

Annual Governance Statement 2019/20: The Angling Trust

Introduction

The Angling Trust is the national governing body for the sport of Angling. It is subject to the Code for Sports Governance (the “Code”) and is committed to the principles of good governance.

The Annual Governance Statement provides the stakeholders, members, supporters and sponsors with an annual report on the governance performance of the Angling Trust.

This Statement is made in accordance with the Code for the period from 1 April 2019 to 31 March 2020 (the “Reporting Period”).

Mission Statement

The Angling Trust protects and improves recreational angling and fish stocks, on behalf of its membership and for the public good.

Principal Activities

- **Lobbying/Campaigning:** on behalf of members and the angling community to protect and improve fish stocks and the right to fish for them;
- **Angling and Environmental Projects:** working with the Environment Agency and others to carry out projects to improve angling and the water environment;
- **Membership and fundraising:** providing membership benefits to a wide range of categories of membership and raising funds for the Angling Trust and Fish Legal;
- **Promoting and developing angling:** working with Sport England, the Environment Agency and others to increase the diversity and number of participants in angling, the frequency of participation and the standards of safeguarding and coaching;
- **Competitions:** providing a wide range of Angling Trust regional and national competitions in England for all angling disciplines and supporting England’s national teams to win medals;
- **Support Fish Legal:** collaborate closely with Fish Legal in accordance with a Service Level Agreement and other governance documents to enable it to take legal action to protect the water environment and the interests of its members.

Values

- Always act with integrity, respect and courtesy, whoever we deal with and seek to resolve rather than create conflict and division within the angling and fisheries community;
- Ensure that all decisions are made for the greater good of angling and anglers, the water environment and the benefits of angling for society as a whole;
- Be forthright and determined to succeed in achieving our mission on behalf of our membership;
- Be open and transparent to our members, funders and others;
- Listen and respond to the views of our membership and the wider angling community;
- Deliver agreed programmes of work cost-effectively and to high standards for those who fund us with public money or private donations;
- Base all our campaigns and legal action on sound science and factual evidence;
- Ensure that the activities and policies of the Angling Trust and Fish Legal do not conflict with each other;
- Treat all our staff, volunteers and members fairly and equally irrespective of background,

- religion, race, gender or sexuality;
- Seek to increase diversity in angling participation and management to reflect society;
- Make the best use of our resources to maximise delivery for minimum cost;
- Minimise our impact on the environment through use of sustainable materials and transport wherever possible.

Governance Structure

The Organisation is a company limited by guarantee. Its governing documents, consisting of a memorandum and articles of association are published on its website at <https://www.anglingtrust.net/page.asp?section=1451>

Board

Role

The Board is collectively responsible for the long-term success of the Angling Trust and is exclusively vested with the power to lead it. George Stephenson, as Chair, is responsible for the leadership of the Board. The Board is the ultimate decision-making body and exercises all of the powers of the organisation other than those specifically allocated to other persons under either legislation or its memorandum and articles of association. It is responsible for setting the strategy of the Angling Trust and providing oversight of executive action but maintains a clear division between its management and oversight role and the executive's operational role.

Meetings and Key Decisions

The Board meets a minimum of four times a year and also on an ad hoc basis where required. The table below sets out the meetings held in the Reporting Period and summarises the key decisions taken.

Board meeting description	Date	Key Discussions/ Decisions
Additional meeting	25/04/2019	<ul style="list-style-type: none"> • New CEO Appointment Process
Regular meeting	22/05/2019	Approvals: <ul style="list-style-type: none"> • Introduce changes to the presentation of Board papers • AT Handbook and Induction Pack • Profit share with Fish Legal from the Fishmonger's dinner • Marketing Strategy • Campaign Areas • Invitation to George Stephenson to stand for a third term as Chair • Interim amendment to the Delegation of Authority
Regular meeting	29/08/2018	<ul style="list-style-type: none"> • Await Q2 outcome prior to budget decisions • Board Self Evaluation to take place at an Away Day in the Spring • Review of 2018/19 Accounts

