

## Minutes of the NWC2019 Board Meeting

Date/Time	Thursday 14 <sup>th</sup> December 2017 (14.00)	Location	England Netball Head Office, Loughborough University		
Attendees	Initials		In Attendance	Initials	
Nicky Dunn	ND	Chair	Mike Kearney	MK	Liverpool City Council
Colin Povey	CP	Director (EN Chairman)	Ron Odunaiya	RO	Liverpool City Council
Jo Adams	JA	Director (EN CEO)	Lindsay Impett	LI	NWC2019 Event Director
Steve Elworthy	SE	Director (Independent)	Jo Sinclair	JS	EN Commercial Director
Sharon Meadows	SM	Director (Independent)	Abbie Collins (Minutes)	AC	NWC2019 Event Administrator
Emma Cowley	EC	UK Sport			

Apologies	Initials	
John Moore	JM	ACC Liverpool
Ben Williams	BW	ACC Liverpool
Kay Wilson	KW	ACC Liverpool

Circulation List
Attendees
Apologies
Anna Flanders, NWC2019 Marketing and Commercial Manager

Ref	Agenda	Action Led by
<b>1.0</b>	<b>Apologies for Absence</b>	
1.1	Apologies were received from John Moore (ACC Liverpool), Ben Williams (ACC Liverpool) and Kay Wilson (ACC Liverpool).	
<b>2.0</b>	<b>Ratification of New Non-Executive Director</b>	
2.1	It was noted that Martin George stepped down from the NWC2019 Board following the last Board meeting in September 2017. Sharon Meadows - Director of Devices, Products and Partnerships at EE and BT - was confirmed as the new Non-Executive Director.	
<b>3.0</b>	<b>Declaration of any Conflict of Interest</b>	
3.1	No conflicts of interest were reported.	
<b>4.0</b>	<b>Minutes of Last Meeting</b>	
4.1	The following updates were provided: <ul style="list-style-type: none"> <li>LI confirmed that the LCC Heads of Terms had been agreed and signed.</li> <li>LI reported that a NWC2019 Ceremonies kick-off meeting was scheduled for 7 February 2018.</li> <li>CP queried who is currently listed as the Company Secretary. LI confirmed it to be Naomi Defroand.</li> </ul>	
<b>5.0</b>	<b>Matters Arising</b>	

<b>5.1</b>	No matters arising were discussed by the Board, as they would be covered during the meeting.	
<b>6.0</b>	<b>Commercial Strategy</b>	
<b>6.1</b>	<p>In a change to the order of the Agenda, ND requested that the Ticketing Strategy was discussed prior to the Budget Update.</p> <p><b>Ticketing Strategy</b></p> <p>The ticketing strategy was reviewed by the Board and discussions regarding ticket prices, routes to market and marketing strategies were discussed.</p>	
<b>6.2</b>	<p><b>Sponsorship</b></p> <p>JS presented the NWC2019 Sponsorship Strategy and Merchandise Plan to the Board.</p> <p>JS is currently speaking to existing EN, ACC Liverpool and Liverpool FC partners and has identified further potential relationships within the Market.</p> <p>VIK and supplier requirements have been identified and the Sponsorship Rights Matrix has been reviewed. JS to share matrix with Board.</p>	JS
<b>6.3</b>	<p><b>Merchandise</b></p> <p>The Merchandise Plan was shared with the Board.</p> <p>Merchandise requirements are to be scoped in January 2018 and NWC2019 would contract a company to manage the full licensing and merchandise event requirements. The tender will be submitted to market at the end of January 2018 with a deadline of 28 February 2018. LI/JS reported the substantial revenue potential from merchandise with Sydney sales being high.</p>	
<b>6.4</b>	<p><b>Official Travel Office</b></p> <p>NWC2019 have appointed Gulliver's Sport Travel as the Official Travel Office provider for the event. Gulliver's are currently recruiting the overseas travel agents in preparation for packages going on sale in April. A full update will be provided at the next meeting; however, LI reiterated the importance of confirming ticketing prices by the end of January to ensure that accurately priced packages can be prepared.</p>	All to note
<b>6.5</b>	<p><b>Hospitality</b></p> <p>Good progress has been made following meetings and discussions between LI and BW. LI to circulate proposed packages and prices and requested feedback from Board.</p>	LI

