



Record of GBWR Board of Trustees Meeting dated 12 February 2014

Present: Kevin Aitchison Chairman (KA)

Paul Fieldhouse (PF)
Simon Le Fevre (SLF)
Tony Manos (TM)
James Madden (JM)
Andrew Flatt (AF)

In attendance:

David Pond (DP)

1.0 Declaration of Interest

1.1 JM reported that his company Nabarro was undertaking work on behalf of Sport England but that he had no personal involvement with it.

1.2 No other interests were declared

2.0 Apologies

2.1 Apologies were received from Mike Spence and Richard Allcroft

3.0 Minutes of Meeting dated 11 December 13

3.1 SLF proposed an amendment to 8.9 to read: '*SLF gave an update on the Equality Action Plan which was noted by the Board.*'

With this amendment the minutes were agreed as a true record of the meeting.

Action: DP

4.0 Actions Arising

4.1 Action 8.7 to follow up with RFU

Action: DP

Action 13.2 DP will host Sec Gen on 25 Feb

4.2 All other actions either complete or included as part of the agenda.

5.0 Record of Board Development Day

5.1 The record was approved. It was agreed that the day had been very worthwhile and should be an annual event. Action: DP



6.0 CEO Report

6.1 The CEO Report was taken as read. JM mentioned that he was enormously impressed with the work that had been undertaken to roll out opportunities across the country. Resource was obviously an issue and JM requested more detail on the pressure points and what could be to support in particular the RDOs. DP explained that to a large extent we had become 'victims of our own success'. Kirsty and the RDOs are doing such a great job of developing the sport through the various programmes that this ends up creating more demand and interest. DP explained that the key is to put more resource into the regional structure and also to ensure we continue to build partnerships and enable partners to help with delivery – the Gloucester model being a good example. JM asked how much it would cost to make the RDO's full time. DP responded that it would be around £50k but that this might not be the best option anyway. He explained that he was currently awaiting the Sport England position on Reward Funding. If this was positive for GBWR then the Management team would look at how best to use that resource to relieve current pressures whilst maintaining its current growth objectives. Irrespective of the Sport England result, he explained that he was stripping more resource out of support costs and that these would be put into the NDD programme.

6.2 SLF reported that the Communications Report mentioned in the CEO Report had not been received. DP apologised and took an action to address.

Post Meeting Note: Report emailed to Trustees on 13 Feb 14

6.3 DP updated the Board on the following:

- Roma Sports has just signed as a new sponsor for 2014-15. Details commercial-in-confidence
- Kirsty Clarke has just been selected for the very prestigious Sport England Management & Leadership programme through Cranfield University
- The new GBWR website was about to go live

7.0 Charitable Donations between 11 Dec 13 – 11 Feb 13

7.1 No donations received.

8.0 Governance and Finance Update

8.1 The Board approved the 2014/15 Annual Business Plan

8.2 DP explained that the annual budget was almost complete but that he was delaying finalising it until the result of the Sport England reward funding was known. The budget had been compiled on the basis of confirmed income streams eg grant body income; membership; confirmed sponsors. Based on this year's experience and the focus next year on developing income streams for the WWRC15, targets for sponsorship/fundraising targets

have been reviewed. A balanced budget will be presented by the end of the month. AF commented that the draft budget looked coherent and sensible and he was content with the process. He explained that there would be benefit to cash flow forecasting and that this was being discussed with the RFU with a view to piloting this year. The Board delegated the authority to approve the budget to the GFSC.

