



BOARD OF TRUSTEES
Tuesday 9 March 2016

RECORD OF MEETING

Present:

Kevin Aitchison, Chair KMA
Mary Daunt MD (joined item 9)
Andrew Flatt AF
Simon Le'Fevre SLF
James Madden JM
Margaret Moore MM
David Pond CEO

In attendance:

Mary Nicholls MN (Item 3 only)

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 Roberta Davis; Richard Allcroft; Mike Spence.

3.0 Equality Presentation

- 3.1 KMA welcomed Mary Nicholls to the meeting and reminded Trustees that MN is leading the work to prepare GBWR's Equality submission for the Preliminary Award. MN gave a 30 minute presentation highlighting progress towards the award. In particular she focused on the draft submission and on the results of the recent equality survey that had been undertaken. 40% of the membership had responded which she explained was an improvement on the previous survey and would be considered a reasonable response rate. Individual Board members questioned MN on various aspects of the survey results and JM asked if more insight could be gained from GB elite athletes from ethnic backgrounds, on how to make the sport more attractive to their communities. CEO explained that Mandeep, Ayaz and Bulbul are already being used to promote the game (as part of their contracted athlete appearance commitment) and that it would be worth exploring this particular question with them. The Board discussed the low participation from girls and women but it was agreed that whilst the results suggest that females are under-represented this may not be statistically relevant due to the ratio of male/female who are quadraplegics. It may also be the case that the physicality of the sport may not be attractive to all eligible females. CEO explained that irrespective of this there is a planned all women event in March specifically aimed at further promoting the sport as a mixed gender opportunity. Similar events are planned for 2017.



3.2 KMA thanked MN for her work and for her presentation. The Board agreed the Preliminary Level submission.

4.0 Minutes of Meeting dated 15 December 2015

4.1 Approved.

5.0 *Actions Arising*

5.1 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***

5.2 15 December Board

All actions complete or covered by agenda

6.0 Charitable Donations 15 December 1 March

Payroll giving	6.00
Mike Brown	662.55

7.0 2016-2017 Business Plan

7.1 CEO presented the draft Business Plan and explained that it was structured in the same way as previous years. He advised that whilst there is a great deal of detail in the body of the plan, this is what the senior management use as their operational tool and it enables quantifiable measurement of outcome achievement. CEO suggested that the Board may wish to focus more on the 5 top priorities proposed for the coming year, these being:

- Keep growing the sport
- Progress workforce development
- Achieve or exceed the Rio target
- Maximise the value of current partnerships
- Achieve UK Sport and Sport England investment for 2017-2020

7.2 Following discussion the Board agreed the priorities. KMA had noted the slow down in new membership in the current year compared with the year before and asked if this was because we had now reached a plateau in terms of potential members that meet the criteria for playing the sport. CEO replied that demand from individuals and new groups for GBWR to provide introductory sessions such as RugbyWheels was growing rather than shrinking and that the issue is more one of resource with the Executive team having taken the decision that they will only undertake activity that it is able to effectively support. New members often came as a result of such activity. Going forward he said that with sufficient resources he felt that there is still potential for considerably more growth in both the classifiable version of the game and also the variants and youth programmes albeit this will involve changing the current business model. SLF said that he had noted the current review of the County Sports Partnerships (CSPs) and questioned whether they might provide increased support in the future and



whether the volunteer base could grow further. CEO agreed that both these areas have the potential to play a greater part in the further growth of the sport but until the new Sport England strategy is known it is difficult to be clear what a future business model might look like. JM noted that whilst new membership may have slowed there had still been a 12% growth rate over the year and commented that this was impressive by any business standard.

7.3 JM asked the CEO if there were any areas in the plan that he has concerns about delivering. CEO responded that he is confident that he will meet all contractual deliverables relating to Sport England, UK Sport and other partners. The one area he expressed concern about is meeting the 1 September Pension enrolment requirement and he advised that he may have to look to get external support to set this up. Following discussion the Board agreed this course of action.

7.4 The Board approved the 2016-2017 Business Plan.

8.0 2016-2017 Budget

8.1 CEO presented the draft 2016-2017 Budget. He explained that all but the fundraising income is secure and that he had set a modest fundraising target as he wanted to limit financial risk this year (in recognition that this is the final year of the current funding cycle). Any future funding from Sport England and UK Sport will not be known until the end of the year. He also advised that the forecast expenditure is realistic when set against the business plan objectives and what the team is looking to deliver over the year. The budget allows for a £9k surplus with scope to make adjustments during the year to further reduce expenditure if required.

8.2 AF stated that he thought the budget was reasonable and carried relatively little risk. He advised that, going forward, it may be necessary to look at how we can start to build reserves. This is an area that is coming under increasing scrutiny, especially in light of the report on the failure of the charity 'Kids Company'. CEO said that the issue had been one raised by the auditor at the recent on-site audit and that he expected it to feature in the final report. MM asked what liabilities exist if funding was to suddenly stop. CEO responded that other than some redundancy costs, and these would not be significant, there was very little if anything of significance. AF agreed and said that the organisation is in the fortunate position of not owning or leasing premises or having any other fixed commitments.

8.3 SLF asked about the position of the WWRC15 subsidiary and whether there was an intention to use it. AF responded that he is still reviewing its position and that it may be sensible if possible to novate the BT contract to the subsidiary and to use it for all future commercial activity.

