



BOARD OF TRUSTEES
Wednesday 12 December 2018

RECORD OF MEETING

Present:

Kevin Aitchison ('KA')
David Pond ('CEO')
Margaret Moore ('MM')
Andrew Flatt ('AF')
Simon Le Fevre ('SLF')
Suzy Christopher ('SC')
Michael Spence ('MS')
Richard Allcroft ('RA')
Andy Barrow ('AB')

In Attendance:

Lewis Fairfax ('LF') (Hogan Lovells)

1. **Introduction and Declaration of Interests**

- 1.1 KA opened the meeting and asked whether there were any declarations specific to the meeting. RA noted that, as he had recently been elected President of IWRF, he was conflicted, but that this would be resolved shortly upon his stepping down from the board.

2. **Apologies & Quorum**

- 2.1 KA noted that apologies had been received from Mary Daunt and Jon Nutman, but that all other members of the Board were in attendance, and that the meeting was consequently quorate.
- 2.2 KA formally welcomed AB, who had joined the board along with Jon Nutman, to the board.

3. **Minutes of BOT Meetings**

- 3.1 The Minutes of the meeting of the trustees on 25 September 2018 were considered by the Board. The Board agreed that, subject to a number of minor amendments being made, the Minutes of that meeting were approved.
- 3.2 The Minutes of a conference call between the trustees on 18 September 2018 were also considered by the Board. The Board similarly agreed that, subject to a number of minor amendments being made, the Minutes of that call were approved.

4. **Actions Arising**

- 4.1 It was noted that all actions highlighted at the last meeting of the board on 25 September 2018 had been carried out, save for the updated strategic and operational programme, which was still being worked on by the CEO, who intended to present it at the upcoming board strategy day. SLF added that he was intending to produce more on the engagement strategy as requested.

5. **CHARITABLE DONATIONS SINCE LAST BOARD MEETING**

5.1 The board reviewed and noted charitable donations received since the last board meeting.

6. **CEO REPORT SEPTEMBER - DECEMBER**

6.1 The CEO presented his report on GBWR operations in recent months and invited questions from the board.

6.2 The CEO reminded the board that he would travel to Leicester the next day for the launch of the Quad Nations. He outlined that there would be a lunch with local businesspeople, media and partners of GBWR and a series of interviews.

6.3 SC asked the CEO to summarise the 'social impact' requirements for the grant from the Aspiration Fund which GBWR had sought. The CEO outlined that the grant was likely to be linked to 'social impact' planning and that he was considering how best to implement and monitor this, and that he was considering whether external assistance might be useful in this regard. He considered that 'getting it right' in this regard would be essential to secure additional funding in years to come.

6.4 MS asked whether there had been any applications for the talent coach vacancy. The CEO said there had been, but that no candidate had been selected to fill the vacancy. He added that he was planning a meeting with the coaching team in the new year to discuss the best approach and what role the talent coach might fulfil.

6.5 MM enquired about the current position of the domestic event strategy. The CEO explained that the growth in the number of teams competing meant that GBWR was necessarily limited to the kinds of venue it could use, and that that number was at risk of reducing. He suggested that splitting up one large event into smaller regional events in a sort of 'premiership', similar to wheelchair basketball, was an idea under consideration as offering the chance to increase the number of venues available and to play over the course of a day rather than a weekend.

6.6 AB highlighted that the camaraderie encouraged by a weekend away was not to be underestimated, especially at lower levels of the sport, and that smaller clubs might find it harder to commit to a larger number of regional events given their having fewer players. The CEO noted that the social aspect of the sport, and the issues specific to smaller clubs, were being factored into consideration of these proposals.

6.7 AF asked how the Aspiration Fund grant would be used to enhance the GB team. The CEO outlined that in his paper, it was suggested that using performance video analysis technology (and an accompanying expert to get the most out of it) could be one use of the funding.

7. **GOVERNANCE & FINANCE COMMITTEE REPORTS**

7.1 **Management Accounts as at September 2018**

7.2 The CEO outlined the management accounts and presented his commentary thereon, noting that the GFC had gone through them in detail and that consequently he did not propose to repeat a full analysis for the board.

