



BOARD OF TRUSTEES
Wednesday 6 July 2016

RECORD OF MEETING

Present:

Kevin Aitchison, Chair KMA
Mary Daunt MD
Andrew Flatt AF
Simon Le'Fevre SLF
James Madden JM
Mike Spence MS
David Pond CEO

1.0 Declaration of Interests

- 1.1 SLF declared that he was providing consultancy support to Sport England but that this would not require him to have any involvement with GBWR business.
- 1.2 No other interests declared.

2.0 Apologies

- 2.1 Richard Allcroft; Margaret Moore.

3.0 Minutes of Meeting dated 9 March 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.*
Outstanding
11. *CEO to consider options for creating an additional senior position. **Included as part of Tokyo funding submission***
- 4.2 9 March Board
- 8.3 KMA asked if it was the intention to keep WWRC15 as a subsidiary. AF responded that it made sense to do so because it could serve a purpose for future events.
- 9.2 KMA asked for an update on the European Championship bid proposal. CEO apologised for neglecting to include this in his report. He summed up the current position:
- Following UKS advice the 2017 bid was not taken to the event panel because it was not supported at the evaluation phase as it was not considered to offer a



significant performance benefit towards Tokyo 2020 (primarily for timing reasons).

- UKS had advised further work on the bid to reshape it as a bid for the 2019 European Championship. This work had been undertaken by a consultant at UKS cost. The result was a full bid based on a partnership with the city of Manchester and the development of a full budget with a proposed funding request from UKS of £162k.
- CEO had presented this to the UKS Events Panel on 12 April. The panel concluded that in principle it supported the bid but that no final decision would be taken until overall NGB funding was agreed for the 2017-21 cycle.

10.6 Whistle-Blowing Policy: The Board asked that CEO provide an update note out of committee. **Action: CEO**

Recruitment Policy: The Board asked that the redrafted policy be presented for Board approval at the next meeting. **Action: CEO**

5.0 Charitable Donations 1 March-30 June 2016

Thornbury WI (Talk given by Mike Spence)	£50
Payroll Giving	£15
Fundraising	£519.91
Saracens	£5000
Fixture Exchange donation	£1000

JM asked about the status of the Saracens donation. CEO replied that it was Restricted for the Youth programme.

6.0 CEO Quarterly Report

6.1 The report was taken as read. MS said that he had attended the National Championships and that it was a good competition which was delivered well and enjoyed by the clubs. He reported that there had been some disquiet about chairs being purchased for GB athletes who subsequently did not use them and then had replacements purchased. CEO explained that GBWR is working with Roma on developing an elite prototype chair so there were some chairs which were being trialled. He said he did know of at least one case where there had been an issue of a replacement chair being provided for an athlete who did not like the original chair purchased. He has discussed this with the Performance Director and did not anticipate a similar situation occurring again.

6.2 SLF asked about GBWR becoming an Accredited Centre and who would be the awarding authority. CEO explained that external validation would be provided by Ist4Sport but that he intended to provide more detail about the centre through the GFC.

6.3 KMA asked for an update on the UKS and SE Investment process. In summary CEO reported:

- The UKS investment proposal had been submitted and evaluated
- The GB Tokyo target of 1-4 was accepted
- A total of 15 funded athletes accepted
- Performance Strategy accepted with some further work to complete
- Provisional Budget accepted with some further work to complete



- No substantial governance concerns so GBWR considered investable
- The next stage will be a review of the plan post Rio to be completed by 26 September. Any further work will be completed by 17 October and recommendations will be made to the UKS Board on 7 December.

6.4 Turning to Sport England. CEO emphasised the fundamental change in investment strategy. The key changes are:

- A shift to an organisationally-neutral approach prioritising investment on what partners can do rather than who they are – so no automatic NGB investment. SE is clear that it intends to look to invest in a more diverse set of providers;
- Placing shared objectives at the centre of investment decisions, SE will want to understand GBWR strategy and where we want to work and then see where there are common interests;
- A recognition that all NGBs are different and may offer different things and have different priorities so a move away from a ‘Whole Sport Plan’ approach to investment.

6.5 He explained that the NGB Investment Guide had just been issued and was being digested but the process summarised is:

- Stage 1 Do we meet all governance requirements (SE has already confirmed that we do)
- Stage 2 Early meeting with SE to explore the scope of the contribution we can make to the SE objectives. This will result in an agreed position between GBWR and SE and an indicative investment figure being provided by the end of August.
- Stage 3 will be the development of our proposals, the SE formal assessment and a decision by the end of the year.
- Stage 4 will be transition to implement the change. One key change will be to drive down core costs and to make NGBs leaner and more able to self fund support costs.

