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

**10 March 2018**

**Friends House, London**

13.00-17.00

|  |  |  |  |
| --- | --- | --- | --- |
| **Present:** | Catherine Wilson | CW | Independent Director |
|  | Dave Harrison | DH | 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  |
|  | Pippa Britton | PB | Elected Director |
|  | Steve Tully | ST | Elected Director |
|  |  |  |  |
| **In attendance:** | Trish Lovell | TL | President |
|  | Bob McGonigle | BM | Company Secretary |
|  | Sue Walford | SW | Board Secretary |
|  | David Tillotson[[1]](#footnote-1) | PD | Director of Sport |
|  |  |  |  |
| **Apologies** | Erik Rowbotham | ER | Elected Director |
|  | Muriel Kirkwood | MK | Elected Director |

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 ER & MK.

**AG2: Declaration of Interests**

* LR advised declaration of interest as her father had taken over as secretary of GWAS

**AG3: Approval of Minutes of 13 January 2018**

* No comments
* **Board Approved**

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

* Note: DT would present Action 11 under BS2b

**Action 01: Staff Survey to be arranged to be sent out on 15 December 2017**

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

**Policy & Governance Matters**

**AP1 AGM Arrangements, Presentation & Awards Review**

**Arrangements**

* The Board pack included a copy of the arrangements

**Awards Review**

* MD asked if there were any questions
* PB felt that there should be a bigger award system e.g. best volunteer and a presentation dinner
* Some directors felt that the current historical trophies were no longer relevant. It was also noted that there have been difficulties in getting nominations.
* MD advised that this sits with the Executive and we should ask them to suggest a more relevant awards system for 2019. They should consider adopting best practice from other sports, e.g. a presentation dinner night.
* NA would also add this into the Volunteer Survey and ask for ideas

**Action 01: NA to arrange for a more relevant awards system for 2019 to be proposed and add Awards question to the Volunteers’ Survey**

**AGM Conference Presentation**

* The CEO’s strategy presentation will be based on the Year Book, which will be available to members following the presentation at the AGM
* The Board asked NA for sight of the AGM Presentation two weeks before to give the Board time to comment

**Action 02: NA to forward the AGM Presentation to the Board for comment two weeks before the 21 April (AGM)**

**AP2: In-depth of review of policy area of welfare**

* LR submitted a document and asked the Board to confirm her view that greater clarity was needed in the policies that she had reviewed, if the policies themselves were to be understood by the membership and therefore fit for purpose.
* It was suggested and agreed that AGB should use the Crystal Mark Standard, or similar. All our policies and documents could then be kitemarked for plain English and clarity.

**Action 03: BM to investigate the costs of Crystal Mark Standard and other appropriate solutions. Any offer should include on-going training and provide mechanisms to ensure that our communications are clear to people who do not have a legal background**

**Sport Code Compliance**

**AS1: Project Progress**

* UK Sport were pleased with our progress
* Review of Chairman’s performance – CW will submit for next Board Meeting. Major point was lack of KPIs.
* ST and ER had attended a Moore Stephens meeting on the Code of Governance. ST will circulate documentation

# **Section B: Substantive matters for discussion and, where appropriate, resolution**

**Discussion Items**

## **BD1: Sport Resolutions Response**

* MD had circulated Recommendations and Board responses which PB has put into a single matrix with a covering report
* PB had discussed these with DT
* The Board tasked the Executive to implement the recommendations contained in PB’s report, or to give the reason why they would not be doing so. In the latter case, it noted that some of the recommendations were simply to consider the appropriateness of implementation.
* The Board tasked BM to construct a reporting matrix in the same format as the Code of Governance matrix, to make it easier to check which recommendations had been implemented, and what the status of each was.

