

Minutes of the NWC2019 Board Meeting

Date/Time	14:00 Wednesday 6 th September 2017	Location	Loughborough University		
Attendees	Initials		In Attendance	Initials	
Nicky Dunn	ND	Chair	Mike Kearney	MK	Liverpool City Council
Colin Povey	CP	Director (EN Chairman)	Emma Cowley	EC	UK Sport
Jo Adams	JA	Director (EN CEO)	Lindsay Impett	LI	NWC2019 Operations Manager
Steve Elworthy	SE	Director (Independent)	Anna Flanders	AF	NWC2019 Marketing & Commercial Manager
Ben Williams	BW	ACC Liverpool	Abbie Collins (minutes)	AC	NWC2019 Event Administrator

Apologies	Initials	
Ron Odunaiya	RO	Liverpool City Council
Martin George	MG	Director (Independent)
John Moore	JM	ACC Liverpool
Kay Wilson	KW	ACC Liverpool

Circulation List
Attendees
Apologies

Ref	Agenda	Action Led by
1.0	Apologies for Absence	
1.1	Apologies were received from Ron Odunaiya, Director of Community Services - Liverpool City Council, Martin George, Independent NED, John Moore, Sports Manager - ACC Liverpool and Kay Wilson, Head of Entertainment and Sport - ACC Liverpool.	
2.0	Declaration of any Conflict of Interest	
2.1	No conflicts of interest were reported.	
3.0	Minutes of Last Meeting	
3.1	The following updates were provided: <ul style="list-style-type: none"> Statistics from broadcasting (35% male following) and Twitter (65% male following) suggest a relatively high male proportion at Sydney 2015. (Note: this may be largely due to Twitter automatically classifying users as male if they do not specify their gender). All England Netball (EN) policies would be reviewed and adopted where applicable. LCC previously discussed recruiting an Artistic Director from January 2018 for the Culture/Ceremonies programme. EC requested an update on recruitment timelines at the December Board Meeting. 	MK

4.0	Matters Arising	
4.1	No matters arising were discussed by the Board, as they would be covered during the meeting.	
5.0	Budget Update	
5.1	NWC2019 Accounts The current income, expenditure and variance was presented to the Board.	
5.2	NWC2019 Cash Flow The cash flow for the following six months was presented to the Board.	
5.3	Financial Risks and Opportunities Matrix A quantifiable risks and opportunities matrix was presented to the Board and the top risks were explained.	
5.4	Budget Approvals and Projected Alterations At present there are no approvals required for additional expenditure.	
6.0	Operations Manager Update	
6.1	Netball World Youth Cup 2017 Review LI reported on the presentation by NWC2019 to the 2017 INF Congress, stating that INF to be very happy with the level of detail provided. Minor questions asked concerned accommodation, the court layouts and visas.	
6.2	Governance Update NWC2019 met with UK Sport ahead of the Board Meeting to discuss the recently introduced Governance Code for Sport. LI confirmed that NWC2019 is considered a Tier 2 Organisation in line with other funded Major UK Sporting Events. EC highlighted that NWC2019 have made good progress to date and ND and LI will work together to complete the Governance Action Plan by the deadline of 31 st December 2017.	ND/LI
6.2.1	Conflicts of Interest Register Conflicts of Interest forms were completed and a register is to be produced for the next Board meeting.	AC
6.2.2	Staffing LI welcomed NWC2019's two new staff members, Anna Flanders (Marketing and Commercial Manager) and Abbie Collins (Event Administrator).	
6.2.3	Insurance LI stated NWC2019 is currently covered by EN's insurance policy. NWC2019 will work with AJ Gallagher to determine the requirements for a specific NWC2019 policy relating to ticket sales and event cancellation in Q1 2018.	LI

6.2.4	<p>LCC Heads of Terms LI met with MK following the meeting. The suggested changes to the document were agreed. MK to provide LI with updated version by 15th September.</p>	MK
6.3	<p>Commercial Update JA reported that Jo Sinclair has been appointed as EN's Commercial Director. JA full Commercial Strategy will be provided in December 2017.</p>	JA
6.3.1	<p>Sponsorship An update on sponsorship conversations was provided to the Board.</p> <p>ND enquired about the split between EN and NWC2019 and how this will work moving forwards. JA confirmed that this will be part of the Commercial Strategy work undertaken by Jo Sinclair.</p> <p>LI also reported discussions with BW regarding links with ACC Liverpool's sponsors.</p> <p>The Board highlighted the potential impact of sponsor activations with EC highlighting EON's sponsorship of the Women's Rugby World Cup Player of the Match. It was also suggested that sponsorship activations should be considered as a method for reducing the cost to NWC2019 Ltd around elements such as the Fan Zone.</p>	
6.3.2	<p>Ticketing An update on ticketing was provided to the Board and the full ticketing strategy will be provided at the December 2017 Board meeting.</p>	
6.3.3	<p>Travel Office and Fan Packages NWC2019 received four tenders for this piece of work.</p> <p>Currently, all financial models are being reviewed with a decision expected to be reached by the end of September.</p> <p>CP also suggested considering other ticketing initiatives, such as giving the selected travel provider day tickets to sell in addition to the fan packages.</p>	
6.3.4	<p>Hospitality A draft hospitality plan has been produced by NWC2019 and ACC Liverpool. BW informed the Board that they have modelled this around the spaces available within the venue.</p> <p>BW stated that their plans to date also included the cost base and market, with the next steps concerning looking at allocations and what the tournament itself will actually look like, as well as benchmarking it against other products such as the hospitality offering at the Women's Hockey World Cup.</p>	BW

