



MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS

Saturday 10th August 2019
Burlington Hotel, New Street, Birmingham
 1.00 to 5.00 pm

Present:	Mark Briegal	MB	Chair
	Scott Smith	SS	Independent Director
	Erik Rowbotham	ER	Elected Director
	Julie Ryan	JR	Elected Director
	Lizzie Rees	LR	Elected Director
	Neil Armitage	NA	CEO
	Yakoob Ali	YA	Elected Director
	Lis Bellamy	LB	Independent Director
In attendance:	Richard Custance	RC	President
	Rachel Wilkinson	RW	Company Secretary
	David Tillotson – item BS3	DT	Director of Sport
	Jon Nott- item BS3	JN	
Apologies:	Steve Tully	ST	Elected Director
	Helen George	HG	Co-opted Director

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

General

AG1: Chair's Action, Opening Remarks, Apologies for Absence

- It was noted that notice of the meeting had been given to each director who was entitled to receive notice. The Chair reminded the directors of their statutory duty to promote the success of the Company for the benefit of its member as set out at s.172 (1) Companies Act 2006.
- The Chair welcomed Board members to the meeting and introductions were made around the table for the benefit of the new members.

AG2: Declaration of Interests

- Each director confirmed that they had no interest which they were under a duty to disclose in accordance with s. 177 Companies Act 2006 in the proposed transactions or arrangements with the Company and were required to disclose in accordance with the Company's Articles.

AG3: Approval of Minutes

- The minutes of the Board meeting on 8th June 2019 had been circulated in advance of the Board meeting. Subject to the comments provided in advance by email, it was resolved that they were approved as drafted.

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

- February 2019 board meeting, item 2 – it was noted that there is more detailed documentation on the AGB website around self-funding, time commitment and how to access funding where required. It was requested that some additional information be added to the document around the time commitment for training and attending at Lilleshall.
- April 2019, AP1 – RW and LB are working through the documents that are to be updated in 2019 and will be bringing documents to the remaining meetings to bring this work up to date.
- April 2019, AP2 – the KPI's will be looked at in more detail at the October board meeting to ensure that they cover the range of matters to be reported to the Board.
- April 2019, AP3 – MB reported that he had attended the most recent PAG meeting on 31 July and was comfortable that it was effective. James Farndon, Performance Adviser to UK Sport, attended the meeting and there was a constructive approach. The athlete's representatives are elected and will receive training from the BOA/BPA on how to raise difficult topics to ensure that they remain effective.
- April 2019, BD5 – it is proposed that the external board evaluation will take place after the strategy day in October with a view to reporting back at the December meeting.
- June 2019, AG4 – Emma Farlow is invited to attend the December board meeting.
- June 2019, AP1 – LR and RW agreed to be involved in the AGM planning exercise
- June 2019, AP4.1 – it was noted that the guidance on dogs had been approved but that, as it is simply guidance, it does not need to be signed off by the Board.
- June 2019, AP4.3 – JR is working with Freddie to update the policy which will be brought back to the Board.

AG5: Record of resolutions passed by email

- None

Policy & Governance Matters

AP1 AGM minutes

The AGM minutes were approved as drafted and will be approved by way of a resolution at the next AGM.

AP2 Policies for approval

AP2.1 Director Appointment letter

- The director appointment letter circulated in advance of the meeting was approved as drafted. It was noted that it is more detailed than previously to cover a specific consent on confidentiality and data protection.

AP2.2 Induction Policy

- The induction policy circulated in advance of the meeting was approved as drafted. SS proposed that there is a director's handbook provided to new Directors that sets out the various documents that are relevant to their appointment and agreed to provide a draft of the ECB handbook to NA.

Action: SS to provide outline document to NA for review with RW for new appointments.

AS1 Sports Code compliance

- RW reported that MB, RW and WS had attended a constructive meeting with Emma Farlow, Senior Governance Manager of UK Sport on 25 June at Lilleshall. MB and NA had a call with BDO on 7 August which was less helpful but identified areas where BDO will undertake audit work in relation to finance and governance.