8.4 The Board approved the 2016-2017 Budget.

9.0 CEO Quarterly Report

9.1 The report was taken as read. SLF asked about Lillishaw, noting that the CEO had been further exploring Loughborough as a potential training centre. CEO explained that having reviewed further there was too much risk in the Loughborough option; he could not get the early reassurances on either costs or the full availability of facilities and so a commitment to Lillishaw has now been made.

9.2 JM said he had noted the ongoing feasibility work relating to the European Championships but noting the timelines asked about the decision process. CEO replied that a draft budget for



each of the two shortlisted options was now being worked on and that he was meeting with UK Sport at the end of the week to discuss these. He said that ultimately it would be confidence that there will be the resource available to host the event which will determine whether to submit a bid or not. He said that he was intending to present a paper with a recommendation to the Board as soon as the budgets had been developed and UK Sport's position in terms of financial commitment was understood.

Post Meeting Note:

CEO met with UKS and the Event consultant on Friday 11 March. Draft budgets for the options of hosting in Gillingham and Manchester were presented but a number of areas still require further work which will be undertaken over the coming weekend. Timelines for progression are:

- **15 March** CEO review progress of weekend work with UKS with view to agreeing preferred venue
- **21 March** Papers go to UKS Event Team for preliminary consideration with view to providing NGB with indication of UKS position (depending on what comes out of this, CEO may at this point make a recommendation to the Board out of committee as to whether to proceed to the next stage)
- **31 March** Assuming decision is to proceed to next stage – all papers have to be with UKS
- **12 April** UKS Major Events Panel. CEO/Event City lead/Consultant present case to the Panel
(Following Panel decision we will be in a position to know if UK Sport will commit to the event and how much they are prepared to fund towards it. CEO will then make a recommendation to the Board out of committee as to whether to pursue a formal bid to the IWRF to host the championships)

Meeting Note: Mary Daunt joined the meeting

9.3 MM noted the progress towards outsourcing the finance function and asked what services the RFU was still committing to provide. AF explained that they are still making a considerable contribution including, office and meeting facilities and payroll. CEO added that the RFU development team is also supporting some of our development work and that the RFU coaching team has supported the development of the GBWR coaching qualification.

9.4 MD asked why Wilkins Kennedy had been selected to undertake the finance work. AF replied that there had been a rigorous evaluation process with MM and CEO going through the proposals and scoring against the specification. The result was that both proposals were similar in pricing and delivery plan. The big difference was references with Wilkins Kennedy achieving more positive references from those who currently receive their services. WK also has knowledge of GBWR business as they currently undertake our VAT work.

10.0 Finance & Governance

10.1 **Budget Position** . AF reported that December management accounts show a £58k surplus but that this would seem to be largely a timing issue. CEO stated that he is still forecasting a balanced position at end of year. AF agreed this.

10.2 **Q3 Review Business Plan**. The Board noted the position.

10.3 **Sport England Annual Review** . JM commented that he found the report interesting and asked about the process. CEO explained that this was the precursor to a formal review



meeting which had taken place and had been positive. He is now waiting for a formal follow up note from SE.

10.4 **On- Site Audit.** CEO had provided the Board with a ‘wash-up’ note on the audit. CEO reported that since then there had been some further follow-up questions but the formal report is not expected until April.

10.5 **Safeguarding.** CEO reported that following successful achievement of the Preliminary Standard it is now ‘full speed ahead’ towards achieving the Intermediate Standard. The timelines for this are challenging with the pre-assessment date of 6 September and the assessment panel on 1 November. CEO expressed concern about meeting these targets and about the process of embedding safeguarding into the organisation which takes time and expertise. He reminded the Board of the letter he had sent to Sport England and UK Sport which had yet to be satisfactorily followed up. The Board noted the position and asked that the CEO report back progress.

Action: CEO

10.6 **Board Approvals.**

- **UK Anti Doping Rules.** CEO explained the revised World Anti-Doping Code which had been effective since 1 January 2015. The GBWR Doctor had provided the Board with a summary of the changes. Following discussion the Board wished to formally record:

‘The Board of Directors of Great Britain Wheelchair Rugby hereby resolves that the anti-doping rules of Great Britain Wheelchair Rugby comprised in the GBWR Anti-Doping Policy dated February 2012 shall, as from the Board of Trustees Meeting dated 9 March 2016, stand repealed and shall be replaced by the following rule:

The anti-doping rules of Great Britain Wheelchair Rugby are the UK anti-doping rules published by UK Anti-Doping Limited (or its successor), as amended from time to time. Such rules shall take effect and be construed as rules of the Great Britain Wheelchair Rugby’.

- **Whistle-Blowing Policy.** A routine update undertaken by Hogan Lovells. The Board approved the policy but asked CEO to seek clarification from Hogan Lovells on paragraph 4.2 relating to GBWR employee’s contract of employment. *Action: CEO*
- **Declarations of Interest Policy.** As above a routine update. The Board approved the policy with some minor amendments.
- **Anti-Bribery & Corruption Policy.** As above a routine update. The Board approved the policy with some minor amendments.
- **Recruitment Policy.** MM, MD and JM all expressed concern about some elements of the policy as drafted. Following discussion MM kindly offered to collate comments and re-draft the policy for circulation.

10.7 **Risk.** No change to top 12 risks.

11.0 **International Report**

11.1 The Board noted the report provided by Richard Allcroft who was on IWRF duties in Rio.



12.0 **AOB**

12.1 KMA reported that he and CEO had a meeting planned with Jason Leonard on 27 April to discuss Jason becoming a Patron.

Date of Next Meetings:

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