		<ul style="list-style-type: none"> • Approval of the Annual Governance Statement • Approval of the Delegation of Authority • Approval of the Social Media Policy • Agreement in principle to additional funding for the website project
Company AGM (conference call)	24/09/2019	Approval of: <ul style="list-style-type: none"> • Financial Statements to 31 March 2019 • New Director appointments 2019
Regular meeting (including joint meeting with Fish Legal)	20/11/2019	<ul style="list-style-type: none"> • Development of a New Media Strategy at the Spring Away Day • Draft planning for 2020/21 • Strategy Day (12 March 2020) Planning • Staff Survey Results • National Angling Centre: <ul style="list-style-type: none"> ○ Heads of Terms Lease to be reviewed when available ○ Further report to ATB in due course • Policy Approval process • Strategic Risk Register review • Safeguarding Update • Presentation – Challenges faced by the Competitions Team • Honorary Vice Presidents
Subscribing Members AGM	30/11/2019	<ul style="list-style-type: none"> • Approvals: <ul style="list-style-type: none"> ○ Financial Statements to 31 March 2019 ○ New Co-opted Directors • Nomination of new Nominated Director
Regular meeting (including joint meeting with Fish Legal)	19/02/2020	<ul style="list-style-type: none"> • Angling Trust in Wales • Financial Performance Review 2019/20 • Business Plan and Budget 2020/21 • Angling Trust/ Fish Legal Service Level Agreement • Strategy Day 12 March Planning • Strategic Risk Register • Policy Approvals: <ul style="list-style-type: none"> ○ Conflicts of Interest ○ Health and Safety ○ Equality • Election and recruitment of Directors 2020 • Additional ARAC member • Progress against Safeguarding Action Plan • Competitions – Team allocations • External Board Effectiveness Review
Strategy Day	12/03/2020	<i>Postponed due to Coronavirus pandemic</i>

Composition

The Board is made up of a maximum of 12 board members and comprises the Chair, Senior Independent Director, plus four Independent co-opted directors, elected by the Angling Trust Board and four Nominated Directors who are nominated by the membership. The Chief Executive Officer is the only employee of the organisation serving on the Board in an ex-officio capacity. All appointments to the Board are made on merit in line with the skills required by the Board.

The following persons served as Board members during the Reporting Period:

<u>Name</u>	<u>Role description</u>
George Stephenson	Chair
Mark Lloyd	CEO (stepped down June 2019)
Jamie Cook	CEO (appointed 27 January 2020)
Richard Vincent	SINED (stepped down June 2019)
Mark Summerfield	SINED from July 2019, Co-opted Director (Finance)
George Graham	Fish Legal Chair & Co-opted Director
Sarah Collins	Co-opted Director (Safeguarding and Child Protection)
Chris Mills	Co-opted Director (EA relationship) (stepped down March 2020)
Yvonne Webb	Co-opted Director (stepped down February 2020)
Pete Emery	Co-opted Director (appointed October 2019)
Jonathan Callcut	Co-opted Director (appointed March 2020)
Tim Macpherson	Nominated Director (Marine)
Nigel Haywood	Nominated Director (Political, Marine) (stepped down January 2020)
Peter Neale	Nominated Director (Governance)
Stephen Beverley	Nominated Director (elected November 2019)

Board and CEO Recruitment

Three Non-executive Board members were recruited during 2019/20. An extensive recruitment exercise attracted a significant number of candidates. Two candidates were appointed into Co-opted vacancies, and a further candidate was elected by the membership at the AGM into a vacant Nominated Director role.

After ten years of dedication in the role, the CEO, Mark Lloyd left the organisation in June 2019. Recruitment to the role identified a number of excellent candidates and in January of 2020, following a long notice period at his previous role, Jamie Cook joined as CEO. In the interim period, July 2019 to January 2020, Roland Caley, Chief Operating Officer, was appointed to the role of Acting CEO, in order to ensure the organisation continued to deliver on all aspects of the strategic objectives.

Board Evaluation

The Board had a Strategy Day planned for 12 March 2020, which was cancelled due to the Coronavirus outbreak. An external Board Effectiveness Review was commissioned in January 2020, interviews with all Board members are scheduled for May 2020. The May 2020 meeting of the Board will be observed as part of the evaluation process. The report and recommendations are expected in June 2020.

Remuneration

The non-executive directors are not remunerated for their services. Their time is offered freely on a voluntary basis. Reasonable travel expenses are reimbursed when supported by appropriate receipts.

