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**MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS**

**21 July 2018**

**London**

13.00-17.00

|  |  |  |  |
| --- | --- | --- | --- |
| **Present:** | Erik Rowbotham | ER | Elected Director |
|  | Julie Ryan | JR | Elected Director |
|  | Lis Bellamy | LB | Independent Director |
|  | Lizzy Rees | LR | Elected Director |
|  | Mark Davies | MD | Chairman & Independent Director |
|  | Neil Armitage | NA | CEO |
|  | Steve Tully | ST | Elected Director |
|  | Yakoob Ali | YA | Co-opted Director |
|  | Catherine Wilson | CW | Independent Director |
|  |  |  |  |
| **In attendance:** | Bob McGonigle | BM | Company Secretary |
|  | Sue Walford | SW | Board Secretary |
|  |  |  |  |
| **Apologies** | Pippa Britton | PB | Elected Director |
|  | Trish Lovell | TL | President |

Confidential items shown in red.

**Section A: Matters for note/approval not likely to require significant discussion**

**General**

**AG1: Chair’s Action, Opening Remarks, Apologies for Absence**

* Apologies were received from PB, TL

**AG2: Declaration of Interests**

None

**AG3: Approval of Minutes**

* **Board Approved Minutes of 09 June 2018**

**AG4: Actions from last Board & Matters Arising not otherwise covered by the agenda**

* Item 7 – ER advised it should read after July

**Action 01: Staff Survey to be arranged to be sent out on 15 December 2018**

**Action 02: NA to discuss and review the Complaints Procedure with the Consultant (Ombudsman)**

**Policy & Governance Matters**

**AP1 Skills Matrix and Committee Members**

* It was confirmed that there was a good breadth of skills within the Board and satisfaction with the current skills. A copy of the skills matrix update was requested for the Sports Code
* An area of weakness within the organisation was highlighted as IT, although the Board was advised that due to changes in staff, this area was now making quick progress
* In order for the organisation to become more digital it was felt that there should be an expert IT specialist available on a day to day basis. Costs in the area would be sought.
* The make-up of Board Committees had changed owing to the loss of Board members, and members were asked to email LB if anyone was interested in joining or had ideas for the Nominations or A&R Committees

**Action 01: LB to provide a brief update regarding the Board Skills Matrix for the next meeting and provide a copy to BM for the Sports Code of Governance**

**Action 02: NA, ER and YA would consult on costs for IT**

**Action 03: Board members looking to join or pass on ideas regarding the Nominations and A&R Committees should send them by email to LB**

* It was noted that the Archery Foundation (AF) lacks fund raising expertise, and that recruitment to their Board could improve the position. It was further noted that the AF is independent of the AGB Board, and that it might be more appropriate to establish a separate entity, rather than seek to influence one which was not within AGB’s control.

**Action 04: NA was requested to prepare a paper with recommendations regarding the Archery Foundation**

**BS1 Risk and BS4 Reserves Policy**

* It was considered that the membership numbers should be scrutinised, as for the next two years they were shown as flat and came across unclearly on the budget. A clearer picture by January 2019 would become available once more data is integrated and analysed
* Reserves Policy – for approval
  + there was concern that the policy as drafted gave the CEO a £50K sign off in line with other budgetary constraints, on the basis that spending reserves should be treated differently from everyday spending
  + it was noted that using the Haysmcintyre NGB benchmarking survey as a guide for what level of reserves should be maintained meant that AGB was comparing the sport with lots of smaller sports with smaller budgets, as well as the larger ones. The question was asked as to whether this was appropriate.
  + It was agreed that the closing down costs of the organisation needed to be revisited and reported back in the next Board meeting
  + The budget was approved on the basis that an update is required by the end of this year
  + Future 4 year and reserves forecast monitoring

**Action 05: NA to arrange future 4-year outcome, reserves forecast to be monitored and revised policy to come to the September Board**

