he confirmed that more work was required to address coding issues linked to the back-up sheets.</p> <ul style="list-style-type: none"> • MB confirmed that £1500 a month goes into reserves fund. Three months of activity under normal circumstances would total approximately £160k inclusive of staffing costs. MB suggested that £20k is to be transferred into the reserves fund to take it up to £75k. It is at the CEO's discretion to increase reserves but board were in agreement. The prospect of increasing the reserves fund at a later date was also discussed. • CE Asked if there will be any income that would need to be deferred to next year based upon activity not happening? MB Referee online programs are currently running, first part is online with the second part being face to face. If the face-to-face sessions were not able to go ahead then a proportion of that funding would be accrued into next year. A total of around £10k. • HW Any updates on DiSE. MB Activity is continuing and being delivered online, with no signs of that changing.
<p>4. Strategic Planning</p>	<p>MB gave a brief summary of progress up to date.</p> <p>The main focus of the strategy will be based around growth with a deadline for submission of September this year.- Board agreed that the strategy should cover two Sport \England funding cycles 2022 - 2030.</p> <p>Board agreed to form a sub group to support the development of the strategy.</p> <p>AB Our strategy needs to be aspirational. SE strategy offers some direction with an emphasis on community and diversity. It is important that our education programme connects to positive experiences for children and young people.</p> <p>DD Strategy could be linked to milestones such as the Olympics and World Championships</p> <p>JC We need to do much more in the Primary sector to help ensure young children have exposure to Handball at an earlier stage.</p>

	<p>AB Our Strategy document need to be ambitious, can be shared with sponsors and IHF & EHF. Annual business plan should include detail of who is doing what, costs and how we measure success.</p> <p>MB Currently looking into how modern strategy is presented. FA recently produced their strategy, presented well on social media.</p> <p>CE FA's strategy is based upon a 10-year plan - 120 months. Key milestones to achieve each year. The plan should be agile and able to adapt especially given the current circumstances.</p> <p>MB confirmed that he would develop and share with Board a strategy on a page document that highlights key headings and top line detail to act as a guide in the development of the new strategy.</p> <p>MB Need to assess where SE are with funding, SE has provided extra funding to support sport during the pandemic, with this in mind we need to make an educated decision with our next funding proposal</p> <p>Action: MB to share new SE funding template with board once received.</p> <p>.</p> <p>Action: MB to share key dates asap for September submission - timescales for subgroup commitments.</p> <p>.</p>
<p>5. Recruitment of NED's</p>	<p>At the AGM in October 2020, some members had expressed concerns over the recruitment and election process for NED's</p> <ul style="list-style-type: none"> • Concerns raised included: <ul style="list-style-type: none"> ○ Perceived conflicts of interest based on the board member's club affiliation. ○ Regional representation on the board • AB presented some information on the current recruitment process from the EHA articles of association and requirements from the Code for Sports Governance. <p>Proposals/actions</p> <ul style="list-style-type: none"> • Undertake a skills and diversity audit, which would produce a report and recommendations on future board appointments. • Develop a board succession plan linked to the skills audit report. • Consider inviting an independent onto nominations committee for the elected position. • Ambition should be is to put forward a minimum of 2 candidates subject to them meeting recruitment criteria.
<p>6. EHA Updates</p>	<p>MB provided an update across a number of areas:</p> <p>Strategic planning</p> <ul style="list-style-type: none"> • Held independently facilitated strategic planning workshops with the England Handball board and management team. • Appointed a Development Advisory Group that is representative of the handball community to provide additional insight and inform planned activities. • Held ongoing discussions with Sport England, through which we have gained a strong understanding of their new strategy

(launching 26/1) and gained valuable insight to incorporate within our own areas of focus

- Held initial discussions with the European Handball Federation to gain their insight and buy-in for our proposed new strategy.
- Planned a short series of facilitated strategic planning workshops for affiliated clubs, taking place at the end of January 2021.

