

Minutes Board of Directors Meeting

Date Tuesday 5 November 2024

Time 10.30 am

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

Present

Chair Janet Beer (JB)

Directors Rupinder Bains (RB)
Jack Baker (JB)
Sally Dicketts (SD).
Katie Fawkner-Corbett (KF)
Richard Gray (RG)
Ruth Hall (RH)
Alex Jordan (AJ)
Dave Strain (DS) via Teams
Lisa Wainwright (LW) Chief Executive

In attendance

Cameron Yorston (CY), Director of Communications, Partnerships and Member Engagement – item 5 only

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

1.1 OPENING REMARKS

The Chair welcomed everyone to the meeting, in particular RH and AJ who were attending their first meeting as new Directors following the 2024 Annual General Meeting (AGM). Caroline White had retired at the AGM having completed her two terms on the Board and SD had been elected the new Senior Independent Director as per Article 20 – *Decisions without a Meeting*.

1.2 APOLOGIES FOR ABSENCE

Apologies for absence had been received from Kenny Baillie (KB) and Hamid Vaghefian (HV).

1.3 DECLARATIONS OF INTEREST

There were no declarations of pecuniary or non-pecuniary interest declared at the meeting. RH did confirm that she was a member of the NGB CEO Forum which was discussed during agenda item 5.

2.1 MINUTES OF THE PREVIOUS MEETING

The minutes of the previous meeting held on 18 July 2024 were agreed and would be signed in due course as an accurate record of the meeting.

2.2 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.

3 CHAIR'S REPORT

The Chair referred to the recent correspondence with Sport England, copies of which had been circulated to the Board in confidence for reference. The Chair had written to Tim Hollingsworth in reply to his letter received in June 2024, ahead of the in-person meeting scheduled for 14 November 2024. The Board will be updated following the meeting.

The Chair referred to the AGM on 15 October and the Board agreed it had been an excellent event and venue. The CEO agreed that the Team had worked hard to ensure the sport venue chosen could provide a great member experience on the day and the Board agreed that this was achieved.

Business items undertaken included

- Chair's action to agree membership for both the British Dancesport Association and Medau Teachers Association.
- Attended a meeting with the Chair of IWG Annamarie Phelps and Secretary General Lisa O'Keefe together with LW on 2 September. Discussed a lot of items and shared the Board's thoughts and concerns as discussed at the meetings.
- Attended a Together Coalition Steering Group meeting with Angela Rippon CBE as part of the Let's Dance campaign.
- Maintained regular meetings with the Chief Executive.

4 CEO UPDATE

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

- Working with Angela Rippon CBE on a new campaign, Let's Dance to be launched in March 2025. The Together Coalition will be leading on the campaign and supported by the Alliance through the Movement and Dance Division. Was not included in the operational plan but too good an opportunity to pass on.
- 90th Anniversary Celebrations – highlighted the plans around the year's celebrations.
- NSPG – new MPs to get to know and a new APPG in place.
- Martyn's Law – the Alliance spoke at the Select Committee.
- Reconomics – the report will be reviewed.

The Board thanked the CEO for her report.

JB was pleased that the Alliance spoke at the Select Committee on behalf of the membership and on Martyn's Law as this would have an impact on the sector. He had noticed more comms being shared to show the value of the Alliance which was an improvement and wondered what the NSPG's position would be following the budget and the next Spending Review.

LW informed the Board that the Senior Management Team (SMT) would meet to discuss these issues later in the day and shared some of the thoughts on the expected work plan. The NSPG meeting on 8 November would discuss its meeting with DCMS on 18 November and follow up on the budget.

LW thought that the Alliance should consider a piece of work on the National Insurance increase, and what it meant for the membership. SMT would review the budget outcomes and spending review as a whole, and look at how it could affect the membership. The Board agreed it would be worthwhile to hold another workshop for the members on how to work and liaise with their local MPs. The last one was over two years ago and LW would like the Alliance to work closer with members' comms teams. **ACTION: CY to take forward**

DS pointed out that the Alliance should make it clear what the work on Martyn's Law had meant for the membership – what would have happened if the Alliance had not been involved and ensure they were aware of this outcome. The Chair agreed that it was important that the Alliance did take stock of its achievements and took credit when due, even though that might feel uncomfortable.

LW agreed that the policy work was fast moving and the Team would be looking at the next area of work. LW would look to review the comms and ensure the results could be shared with the membership in a better format and in addition to the monthly policy update.