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

Discussion items

BD1 Future operation of the Board

- LB had undertaken a survey/ questionnaire for the Board members around the operation of the Board and reported back on her findings (attached to the minutes) as follows:
 - It was agreed to move to 4 meetings a year on a Saturday with a strategy day and training day and to use the time better at meetings to ensure that the key areas are properly covered;
 - It is proposed that the sub-committees of the Board are used more effectively to take place by telecom and that minutes from the sub-committee meetings will be prepared to be produced and approved at Board meetings;
 - It was agreed that London and Birmingham are the preferred locations for meetings provided that there is one meeting at Lilleshall each year. It may be that this can be combined with a competition taking place there;
 - Meeting dates for the Board, strategy day and board training as well as sub-committees should be circulated in advance to enable board members to attend. It may be that the training day could be arranged in conjunction with another NGB to allow for an exchange of ideas;
 - It was proposed that responsibility for remuneration is added to the role of the nominations sub-committee and LB will work with RW to look at updating the terms of reference for this committee to cover this element of its responsibility;
 - There was an outstanding question around having a further sub-committee with a responsibility to look in more detail around the sport to consider membership, structure, development etc. but it was felt that this might overlap with role of the Strategic Advisory Group (SAG) and the regional chairs' meeting group. One option may be for a board member to attend the group committee meetings to understand their roles and it was proposed to circulate the meeting dates in advance so that board members can plan to attend;

- Further consideration will be given to the role of board champions within the Board – RW to provide role descriptions to LB.

BD2 Strategy day and objectives

- NA reported that the next strategy day will set the strategy for AGB from October 2020 and will be outlined at the 2020 AGM on Saturday 16th April 2020. The timetable reflects the Olympic cycle and will look beyond the Tokyo Olympics.
- The insights documentation will be made available to the Board shortly and will give some helpful background to the Board in advance of the strategy day;
- MB will continue to work with NA and a proposed outline of the day will be made available to the Board shortly.
- David Tillotson gave a presentation on the retention strategy and performance:
 - He reported that there is now more detailed data to facilitate data-based decision making.
 - The use of mentors and ambassadors for youth has been effective with 180 attendees at the Youth Festival and the World Youth Games in Madrid in August.
 - The modernizing of coaching has helped to bring participants through with participation at events increasing.
 - Sport England has been happy with the levels of engagement.
 - In terms of performance, for the Paralympics, we have 5 quota places which may increase further and for the Olympics we have the full quota of 6 places with the women placed 5th and men 8th internationally.

Action: Consider strategic KPI for coaching performance and spread of coaching opportunities around the country – ER/ NA.

- LR gave a presentation on field archery and the recruitment opportunities that exist for participants who are not AGB members but are involved in other field archery specific bodies. She had undertaken a detailed study of participants involving interviews, consultation, a survey and internal discussion to provide an evidence-based review of participation:
 - Field archers reported that they did not feel part of the AGB family with little coverage on the website and separate bodies representing them. Field archery is often run through private events with significant participation from the BAME community.
 - Many target archers indicated that they would like to try field archery and there are 88 venues where field archery takes place.
 - Current AGB employees do not have the capacity to add this element to their current role but there is an opportunity for AGB to become more involved in field archery if the resources and infrastructure could be made available.
- Jon Nott gave a presentation on compound archery:

- Currently 11% of members shoot compound with 41% of entries in national events, 38% of participants at the 2019 Youth Festival and 40% of entries in World Archery International events.
- It was noted that the demographic of compound archers is different to recurve but it is a good way in to the sport for new participants.
- There is currently little resource available to promote and develop compound archery and consideration could be given to increasing the coaching and support resources available.

Action: it was proposed that, for the strategy day, further details of the potential market for members and the likely cost of options to develop field archery and compound archery be considered to allow evaluation of the financial impact.

Scrutiny

BS1 Risk review - Audit & Risk sub-committee - verbal

- SS reported that the A&R sub-committee had a conference call with WS on 7th August to review the most recent quarterly accounts to 30 June. Whilst the income from membership and associated activities had reduced by £17,000, there had been an underspend on staff costs and the communications budget leading to an overall improvement in the cash-flow surplus.

[REDACTED]

[REDACTED]

[REDACTED]

Action: NA to copy privileged correspondence to SS for purposes of risk register.

- For the purposes of updating the risk register, it would be helpful to have a note to the Board on any emerging risks relating to safeguarding so that it is clear if anything would need to be added to the risk register.

Action: proposed to have an annual report from the chair of the Case Management Panel to the Board identifying themes and trends – NA to confirm.

- If additional funding is required to develop any new areas for the sport, this should be determined in good time before final approval of the budget.

BS2 Nominations sub-committee

- It was noted that a number of the elected directors are coming to the end of their 4 year term of appointment and will be asked if they wish to continue on the Board for the purposes of the 2020 elections.

Action: RW to provide updated list of appointment dates to LB.

BS3 CEO Report

- The CEO report and appendices circulated in advance of the meeting was noted.

Action: CEO to respond to questions posted onto “Convene”

BS5 External evaluation of the Board

- RW proposed that the external evaluation of the Board should take place following the strategy day in October.

6. Section C: Matters for report/information

6.1 C2 Safeguarding Report (Head of Ethics and Integrity)

- The safeguarding report was noted as drafted.

Close

There being no further business, it was declared that the meeting was closed.

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Chair