



BOARD OF TRUSTEES
THURSDAY 19 FEBRUARY 2015

RECORD OF MEETING

Present:

Kevin Aitchison Chair KMA
Richard Allcroft RA
Andrew Flatt AF
Simon Le'Fevre SLF
James Madden JM

In attendance:

David Pond CEO

1.0 Declaration of Interests

1.1 None declared

2.0 Apologies

2.1 Mike Spence
Paul Fieldhouse
Tony Manos

3.0 Minutes of Meeting dated 9 December 2014

3.1 Approved with following amendments:

4.0 Actions Arising

- 4.1 5.2 Saracens. GBWR event now planned for 28 Feb – Saracens v Newcastle. Chair agreed to attend if invited. **Action: KMA**
- 6.1 The Chair wished to record a thank you to Nabarro's on behalf of GBWR for undertaking the review of the BT contract on a pro-bono basis. JM acknowledged and said that the lawyer who had undertaken the work had been thanked and recognised by Nabarro's.
- 8.2 The Chair reported that he had met with UK Sport and that he was now taking the lead on the preparatory work required to recruit 2 new Trustees. He intended to have the Job Descriptions completed by the end of February. **Action: KMA**

5.0 Record of Board Development Day dated 19 January

5.1 The Chair moved this item from Agenda item 13.0 The Board Approved the Record but the Chair asked that the actions from the day be recorded here to better track:



Board Development Actions:

2. ***The CEO to investigate options and costs for external evaluation of Board performance.***
2. ***MS to provide an oral brief on grassroots matters at all Board meetings.***
3. ***Board Recruitment. Action now at 4.1 above.***
8. ***The Chair, Vice Chair and CEO to review Chair/CEO TOR and draft Vice Chair.***
13. ***The CEO to consider options for creating an additional senior position to support the CEO in view of the expansion of the organisation and the additional demands of managing partners.***

6.0 Charitable Donations December-February

6.1	Nissan Corporate Event	£8250 (less delivery costs net £5867.60)
6.2	Charitable Giving	£6
6.3	Henhurst Trust	£300
6.4	Saracens Foundation	£5000 (restricted for Youth Programme)

7.0 Jan-Feb CEO Report

- 7.1 The Board noted the report. The Chair suggested that David Gibbs might be able to support the delivery of the Business Continuity work noted in the Q3 Review of the Business Plan.
- 7.2 The Board directed the CEO to confirm with H4H and Insurers that all insurance risks were covered in the delivery of the Military programme. **Action: CEO**

8.0 BT WWRC15

- 8.1 The Board noted the report. CEO updated on the proposed Ticket Launch which is the next key stage in the programme. BT has confirmed this for the BT Tower on 25 March and CEO will meet to discuss the detail of this on Monday 23 March. The Board also questioned the CEO on the status of the budget and it was agreed that CEO will provide a full budget update at the next Board meeting. **Action: CEO**

9.0 Record of Board Approvals

- 9.1 The Board recorded the following approvals made in January:
 - BT Partnership Contract
 - GBWR Articles (following revision conducted by GBWR and Farrer Solicitors)
 - MS appointed as Vice Chair effective immediately

10. Draft Annual Business Plan

- 10.1 The CEO briefed the Board on the draft 2015-16 Business Plan. He explained that it was consistent with the objectives set out in the 2013-17 Strategic Plan and the progress made since then. He then presented the 5 top priorities that the Board of management had agreed. Following discussion the Board directed that the priority 'Win gold at the European Championships' should be changed to: 'Qualify for Rio 2016' in recognition that this was a higher priority and could still be achieved this year if GB achieved either the gold or silver medal position. With this change the Board approved the Business Plan. **Action: CEO**



11.0 Draft Annual Budget Plan

11.1 The CEO briefed the Board on the draft 2015-16 Budget. He began by explaining that he had not yet had an opportunity to share this with AF as the draft had only been completed in the past 24 hours and still contained assumptions relating to additional funding. These assumptions relate to:

- £125k Reward & Incentive funding from Sport England
- £40k funding from Greater London Authority in support of the BT WWRC15 Community Programme
- £68k Legacy Funding from Sport England

Should these assumptions not be confirmed then related activity in the Business Plan would be reviewed.

11.2 The CEO drew the Board's attention to the income line 'Super Series Club Fees'. He explained that this year the Board of Management had agreed to charge clubs entrance fees into the Super Series and from 2016 the National Championships. He outlined the increasing costs of both due to more weekends of competition (to accommodate more clubs) and the costs of paying for officials. He explained further that the current business model whereby GBWR provides centralised funding of such events is not sustainable and in any event questionable. GBWR is the only NGB providing free entry to competitions. Many clubs have strong funding models and cover all the costs of their teams taking part in such competitions. Even with this charge GBWR will still fund the 2015 May Nationals in total and 60% of all costs of the Super Series. The Board agreed that this was an appropriate way forward. JM agreed but said that he would be concerned were there to be an individual or club that faced real hardship which subsequently prevented them from participating. CEO explained that he and his senior management team would be working to ensure the RDOs provided support to any such individual or club to help them raise the funding required which this year would amount to £1000 per club. The Board delegated the task of finalising the budget to CEO and AF.

