



## BOARD MEETING (19)

<b>Date &amp; Time</b>	Friday 10 <sup>th</sup> December 2021	<b>Location:</b>	Microsoft Teams
<b>Present:</b>	Stuart Cain (Director) Mike Perls MBE (Director) Stacey Knight (Director), Robert Sullivan (Director), Sue Catton (Director) Karen Moorhouse (Director), Lord Jonathan Caine (Director), Emma Young (Director) Jon Dutton (CEO)	<b>Chair:</b>	Chris Brindley MBE
<b>In attendance:</b>	Esther Britten (Observer) Graeme Thompson (Observer) Hattie Hughes (Observer) Anna Stewart (Observer) Stephen Brown (COO) Michelle Gibson (Company Secretary)		

Item	Agenda Item	Action
1.0	<b>Welcome</b> CB welcomed everyone to the meeting.	
2.0	<b>Declarations of Interest</b>  Declarations of interest were noted as follows: <ul style="list-style-type: none"> <li>• CB – SID on the RFL board.</li> <li>• KM – Director and Company Secretary on the RFL board.</li> <li>• RS – CEO of the Football Foundation</li> </ul>	
3.0	<b>Minutes &amp; Matters Arising</b>	
3.1	<b>Board Minutes</b> The minutes from the meeting held on 17 <sup>th</sup> September 2021 and the conference calls held on 22 <sup>nd</sup> October & 12 <sup>th</sup> November 2021 were approved as an accurate record. This was proposed by SK and seconded by S Catton.	
3.2	<b>Subcommittee Minutes</b> The following subcommittee minutes were noted: <ul style="list-style-type: none"> <li>• Risk &amp; Audit Committee – 8<sup>th</sup> September, 6<sup>th</sup> October &amp; 8<sup>th</sup> November 2021.</li> <li>• Risk Oversight Committee – 1<sup>st</sup> October &amp; 12<sup>th</sup> November 2021.</li> </ul>	
4.0	<b>Risk Mitigation</b>	
4.1	<b>Postponement Budget &amp; Strategic Finance</b>	

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	<p>SB presented a summary of the postponement budget. Subject to its approval, the management accounts would reflect the postponement budget going forward.</p> <p>The cashflow forecast was noted.</p> <p>The Board approved the postponement budget.</p> <p><b>4.2 Current Corporate &amp; Operational Risks</b> A summary of significant corporate risks was noted.</p>	
<b>4.3</b>	<p><b>Scenario Planning</b></p> <p>The Board discussed four potential high-level scenarios for the tournament.</p>	
<b>5.0</b>	<p><b>Revenue</b></p> <p>JD presented a summary of the sales performance and insights.</p> <p>The high-level ticket sales strategy prepared by MH was noted, together with the timeline for campaigns and media spend.</p>	
<b>6.0</b>	<p><b>Business</b></p> <p><b>6.1 Management Accounts &amp; Balanced Scorecard</b> The finance report, management accounts and latest balance scorecard were noted.</p> <p><b>7.0 Look Ahead</b></p> <p><b>7.1 Tournament Readiness Plan</b> A Tournament Command Control plan was being refreshed and would be circulated for discussion at the Board away day in January.</p>	<b>All</b>
<b>7.2</b>	<p><b>Board Away Day</b> The draft plan for the Board Away day hotel was noted.</p>	
	<p><b><i>There being no further business, the meeting closed at 12 noon.</i></b></p>	