



***BOARD OF TRUSTEES
Wednesday 14 March 2017***

RECORD OF MEETING

Present:

Kevin Aitchison, Chair KMA
Richard Allcroft RA
Suzy Christopher SC
Andrew Flatt AF
Simon Le 'Fevre SLF
Margaret Moore MM
David Pond CEO

Welcome

Although SC attended the board development day in January this was her first formal board meeting and KMA welcomed her on behalf of all board members noting the considerable commercial and charitable skills she brought to the board

1.0 Declaration of Interests

1.1 None declared

2.0 Apologies

2.1 Mary Daunt

3.0 Minutes of Meeting dated 14 Dec 2016

3.1 Approved.

4.0 Actions Arising

4.1 Carried over from 19 February Board:

2. *The Chair, Vice Chair and CEO to review Chair/CEO TOR and draft Vice Chair.*

The board agreed that this will be considered as part of the Board Development Day
Action: KMA

5.2 All other actions completed or included in agenda.



5.0 Charitable Donations 1 July -30 September 2016

Charitable Giving	6.0
In My Locker (Mike Brown)	1886.85
Just Giving	20.00
Donation	200.00
RFU	12,000.00
Wintrust	5,000.00

6.0 CEO Quarterly Report

6.1 The CEO briefed the board in lieu of a written report.

6.2 UK Sport Representation. CEO had circulated details of the representation post the presentation to the UK Sport board and had also notified the board of UK Sport's decision to uphold its original position not to fund GBWR for Tokyo. CEO explained that the rejection of the representation was disappointing because a great deal of work had been put into it and he felt GBWR had a strong case. He made particular mention of the contributions of Tim Reid at Hogan Lovell's and Professor Tolfrey from the Peter Harrison Centre for Applied Disability Sport. CEO had been disappointed by the lack of questions from the UK Sport board and by the clear lack of understanding the board had about the sport which was demonstrated in the few questions that were asked. SLF asked if there were any further detail on what was going to the March UK Sport board in terms of consideration of potential support for unfunded sports. CEO replied that he was unaware of any consultation that had taken place on this with unfunded NGBs. He explained that he had met with UK Sport staff to discuss transition arrangements including funding. MM commented that she had been present for the rehearsal of the presentation to UK Sport and thought it was very strong. She congratulated the team.

6.3 For the record, the board recorded its decision to support the CEO's recommendation not to appeal the UK Sport decision to Sports Resolutions but instead to focus on how to achieve other sources of funding

6.4 Just Giving. CEO reported that the Just Giving campaign was now in its second week with about £13k pledged. He thanked KMA for the many colleagues of his who had contributed following the letter he had sent out. He said he was disappointed that the Membership had not embraced the fund raising so far and that he had sent a personal letter out to all members asking for their help and that he intended to discuss it at the DMG which he was attending on 14 March. He said he was also disappointed that the campaign video which had been shown at the England Scotland game had little impact and had not really raised any additional funds. It was felt that the timing of the video had not maximised engagement opportunities and the fact that ITV covered the game meant there was less commentary due to commercials and so little opportunity for the presenters to draw attention to the campaign. AF commented that CEO should not feel too disheartened as funds continued to trickle in and that the campaign still has a way to run with other opportunities to give it attention. CEO agreed and said that the campaign video would be played at the Army v Navy game and at some Premiership matches. Mike Brown was also looking at ways he could engage more after the 6 nations. KMA asked about the 3000 who had pre-registered interest on the website. CEO replied that these had been sent regular emails drawing attention to the campaign and opportunities to donate.