**Acton 06: NA to arrange for revised closing down costs of the organisation including staff redundancy payments and other costs to be reported back to the next meeting**

**AP3 Chairman’s Recruitment**

* A paper was to be prepared for the next meeting for the Board to consider the Job Description of the next Chair, interview panel (lead by CW), costs and what the Board wanted the Chair to achieve. Suggestions included:
* the ability to lead the Board as a strategic Board and move it forward in the next 4 years
* Be the main conduit to the Executive (comms piece needed on how to contact the Board)
* Embed and consolidate progress made so far on governance and strategy
* Chair to attend Archery key events
* Improve on the level of trust between the Board and members
* An independent who is passionate about archery would be an ideal hire
* Ideas and creativity and contacts – develop a creditable media profile
* All directors were asked to consider what is essential/desirable and advise LB

**Action 07: All Directors to email LB with suggestions to enable a first draft JD and advertisement to be prepared**

**AP4 Equality and Diversity Policy**

* The policy had been checked by crystal mark
* Equality Standard for Sport - there are four levels of equality – AGB are preliminary and now going for intermediate

**Sport Code Compliance**

**AS1 Project Progress, AS1a Standing Orders, AS1b Reserve Powers**

* The Board noted that the Data Protection policy is being reviewed for approval at the next Board Meeting
* For approval - AS1a Standing Orders with minor changes was **approved**
* For approval - AS1b Reserves Powers – **approved**

**Discussion Items**

**BD1 Operational Plan and Budget 2018-19**

* The Operational Plan was presented with a breakdown from last year to this.
* A more detailed plan would come to the next meeting, with KPIs and an impact statement relating to current strategy, in order to be compliant with the Sports Code. The Board was asked to approve the budget as presented, on that basis.
* Coaching qualification was discussed. This is currently under consultancy with SAGs to bring it into the ownership of AGBand will be communicated once the new plan is agreed. An update was requested on the progress for the next meeting
* NA was requested to provide an update to members on Coaching for the website
* **Board approved that the Operational Budget as presented form the basis of September’s paper**

**Action 08: NA to prepare a detailed Operational Plan for the September meeting which will link it to the Strategic Plan and be compliant with the Governance code**

**Action 9: NA to arrange an update on Coaching for the next meeting**

**Action 10: NA to arrange a comms piece for the website to keep members updated on coaching with explain why the change is needed**

**Action 11: It was requested that NA arranges for the dashboard to be corrected as it currently did not work**

**BD2 Direct Member Relationship**

* The Board noted the proposed change to bring the Direct membership fees in line with the club membership fees, as there is no longer any additional value to a Direct member that can justify the extraction of a higher fee
* This change was considered to make Direct membership fair, and would have the additional advantage of allowing AGB to encourage payments by direct debit
* Following discussion, it was decided that this matter needed further consideration, because of its possible effect on clubs and increased AGM costs

**Action 12: NA to prepare a wider paper for the next meeting on implications to clubs and include additional costs involved notifying Direct members of the AGM**

**BD3 Volunteer Policy discussion**

* The Board noted that the current policy was considered obsolete, and that what was needed was less a “policy” around volunteers than a series of practical documents that outlined how people should go about volunteering, with different guides needed for different areas (e.g. how to volunteer as a coach; how to volunteer at a big event, etc.)
* It was agreed that this needed to be part of the wider Volunteer Strategy, whichwould fall under the remit of the new Communities & Engagement Manager starting next week