Committees reporting to the Board

The Board has established the following Committees, which report directly to the Board. Each Committee has clear Terms of Reference which identify its responsibilities and any powers delegated to it by the Board

Audit and Risk Assurance Committee (ARAC)

Composition: ARAC comprises a mix of independent members of the Angling Trust Board and Fish Legal Committee, agreed by both bodies. At least one member of ARAC shall have recent and relevant financial experience and with competence in accounting and/or auditing. It is not necessary that the Senior Independent Director of Angling Trust be a member of ARAC. ARAC may from time to time co-opt other Board or FL Committee members to assist it in fulfilling its remit. The Chief Executive Officer of Angling Trust and Fish Legal shall attend ARAC meetings ex officio at the request of ARAC.

Role: Oversight of:

- Financial Reporting
- Internal Controls and Risk Management Systems
- Compliance, Whistleblowing and Fraud
- Internal Audit
- External Audit
- Commercial Activity

Delegated Powers: ARAC is an advisory oversight Committee and does not have executive powers. It has the power to make recommendations to the Board either in favour or against expenditure or other commitment by the organisation, by majority decision to assist the Board.

Meetings in the Reporting Period:

7 May 2019
12 August 2019
4 November 2019
3 February 2020

The following persons served on ARAC during the reporting period:

Richard Vincent (ARAC Chair) (stepped down June 2019)
Mark Summerfield (ARAC Chair from July 2019)
Peter Neale
Mike Heylin (Fish Legal Committee Member)
Tim Goode (Fish Legal Committee Member)

George Stephenson (Angling Trust Chair) – open invitation
George Graham (Fish Legal Chair) – open invitation

Mark Lloyd (Angling Trust/ Fish Legal CEO (to June 2019)) – in attendance
Jamie Cook (Angling Trust CEO/ Fish Legal CEO (from January 2020)) – in attendance

Roland Caley (Angling Trust, Chief Operating Officer (acting CEO July 2019 to January 2020) – in attendance

Nominations Committee

Composition: Chair, CEO, three Non-Executive Directors

Role: Leads process for Board appointments

Delegated Powers: Lead process for Board appointments on behalf of Board

Meetings in the Reporting Period:

9 May 2019

21 May 2019

8 July 2019

4 September 2019

The following persons served on the Nominations Committee during the reporting period:

George Stephenson

George Graham

Sarah Collins

Philip Chamberlain (Fish Legal Committee member)

Governance Committee

Composition: AT Chair, AT CEO, two Non-Executive Directors

Role: To keep under review the constitutional and other governance documents, including written policies and procedures, and Terms of Reference to ensure the efficient and effective governance of the Angling Trust Ltd, Fish Legal and ACA Trustee Co Ltd

Meetings in the Reporting Period:

10 July 2019

22 January 2020

The following persons served on the Governance Committee during the reporting period:

George Stephenson

George Graham

Peter Neale

Roland Caley

Angling Participation Advisory Committee (APAC)

Composition: Four appointed persons with appropriate expertise, including AT Head of Participation

Role: To ensure the Angling Trust (AT) fulfils the requirements of its funded contracts with the Environment Agency (EA) and Sport England (SE) as set out in the current AT Business Plan and to explore the potential for expanding the scope and scale of work to increase participation in angling.

Meetings in the Reporting Period:

28 May 2019
23 July 2019 - Cancelled
22 October 2019
18 February 2020

The following persons served on APAC during the reporting period:

Sarah Collins
Tim Macpherson
Keith Arthur
Clive Copeland
Peter Emery (from February 2020)

Strategy

The Board sets the strategy of the organisation. The Strategic and Business Plan for the period April 2019 to March 2020 was agreed at the Angling Trust Board meeting 20 February 2019.

The Board continually monitors progress against strategy and the agreed Strategic Objectives:

- Grow membership and fundraising income in all categories;
- To grow financial reserves to a minimum of six months operating costs;
- Support and represent the interests of the membership and the wider angling community;
- Protect and restore freshwater and marine stocks and the environments on which they depend;
- Increase participation in angling and reverse the decline in rod licence sales
- Continue the unification of angling and fisheries organisations in the UK
- Deliver an improved angling experience by working in partnership with the Environment Agency

Risk Management

The organisation has effective processes in place to track and report on existing and emerging risks which could affect the Organisation's ability to meet its Strategic Objectives and/or cause damage to the organisation or its stakeholders. The objective is to support better decision making and management of risk through a comprehensive understanding of risks and their likely impact. This fully detailed in the Risk Management Policy, approved by ARAC in November 2019 and subsequently adopted by the Board in November 2019

The Chief Executive is supported by the Senior Management Team to identify, review, monitor and report risks to ARAC and the Board.