- 6.5 Sponsorship Opportunities. CEO reported that subject to contract he was pleased to announce LMAX Limited as a new Tier 2 sponsor. He also reported that he has meetings scheduled with two other commercial organisations to discuss opportunities in the coming weeks. He had also met with the RFU Commercial Director who had been very supportive and had given him details of agents that may be interested in helping achieve new sponsors. CEO is following these up.
Action: CEO
- 6.6 Sport England Delivery Plan. CEO reported that preparations to start delivering against the new Sport England delivery plan were now well advanced and that he understood all Sport England pre-requisites had been met with the exception of achievement of the Safeguarding Advanced standard (see below). Action is in place to begin the recruitment of new RDO staff and a safeguarding consultant.
- 6.7 Talent Submission. CEO presented the Talent paper which had been reviewed following the UK Sport decision and will be presented to Sport England on 17 March. Sport England has set aside £300k funding for the programme and the plan is expected to be approved by the Sport England Board in April.
- 6.8 Variant Launch. CEO reminded the board that the variant game was one of the new Sport England funded deliverables. He said that much progress had been made to develop a new version of the game underpinned by an extension of the current classification system and embodying some of the elements developed for the Invictus Games model. The first tournament will be held in Bristol on 15 April featuring teams from Wales and South England followed by a tournament? two weeks later with teams from the South East and the Midlands.
- 6.9 GB Squad Update. Following a week long selection camp which included games against Denmark the squad for the European championships was announced on 13th March. The board noted that two 3.5 athletes were included which is encouraging but also noted that no female athletes had been selected. CEO said that the focus now was to prepare for the European Championships in June which is a ‘must win’.
- 7.0 **Finance & Governance**
- 7.1 January Budget Position. CEO briefed the board that at the end of January income was in excess of budget by £55k but that this would reduce by end of year. The end of month position shows a surplus of £68k and CEO is forecasting a surplus of around £60k at the end of the financial year. He explained that this was in part due to the repayment to the NGB of UK Sport overspend in Years 1 & 2 and because he had reduced elite expenditure in order to fund activity in the lead up to the Europeans. AF agreed that the end of year position should return a surplus of between £50k-£80k and that he was comfortable with the current position.
- 7.2 Governance Code. SLF briefed the board that he and CEO had completed the Governance Fact Check which was required ahead of Sport England agreeing the first payment of the new funding award. He drew the board’s attention to the submission which in the main relates to high level board checks. He went on to explain that some of our current policies and procedures will need to be reviewed in order to meet the requirements of the new Code. CEO said he was concerned about the additional time resource on governance matters that the new Code would require. In addition to new requirements there would also be a significant amount of work involved in reviewing and revising current policies and documentation. MM asked whether this was something Hogan Lovells would be prepared to support. CEO was not sure but SLF proposed discussing corporate secretarial support with Hogan Lovells. MS suggested



the option of finding someone who might support governance for a small honorarium and said that the school he was a governor did this.

Action: CEO to discuss with Hogan Lovell

- 7.3 Safeguarding Advanced Assessment. CEO briefed that the Safeguarding Advanced assessment panel was taking place in Leicester on 29 March and that he and Kirsty would attend. He said that the portfolio had been presented in January and that feedback had just been received and was being reviewed. He was concerned that some of the feedback comments reflected a lack of understanding of sport specific issues but that he would deal with these in the panel presentation. He said that the RFU had now taken on all DBS checks for the NGB and would deal with any disclosures. He explained that he was also in the process of recruiting someone to provide the Safeguarding Officer role but that this would be on a services contract basis of a day a week and was to support the clubs.
- 7.4 Codes of Conduct. CEO presented the Codes of Conduct paper. He explained that this brought together in one place a set of individual Codes of Conduct that were aimed at different GBWR audiences including children and Board Directors. MM asked whether there was a code for vulnerable adults. CEO said not specifically but there was work going on to gain a better understanding of what was required in support of vulnerable adults. The board unanimously approved the Codes of Conduct.
- 7.5 Appointment of Senior Independent Director. KMA briefed the board that he had asked Mary Daunt to undertake the role of Senior Independent Director (SID) and that she had agreed. The board unanimously approved the appointment.
- 7.6 Recruitment Policy. MM presented the revised Recruitment Policy. She explained that much of the detail contained in the previous drafts had been removed and instead should appear in an Interview Guide. SLF commented that this should also be seen alongside the Nominations Process. The board approved the policy noting the work to be undertaken on the Interview Guide. Action: CEO

