



## BOARD MEETING (7)

**Location:** Quay West, Trafford Wharf Road, Manchester, M17 1HH      **Date & time:** Friday 15<sup>th</sup> March 2019, 11:00

**Present:** Mike Perls (Director), Chris Brindley (Director), Karen Moorhouse (Director), Andrew Honeyman (Director), Stacey Knight (Director), Jane Allen (Director), Stuart Cain (Director), Nigel Wood (Director), Jon Dutton (CEO)      **Chairperson:** Brian Barwick

**In attendance:** Esther Britten (Observer)  
Michelle Gibson (Company Secretary)  
Stephen Brown (part)  
Tracy Power (part)  
Rob Graham (part)

Item No.	Agenda item	Action
<b>1.0</b>	<b>Welcome &amp; Declarations of Interest</b>	
1.1	BB welcomed everyone to the meeting. There were no apologies for absence.	
1.2	Declarations of interest were noted as follows: <ul style="list-style-type: none"> <li>• CB – Director on the RFL board.</li> <li>• KM – Director on the RFL board and Company Secretary of Super League.</li> <li>• BB – Chairman of the RFL and Super League.</li> </ul>	
<b>2.0</b>	<b>Broadcast Proposal</b>  Further to the paper circulated in advance of the meeting, JD presented a detailed proposal on broadcast rights. As RLIF representative, NW absented from this section of the meeting.  There was general agreement amongst the Board that this created significant opportunities for the sport and there was support for the proposal.  JD agreed to submit this to the next meeting of the RLIF Board to obtain their feedback.	<b>JD</b>
<b>3.0</b>	<b>Minutes</b>	
3.1	<b>Minutes from previous meeting</b> The minutes from the meeting held on 14 <sup>th</sup> December 2018 and the conference call on 7 <sup>th</sup> January 2019 were approved as an accurate record. The updated action tracker was noted.	
3.2	<b>Board Sub-Committees</b>	

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	The Board noted the minutes from the Risk & Audit Committee meeting on 4 <sup>th</sup> March 2019 and the Project Board meeting on 5 <sup>th</sup> February 2019.	
<b>4.0</b>	<b>CEO Report</b>	
<b>4.1</b>	JD presented a summary of the report circulated to the Board.	
<b>4.2</b>	<b>Host Announcement Review</b> SB joined the meeting to present feedback from the host announcement event and its subsequent media reach.  The Board felt the event had been very successful and had strongly promoted the tournament's inclusive approach.	
<b>5.0</b>	<b>Commercial</b>	
<b>5.1</b>	<b>Corporate Hospitality &amp; Team Travel</b> JD outlined proposals for the tournament's corporate hospitality and team travel providers.  The Board was supportive of both proposals, subject to the appropriate due diligence being undertaken.	<b>JD/RG</b>
<b>5.2</b>	<b>Commercial Director</b> EB and JD updated the Board on the recent interviews for the position of Commercial Director. The preferred candidate was endorsed by the board.	
<b>5.3</b>	<b>Ticketing Partner</b> Following a tender process, JD reported that ten formal submissions had been received from potential ticketing partners. Four were interviewed and two were selected to progress to the next stage  It was proposed that a sub-committee of the Board be formed to conduct the second interviews. BB and SC volunteered to participate. A final recommendation would then be circulated to the Board electronically for approval.	<b>JD/BB/ SC</b>
<b>6.0</b>	<b>Customer</b>	
<b>6.1</b>	<b>Marketing</b> JD presented the overarching marketing strategy, together with a timeline for implementation up to 2021.  It was agreed that marketing / customer would be a standing agenda item at every meeting going forward.  A partner had been selected to deliver a roadmap for the digital strategy as part of their partnership. This work would be led by Sara Piper, who was working part-time with the organisation as a consultant over the next few months. A draft digital strategy would be presented to the Board at the June meeting.	<b>MG</b>  <b>JD</b>

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6.2	<p><b>Legacy</b> TP joined the meeting to present the RLWC2021 InspirationALL operational plan, covering volunteers, education, health, international development, mascots and facilities funding.</p> <p>It was noted that 18 small grants had now been made under the CreatedBy facilities programme.</p> <p>A volunteer strategy would be launched this year in collaboration with the RFL. Discussions were ongoing with organisations such as Sport England and the British Council to ensure this programme was fully inclusive.</p> <p>The Board was very supportive of the programme's initiatives and thanked TP for her work thus far.</p>	
7.0	<p><b>Operations / Business</b></p> <p>7.1 <b>Finance</b> RG joined the meeting to provide an overview of the 2018 financial performance and the 2019 budget.</p> <p>It was noted that the year-end audit was due to commence in March.</p>	
7.2	<p><b>Financial Authorisation Process</b> The Board agreed a recommendation from the Risk &amp; Audit Committee to amend the financial authorisation process to reflect the following:</p> <ul style="list-style-type: none"> <li>• If an item is over the authorisation limits of the CEO, and the Board is aware of this expenditure, the matter should be referred to the chairman and deputy chairman for approval;</li> <li>• If an item is over the authorisation limits of the CEO, and the Board has not previously discussed this expenditure, a conference call shall be convened at short notice to allow all board members the opportunity to discuss the item. The chairman, deputy chairman and CEO would represent the quorum required for a decision.</li> </ul>	
8.0	<p><b>Governance &amp; Risk</b></p> <p>8.1 <b>Board Evaluation</b> As the Board's SID, SC summarised the results from the 2018 Board evaluation survey.</p> <p>JD/MG agreed to discuss this further and come back with a proposal for future meeting scheduling.</p> <p>The Board also supported the Risk &amp; Audit Committee's recommendation to appoint external consultants to undertake an independent evaluation later in the year.</p>	<p><b>JD/MG</b></p> <p><b>JD/MG</b></p>
9.0	<p><b>Risk Register</b></p> <p>The updated risk register was noted.</p>	

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	<p>SB added that risk management had been split into two parts going forward – initial risk assessment focusing on corporate risk with event specific risk being monitored but focused towards the operational delivery time. It was proposed that a risk framework be developed by external consultants to be submitted to the Risk &amp; Audit Committee in due course.</p>	
<b>10.0</b>	<b>Any Other Business</b>	
<b>10.1</b>	<p><b>Procurement</b> JA queried the organisation’s procurement process and how the Board could best monitor this, whilst ensuring that the executive team were not hampered in any way in a fast-moving environment.</p> <p>JD confirmed that a procurement strategy was in place which the executive would work to. Further, over 300 companies had registered an interest in being involved with the tournament. Two workshops had been scheduled to be held in Manchester and London in May to meet with prospective companies. Further details would be circulated in due course.</p>	<b>JD/SB</b>
<b>10.2</b>	<p><b>Workforce</b> SK queried whether there were any plans to recruit any further full-time staff members this year. JD replied that potentially a further three people may be recruited. The Customer Director position now required some consideration.</p>	
<b>10.3</b>	<p><b>Board Papers</b> SC requested discussion on the advantages and disadvantages of each proposal within future board papers, to enable the Board to make a balanced decision.</p>	<b>JD</b>
<b>10.4</b>	<p><b>Meeting Venues</b> MG proposed that further meetings alternate between Quay West and host venues. This would also provide an opportunity for those involved in the host bids to meet the Board members on an informal basis after the meetings. The Board was supportive of this approach.</p>	<b>MG</b>
<b>11.0</b>	<b>Next Meeting Date - 14 June 2019</b>	
	<i>There being no further business, the meeting closed at 14.00.</i>	