

Minutes Board of Directors Meeting

Date Tuesday 16 April 2024

Time 10.30 am

Venue Sport and Recreation Alliance, 137-144 High Holborn, London WC1

Present

Chair Janet Beer (JB)

Directors Kenny Baillie (KB)
Rupinder Bains (RB)
Jack Baker (JB)
Katie Fawkner-Corbett (KF)
Dave Strain (DS)
Hamid Vaghefian (HV)
Lisa Wainwright (LW) Chief Executive
Caroline White (CW)

In attendance

Ricky Boardman (RBO), Head of Research and Development – item 6 only

Martin Lindsey (ML), Chief Operating Officer (COO)

Kate Lawrenson (KL), Company Secretary

1 OPENING REMARKS

The Chair welcomed everyone to the meeting, in particular RB who was attending her first Board meeting in the Alliance offices. The Board wished HV good luck in the London Marathon event to be held at the weekend.

2.1 APOLOGIES FOR ABSENCE

Apologies for absence had been received from Sally Dicketts (SD).

2.2 DECLARATIONS OF INTEREST

There were no declarations of pecuniary or non-pecuniary interest declared at the meeting although it was noted that both JB and HV were included in the current e-ballot process taking place for the current recruitment of Elected Directors.

3.1 MINUTES OF THE PREVIOUS MEETING

The minutes of the previous meeting held on 6 February 2024 were agreed and would be signed in due course as an accurate record of the meeting.

3.2 MATTERS ARISING

The Board received and noted the summary paper which outlined the progress taken on the matters arising and actions from the previous meeting, all of which were either completed or ongoing.

4 CHAIR'S REPORT

The Chair reported that yet again, the proposed meeting between the Chairs and CEOs of the Alliance and Sport England (SE), originally set for 20 November and rescheduled for 24 April 2024

had been postponed and rescheduled for the beginning of June; SE Chair's diary was constantly changing and it was hoped the June meeting would proceed.

The regular catch-up meetings with the CEO continued and the Chair, together with the CEO and JB had attended the Community Sport and Recreation Awards (CSRAs) on 8 March held at Headingley Stadium. This had been a well-attended event with the most media attention seen by the Alliance no doubt because both TRH the Duke and Duchess of Edinburgh were in attendance and the emotional speech presented to HRH by the Duchess. Additional information regarding the media coverage was provided in the CEO update.

In addition, the Chair had presided over two meetings of the Nominations Committee convened to discuss the shortlisting and interviews for the Elected Directors 2024.

5 CEO UPDATE

The Board received the CEO report (previously circulated) which outlined the work undertaken by the organisation since the December Board meeting. LW highlighted the following points:

- The update on the membership review would be presented at the July Board meeting, including the proposed recommendations on any changes to be made.
- Thanks were given to JB for his support as Chair of the Awards Panel; the success of the CSRAs was due in part to the Panel reviewing the huge number of applications received for the awards and the incredible stories of all the clubs shortlisted.
- Breast Cancer Now (BCN) had appointed a new Chief Executive due to start in the summer; progress on this work would therefore be delayed until later in the year.
- The Alliance had responded to consultation regarding PRS for Music which affected several members as well as the recent consultation on proposed restrictions on the sale, ownership and use of crossbows. This would potentially impact those who use crossbows in a sport and recreation setting.
- Finally, the CEO drew attention to the proposed date for a super APPG to be held on 7 May 2024 after the usual APPG for Sport meeting. The intention would be for all the sporting APPGs to get together at this meeting and LW would check that the 'recreational' APPGs had also been invited. CW advised that there were quite a few of the recreational/outdoor APPGs to be considered. **ACTION: Chief Executive**

The Board thanked LW for her report and questioned whether the Alliance had the necessary resources available to assist where stated under the Research and Development areas of work eg mapping Watford FC's current financial position and producing a one-year funding strategy. The CEO confirmed that in some instances the Alliance would draw on a technical consultant to provide the services to help the Team and they had recently made two new appointments.

The first EDI Roundtable would take place on 30 April and there were approx. 30 delegates signed up to attend. The CEO confirmed that Board members were welcome to attend and could sign up via this [link](#).

6 ALLIANCE MANIFESTO

The Board welcomed RBO to the meeting who provided a presentation on the manifesto research insights undertaken with the membership. An executive summary had been circulated to the Board for information and RBO expanded on how the consultation had been undertaken and what the outcomes were. The full report was available and would be circulated to the Board for information. **ACTION: Company Secretary**

The Board congratulated RBO on the body of evidence that had been collated and it was noted that any report/manifesto would need to be presented through a difference 'lense' for government. The Board asked how the information would be used moving forward as it was too important to lose.