**Scrutiny**

**BS1 Risk – covered earlier in the meeting, above**

**BS2 - CEO Report**

* The Board noted the 2018 Culture Pulse Survey Para Archery confidential document from UK Sport, which reported that good progress had been made. It was emphasized that this judgment was not an AGB judgment, but that of UKSport’s independent assessors. The Board itself noted that whilst things have improved, a large percentage of athletes still clearly felt they were unable to give negative feedback on staff for fear of repercussions. The Board agreed that there was no room for complacency, but that the direction of travel was good.
* Changes had been advised to the Para Archery squad and the Board was invited to join the next Winning Wednesday with the squad on 1 August.
* The Board noted that UKS are leading on a project in partnership with the BOA and BPA called Project Performance exploring alternative and sustainable funding across the sporting landscape. The Board was requested by the CEO to take part in the online survey as currently the survey seems to drive the respondent towards a foregone conclusion of status quo and input would add the weight of our opinions towards a fairer funding system
* The Board was asked to note that the reduction in fees for the 18-25 age category had not, it seemed, had any impact on retention in this area, and the suggestion was made that the only impact had therefore been a cost to the organization of £30K. It was suggested that the change now be reversed, since it had not achieved what had been hoped.
* The Board discussed reversing the fee reduction but felt it did not have sufficient information to make a judgement that there had been no impact, as was being suggested. It requested a membership paper with recommendations on this, as well as on en-bloc fees, for the next meeting
* Staff Recruitment (paper BS2c) – it was suggested and agreed that in future Staff Recruitment candidates should be ‘blind’ to the recruiting manager – that is, names and other obvious identifiers be removed, and decisions made on the basis of skills alone.
* It was noted that the Commercial report seemed to be the most positive for some time. The Board requested a deep dive into the commercial area for the next meeting
* Disciplinary – Appeal Panel Members Recruitment was discussed. The Board noted that the CMP were an independent competent panel which dealt with our Safeguarding issues. If an issue was considered not to be safeguarding it would be passed to the Disciplinary panel which is a separate body and is currently short of members. The CMP had asked the Board to allow it to hire new members (a task which had previously sat with the Board), but the Board considered that there was not enough information for it to make a decision on whether the CMP should recruit for the Disciplinary appeal panel. The requirements of the Disciplinary panel needed clarifying before the next Board meeting, as there was conflicting information which made a decision impossible to take.
* While on the subject of safeguarding, the Board noted the Regional Safeguard Training, and agreed that Board Training in this area was also necessary
* App Update – the board noted that version two of the app needed to be launched very quickly after version one, on the basis that V1 as it stands has no incentive to encourage members to download and continue to use the App. It was stressed to the Executive that the app needed to be a functional tool for members, whereas V1 made it no more than a comms tool for AGB. It would be wholly ineffective as the latter if it were not first downloaded thousands of times as a result of being the former.
* The paper on pathways produced as a result of Action 8 from the June Board meeting was considered informative. A request was made to have details on the website showing the different pathways into the squads eg for 10 years or people over 21 years
* The Board was advised that the current pathway paper was being redesigned

**Action 13: NA requested that all Board directors complete a recent online survey by UK Sport before 1 August:** [**https://survey.euro.confirmit.com/wix/1/p1865845301.aspx**](https://survey.euro.confirmit.com/wix/1/p1865845301.aspx)

**for the good of the sport and push back on low scores**

**Action 14: NA to arrange for a membership papers with recommendations on reversing recent changes to the 18-25 fee, and on en bloc fees generally**

**Action 15: NA to liaise with ER and/or BM regarding membership analysis and prepare a paper for the September or November meeting**

**Action 16: NA to arrange for the Staff Recruitment process to be revised to show candidates as ‘blind’ to the recruiting manager instead of named**

**Action 17: NA to arrange for an update on the Commercial areas for the next Board meeting e.g. names and map how far along are negotiations - particularly noting those commercial organisations that had expressed an interest last year but had said that they had already allocated budgets for that financial year**

**Action 18: LR to send contact details for Graze to NA**

**Action 19: NA to arrange a paper to be presented to the next Board meeting to clarify the requirements of the Disciplinary panel**

**Action 20: NA to arrange for Board Safeguarding training as well as Regional Safeguarding training**

**BS3 – Key Volunteer Survey Results**

* The survey results had highlighted how the members would like thanks through a letter of gratitude from the Chair or CE.
* This would be looked at by the Community and Engagement Manager

**BS5 Response to the Sport Resolution tracking**

* The Board was request to show evidence-based actions, with the Board expressing concern that the impression was given that saying something had been done meant that it had actually been done, when this was not always the case.