- 8.3 DP briefed the Board that he was still forecasting a break even point at the end of year position. Assuming this was achieved it would be a strong financial result because output has grown and to date we have drawn down £50k less income from the WCPP than originally budgeted. We have also managed the HR costs in year.
- 8.4 SLF reported that he had circulated the minutes of the GFSC meeting held on 5 Feb 14 and there had been no questions received. He then went on to report about the initial meeting held with Kirsty Clarke to start scoping the Club Model work. The key points of note are that the work will be undertaken in 3 stages:
- Stage 1 – now until AGM on 12 Sep 14. This will focus on developing the basic Club Affiliation Model; any by-laws and the outline affiliation agreement and the relevant ‘permission’ clauses in revised GBWR Articles.
 - Stage 2 – Sept 14 – AGM 2015. This period will focus on ‘grandfathering’ arrangements for existing clubs; the implementation of the basic model for new clubs and the development of any variants of the model for not classic club groups.
 - Stage 3 – to Mar 17. Final phase focus on review of process of implementation and the development of appropriate enhancements to the model.
- 8.5 The DMG, RDO group and the BOT will be consulted throughout as will the membership via the website.
- 8.6 AF updated on preparations for the 2013/14 audit which, he expected, would take place in early May. He did not, currently, anticipate any issues arising. AF requested that, as last year, the Board delegate authority for approval of the 31 March 2014 report and Financial Statements to the Governance and Finance Committee, and the Board so resolved.
- 9.0 World Wheelchair Rugby Challenge (WWRC15)
- 9.1 DP presented each Board member with a file containing: copy of presentation; WWRC15 initial budget; ticket calculator used as basis for ticket income. DP then gave presentation (attached to record) which covered: objectives; priorities; partners; risks; other considerations. He then briefed the Board on the individual budget elements.
- 9.2 JM highlighted that Trustees were being asked today to approve expenditure for WWRC 15 at a time when details, branding and ticketing for IRB "Festival of Rugby" and the interest from sponsors and the general opportunity for WWRC to become part of RWC 2015 were unknown. In addition UK Sport and Sport England project funding for WWRC had not as

yet been committed. That being the case, however strong the opportunity appeared on its face, as a Charity we had to be prudent and assume the worst, namely that GBWR could end up as an underwriter. In his opinion, if that were the case any loss would have to fall to the WCPP as this was a performance event. Further questions were asked by JM and SLF about what impact that situation would have on the WCPP budget. DP responded that this scenario would be very much worse case position but if we were talking about a sum of £50k which would be reasonable sum to assume from the first cut budget then £50k would not be hugely significant. He explained that the 14-15 WCPP budget already assumes a contribution of £20k to the event and there is an expectation from UKS that the WCPP would contribute. DP stressed that the current budget assumes, no sponsorship and no support from UKS or Sport England. Both funding bodies have indicated that they will wish to support this event. The UKS position is such that if the Board approves the event then DP will be able to complete an application for funding. UKS funding would be based on the principle of deficit funding for the event. Sport England is inviting an application for its Major Events Programme Fund. This would help fund some fixed costs such as the venue.

- 9.3 AF challenged the position in respect of cash flow and wanted to understand what upfront costs there would be and how these were to be met. SLF agreed and wished to understand what early exposure GBWR would have prior to any receipt of income. JM supported this and wanted more detail on the Copperbox contract and payment schedule. DP explained that some 'pump priming' cash had been profiled into the 2014-15 WCPP to meet early WWRC15 costs with the aim of this being 'returned' to the WCPP post the event. If UKS supported the event its grant would also be immediately available with only 10% of it held back until post event. No payment schedule had yet been agreed with the Copperbox and this did not form part of the initial contract. DP said that as the Copperbox was managed as a charitable social enterprise it was hoped that suitable arrangements for payment could be made which would not require high up front payments.
- 9.4 JM reminded the Board that as Trustees each has a duty to ensure that solvency of the Charity before committing to expenditure.
- 9.5 KA asked for any further views before asking the Board to vote on whether GBWR should become the organiser responsible for delivering for WWRC15. There were no further comments and the Board approved:
- GBWR delivering the event but that
 - until funding streams were confirmed all commitment of expenditure over £5k for this programme only should be approved by the full Board
 - Any shortfall on this project must be met from WCCP budget

Action: DP

The Chairman left at this point due to business commitments



- 9.6 DP sought the Board's views on the commitment of a proportion of any profit from the event to the IWRF. The Board discussed this fully and concluded:
- The project is completely at risk in financial terms
 - The project is likely to be in receipt of public, lottery and other charity funding and it would neither be legal nor appropriate for any of this to be used to generate funding for an external independent international body
 - The post event review and audit will enable an analysis of commercial and unrestricted funding. At this point the Board can determine its position but it is at the discretion of Trustees as to whether a donation is appropriate.
- 9.7 The Board directed that WWRC15 should be a standing agenda item for future Board meetings and that it should be reported on as part of the CEO monthly report to Trustees.
Action: DP
- 9.8 AF reported that he had already had some thoughts about how WWRC15 should be structured and that JM had kindly offered some input from Nabarro's to assist with this. AF would take this forward with JM.
- 10.0 HR Issue
- 10.1 DP updated the Board on the resolution of the HR issue.
11. AOB
- 11.1 Due to time constraints the items under AOB will be rescheduled.

Date of Next Meetings:

25 Mar 14 @ 1600 GFSC
4 Jun 14 @ 1600 GFSC
25 Jun 14 @ 1500 BOT