**Action 04: BM to construct reporting framework and the Executive to report to next Board**

**SR Report**

* MD asked the Board to decide if it wished the investigators to attend a future Board.
* He asked one Board member in favour (ST) and one against (LB) to put the respective case for each side
* MD asked if there was any further input and then asked for a vote

**For: 1**

**Against: 6**

**Board approved that Sport Resolutions would not be invited**

**Scrutiny**

**BS1: Risk**

* CW advised that a conference call had been held with the Risk committee and Head of Finance (WS).
* She noted that having WS on the call was useful as it meant questions could be answered quickly.
* The report format had changed and now included reserves. Highlighting and colour coding made the report clearer. CW thanked WS for her efforts
* CW advised that numbers were good since last Board meeting but GDPR was still an issue. Otherwise nothing else to be concerned about.
* She commented that risk is assessed by each department and WS will aggregate risks at these meeting for escalating to the Board.
* WS had expressed concerns regarding event risks as there did not appear to be a system to aggregate them. NA will address with her.
* PB asked for clarification on classification which could become a risk issue. She asked for further training of those concerned to be in line with the archery classification process defined by the IPC and World Archery. PB to send NA details

**BS2c: GDPR update**

* MD commented that it was clear that the Board were not comfortable with the process and that it would be financially advisable to bring in a specialist to take over
* MD knew of organisation who dealt with this and would send NA details. NA had in turn approached a legal firm which might be able to help.
* MD asked the Board for approval to take this forward
* CW and LB expressed concerns about a contractor being able to fulfil our needs. They said that a contract should be awarded only where there was a detailed schedule.
* MD would use this advice and would update going forward
* TL asked for the County and Regions to receive clarification on removing historical data concerned with safeguarding issues which should be kept for 25 years

**Action 05: NA to discuss GDPR implementation with specialist organisation**

**BS2d: Volunteer update**

* NA advised the survey had been delayed as the Sport England questions had only just become available.
* The survey would now be progressed, and the results presented at the June Board.

**Action 06: NA to present results at the June Board meeting**

**BS2b: Director of Sport update**

* DT joined the meeting to give an update on the Sports Team progress.
* He advised that Kate Moss, Communities and Partnerships Manager had resigned, and he would be creating a new post of Communities and Engagement Manager.
* Areas covered and discussed included Paras (CHC), National Squad, Pathways, grass-roots Clubs (hubs and ‘social club’ aspects), Communities (ambassadors and mentors programme), SAGs, Board visibility at events/activities, resources mapping across the organisation, National Ranking and Regions.
* There was to be a Regional Chairs & Secretaries meeting on 4 April and they would be asked how they could help with archery development activities, amongst other items.
* Communications was considered extremely important. It was felt that the website could be used to get to enhance club activity, to allow members to tell their stories and to direct queries to our advocates
* It was suggested that the website could provide a forum to engage with members, e.g. members could suggest ideas for solutions to some of our challenges.
* MD suggested that the Strategy Day with the Exec and Board members would enable further discussion

**Action 07: NA to arrange for areas with challenges to be added to the website asking for members help with possible solutions**

**BS2:** **CEO Report**

**Job Recruitment/Advertisement – Recent Coach positions**

* MD noted comments made about the recruitment process, e.g. the net was not cast wide enough at the outset. He added that from that disappointing starting point, the process had then been robust
* However, the process had raised an important question, which was whether all coaches needed to have a coaching qualification. MD said that the Board needed to decide what its policy was, since it was inappropriate to criticise a set of hiring criteria that did not include a specific requirement, if that requirement had earlier not been mandated as necessary as a matter of policy
* It was felt that coaches should have a qualification and that the job advert should stipulate a given level of AGB coaching certificate or its equivalent (to accommodate coaches who had qualified in another way).
* BM said that HR should be consulted to ensure legal compliance
* MD said that there were too many uncertainties, and that the issue needed to be looked at in greater depth. The Board tasked NA with presenting a paper for the June meeting, taking into to account the issues raised. The paper should also consider existing high-performance coaches

**Action 08: NA to prepare a paper for the June Board meeting on qualifications for coaches employed by Archery GB**

**Other Matters**

* Range registration – ST asked for how clubs did range registration cover. NA responded that 1604 were compliant and a further 121 were compliant with dispensation. Nine were non-compliant and the remaining nine were pending approval. ST asked for the number of members in non-compliant clubs and NA agreed to provide.
* Sport Northern Ireland – JR asked for the breakdown from the value-in-kind numbers contained in the CEO report. NA confirmed that it was time management, 1.5 days of the Pathway Programme Manager’s time. In return we received £200K from Sport NI for the Pathway Programme in Northern Ireland.
* Staff Survey – This was discussed briefly to note whether there were any obvious actions from the results. NA felt that negative comments were very limited (and generally to one person), but said that he would be discussing it further with HR Consultant and in the All Staff Meeting on 22 March
* National Rankings – LB said this should have been better communicated and maybe brought to the Board. NA apologised and advised that this was a one-off incident. He added that he had put processes in place to prevent future occurrences. MD noted that lengthy discussion on the topic had taken place between the Chair and Board members prior to the Board meeting, and that the points were noted.