	It was also discussed as to how we can add value aside from dinners etc, with it being necessary to have different levels aimed at different price points. A further meeting between BW and LI is scheduled for 20 th September.	BW/LI
6.3.5 Broadcast	Meetings with broadcasters are to be scheduled for September-December. Full update will be provided in December 2017 Board meeting.	
6.4 Marketing Update		
6.4.1 Website	The NWC2019 website was launched with two years to go and 4,500 people have already registered to 'Join our Club' and receive email updates regarding the event.	
	ND queried the format of the holding page and sign up email received upon signing up, with AF confirming that this is associated with the CRM system that EN and NWC2019 are jointly reviewing.	AF
6.4.2 Brand Agency	Front Page have been confirmed as the brand agency for the event and will work on developing the NWC2019 brand, event theme and brand assets following the Marketing and Commercial Meeting on 19 th September.	
6.4.3 Digital Strategy	LI and AF are meeting with Lewis Wiltshire from Seven League at the end of September to build on the work done for EN and to tailor the requirements for NWC2019.	
6.4.4 Marketing and Commercial Group	A Marketing and Commercial Workshop is taking place in Liverpool on the 19 th September, to focus on sharing and developing ideas in relation to the NWC2019 brand.	
6.5 Sport Competition Update	LI informed the Board that the Competition Format was agreed by the INF Congress at the NYWC2017 in Botswana. LI explained the format to the Board, with the format including high level matches in the middle period.	
	LI has been working on the match schedule and variations on the changeover from two courts to one court. LI discussed the need for the match schedule to be agreed internally in early October to be approved by the INF Board at the end of October.	LI
6.6 Tournament Operations Update		

6.6.1	Accommodation LI acknowledged that all hotel contracts have recently been received and are being reviewed before they are signed off.	
6.6.2	Legacy Update NWC2019 met with the EN Development Team at the end of August to look at the different legacy streams for NWC2019, with five different areas proposed. The EN Development Team will now schedule a meeting with LCC in October 2017.	
7.0	Items for Information	
7.1	Milestone Plan LI updated the Board in relation to outstanding Milestones. These included the LCC Heads of Terms Contract which has already been discussed. No significant concerns were raised by LI.	
7.2	Risk Matrix LI also reported no major changes in the Risk Matrix with some risks having been reduced but not yet closed due to reasons already given. EC and LI suggested the introduction a Risk and Audit Committee that will monitor and provide feedback in relation to NWC2019 Risks moving forwards. ND queried this as to whether it was an immediate requirement with it being decided by the Board that it should be introduced now, meeting as required. EC and SE came forward to form the Risk and Audit Committee. LI queried whether NWC2019 2016 Audit Reports had been received by the Board and would follow up with the EN FD at the 12 th September meeting.	EC/SE LI
8.0	AOB	
8.1	ND noted the huge progress made on the event.	
8.2	CP identified the potential link with the 2018 Commonwealth Games. JA highlighted the EN plan around the Roses and AF to meet with EN to ensure NWC2019 is linked in.	AF
8.3	JA requested a change to LI's job title to Event Director to reflect the position of the role. This was agreed by the Board.	
8.4	BW identified Liverpool as hosting the 2017 Sports Personality of the Year and the opportunity for NWC2019 to learn from and utilise this event.	
8.5	LI shared the new NWC2019 Mission and Objectives for NWC2019. The Board provided positive feedback and the Mission and Objectives were subsequently approved. SE enquired about how the Mission can be conveyed to the media, with LI and AF to consider how the Mission can be conveyed in a short media friendly way.	
8.6	EC reported on the Knowledge Transfer Programme. EC is meeting with Clare Briegal from the INF and this information will be shared with the board.	EC

8.7	Frequency of Board Meetings from June 2018 to be confirmed at December 2017 Board Meeting.
------------	--

Details of next meetings			
Date/Time	14 th December 2017 at 14:00	Location	Loughborough
	8 th March 2018 at 14.00		ACC Liverpool
	6 th June 2018 at 14.00		Loughborough