8.0 2017/ 2018 Budget

- 8.1 CEO presented his draft 2017/18 budget. He explained that it was the first time in his career that he presented a deficit budget for approval. He invited the board to consider:
- Proposed expenditure over income is £79k
 - Expenditure currently includes £30k for a Fundraiser but CEO has placed that on hold
 - CEO is in discussion with Sport England over potential further support for corporate functions
 - Subject to contract a new sponsor has already been identified (see item 6.5) which will add a further £50k to in year income with an expectation that further sponsors will be found
 - No sum has been profiled for fundraising but Just Giving is already showing income of circa £13k (plus cheques of £3,500 from a couple of corporate donors).
 - The deficit is exceeded by Reserves held.
 - The GB elite programme expenditure has been profiled until the end of June other than individual athlete funding which was profiled until the end of 17/18 financial year



8.2 Based on the above the CEO said that in-year risk could be managed but unless new income streams were found by the end of the year then the NGB would have to review its operating model with the aim of reducing core costs from the 2018/19 year onwards. This would likely result in further staff redundancies.

8.3 AF commented that he supported the CEO position and agreed that in-year there was little risk not least because there was around £130k historic reserves and these would increase at the end of year position. He said that the board should come together in Aug/Sep to consider the 18/19 position. He reminded the board that the auditors had to look 12 months ahead and give an opinion as to whether GBWR was a 'going concern'. The audit would be scheduled for the autumn so the board would need to be clear about its position at that time. Following discussion:

- the board agreed the 17/18 budget and,
- agreed that the proposed strategy half day planned for 14 June followed by the Board meeting should be moved to 21 September and that the June meeting should revert to a board meeting only.

9.0 Key Risks

9.1 SLF explained that following the board development day he was working on a risk appetite proposal for the board to consider. He summed up the current risks identified during board discussions and potential mitigation:

Risk	Mitigation
GB loses European Championships	Provide adequate resources to ensure team best prepared
Inadequate safeguarding support	Discuss additional resource requirement with Sport England
Corporate Secretary Leaves	Ensure Corporate manual available and up to date. Discuss potential support from Hogan Lovell
BT does not renew sponsorship and failure to achieve new sponsorship target	Investigate use of sponsorship agency
Increase governance workload	SLF will provide additional support and discussions with Hogan Lovell
Lose GB athletes to other sports	Provide adequate personal funding potentially via individual corporate sponsorship.

10.0 AOB

10.1 MS asked about the position in Wales. CEO explained that due to the ongoing changes in Sport Wales and Disability Sport Wales engagement is limited. CEO does however have plans to meet with Rupert Moon and to follow up with Welsh Rugby Charitable Trust whose funding of the RDO position ends March 2017.

10.2 RA asked what the intention was in relation to the recruitment of a fundraiser. CEO explained that he had not been impressed to date with the applications received and he wanted to

Board Record

Great Britain Wheelchair Rugby



explore the agency option which if successful might allow for a change to the current Job Description advertised and therefore the potential applicant base.

- 10.3 SLF said he had noted the record of the Board Development Day and that actions would need to be captured and tracked. CEO said he would look at these and ensure they were incorporated into relevant action plans.
Action: CEO

- 10.4 AF proposed that the name of the GBWR subsidiary company be changed to 'GBWR Trading' and that all sponsorship money would be credited to the subsidiary. The board unanimously approved the change and AF and MM agreed to ensure the appropriate action was taken.
Action: AF

11.0 Summary of Actions:

Item:	Action:	Person Responsible
5.1	Review of ToR for the CEO, Chair and Vice Chair	KMA Development Day
6.5	Investigate sponsorship agency support	CEO
7.2	Investigate governance support with Hogan Lovell	CEO
7.6	Draft Interview Guide	CEO
9.1	Investigate Safeguarding support with Sport England	CEO
10.3	Incorporate development day work into relevant plans	CEO
10.4	Change name of subsidiary company	AF

Date of Next Meetings:

6 Jun	GFC	TBC
14 Jun	Board Trustees	TBC
12 Sep	GFC	TBC
21 Sep	Strategy half day & Board Trustees	TBC
5 Dec	GFC	TBC
13 Dec	Board Trustees	TBC