



BOARD OF TRUSTEES
Tuesday 15 December 2015

RECORD OF MEETING

Present:

Kevin Aitchison Chair KMA (joined at Item 7)
Richard Allcroft RA
Mary Daunt MD
Roberta Davis RD
Andrew Flatt AF
Simon Le'Fevre SLF
James Madden JM
Margaret Moore MM
Mike Spence MS Vice Chair (Chaired the Board)
David Pond CEO

1.0 Opening Remarks

1.1 The Vice Chair opened the meeting by explaining that he was in the Chair as KMA had a business commitment but hoped to join the meeting later. He said that he intended to reverse items 6 and 9 on the agenda.

1.2 Board Members who had already completed their annual Declaration of Interest statements and Fit and Proper Person's declarations submitted them to the CEO. Those who had not yet completed them were asked to send them to the Corporate and Membership Secretary.

Action: All

2.0 Apologies

2.1 KMA as Item 1 above .

3.0 Minutes of Meeting dated 23 September 2015

3.1 Approved with minor amendments at 1.1 and 3.3.

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. To form part of Tokyo funding submission*

4.2 23 September Board

3.3. CEO reported that he had discussed with Farrer the position of the CEO as both a Trustee and Director and he agreed to circulate the Farrer response. The response is copied here for the record:



‘The CEO of a charitable company is, as you say, often also a director and/or trustee of that charitable company. This helps ensure that the channels of communication between the Board and those charged with delivery of the business are open and that decision-making is transparent. The conflicts point is a fair one, but in my view it is mitigated if the Board is well-balanced, of an appropriate size (i.e. the executive(s) are not able to exert undue influence) and also comprises independent non-executive directors. The Board should also have a robust conflicts policy to deal with situations where executives should not be involved in Board discussions or decision-making (e.g. in relation to the performance of executives).

Handled correctly, the presence of a small number of key executives on the Board can add great strength to the governance structure.’

Tom Bruce Associate Farrer & Co

12.0 Board Strategy Day now set for 19 Jan 16 at Twickenham

All other actions complete.

5.0 Charitable Donations 1 September 15 December 15

Roma	10,000.00
Payroll giving	9.00
JustGiving	173.93
Youth Chair Appeal	3,228.59
Knight Frank	500.00
Barclays for CEO speaking engagement	1,900.00

6.0 Finance & Governance Update

- 6.1 **Minutes of GFC dated 1 Dec 15.** The Board noted the report.
- 6.2 **Q2 Budget & in year position.** CEO reported that due to RWC15 pressures and new individuals in the RFU finance team there had been a delay in producing monthly management accounts. September and October’s had only recently been received and he is still waiting November.
- 6.3 AF agreed CEO’s comment and added that he had taken some time with the accounts as he had attempted to align the VAT returns with the management accounts and that had not been straight forward but had now been achieved. He reported that the September position was a positive one but that this was largely due to WCPP delayed transactions. He expected that the situation would reverse over the year. He commented that he felt that the spending areas were being well controlled and that cashflow was good. CEO confirmed the position and said that he was still forecasting a balanced position at end of year.
- 6.4 MD questioned the position of fundraising which was below target. CEO explained that at budget setting he looked at sponsorship and fundraising as a single income target and there was no distinct fundraising strategy. As such there was no particular concern that this was under target but that the target set was thought a reasonable one at the time based on past history.
- 6.5 **Future Provision of Financial Management Services.** CEO reminded the Board that from 1 April 2016, GBWR would have to have an alternative means of providing financial management services as the RFU was changing its own provision and would not be able to accommodate the requirements of GBWR. JM asked if this would require a change to the current SLA with the RFU. It was agreed that it would. CEO had presented a paper to the



GFC which outlined options and concluded that outsourcing the function was the preferred way ahead. The Board approved this option and invited CEO to tender the requirement..

Action: CEO

- 6.6 **Q2 Review of Business Plan.** RA asked for further detail on the changes being experienced in SIUs. This was discussed fully and RA suggested that there may be some advantage in exploring joint initiatives with Aspire and Back Up. CEO thanked RA and will raise this with the Development Director. **Action: CEO**
- 6.7 **On Site Audit.** CEO reported that no further update had been provided despite repeated requests to Moore Stephens for detail on the specific focus of the audit. He explained that the Sport England Relationship Manager for GBWR had recently changed and this might account for the current position. CEO and the Development Director will meet the new manager early in January.
- 6.8 **Health and Safety Policy.** The policy was reviewed by the Board and approved.
- 6.9 **Governance & Finance Committee Terms of Reference.** These were presented by SLF and approved by the Board.
- 6.10 **Election Regulations.** SLF explained that these were required as a result of the new Articles. They provided a degree of flexibility allowing the Board to review and change over time as necessary without having to amend the Articles. The Board approved the Election Regulations.
- 6.11 **Safeguarding: Trips & Hosting Guidance.** CEO presented this paper and explained it was the final paper of four which was required to lift the conditions of the CPSU Intermediate Safeguarding assessment. MM asked how the provisions applied to the two distinct categories listed - vulnerable adults and children. She noted that apart from the opening clause which specifically referred to vulnerable adults as a category, this group was not specifically referred to elsewhere in the guidance. The Board discussed the definition of vulnerable adult and some of the challenges as they apply to a disability sport. CEO agreed to discuss further with CPSU. With this clarification the Board approved the guidance.
Action: CEO