There followed a wide ranging discussion of the implications of the strategy for the sport and CEO said that he would keep the Board informed as the process progressed.

7.0 Finance & Governance

7.1 **2015/16 Annual Report & Statements.** SLF reported that these had been reviewed and approved by the GFC as delegated by the Board. MD asked why Roberta Davis was not included in the list of Trustees on P1 of the document with the dates of her Board membership. AF responded that the list was a record of the Board at the time of the report and that the position of Roberta Davis’ was reported on Page 8. MD asked why the CEO report stated that a green governance assessment had been achieved when the recent On Site audit reported Green-Amber. CEO explained that the assessment he had reported was the annual Sport England assessment that had been achieved. The On-Site audit was a different assessment and had been provided after the CEO’s report. AF drew the Board’s attention to P9 and the change of policy in respect of the capitalisation of wheelchairs and the reserves policy. MD had noted the shortfall in the target reserve position and the statement that this would be met from future surpluses but asked if there was a timeline for this. AF replied that there was not and the situation would remain a flexible one and would be very dependent on future funding. He then reported the very favourable position reached this year where a surplus of £101k had been achieved. He advised caution in that £57k of this was UKS funding of the WWRC15 deficit.

7.2 AF reported that Mazars’ performance in conducting the audit was not as satisfactory as in previous years and that it may be timely to re-tender the work. The board agreed to review the position at the end of the year when any new business model will have been developed and funding known.

Action: CEO



- 7.3 **Q4 Review Business Plan.** The Board noted the position.
- 7.4 **AGM Preparation.** The CEO briefed the Board on the arrangements for the AGM which is set for 5pm on July 13th at Twickenham.
- 7.5 **Moore Stephens On-Site Audit Report.** The report was taken as read. SLF said he was disappointed that having provided feedback on the draft report it had not been reassessed as Green but has remained Green-Amber. CEO commented that the list of recommendations did not reveal anything of great significance and KMA agreed. SLF commented that the main area of development should be around the Board's risk appetite and that he felt that the identification and management of risk would be of increasing importance to SE and UKS. He proposed that the actions identified in the action plan arising from the report should be addressed as quickly as possible and regular progress reports provided to the SE and UKS governance teams.
Action: CEO
- 7.6 **Pension Auto Enrolment.** KMA said that CEO had copied the Board updates on progress and all was proceeding satisfactorily. The board noted progress.
- 7.7 **Minutes of GFC dated 15 June 16.** The Board noted the record of the meeting and business conducted.
- 7.8 **Club Affiliation Rules.** SLF presented the final draft of the Club Affiliation Rules. These he explained had been reviewed and redrafted as necessary to align with the revised Articles and to address some practical matters. MD asked if there was any potential for conflict between the rules of the IWRF and GBWR particularly where they applied to development activity such as the variant game. CEO replied that there was not because outside of international activity where the classifiable game was clearly defined and governed by the IWRF, individual nations had the freedom to run whatever programmes and activities they wished. The Board approved the Rules.
- 7.9 **Membership Fees.** The Board noted that the GFC had approved the 2016-17 Membership Fees under its delegated authority.
- 8.0 **Jason Leonard**
- 8.1 KMA reported that he and the CEO had met with JL and invited him to become the first Patron of GBWR. JL had been pleased and excited by the offer but had asked for some time to think it through. He had subsequently accepted the offer. CEO said that he was working with BT and Onshore to ensure that GBWR maximises the media opportunity around the announcement of his role. AF asked if the plan was that he should be the only Patron. A discussion followed and it was agreed that the door would remain open to other potential patrons. CEO said that it was hoped to achieve greater diversity throughout the organisation and that the opportunity to create other patrons from a more diverse background is one which it would be wise to keep open. The Board supported this view.
Action: CEO
- 9.0 **WWRC15 Final Report**
- 9.1 CEO presented the WWRC15 Final Report which JM had asked to be tabled for discussion. JM explained that it was important that the Board evaluate the event as a basis for considering objectively whether to support future events. AF agreed and took the Board through the final accounts. He explained that the UK Sport financial insurance had been



important and had reduced GBWR's risk exposure. CEO explained that the ticketing strategy could have been better and even though more income had come from tickets sold than at any other disability sport event other than the Paralympic Games, he had been disappointed with ticket sales. He explained that amongst the lessons learnt were:

- Ticketmaster website layout needed improvement as the range of ticket prices was not obvious;
- a better engagement/offer for schools and community groups;
- reduced number of days for the event and should span the weekend rather than weekdays.