**BS2a: KPIs and Operational Plans**

* MD had spoken with most of the Board regarding the KPIs
* It was his view that graphic representation should be put up on the website without further delay, noting:
	+ We should tell members that the graphic is not a final version
	+ There should be a feedback mechanism at the web site
	+ We should start with the Membership numbers page as soon as possible.
	+ That competition and coaching pages should be created in a similar format.
* MD said that looking at all the KPIs, the number for Membership Satisfaction stood out. He expressed the view that all other KPIs either flowed into or out of that number, and that had we had this as our primary metric, then, to give just one example, we would have approached creating a new National Ranking System in a different way.
* MD said that in his view we should not be looking to tinker with lots of individual metrics, but to transform the culture of AGB, and that the best way to do that was to turn the Membership Satisfaction number on its head. He therefore proposed that we aim to raise member satisfaction from 25% to 75% in the next year.
* He added a single membership satisfaction metric would make it much easier to hold staff to account and to judge how and when bonus payments were appropriate
* Some Directors commented that the Membership Satisfaction number needed to be considered alongside overall membership statistics, since it was possible in theory that the membership could shrink dramatically to a very small bunch of very happy people, content at everyone else’s expense. Others felt that having happy members was the most likely way to grow participation in the sport, since members became advocates, but the point was taken that the overall number of members should be considered alongside satisfaction.
* Regarding the number dashboard generally, it was thought that monthly updates would be necessary so that members could see changes happening in near real time.
* RAG (red, amber, green) should be used.

**Action 09: NA to arrange for Membership Number Infographic to be added to the website with appropriate communication, and inviting comments**

**BS3 Finance Report**

* NA commented that there was a monitoring issue from Membership income which showed a slight decline in the rate of renewal compared to past years
* CW advised to keep on the risk register for 3 consecutive quarter to define as a trend
* There were no further comments

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

**C1 Board Meeting Dates 2017 and 2018**

* Noted

**C2 Board Attendance and Budget 2017-18**

* Noted

**C3 Safeguarding Report (Membership Services Manager)**

* The Board approved the recruitment request.

**C4 Statement from the Board 29 January 2018**

* Noted

**C5 Governance Action Plan**

* Noted

**Other comments:**

Next Board meeting – 9 June will be turned into an all-day strategy day

MD requested Directors not to book trains last-minute due to higher costs

Regional Chairs and Secretary meeting 4 April – Disciplinary panel to be added to the agenda

AGM 21 April – brief Board Meeting at 09.30 to 10.45, then 11.00 all Directors to meet & greet members

**AOB:** MD advised that he would not be standing for re-election at 2019 AGM

The meeting closed at 17:00

The next meeting will be before the AGM 21 April at the Crowne Plaza, Birmingham

**Actions**

|  |  |  |  |
| --- | --- | --- | --- |
| Item |  | Action | Completed |
| 1 | NA to arrange for a more relevant awards system for 2019 to be proposed and add Awards question to the Volunteers Survey | NA |  |
| 2 | NA to forward the AGM Presentation to the Board for comment two weeks before the 21 April (AGM) | NA |  |
| 3 | BM to investigate the costs of Crystal Mark Standard and other appropriate solutions. Any offer should include on-going training and provide mechanisms to ensure that our communications are clear to people who do not have a legal background | BM |  |
| 4 | BM to construct reporting framework and report to next Board | BM |  |
| 5 | NA to discuss GDPR implementation with specialist organisation | NA |  |
| 6 | NA to present results at the June Board meeting | NA |  |
| 7 | NA to arrange for areas with challenges to be added to the website asking for members help with possible solutions | NA |  |
| 8 | NA to prepare a paper for the June Board meeting on qualifications for coaches employed by Archery GB | NA |  |
| 9 | NA to arrange for Membership Number Infographic to be added to the website with appropriate communication and inviting comments | NA |  |

Archery GB is the trading name of the Grand National Archery Society, a company limited by guarantee no. 1342150 Registered in England.

1. DT attended BS2b Director of Sport Update [↑](#footnote-ref-1)