

## TOL Board Minutes - DRAFT

**Date:** 3<sup>rd</sup> December 2015 - 11:15hrs to 13:30hrs

**Venue:** Sport and Recreation Alliance, London

### Director Attendees:

- Mr Trevor Nicholls - TN
- Mr Tom Stammer - TS
- Mr Philip Morris - PM
- Ms Kelly Lickley - KL
- Mr Kenny Walton - KW
- Mrs Adele Stach-Kevitz (Chair) - ASK

### Apologies:

- Heather Taylor (Sport England) - HT
- Mr Jeremy Beard - JRB

## BOARD AGENDA

### 1. Introductions and Declarations

1.1 Jeremy Beard sent apologies for his absence, prior to the meeting, due to illness. Heather Taylor also extended her apologies due to overseas work commitments.

1.2 No declarations or conflicts of interest were raised.

1.3 Tom has not signed the TOL contract but will attend as BT's representative until the BT CEO position is filled. It is currently being advertised and BT's board is leading the recruitment process. Tom will update TOL on progress at the next board meeting.

1.4 TOL extended a sincere welcome to Tom and acknowledged his openness during his BT report update.

### 2. Minutes of the last meeting and approvals

2.1 Minutes of the meeting on 24<sup>th</sup> September were approved - a signed copy will be placed in the TOL Dropbox following the meeting

- **ACTION:** ASK to file the signed copy

#### Matters arising - previous and follow up actions

2.2 Kelly to review Dropbox and ensure TOL Directors can access the repository.

- **ACTION:** PM and KL to discuss and brief other TOL directors.
- **ACTION:** KL to resend the password to all TOL Directors.

2.3 Records of BTC and BT's acknowledgment of funds received still need to be logged in Dropbox

- **ACTION:** TN and TS to upload confirmations from BTC and BT, respectively

2.4 The previous action (# 5.3) relating to refreshing TOL's Financial Processes and Control Manual was closed, following Philip's updating of the documentation and subsequent filing in Dropbox

2.5 The TOL Admin Assistant JD was shared with Directors prior to the meeting with intent for Kelly to start the recruitment process in 2016

- **ACTION:** KL to progress recruitment with support from TOL's Chair

2.6 Directors discussed the improvement accepted following the Moore Stephens audit feedback and TOL JDs now state that TOL welcome applications from BAME candidates. Action closed.

### 3. Performance update - SE programme activities

#### 3.1 BTC / BT Performance Tables:

Summary KPI performance table presented at Sport England review on 23<sup>rd</sup> November

#### TOL PERFORMANCE - SECOND YEAR PROGRAMME

Measure	2013 Baseline	March 17 Target	2nd Year Mid-Term Measure
1. Overall participation increase 14-25	17,700	23,000	TOL = 22,548 • BT = 2387 • BTC = 20,815 - BTC baseline = 20161
2. Overall participation increase 26+	11,800	13,500	TOL = 15,921 • BT = 2481 • BTC = 13,877 - BTC baseline = 13440
3. Increase in female participants through Kick-Sisters (BT)	10,915	15,330 (4,415)	TOL = 4,806 • BT = 4806
4. Female participants engaging in Touch Gloves events (BTC)	0	750	TOL = 465 • BTC = 3250 (engagement contacts) • BTC = 465 (transfer to membership)
5. Number of clubs attaining Clubmark accreditation	0	20	TOL = 25 • BT = 7 • BTC = 18
6. Number of clubs working towards Clubmark accreditation	0	25	TOL = 77 • BT = 12 • BTC = 65
7. Increase in overall number of clubs and satellite clubs teaching Taekwondo	1,200	1,400 (200)	TOL = 291 • BT = 251 • BTC = 40
8. Reduction in member 'churn' (improved member retention after initial 12 months)	30%	22%	TOL = 44% average BT+BTC • BT = 63% (monthly average) • BTC = 25%
9. Number of coaches attaining Level 2 coaching qualification	0	103	TOL = 58 • BT = 58 • BTC = 0 (commenced in Sep 2015)

#### 3.2 BTC Performance Update:

- General performance of attaining KPI targets

- BTC have identified that investment programme has attracted women outside the target 14-25 year olds i.e. there has been a greater uplift in the 26+ category. BTC are now developing insights, as well as meeting with participants after classes with a mind to building further knowledge into “This Girl Can” interest.
- Clubmark is improving. BTC own protocols, so they can issue the certificate which is proving easier than CSPs issuing certificates. Clubmark is also linking with Sport England’s This Girl Can campaign
- Coaching now working with an external qualification and George Wood is acting as an independent advisor (£15k investment). BTC want an externally verified coaching Level 2 qualification.
- First for Sport (UK coaching arm or UK coaching CC) are not prepared to run two Taekwondo qualification blocks, thus BTC must work with BT to achieve an external qualification.
- BTC will use Level 1 for the retention side and Sport England have approved BTC course delivery.
- BTC plan to revisit, even though have hit their target.
- BTC and BT will work together for the external coaching qualification. In practice, it will bring together joint press releases and could lead to cross-share between ITF and WTF codes. Both BTC and BT will work together on coaching policies.
- Emerging challenge: of old coaches versus new qualified coaches. This can create conflict between the two ‘camps’ given their differing viewpoints, but it is beneficial to have both.
- Consensus there would be merit pursuing Level 1.
- BTC figures only include England and Wales
- BTC also committed to research the customer experience, mindful of identifying where the value is perceived by members and participants.