9.2 CEO briefed the Board on the early work that had been undertaken to scope a bid to host the 2019 European Championships. He explained that a great deal of detailed work had already been completed and that he had presented this to the UK Sport Event Panel in May. The basis for the bid is a partnership approach with the city of Manchester. In principle UK Sport is minded to support the bid but will not consider it fully until post 2017-21 funding decisions. JM said that he had good contacts with the city of Manchester and would be willing to facilitate a meeting should the bid go ahead. CEO thanked JM and said this would be welcome.

Action: CEO/JM

10.0 **Independent Board Evaluation.**

10.1 KMA reminded the Board that it was intended that there should be an independent evaluation of the Board before the end of the year. He said that he had approached two organisations who were capable of conducting this and had selected 'Manchester Square Partners' (MSP) as the most appropriate for the Board's needs. MD asked if it was clear what the board is seeking to achieve. SLF reminded Trustees that it was a requirement of our funders that there should be an annual board evaluation but to date this had been undertaken internally. CEO explained that this year he had agreed with UK Sport and Sport England that GBWR's governance development KPI should be that the board be independently evaluated by the end of the year. SLF explained that the expectation was that it should be an evaluation of board behaviours, effectiveness and communication. All agreed this would be useful and that there should be a further discussion about how any subsequent report should be used. KMA undertook to discuss further with MSP and to get the programme agreed. This would probably require MSP to be represented at the September board meeting.

Action: KMA

11.0 **AOB**

11.1 **James Madden.** KMA reminded Trustees that JM was standing down at the AGM and as such this would be his final board meeting. KMA said that JM had been on the board for 9 years and his input had been invaluable. He thanked JM on behalf of the sport. JM replied that he had learnt a great deal in the role, had made some friends and had thoroughly enjoyed his involvement. He said it took a bit of time to become familiar with the sport and the role and said that his professional commitments as a senior partner at Nabarro meant that he felt he was unable to give the sort of time necessary to feel that he was close enough to the sport. He went on to say that he would still be willing to support in any way he could in the future. The board was unanimous in thanking JM for all he had given and for the pro bona use of the Nabarro offices.

11.2 **Rugby League.** AF drew the Board's attention to an article which had been published in Kent about wheelchair rugby when in fact it had referred to wheelchair Rugby League. CEO had written to the editor of the Kent newspaper explaining the difference and asking that future



reporting made clear that this was League and not the Paralympic game. The board discussed whether there was the potential for any reputational damage by other groups benefitting from the profile that now existed for the game. CEO explained that it was difficult to manage any such situation as it is not possible to protect the words 'wheelchair rugby' though the GBWR brand itself is protected; it was also difficult to have full awareness of wheelchair activity that takes place outside of the NGB. SLF advised that it may be possible to get access to the media output collected by the Sports Councils which might include all wheelchair rugby activity. CEO thanked SLF for his advice which he said he would follow up.

Action: CEO

11.3 **Roberta Davis.** KMA asked that it be formally recorded that Roberta Davis had resigned as a member of the Board effective 4 April 2016. He said that there was no urgency to seek another Trustee but that this situation would be reviewed as part of the Board strategy day in January 2017.

12.0 Summary of Actions:

Item:	Action:	Person Responsible
4.1	Review of ToR for the CEO, Chair and Vice Chair	CEO, Chair and Vice Chair
4.1	Review options for creating an additional senior position (note: forms part of Tokyo funding submission).	CEO
4.2	Provide update note on whistle blowing policy.	CEO
4.2	Recruitment policy to be presented for review / consideration at the next Board meeting.	CEO
6.2	Validation process for GBWR to become an Accredited Centre to be discussed at the next GFC meeting.	GFC
6.5	CEO to keep the Board apprised on progress re: the Sport England submission	CEO
7.2	Position of the auditor to be reviewed at the year end.	Trustees / CEO
7.5	Actions identified by the audit report to be addressed as soon as possible with appropriate updates given to UKS and SE.	CEO
8.1	Opportunity to create other patrons from a more diverse background to be kept under review.	CEO / Trustees
9.2	In respect of the potential bid for the 2019 European Games, JM advised that Nabarro have good contacts with the city of Manchester and would be willing to facilitate a meeting should the bid go ahead	JM / CEO
10.1	Progress independent review / evaluation of the Board.	KMA
11.2	Review whether possible to get access to the media output collected by the Sports Councils to assess whether it includes all wheelchair rugby activity.	CEO

Board Record
Great Britain Wheelchair Rugby



Date of Next Meetings:

13 Jul	AGM
28 Sep	GFC
5 Oct	Board Trustees
6 Dec	GFC
14 Dec	Board Trustees

Twickenham
Knight Frank
Knight Frank
Knight Frank
Knight Frank