The website was in the process of being updated and the Team would look to prepare briefing notes on areas of the research to upload for information. The CEO reported that there was also information that would inform the work on the new strategy and help to identify those areas the Alliance would include for the next five-year period. The Alliance could not cover it all but could look to include those areas that were unique to the organisation.

CW was reassured that the Alliance would continue to have the appropriate research to back its policy work. However, she would be more interested to know how the evidence could be used to prove the investment of funding into sport and recreation. RBO reminded the Board that this evidence was available due to the previous research undertaken to make the UK the most active nation in Europe. The UK had been identified as joint 11th out of those countries identified in the research [Finland was first]. Since that research had been carried out, the UK had slipped to bottom of the list.

RG agreed that the prevention work of sport and recreation was well known but the devolution of funding, particularly at local government level, was key. Local authorities were desperate for funding and local sport facilities were the first to have their funding cut.

KF wanted to know where this manifesto would be placed and where it stood compared to others' research such as Think Tank's 100 ideas. The Board agreed it would fit best within the health and wellbeing areas. The Board discussed whether physical activity was better now post-pandemic for younger/older groups and whether everything was being measured. It was felt that areas of activity not formalised/structured were being lost post pandemic.

The information regarding loss of funding from 2010 to 2020 for sport was an impact to see and JB wondered how this compared against the Arts/other DCMS sectors. RBO informed the Board that this information was being checked by Sheffield Hallam University. The Board would be keen how this information could be transferred to cut through all the different noises near to the General Election and the CEO confirmed that there was a full campaign behind this work. Part of this would be the APPG on 7 May as previously mentioned and with the support of the National Sector Partners Group (NSPG).

The Board thanked RBO for his excellent presentation and would look forward to reading the full report in the next few days. [RBO left the meeting]

7 PROPOSED BUDGET 2024-2025 AND 2024-2025 OPERATIONAL PLAN

The Board received the draft budget 2024-25 which had been discussed and recommended by the Finance and Audit Committee for approval.

ML drew attention to the income and expenditure items listed. On the staffing costs, the exceptional cost to cover the sickness absence of the Research & Data Officer was provided outside of the main operational budget and it was requested that contingency be provided to cover the projected deficit (£27k) caused by this from reserves. The Board noted this requirement and that the operational budget contained £30k contingency and the salary cost for the Research & Data Officer was provided for the full year at this stage.

DS confirmed that the Finance and Audit Committee had a robust discussion and challenged both ML and Dirk George, Finance Manager, on some of the detail contained in the draft budget. The Committee had a high degree of confidence that the budget could be achieved and the contingencies were reasonable.

The 4% increase on membership fees was based on inflation.

Details of the 2024-25 operational plan had also been provided with the draft budget. The Board noted the contents and commented that a lot of work had been identified for Q4.

The Board approved the 2024-25 budget, including the increases to membership fees.

8 MANAGEMENT ACCOUNTS FOR THE PERIOD ENDED 29 FEBRUARY 2024

The February 2024 management accounts indicated a surplus of £8k before Notional Pension Service charges against a year-to-date (YTD) budgeted surplus of £21k.

The full reforecast of the budget was undertaken in December and the expected position at the end of the year was a surplus of £3.4k compared to a budgeted break-even position. ML advised that the position remained on track and DS confirmed that the Finance and Audit Committee had also discussed this at their meeting in March. The Board noted the current position.

9 ALLIANCE RISK REGISTER

The Board was reminded that the Risk Register was maintained by the SMT and was linked to the strategy and operational plan. All strategic risks and any other risk with a residual score of 15 or greater were highlighted to the Board at each meeting; it was noted:

- There were currently no strategic risks on the risk register (or the IWG risk register) rated as 15 or greater after mitigation measures had been applied.
- There were no other risks that had a score of 15 or greater after mitigation measures had been applied.
- There had been no strategic risks that had increased in score since the last full review in December.
- There had been no strategic risks that had reduced in score since the last review.

Whilst not significantly high the current highest rated (residual score of 6/25) strategic risks on our risk register were as follows:

- The Alliance was not respected as experts in the field for key strategic objectives, in particular EDI and Sustainability.
- Lack of capacity and/or capability within the organisation impacts the ability to service members effectively and deliver the strategic objectives.