Action: CEO/AF

12.0 Finance & Governance Update

12.1 Preparation for Audit. AF reported that he was meeting with Mazars on 19 Feb to finalise audit plans. Preparation for the audit would take place week beginning 27 April. The Board delegated authority to the GFSC for signing off the audit at its meeting on 9 June 15. The AGM will take place on 15 July. Following discussion, JM offered Nabarro's offices as the location for the AGM subject to final confirmation of availability and numbers attending.

Action: JM and CEO to discuss and confirm

12.2 VAT registration. AF confirmed that VAT registration was now complete and the effective start date for VAT would be March 2015.

12.3 Q3 Business Plan Review. This was covered under item 7.0.

12.4 Sports Council Recognition. SLF reported that he had again followed this up with Sport England. SLF had managed to discuss the progress of the application with the officer who confirmed that he was expecting the Home Nations to approve the application.

12.5 Equality Action Plan. SLF presented the Equality Action Plan which had been further discussed and reviewed by the Board of Management and with Liz Davidson the consultant supporting the process. The Board reviewed the plan and the process for its submission and identified remaining actions to be completed in the next two weeks in order to meet the April external review date.

12.6 Membership/Club Affiliation. SLF presented the documents that had been extensively reviewed by the Domestic Management Group and the Board of Management. With some minor amendments these were now agreed by the Board. CEO explained that the final version



will be presented to the DMG at its meeting on 19 March with final DMG sign off on 14 May when CEO will be meeting with the DMG to present the package alongside the new Articles.

Action: CEO

- 12.7 In Year Budget Update. CEO reported that the December Management Accounts represent the 9 month position and that both he and AF had spent some time with the senior management team and the RFU finance team to go through these in some detail. He said that the forecast outturn should be broadly in line with the budget. The biggest current issue relates to income owed by Sport England which has been hastened on a number of occasions. Currently GBWR is awaiting payment of £16k for safeguarding work undertaken by a consultant and £29.5k for Reward and Incentive. Cash flow remains tight and CEO reported that he will be monitoring very carefully as we near year end. AF agreed the position.
- 12.8 Safeguarding. CEO reported that he found himself in a difficult position. The portfolio of requirements in support of the Intermediate Standard had been presented to the CPSU and formal feedback was awaited. It had been reported to CEO that the CPSU were content with the progress made and the documents under review. CEO however has significant concerns about the content of the draft papers and procedures he had seen and at this point did not feel they provided him with the confidence that they would enable a safe and secure environment for all in the NGB. As such he did not feel able to present them to the Board at this time. In the meantime he has himself rewritten some key documents and he intends to await the formal feedback from the CPSU and then to meet with them to discuss any ongoing concerns. SLF asked that CEO report back any further concerns with the process involving CPSU. **Action: CEO**
- 12.9 Sport England Annual Review. The Board noted the report and congratulated the team on the extent of the work covered over the year.

13.0 Key Risks

- 13.1 The Board noted some errors in the document which CEO was invited to correct. Following comment from the Chair the CEO was asked to add a new column to the list of risks which provided an assessment of the current level of risk for each item. **Action: CEO**
- 13.2 The Board agreed the key risks and assessments but expressed concern about what it regards as the high impact the loss of the CEO would have on the organisation. The Board asked the CEO to continue to look at ways in which he might further mitigate this risk and bring additional capacity at senior operational level. CEO explained that he fully understood the Board's concerns but that resources precluded a significant change to the current management team and that even if there were more resources available he would wish to employ them at the delivery end of the business. He explained that the work to develop a new business model in support of the next 4 year funding submission will aim to address the understandable concerns the Board has. Whilst the Board noted the CEO's comments it directed the CEO to continue to look at ways in which this risk could be mitigated ahead of the next funding submission. **Action: CEO**

14.0 International Influence Report

- 14.1 The International Influence Report was noted. RA reported on the recent IWRF Board meeting held in London and supported financially by both UK Sport and World Rugby. The Chair had met with the Board and the CEO had led a Board session. RA wished to record the thanks of the IWRF for all of the support that had been provided by GB. RA said that it had been a very productive Board and that GB had been able to influence the direction of IWRF thinking in some key areas, most notably around sport variations. It had now been agreed that the IWRF and World Rugby would issue a joint position statement on this.
- 14.2 AF asked for clarity on what action GBWR was taking in respect of succession planning for key international positions. He noted that GB did not have a candidate for the Athlete Council



a key group which had previously been led by Ross Morrison. RA replied that AF's comments were well made and that the new GB International Relations Committee was now in place and this is an area that it will focus on. RA also outlined the International Relations funding submission that was about to be presented to UK Sport and captured short, medium and long term objectives.

- 14.3 RA had noted that the recent Board evaluation questionnaire indicated that some Board members felt that they did not wholly understand the international work and RA asked if the Board wanted him to provide something more or different. The Board provided no clear response to this and RA will discuss with individual Board members ahead of the next meeting. **Action: RA**

15.0 AOB

- 15.0 The Chair noted that the CEO will be on leave between 25 Feb – 12 Mar. The Chair will be available to the senior management team should they require support.

Date of Next Meetings:

9 June GFSC

24 June Board Trustees

15 July AGM