KMA JOINED THE MEETING. MS REMAINED IN THE CHAIR

7.0 CEO Quarterly Report

- 7.1 The Board noted the report .
- 7.2 JM asked CEO to explain the decision to declare to UK Sport a change in the forecast of GB medalling in Rio and asked for a view of the impact of this on future funding decisions and sponsorship. CEO described the UK Sport Annual Review process which had just been completed for 2015. Reviewing the Rio target was an integral part of that process and whilst GB has met all its targets to date during the current cycle, WWRC15 demonstrated that there is still some way to go before the team is likely to break into the top 4 in the world and consistently compete at that level. The change in forecast achievement is felt to be a more accurate statement of where GB is and UK Sport is content with that. UK Sport is a partner and looks for honest statements of potential performance. Moreover, it presents to government the GB total medal target for both Olympic and Paralympic sport, so accuracy in forecasting achievement has an added importance. In terms of future funding for Rio, those decisions will be based on GBWR's Tokyo submission which will be focused primarily on the fact that we are only one cycle into our strategy aimed at consistent world event success. CEO added that he did not think the change of forecast would have any impact on current sponsor decisions.



8.0 BT WWRC15

- 8.1 MS opened this item by congratulating the CEO on the delivery of the event which he described as a ‘game changer’ in terms of quality. The combination of live broadcasting, imaginative and quality sports presentation and unprecedented sponsorship set it apart from any other wheelchair rugby event. The Board added its congratulations. CEO thanked the Board but emphasised that there was a great delivery team led by an experienced Event Director who had delivered much more than he was contracted to do. His commitment and discretionary effort was immense. He said the NGB was fortunate to have secured his services. He also said that others had also played a vital part in the success of the event and singled out RA who had played a major role from inception to delivery, UK Sport and its event team, and Andy Tapley who had done a great job in managing the volunteers.
- 8.2 JM commented that it was a great success and he was sure GB would want to think about delivering something similar in the future. He said it was therefore important that the event was evaluated fully. CEO explained that the report in front of the Board aimed to do this and that work to finalise the accounts was ongoing and almost complete other than confirming VAT liability. JM asked about the broadcasting feedback which was not captured in the report. CEO explained that he had provided this separately as it was commercially sensitive information which had been shared by ITV under the conditions of protecting confidentiality. AF added that he was comfortable with the current position in respect of the WWRC financials and explained that as soon as the VAT issue is settled then he would be in a better position to analyse the management accounts and finalise ready for audit and presentation to the Board.

9.0 Tokyo Investment Plan

- 9.1 CEO updated the Board on the current position of the Tokyo investment planning process. The Performance Director (PD) had met with UK Sport and the PD is now leading on developing the plan supported by the CEO. The UK Sport relationship manager had already commented on an initial draft and these comments were now helping to formulate what will be the first formal submission. This is due by 1300 on Monday 21 December and includes the broad plan, 4 year budget, and athlete profiles. He said that it represented a great deal of work and the PD and he were likely to be working on this over the weekend to meet the deadline. He added that AF had joined them both and had helpfully sense checked early budget assumptions and figures. CEO said that the wheelchair rugby submission was the first out of the blocks and was being used by UK Sport to pilot their planned process for assessment. The advantage of this is that the draft will be seen at all levels of UK Sport and so the feedback should be very valuable and help ensure that the final version represents a strong plan. Setting out the timescales, CEO said that UK Sport was committed to getting feedback on the first draft back to CEO/PD by 20 January. After this GBWR has until 14 March to submit its final plan, budget and supporting papers.

10.0 2016-2017 Business Plan & Budget Timetable

- 9.1 The CEO presented the proposed timetable which had been endorsed by the GFC. This was approved by the Board.

11.0 Board Strategy Day

- 11.1 KMA set out his broad plan for the day and explained that he would be inviting board members to lead on particular areas and would email these details. *(Post Meeting Note:*



Email forwarded to Board 15 Dec 15). CEO asked those who would like to stay for dinner and anyone with accommodation requirements to send these to Daniel as soon as possible.
Action: All

11.0 International Influence Report

11.1 The International Influence Report was noted. RA briefed the Board on key issues. KMA asked what the criteria was for who represented GBWR. RA explained that it depended on the context. He expanded by saying that the CEO was the delegated officer to vote at IWRF assemblies. KMA said he had noted that John Timms was speaking on behalf of GBWR and was the GB representative as Technical Delegate. RA explained that the International Management Group was the primary forum for determining GB representation and that he as Chair reported to the GBWR Board of Management through the CEO. Following further discussion it was agreed that the Board should approve anyone who is tasked with an ambassadorial role for GBWR or who is to represent the views of GBWR.

Action: CEO/RA

11.2 AF asked about the relationship between the IPC and the IWRF. RA gave a brief overview of the international organisational structure and following further discussion he agreed to write a short paper for the Board which set out the broad Paralympic landscape.

Action: RA

12.0 AOB

12.1 RD reported that following CEO request she was looking at pension provision and hoped to have some information before Christmas.

Action: RD

12.2 The Board agreed dates for 2016

19 Jan	Board Strategy Day	Twickenham
17 Feb	GFC	Nabarro
9 Mar	Board Trustees	Nabarro
15 Jun	GFC	Nabarro
6 Jul	Board Trustees	Nabarro
13 Jul	AGM	Twickenham
28 Sep	GFC	Knight Frank
5 Oct	Board Trustees	Knight Frank
6 Dec	GFC	Knight Frank
14 Dec	Board Trustees	Knight Frank