ML reported that Lisa O'Keefe, IWG Secretary General, had attended the Finance and Audit Committee meeting to report on the IWG Conference and finances and had provided the full IWG risk register [previously provided]. Although the IWG risks were not currently registering a risk at the Alliance's threshold, following a brief discussion it was agreed that ML would add the items to the Alliance risk register. This was not a reflection on how well the IWG was working but a recognition that there was both a financial and reputational risk to the Alliance which should be reflected accordingly in the Alliance's risk register. **ACTION: ML**

KB reported on his attendance at the previous IWG Corporate Partnership's meeting. There had been three levels identified for the conference and the need for a sales team to sell tickets. He felt the conference costs would be more than those calculated and would therefore require additional commercial income to cover the costs. He had no doubt that it would be a successful conference but financial success would take a huge amount of work.

The Chief Executive had confidence in the IWG planning team and what they would like to achieve for the conference. She was not sure who would be employed regarding the sales team and of course everyone would prefer more than the basic conference concept; the conference team would

require more experience to succeed. The October Board meeting would be key to approve the conference costs and key milestones for the IWG.

The Board noted the current position regarding the Register.

10 BOARD RECRUITMENT 2024

The Board received and noted the paper which outlined the progress for the Elected Directors 2024. The e-ballot had commenced this week and would close at noon on 3 May 2024. There were five candidates in the ballot, including both JB and HV.

11 COMPLIANCE WITH THE REVISED CODE FOR SPORTS GOVERNANCE

KL referred to the paper on the Alliance's current compliance with the revised Code for Sports Governance which was currently assessed as meeting four out of seven of the new/revised requirements of the code with an agreed action plan in place to meet the remaining three requirements over the coming months.

One of the requirements of the new code was for the Board to appoint a Board Welfare and Safety lead. CW was appointed to this role at the meeting and the new Chair of the Remuneration and Staffing Committee (or a Board Member who was a member of the Remuneration and Staffing Committee) would take on this role when CW's term of office ended at the Annual General Meeting this year. KL would revise the Role Description accordingly. **ACTION: Company Secretary**

12 FINANCE AND AUDIT COMMITTEE MEETING 26 MARCH 2024

As previously mentioned, the Committee discussed the IWG Conference costs for most of the meeting held in March, and the key milestones that should be discussed by the main Board. Other items included the draft Budget and investments and the Committee would look for a new member when a current member completed their term of office later in the year. The Auditors would attend the next meeting in July. The minutes of the meeting would be circulated to the Board for information in due course. **ACTION: Company Secretary**

13 IWG STEERING COMMITTEE MEETING 26 MARCH 2024

The minutes of the meeting held on 26 March were not yet available and would be circulated to the Board in due course.

KF reported that the positives from the meeting were that both the Chair and General Secretary continued to build relationships both domestic and internationally. The Anita White Fund and Cathy Sweet Fund had received many applications for funding.

On the not-so-positive side, there had not been as many signatories to the Declaration as expected and KF did not have the clarity she required as to the outcomes on the conference.

RB advised that she had been unable to attend the March meeting but had a conversation with Annamarie Phelps, Chair.

The Chief Executive commented that the conference consultant was a great hire and was providing very good information to help the IWG Secretariat. However, the Secretariat was not very good at promoting the work that it had undertaken and sharing that news. She was aware that the Book on the IWG 30-year history had been written and was now available, this was part of the Pearl Anniversary celebrations – the actual event to take place on 10 December 2024. Deloitte and #ThisGirlCan would also launch another part of their separate campaigns in December to tie into this work. (Confidential)

In addition, the Accelerator Programme had been extended for another year which could only be for the benefit of those NGBs on that programme.

14 INSIGHT EXCHANGE

The Board discussed and exchanged the following information:

JB asked if the Labour Society for Sport had invited the Alliance to their upcoming dinner. The Chief Executive advised that tickets had been offered but at this stage the Alliance was not planning to attend (although this may change).

It was noted that Sport England's sustainability plan would be launched soon.

15 ANY OTHER BUSINESS

There were no items of other business discussed.

16 DATE OF NEXT MEETING

The date of the next scheduled meeting was confirmed as 10.30 am on Thursday 18 July 2024.

The Board would next meet at the dinner arranged at the Athenaeum Club on 14 May 2024, following the Remuneration and Staffing Committee.

The meeting concluded at 12.45pm.