7.3 He summarised that income continued to be lower than budget due to a deliberately ambitious sponsorship target which had not yet been met. This was a shortfall of around £170,000. However, expenditure was also running below budget, and the CEO anticipated that this

would continue. The CEO stressed that he was satisfied with the current financial position especially given the reserves available to be drawn on if needed. He added that with the Aspiration Fund grant, the financial position was likely to be comfortable even without further fundraising. He added that he anticipated £250,000 a year from UK Sport in each of 2019 and 2020.

7.4 On the topic of fundraising, the CEO updated the board on progress in negotiations with LMAX, a supporter of GBWR, to renew its partnership. The CEO added that the Lord Taverners were in the middle of a strategic review, after which the status of the partnership between them and GBWR would be clearer.

7.5 AF informed the board that the November accounts had been made available today and that, while GBWR was falling further behind budget due to a shortfall in sponsorship income (currently estimated around £90,000 against budget), the reserves in place meant that there was no imminent financial problem and that the shortfall for the year was still expected around £170,000, and that this was being monitored. He considered that spending was under control.

7.6 **Annual Control & Risk Management Processes Review**

7.7 The CEO presented a paper on the ongoing review being overseen by the GFC. He noted that the paper identified the key areas to be monitored and reviewed, and a red-amber-green status for each area showing its status.

7.8 He highlighted that there were no great concerns but that the review flagged those areas which should be at the forefront of the board's mind, especially in light of the upcoming external governance review next year. He specifically noted that review and updating of policies was one such area.

7.9 **Rules for Club Affiliation**

7.10 The CEO presented a flowchart outlining the club affiliation process which had been used with RDOs in recent affiliation training. AF commented that the training was very well received and he now thought that the RDOs understood where they fitted into the structure and what was expected of them.

7.11 The CEO outlined that the aim was that the process would be complete within 12 months and that there were two strands of affiliation: one for incubator clubs and one for established clubs. He added that clubs had reacted positively to this approach, and that he agreed with AF that there was greater understanding of the process at all levels although ongoing support to the clubs would be needed.

7.12 AF highlighted that there was still work to do in tightening up the process and ensuring that RDOs impress upon clubs the importance of adapting GBWR's core policies to suit their club, rather than just cutting and pasting.

7.13 **Schedule for 2019-20 Business Plan & Budget Development**

7.14 The CEO presented the schedule for developing the business plan and budget for 2019-20 to the board for information. He noted that the board would be asked to approve the business plan and budget at the 20 February meeting.

7.15 **Confirmation of board resolutions taken out of committee**

7.16 KA noted that the board had made three resolutions outside of formal meetings. These were resolutions to co-opt AB as a Trustee and Director (in a series of emails culminating on 26 October 2018), to co-opt Jonathan Nutman as a Trustee and Director (in a series of emails of the same date), and to appoint Chris Conway to the GFC (in a series of emails culminating on 28 October 2018).

7.17 The board reiterated its approval of these resolutions.

8. **SAFEGUARDING**

8.1 Safeguarding was discussed by the board.

9. **DIVERSITY**

9.1 The CEO presented a draft version of the Diversity Action Plan. He explained that in his opinion, diversity and inclusion should be a priority for the board, not only because of the intrinsic importance of supporting diversity and inclusion but also due to external audits which would consider the organisation's approach in this regard.

9.2 He explained that a key measure was Sport England's "inclusive boards" strategy, where the aim was that diversity was encouraged at board level with the aim of pushing down through the organisation. He said the board needed to consider this when determining its future composition, starting with appointing a board champion for diversity to lead on this. He suggested that encouraging diversity awareness at board level could be designated as a key priority following the strategy day.

9.3 SC reminded the board that she had committed to undertake some work in this regard, and agreed to devise some ideas on the board's priorities in advance of the strategy day.

9.4 SLF stated the importance of the diversity statement and associated documents being visible. He noted that the Equality Standard for Sport continued to apply along with other diversity requirements, and GBWR would be judged against both. It therefore had to make an effort to ensure that it was complying with both, for example by appointing a diversity champion and taking proactive action as a board to push diversity. He noted that while diversity in terms of disability was the obvious factor for any inclusion strategy, gender and BAME diversity were hot topics and were often the subject of audits by external organisations.