### **3.3 BT Performance Update:**

- Tom explained it has been a period of turmoil for BT.
- BT performance numbers are good despite the troubled year, but Tom is scrutinising actions and outcomes.
- Numbers are not reflecting BT’s position and Tom’s general feeling is that performance is actually better than the numbers indicate.
- BT are projecting a drop in membership, but Tom believe there is a positive effect to the leadership changes. Tom is predicting that BT will see an upturn.
- Attrition has been primarily due to people holding back on renewing membership - reflection that members are “waiting to see what happens in BT”.
- BT have not been able to fund any resource for examining the churn analysis, though this role/person is envisaged once funding permits.
- BT are looking into “what’s in it” for the blue belt / green belt member, to understand and best align their value proposition.

## **4. Governance**

### **4.1 BT Governance Update**

- Follow up audit by Moore Stephens schedule for 10<sup>th</sup> December with the on-site elements timetabled for on 15<sup>th</sup> and 16<sup>th</sup> December.
- BT explained they had successfully completed 80% of their governance actions.
- Staff contracts are now developed and BT are now consulting individuals. BT have also enlisted HR assistance from GBT to support their HR work.
- Financial procedures: BT are now working with their new accountants and there is an agreed position between BT's FD, the accountants and BT's CEO about the financial internal processes. The plan is to now capture actions in written procedures.
- BT have commenced their budgeting (and cost code assignment) for next year.
- BT's AGM advanced a number of the governance RAG ratings. NB: Tom shared a progress statement with the Directors ahead of the board meeting and this information was also discussed with Sport England on 23<sup>rd</sup> November.

#### 4.2 BTC Governance Update

- Campbell Ticknell have reviewed BTC's governance, though were slow to respond.
- BTC are arranging an EAGM to agree recommendations.
- BTC's board meeting has been scheduled in mid-December to review the Campbell Ticknell (Governance) report.
- Trevor noted that BTC's Board have to represent the best will of the business and not the members. However, Trevor believed a large board actually helps to self-regulate - BTC have 6x NEDs and 3x Exec and plan to add a further 3 NEDs to take their total to 12.
- **ACTION:** TN to brief TOL on BTC board update at the next TOL board and to circulate the BTC Campbell Ticknell report

#### 4.3 TOL Governance Update - SLA

##### Hewitsons

- Directors recognised Hewitsons were slightly more expensive, but felt their response demonstrated a better understanding of the work required. In addition, TOL's Directors were very positive about the use of fixed fee pricing. Hewitsons conveyed experience with more relevant sport organisations for this specific SLA requirement.

##### Muckle

- Muckle provided an estimated price for work, the Directors believed, light on hours for the activity entailed. Directors did both note and appreciate Muckle's interest, but believed theirs to be a generalised response; in contrast to Hewitsons, who had considered TOL's specific needs in more detail. It was also noted that whereas Muckle had responded by providing an email, Hewitsons had provided a tender report
- **ACTION:** Directors confirmed the appointment of Hewitsons for the SLA opportunity and ASK would contact both organisations to convey the board's decision.

##### Footnote:

- ASK spoke with both Hewitsons (to confirm their appointment on 4<sup>th</sup> December) and Muckle (to offer feedback about their unsuccessful tender on 7<sup>th</sup> December). TOL commended

Muckle for their interest and commitment (given they replied to the tender opportunity much faster than Hewitsons) and despite being unsuccessful on this occasion, Muckle were very agreeable to being considered for future opportunities with TOL.

## 5.0 Finance

5.1 BT Activity Plan - This was now under review by BT's accountants, although TOL NEDs had reviewed the draft prior to the board meeting. TOL acknowledged the challenge Tom had accepted and found the transparency of his finance updates helpful.

5.2 Mandates - It was agreed that, following Adrian's removal from TOL's bank mandate, Philip should be added.

- **ACTION:** PM to complete bank mandate forms

## 6.0 Risk Management

6.1 An updated risk register was produced following a review by PM and ASK. PN presented a headline summary of changes during the meeting, but all Directors were asked to familiarise themselves with the updated risk register on TOL's Dropbox.

6.2 Future funding - a decision on future funding will be revisited in the risk register, once TOL have reviewed the Sport England 2017+ funding guidelines, which will follow the release of the Sport England future investment strategy.

## 7.0 Sport Strategic Plan - forward look

7.1 Given the time remaining at the meeting due to its late start, as well as the imminent release of the new sport investment strategy, it was decided a more fruitful debate would be progressed at the next board meeting, once all Directors had read the revised strategy.

- **ACTION:** All Directors to review the Government's new sport investment strategy

## 8.0 AOB

8.1 TOL extended a thank you Tom attending his first TOL board and expressed gratitude for his open and insightful account of BT's progress. TOL wished BT success in their CEO recruitment process.

8.2 Risk relating to head injuries - a watching brief is to remain on TOL's risk register.

## 9.0 Date of next meeting

9.1 Date agreed as **Wednesday 24<sup>th</sup> February** at Hays Macintyre's office in London - commencing at 11am to allow travel time for Directors.

