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

**24 November 2018**

**Friends House, London**

13.00-17.00

|  |  |  |  |
| --- | --- | --- | --- |
| **Present:** | Erik Rowbotham | ER | Elected Director |
|  | Pippa Britton | PB | Elected Director |
|  | Lizzie 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 | Elected Director |
|  |  |  |  |
| **In attendance:** | Trish Lovell | TL | President |
|  | Bob McGonigle | BM | Company Secretary |
|  | Sue Walford | SW | Board Secretary |
|  |  |  |  |
| **Apologies** | Lis Bellamy |  |  |
|  | Julie Ryan |  |  |

**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 LB, JR

**AG2: Declaration of Interests**

* None

**AG3: Approval of Minutes**

* **Board Approved Minutes of 22 September 2018**

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

* Actions completed or on Agenda for meeting
* Action 20 from July Board to be signed off at the next meeting as Regional Safeguarding training to be completed by then.

**AG5: Board timetable 2019**

* Recorded as official dates for Board Meetings 2019

**Policy & Governance Matters**

**AP1 Board Regulatory documents review**

Papers: AP1a-AP1e:

* BR-11-02 ToR Audit & Risk Committee
* BR-12-03 ToR Nominations Committee
* BR-13-03 ToR Renumeration Committee
* BR-16-02 ToR Awards Panel
* BR-14-01 ToR Case Management Panel
* OPP-04-02 Disciplinary Policy and Procedures

**The above 6 papers were approved.**

* It was also agreed that the Board would sit as the Renumeration Committee at the next Board meeting in February 2019 for the last hour, in order to discuss the CEO performance, who would leave the meeting at this time.
* Following the 2019 AGM, the Renumeration committee would be the responsibility of the new incoming Chair and Board

**AP3 ToR Performance**

* Comments had been received on the Performance ToR, including a lack of Board presence on the Performance Advisory Group (PAG).
* Following discussion was agreed that instead of a Board Member sitting in on the PAG, the Board would receive a copy of the UKS quarterly review matrix after it had securitised by UKS which would keep them informed on what was going on.
* The PAG (which included an athlete’s representative) now gave a better avenue for comments from disgruntled athletes and members

**Action 02: NA to arrange for the UKS quarterly review to be forwarded to the Board**

**AP4 Disciplinary Policy**

* It was noted that the document needs to be updated to be consistent font and page numbering

**Approved**

**AP5 Motions for AGM 2019**

Noted

**AP6 Review of Sporting Regulation Policy and Procedures**

* ER had reviewed some of the policies to date and would co-ordinate with NA regarding the responsible ownership of other papers
* The Procedures review would be ready for the next Board Meeting

**Action 03: NA to arrange for ER to be updated regarding the responsible ownership of Policies and Procedures reviews**

**Sport Code Compliance**

**AS1 Project Progress**

* Following discussion, it was agreed that new Directors would receive an invite to Lilleshall for an induction day or a refresher day
* There was discussion relating to the process if the CEO was incapacitated or for any other reason absent. It was agreed that in the interests of expediency, the Chair of the Board would have to take over immediately in an executive capacity (although the Chair might then in due course find an interim CEO). It was agreed that the Chair would be remunerated for taking on the role.
* It was agreed that an unpublish separate appendix regarding the remuneration would be available and reviewed bi-annually

**Discussion Items**

**BD1 One Member, One Vote**

* After discussion it was agreed to take one member, one vote to the membership by poll as a consultation to ascertain members’ views regarding one member, one vote, (or if they wish to continue voting via the club secretary, who could currently submit the club members vote without asking them)
* The timescale was discussed. It was agreed that as any decision needed to be taken at an AGM, it was worth moving quickly to avoid a 12-month delay. As such, it was agreed that a piece be added in the Winter Archery UK 2018 magazine asking for members’ views by voting in the poll (via a link) before Christmas
* The consultation would also be added to the website and a direct email could be sent to all the members’ email addresses we hold, as a membership matter.
* The Board would then act upon the members’ views
* If the response was favourable, a resolution to change the voting would be able to be presented to the members at the 2019 AGM, with a view to bringing in one member, one vote for the 2020 AGM.

**Action 04: NA to arrange for a piece to be added to the Winter Archery UK magazine, the website and ballot members with an email address, inviting them to participate in a consultation vote regarding One member, One vote at future AGMs.**

**BD2 Commercial Strategy**

* While recognising the amount of effort going into creating commercial partnerships, the Board were not satisfied with the current outcomes, and questioned whether the Strategy was realistic in the current climate
* However, it was agreed to re-visit the Commercial Strategy and bring it back to the February 2019 meeting

**Action 05: NA to re-visit the current Commercial Strategy and report back to the Board regarding the validity of it at the February 2019 meeting**

**BD3 Membership Trends**

* Based on the membership data analysis, a wider discussion around Strategy queried whether, in light of falling membership numbers, a retention strategy was still the right one going forward.
* Based on the data presented, and after much debate, the data did not appear to show that the current retention strategy was yielding the positive increase in membership numbers previously predicted.
* It was however acknowledged that, through anecdotal and limited survey evidence, that the Strategy was contributing to increase membership satisfaction levels.
* The debate was not fully concluded and the matter should to be referred to the next Board Meeting to decide if the Executive should place more emphasis on recruitment to recover the overall membership profile.