Annual General Meeting

The members of the Angling Trust meet a minimum of once per year. The Company exercises the powers vested in it by the Articles of Association and pursuant to legislation. It is not able to override the powers of the Board but has reasonable rights to consultation and constructive challenge.

In the Reporting Period the Company met as follows:

Company Meeting Description	Date
Company Annual General Meeting	24 September 2019

Subscribing Member meeting

Subscriber members meet at least once each year, in accordance with the Angling Trust Rules of Subscriber Membership. Last year's Subscriber Meeting took place on 30 November 2019 at Barston Lakes. The meeting elected Stephen Beverley to be a nominated Director of the Angling Trust and confirmed the appointment of Peter Emery as a co-opted director.

Members who attended the meeting were invited to join others at a conference "Building a brighter future", including a presentation from Tom Sherwood of the Environment Agency and Adam Brown of Substance on the National Angling Strategy. Amy Crow, participation manager for British Triathlon, shared lessons from their sport. Workshops addressed: sea angling, volunteering and environmental campaigns.

Meeting description	Date
Subscriber member meeting	30 November 2019

CEO/Executive Team

The CEO is responsible for the operational implementation of the strategy and manages the senior management team.

Staff Survey

The Board acknowledges its duties to employees both under the Companies Act and the Code.

It conducted a Staff Survey in the Reporting Period. 50 members of staff participated in the survey. The results of the survey were reported to the Board and a resultant action plan to address the areas of concern was developed and is being monitored by the senior management team.

Governance Framework

The organisation is committed to the Code for Sports Governance and having achieved compliance with the Code in 2017 has put in place an ongoing governance development programme to ensure that it continues to develop its governance practices and procedures. An audit of the governance arrangements took place in October 2019. The report was issued in April 2020 and the organisation was found to be 'meeting standards'. An action plan will be developed to address the recommendations within the report.

Confirmation of ongoing compliance

The organisation has communicated openly with Sport England throughout the Reporting Period, and the Board has the view that the Angling Trust has maintained its status of compliant with the Code for Sports Governance.

Diversity

The Angling Trust is fully committed to the principles of equality of opportunity and to creating a diverse environment. We work with our members and partners to enable angling to be an accessible and inclusive sport that provides opportunities for enjoyment and achievement for all.

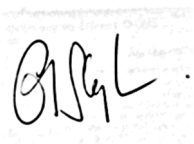
The Angling Trust has undertaken the following activity in the Reporting Period to increase diversity:

- Continued the Building Bridges initiative;
- Provided funding through the Angling Improvement Fund to support 16 angling clubs with infrastructure projects to improve access for anglers with long term pain, chronic illness and disability;
- Supported delivery programmes annually engaging 19,000 children and young people in angling participation, as part of the Lot 1 NASS contract delivery;
- Achieved a Level 2 rating for Child Protection and Safeguarding from the Child Protection in Sport Unit;
- Supported the “This Girl Can” Campaign in partnership with Sport England;
- BAME interventions are currently in development.

We continue to aspire to a position where a minimum of 30% of Board members are from each gender whilst working towards gender parity. Unfortunately one of our female Board Members had to step down due to other commitments, leaving us with only one female Board member. During the Reporting Period we advertised widely, including via the Perrett Laver portal and via Women on Boards, but despite getting high-quality applicants, none was female, disabled or from a BME background. Therefore, we are not currently achieving our targeted diversity on the Board but we are committed to continuing efforts to achieve the target and will continue to carry out targeted advertising and work with Perrett Laver again to support our next round of Director recruitment.

We are committed to increasing the diversity of staff, volunteers (including Board and committee members), participants and coaches and will carry out initiatives to encourage more women, people with disabilities and people from black and ethnic minorities to become more actively involved in all aspects of our activities.

Approved by the Board on 21 May 2020 and signed by the Chair on behalf of the Board.

A handwritten signature in black ink, appearing to read 'G. Stephenson', is written over a faint, circular stamp or watermark.

George Stephenson, Chair