<b>6.6</b>	<b>Broadcast</b>	
	LI and JA have met with a variety of Broadcasters. JA will update the Board following the conclusion of these meetings in early January.	
<b>7.0</b>	<b>Budget Update</b>	
<b>7.1</b>	<b>NWC2019 Accounts and Cash Flow</b>	
	The NWC2019 Accounts and Cash Flow were presented to the Board.	
	LI reported that currently a positive cash flow was predicted over the next six months.	
	LI also presented an outlined profit and loss with predicted expenditure. This expenditure level was compared against three revenue levels and the surplus split calculated between the partners.	
	It was noted that the broadcast costs budgeted illustrate the worst case scenario.	
	It was agreed that a single budget is needed moving forwards (including committed costs). LI will present a single, realistic budget to the Board on 8 March 2018.	
	The Board strongly supported investment in staffing for marketing, ticketing and digital to achieve the high commercial targets associated with ticketing.	
<b>7.2</b>	<b>Budget Approvals and Projected Alterations</b>	
	At present there are no approvals required for additional expenditure.	
<b>8.0</b>	<b>Event Director Update</b>	
<b>8.1</b>	<b>Strategic Objectives, Key Messages and Stakeholder Analysis</b>	
	The NWC2019 Strategic Objectives and Key Messages were approved by the Board and the draft stakeholder analysis was presented. LI proposed that all strategy work was to be completed by the end of 2017 to ensure focus moved to event delivery.	
	An Objectives Tracker will be circulated to the Board for future meetings.	AC
<b>8.2</b>	<b>Marketing Update</b>	
<b>8.2.1</b>	<b>Brand</b>	
	LI presented the brand to the Board. Positive feedback was received and the brand approved	
<b>8.2.2</b>	<b>High Level Marketing Plan</b>	
	The Board approved the NWC2019 High Level Marketing Plan.	

	LI confirmed that a content plan was currently being developed for the time period following the official launch in January 2018.	Anna Flanders
	SE advised that the NWC2019 Marketing Team should capture good quality and engaging content from the Quad Series which is put into the archive for future use.	Anna Flanders
<b>9.0</b>	<b>Items for Information</b>	
<b>9.1</b>	<b>Milestone Plan</b>	
	LI advised that the following milestones were due in early 2018 <ul style="list-style-type: none"> <li>• Host broadcaster confirmed to INF.</li> <li>• Ticketing strategy overview provided to INF.</li> <li>• Completion of Governance Action Plan.</li> </ul>	
<b>9.2</b>	<b>Risk Matrix</b>	
	LI reported the issue of light affecting the shooters due to the direction of the court in the two court layout. LI advised that the NWC2019 Technical Delegate would undertake a site visit in 2018 with the Broadcaster once appointed to discuss options.	LI
<b>10.0</b>	<b>AOB</b>	
<b>10.1</b>	ND, EC and CP confirmed that a review of the NWC2019 Terms of Reference had taken place and although there were to be no changes CP/JA would manage an increased flow of information to the EN Board.	CP/JA
<b>10.2</b>	Emma Fielding, EN Financial Director, to attend NWC2019 Board meetings moving forwards.	AC
<b>10.3</b>	EC/SE have been working on producing a Terms of Reference for the Finance and Audit Committee which will be shared with the Board. EC expressed concerns over her role on the committee and as to whether member of the Board should also be part of the group. EF will also join this committee.	EC
<b>10.4</b>	MK reported that a Liverpool Legacy meeting is scheduled for 11 January 2018.	
<b>10.5</b>	The Board agreed to provide representatives to host the INF Board in Liverpool on the weekend of 7/8 July 2018. Budget allocated to this will be confirmed.	ND/LI

Details of next meetings			
Date/Time	8 <sup>th</sup> March 2018 at 14.00	Location	ACC Liverpool
	6 <sup>th</sup> June 2018 at 14.00		Loughborough

Meeting Actions	
AC	<ul style="list-style-type: none"> <li>• Invite EF to Board meetings and Finance and Audit Committee.</li> <li>• Provide objectives tracker at next Board meeting.</li> </ul>
Anna Flanders	<ul style="list-style-type: none"> <li>• Capture digital content at Quad Series and Netball Europe.</li> </ul>
EC	<ul style="list-style-type: none"> <li>• Share Terms of Reference for Risk and Audit Committee.</li> </ul>
JA	<ul style="list-style-type: none"> <li>• Provide broadcast update following meetings.</li> <li>• (With CP) increase flow of information to EN Board.</li> </ul>
JS	<ul style="list-style-type: none"> <li>• Share Sponsorship Rights Matrix.</li> </ul>
LI	<ul style="list-style-type: none"> <li>• Single, realistic budget to be presented on 8 March 2018.</li> <li>• Discuss internal staffing requirements with JA.</li> <li>• Schedule ticketing meeting in January 2018 with SE, BW/ACC Box Office rep.</li> <li>• Circulate proposed hospitality packages and prices.</li> <li>• Update Board following Technical Delegate visit re: lighting in Q2 2018.</li> </ul>