**Action 06: BM to place item on next Board meeting agenda**

**Scrutiny**

**BS1 Risk**

* A Risk Report was not due for this meeting
* Going forward there should be a Risk Report at every meeting with comments on any emerging risks

**Action 07: NA to arrange for a Risk report template to be developed for use in future meetings**

**BS2 - CEO** **Report**

NA thanked ER for his work on the KPI dashboard and BM for his work on membership trends

**KPI Dashboard**

* ER had spent a day at Lilleshall meeting various staff and had made some progress, by removing or covering areas elsewhere
* ER was still liaising with NA/WS

**Action 08: Board members to provide feedback on the updated Board KPI Dashboard document direct to Erik Rowbotham**

**UKS and SE**

* UK Sport and SE had both reviewed areas of the Sports Team
* SE gave a positive view of the pathway from grass roots to pathway and could see the benefits
* SE participation numbers had increased
* UKS Walk the Floor was an evolution of the Culture Health Check and included experts in sports physiology. Verbal indications noted they had seen good progress in management and needed to it give more time. A written report would also be sent with their findings

**HR & Staff Renumeration Policy**

* Updated and noted

**Communications Review and Commercial Update**

* It was queried if the Comms department now had enough resources – the response was yes if the Board supports going forward

**App**

* It was part of a wider strategy being worked upon, involving a more comprehensive process to see what the ‘killer’ reason was for the app

**Squad Selection**

* There was a discussion on the 2 free places available vs the cost to athletes that cannot attend due to financial restraints.
* The principles were discussed at the Board meeting and the Executive now needed to improve the information they put out at the start of the season for the selections, to give guidelines what the costs are of coming into squad, including how many days of working leave are needed etc.
* It should be made clear at the beginning of the year, that if a member cannot attend a competition due to lack of funds, then they should be means tested for funding support, to ensure that the best people attend.

**Action 09: NA to arrange for clearer instructions to be given on the Selection Process at the beginning of each year and include guidelines to costs and number of days required to participate**

**Range Registration and Archery Development Officer**

* NA reported that the new Archery Development Officer would be able to assist in the SCAS area and that Regional Chairs had been asked to assistant with clubs in their Region who still needed to register.
* Two more Regions had expressed interest in working together to try to raise funds for a joint ADO for their Regions

**BS5 Finance & Business Support** **Report**

* The Board noted the drop in membership numbers compared to last year (as discussed above)
* The Board also noted how well the Membership Renewal process had gone

**BS4 DoS** **Report**

* The Board would like a narrative on the entrants to UK Record Status events and the numbers in the ranking increases and how this will be achieved
* KPIs for compound and field would be brought to the next meeting

**Action 10: NA to arrange for KPIs for compound and field to be brought to the next meeting**

**BS6 Response to Sport Resolution Tracking**

* It was agreed not to close the SR tracking, as had been requested in the papers, but instead to keep it on the Agenda for the next Meeting until UKS Walk the Floor written report gave a clear indication as to what should happen next

**Action 11: Keep the SR framework for next meeting until the WTF report is received from UKS**

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

**C1 Board Meeting Dates**

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

**C3 Safeguarding Report**

**C4 Laws replacement (amendment to rules of shooting, membership terms)**

Above items noted by the Board

### Michelle from NSPPC joined the meeting at 16.01 to talk about Safeguarding. Slides attached.

The meeting closed at 17.00

The next meeting will be on 9 February 2019, in London

**Actions**

|  |  |  |  |
| --- | --- | --- | --- |
| **Item** |  | **Action** | **Completed** |
| **2** | **NA to arrange for the UKS quarterly review to be forwarded to the Board** | **NA** |  |
| **3** | **NA to arrange for ER to be updated regarding the responsible ownership of Policies and Procedures reviews** | **NA** |  |
| **4** | **NA to arrange for a piece to be added to the Winter Archery UK magazine, the website and ballot members with an email address, inviting them to participate in a consultation vote regarding One member, One vote at future AGMs** | **NA** |  |
| **5** | **NA to re-visit the current Strategy and report back to the Board regarding the validity of it at the February 2019 meeting** | **NA** |  |
| **6** | **BM to place item on next Board meeting agenda** | **BM** |  |
| **7** | **NA to arrange for a Risk report template to be developed for use in future meetings** | **NA** |  |
| **8** | **Board members to provide feedback on the updated Board KPI Dashboard document direct to Erik Rowbotham** | **All** |  |
| **9** | **NA to arrange for clearer instructions to be given on the Selection Process at the beginning of each year and include guidelines to costs and number of days required to participate** | **NA** |  |
| **10** | **NA to arrange for KPIs for compound and field to be brought to the next meeting** | **NA** |  |
| **11** | **Keep the SR framework for next meeting until the WTF report is received from UKS** | **NA** |  |

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