**Action 21: Any further comments to be reported back to BM by next week with the revised tracking to be sent out by 10 August**

**Section 3: Matters for report / information only**

**C1 Board Meeting Dates**

Additional dates for 2019 had been added

**C2 Board attendance and budget 2017-18**

**Action 21:** **The Board noted that the wrong rate for travel had been paid on manual expense claims. As part the expenses are now done online through Concur, Board members were asked to contact Chloe Gallier in Finance for training**

**C3 Safeguarding Report**

**C4 Finance Procedures**

Above items noted by the Board

The meeting closed at 17.40

The next meeting will be on 22 September 2018, in London

**Actions**

|  |  |  |  |
| --- | --- | --- | --- |
| Item |  | Action | Completed |
| 1 | **LB to provide a brief update regarding the Board Skills Matrix for the next meeting and provide a copy to BM for the Sports Code of Governance** | LB |  |
| 2 | **NA, ER and YA would consultant on costs for IT** | NA, ER, YA |  |
| 3 | **Board members looking to join or pass on ideas regarding the Nominations and A&R Committees should send them by email to LB** | All Directors |  |
| 4 | **NA was requested to prepare a paper with recommendations regarding the Archery Foundation** | NA |  |
| 5 | **NA to arrange for future 4-year outcome, reserves forecast to be monitored and revised policy to come to the September Board** | NA |  |
| 6 | **NA to arrange for revised closing down costs of the organisation including staff redundancy payments and other costs to be reported back to the next meeting** | NA |  |
| 7 | **All Directors to email LB with suggestions to enable a first draft JD and advertisement to be prepared** | All Directors |  |
| 8 | **NA to prepare a detailed Operation Plan for the September meeting which will link it to the Strategic Plan and be compliant with the Governance code** | NA |  |
| 9 | **NA to arrange an update on Coaching for the next meeting** | NA |  |
| 10 | **NA to arrange a comms piece for the website to keep members updated on coaching with why the change is needed** | NA |  |
| 11 | **It was requested that NA arranges for the dashboard to be corrected as it currently did not work** | NA |  |
| 12 | **NA to prepare a wider paper for the next meeting on implications to clubs and include additional costs involved notifying Direct members of the AGM** | NA |  |
| 13 | **NA requested that all Board directors complete a recent online survey by UK Sport before 1 August:** [**https://survey.euro.confirmit.com/wix/1/p1865845301.aspx**](https://survey.euro.confirmit.com/wix/1/p1865845301.aspx) | NA |  |
| 14 | **NA to arrange for a membership paper with recommendations on reversing the under 18 fee and en bloc fees** | NA |  |
| 15 | **NA to liaise with ER regarding the analysis and prepare a paper for the September or November meeting** | NA |  |
| 16 | **NA to arrange for the Staff Recruitment process to be revised to show candidates as ‘blind’ to the recruiting manager instead of named** | NA |  |
| 17 | **NA to arrange for an update on the Commercial areas for the next Board meeting e.g. names and map how far along are negotiations - particularly noting those commercial organisations that had expressed an interest last year but had said that they had already allocated budgets for that financial year** | NA |  |
| 18 | **LR to send contact details for Graze to NA** |  |  |
| 19 | **NA to arrange a paper to be presented to the next Board meeting to clarify the requirements of the Disciplinary panel** | NA |  |
| 20 | **NA to arrange for Board Safeguarding training as well as Regional Safeguarding training** | NA |  |
| 21 | **Sports resolution tracing. Any further comments to be reported back to BM by next week with the revised tracking to be sent out by 10 August** | All Directors |  |
| 22 | **The Board noted that the wrong rate for travel had been paid on manual expense claims. As part the expenses are now done online through Concur, Board members were asked to contact Chloe Gallier in Finance for training** | All Directors |  |

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