Office/Administration

- Creation of a services hub, ensuring that office staff have a mixed skill set to improve the customer journey.
- The organisation has implemented a Cloud Phone system.
- Improvements being made to financial procedures following the auditor's recommendations.

Staffing

- The EHA continue to utilise the flexible Furlough scheme to protect the financial future of the organisation whilst ensuring that the operational needs of the business are still being met.
- EHA are currently putting together a staff survey that will go out to staff to understand the impact of Covid and how staff are adapting to working remotely.

SA gave a brief overview on progress up to date within delivery. Key areas included:

- An individual membership system is being developed to roll out for the 2021/22 season.
- A COVID-19 impact survey has been sent to clubs to really understand the impact the last 12 months have had on our clubs on a membership and financial perspective and their readiness to return to play.
- The first meeting of the development advisory group took place on 15th December. The group is currently working on some market research across some potential target audience groups for the new strategy.
- 19 clubs have applied for the funding, 17 have received first instalment of funding.
- The new EHA L1 has adopted a blended style of education, consisting of online learning and one day face-to-face learning. The online delivery is focused on the "How to Coach", and it is delivered in partnership with UK Coaching,

	<ul style="list-style-type: none"> • 16 online Intro to teaching handball courses delivered to 300 teachers since November. • New Refereeing Level 1, Blended learning- online content plus one day face to face. 100 people have signed up. 30 have completed online part of the course and are awaiting face to face element. • New blended learning version of Level 2 Coaching Handball is being developed.
<p>7. Audit & Governance Group updates</p>	<p>Group members: Chris J Smith (CJS); Amanda Bennett (AB); Marc Fayemi (MF); Stephen Coy (SC); Mike Bain (MB)</p> <p>SC gave a brief update. He confirmed that the group had met twice and highlighted a number of focus areas that they are working through.</p> <ul style="list-style-type: none"> • Financial data and controls – MB, Cindy and EHA accountants working through the Audit recommendations, • Sports Governance – The group updated Board on their intention to work through the sports governance code and make sure that the EHA are compliant. • Operational Policies - To be shared with Peninsula and Committee members to ensure they are up to date and meet the requirements of the business.
<p>8. Development Group Updates</p>	<p>JC provided an overview on progress up to date.</p> <p>Recruitment process attracted 20 applicants, 10 being interviewed and 6 offered positions. Members were recruited from diverse backgrounds, different geographical areas and different age ranges. First meeting held mid-December. Clarified expectations of the group. Code of conduct. Verbal sign off Terms of reference.</p> <p>MB provided information to members about EHA, structure, staffing and strategy. The group was put to task to shape strategy.</p> <p>Four broad markets to focus on: Primary School, Secondary School, Higher Education and adults. The group has been asked to look at the characteristics of the market, needs, trends, competition. What have other countries done?</p> <p>Next meeting 3rd February 2021. Give a week's notice to members to prepare.</p> <ul style="list-style-type: none"> • Key Activities for the group – group need to be engaging with the handball community. • Good insight from the group. <p>TW thanked JC for motivating the group and suggested that JC ask for volunteers to take tasks.</p>

	<p>MB The group is a good mix to support current work. Group also provides an additional link to the clubs and enhanced lines of communication.</p>
<p>9. Safeguarding</p>	<p>No cases outstanding.</p>
<p>10. Any Other Business</p>	<p>AB SE may have some leadership programmes available, details sent to MB.</p> <p>TW confirmed that she will not be seeking for re-election later this year due to a change of job and a lack of time to commit to the position. She asked board members to consider if there was anyone that might be interested in a Vice chair position and to contact her or the CEO if that was the case.</p> <p>TW expressed her thanks and concluded the meeting.</p>
<p>11. Date of next Board Meeting</p>	<p>Thursday 25th March 2021 5.30 – 8.30pm remote via zoom</p>