9.5 AB added that it was important that diversity be reflected through the sport and come from the bottom as well as the top. SLF stressed the importance of advertising opportunities to get involved with the sport's governance at events such as the AGM, and to provide training to encourage those who might doubt themselves to jump up to the next level. He suggested that this approach would encourage people to climb the rungs through the levels of the sport.

10. **BOARD SELF EVALUATION PROCESS**

10.1 KA reminded the board that this year the board would self-evaluate in advance of an external independent evaluation the year after. He noted that the self-evaluation forms were with board members and should be returned by 4 January, and reminded the board that they would be reviewed by MD who would compare them against last year's evaluation and the results would be considered at the board strategy day.

11. **BOARD STRATEGY DAY**

- 11.1 KA presented the agenda for the board strategy day. He noted that it was a busy day with important issues to consider. He highlighted specifically succession planning, and suggested that the board should aim to come out of the board strategy day with a timeline for succession planning.
- 11.2 CEO asked whether Ed Warner would be invited as a speaker. KA said that this was the intention and that he would invite him to the day. The CEO agreed to finalise the agenda for the board strategy day.

12. **QUAD NATIONS PLAN & BUDGET**

- 12.1 The CEO presented a draft plan and budget for next year's Quad Nations tournament. He explained that projected income was around £150,000 and projected expenditure around £140,000, although these estimates were flexible and allowed considerable movement in the practicalities of the tournament.
- 12.2 KA noted that the budget estimated that ticket sales would double from last year's tournament and queried why this was the case. The CEO explained that, having built a local spectator and business base in Leicester and started preparation much earlier this year, and following on from outreach events involving schools, colleges and universities, he thought it was a reasonable expectation.
- 12.3 SC asked whether any live-streaming arrangements had been made to broadcast the tournament. The CEO said he was looking into it, although noted that last year the value obtained from streaming the tournament was not great given the large cost. The board discussed the possibility of streaming live on Facebook, or involving local universities' media programmes. The CEO noted that there was a social media programme in place.
- 12.4 The CEO outlined the hospitality arrangements which were planned, including offering sponsors the chance to present trophies and a dedicated hospitality room.
- 12.5 After discussion, the board approved the draft plan and budget.

13. **GBWR AWARDS & RECOGNITION**

- 13.1 The CEO presented a paper on awards and recognition and outlined his plan for a programme of awards and recognition for those who had made a considerable impact on the sport, through long and extensive service, or through excellence at the elite level.
- 13.2 SLF suggested that any award panel appointed under the plan should liaise with the Sports Council to highlight those deserving of national awards or honours.
- 13.3 The board approved the plan, subject to any minor amendments.

14. **INTERNATIONAL**

- 14.1 RA informed the board that he had been through the international budget. He noted that most of the budget was allocated to supporting the organisation's activity around Paralympics in Japan in 2020 and around classification.
- 14.2 Given RA's impending departure, SLF noted that a member of the board would need to be appointed to take responsibility for international affairs, and to be the conduit between the international federation and GBWR. The CEO suggested that RA could continue in that role in

the meantime until a successor was appointed before the next funding round. He suggested that he could incorporate international issues into his regular updates to the board, although he agreed that it was important to identify whether there was anyone with a particular interest in the area who might like to take it on.

14.3 AF noted that international spending was only £8,000 against a budget of £20,000. He and the CEO agreed to review the budget in this regard.

15. **AOB**

15.1 KA noted that the next board meeting would be 20 February 2019. He noted that he could not attend but that MS would chair in his absence.

15.2 KA formally thanked RA for his service on the board, given his impending departure for his role at IWRF. He highlighted RA's massive contributions to GBWR over nearly 20 years and wished him the best for the future.

16. **Summary of Actions**

| Item: | Action: | Person Responsible: |
|-------|---|---------------------|
| 9.3 | Ideas on diversity and inclusion for discussion at the board strategy day | SC |
| 10.1 | Self-evaluation forms to be returned to MD | All Board |
| 11.2 | Ed Warner to be invited to strategy day | KA |
| 11.2 | Agenda for strategy day to be finalised | CEO |
| 14.3 | International budget to be reviewed in light of underspend | CEO, AF |
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