ACTION: LW/CY

5 MEMBERSHIP REVIEW

The Board welcomed CY to the meeting who would present the recommendations and key findings from the membership review. A copy of the presentation would be circulated with the minutes of this meeting.

CY explained that the objective of the review was to ensure the Alliance remained sustainable and well-placed to meet current and future member needs through the delivery of relevant products and services.

This review was taking place at a time when the following issues were dominant:

General Election: Opportunity to engage a new Government
Challenging economic environment for members and commercial partners

Crowded operating and policy environment, including:

UK Sport's System Master Planning

Sport England and others providing similar products and services

NGB CEO Forum looking to engage Government and undertake advocacy [RH shared that she was a member of the Forum as CEO of Archery GB].

CY outlined the presentation, with information around the key themes of who, what and how regarding the data collected.

The 'retail offer' – i.e. the breadth of products and services the Alliance provided - was broadly right and should be continued. The distribution of the offer was also broadly right, albeit with Movement and Dance currently over-served.

But if it was agreed NGBs / sports were the Alliance's USP and/or the priority, the Alliance would need to invest more time and focus into them and there was a need to develop more sophisticated policy and advocacy products and services.

CY raised two points that there was a sense that Divisions were working satisfactorily (perhaps with the exception of Games and Sports, which was a bit unwieldy) – Divisions were a means of convening like-minded organisations together and discussing relevant issues - although there was an appetite for thinking about how a restructure could drive more issue-specific work or outputs and with more targeted groups of members or people – chiefly an idea of establishing Working Groups within Divisions.

CONCLUSION:

- Recast the Divisional structures into three...
'Sport', 'Outdoor and Recreation', 'Movement and Dance'

This could help prioritise what the Alliance did for and through a smaller number of more focused Divisions.

And then look to create a 4th 'Division' of System Partners (or Associates).

In this way the Alliance could maintain its breadth, especially for those members that currently were content with a lower level of servicing... this could include SfDC, YST, International Federations.

- The Alliance should adopt a more collaborative, communicative, member-led and output focused style of working including:

Establishing Member and Alliance specialised/targeted 'working groups' within Divisional structures.

In this way, the (new) Divisional structures could discuss and agree priority issues and – at appropriate points through the year – bring members together to discuss issues and update on progress.

But the outputs of the Division – and the real work to demonstrate and be judged on – would be done through smaller, more specialist and targeted working groups.

Alongside this - as and where appropriate – the Alliance could seek to run overarching campaigns (e.g. aiming at next spring's multi-year Spending Review), which sought to advocate for the members – and the sport and recreation sector – writ large, so all of the members could see themselves and, therefore, value in it.

And alongside this the Alliance should provide additional products to help improve comms and stakeholder engagement and management, including things like a Member Manual to set out what the Alliance did (and, crucially, what it did not do) and explain how members could get the most from their membership.

Strategy and timing and implementation...

CY outlined that the Board Strategy meeting on 10 December would include a further discussion on more detail, and how to implement and when, including working with the membership. The Board will discuss the Alliance's new strategy and the discussion will form part of that debate.

The Chair thanked CY for his report. Her two quick points was that the working groups should be task based and time limited otherwise people/members would think they were on there forever. There should also be a stronger sense of the uniqueness of the Alliance and what it brought to the sector and why members should join the organisation; this was not clear from the presentation.

The Board thanked CY for his report which was excellent and provided a lot of information. They looked forward to the next discussion on 10 December.

6 GROUP MANAGEMENT ACCOUNTS FOR THE PERIOD ENDED 30 SEPTEMBER 2024
The September 2024 management accounts indicated a surplus of £42k before Notional Pension Service and Exceptional Staff Cost charged against a Year-to-Date budgeted surplus of £40k.

ML confirmed that there was nothing of concern to highlight at this point although the biggest risk remained the loss of income following the moving of Commonwealth Games England from Holborn Tower which would be approximately £35k this financial year and a total of £70k for a full year if this lease was not replaced. The SMT was doing all it could to find alternative sources of income.

The budget reforecast would be undertaken this month with SMT and presented to the Board at the next meeting.

7 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. This was discussed in full by the Finance and Audit Committee at their last meeting in September. All strategic risks and any other risk with a residual score of 15 or greater were highlighted to the Board at each meeting and the IWG risks were included in the Alliance register, it was noted:

- There are currently no strategic risks on the risk register rated as 15 or greater after mitigation measures have been applied.
- There is one other risk (financial) on the risk register that is rated as 15 or greater after mitigation measures have been applied:

Commonwealth Games England may no longer require or be able to afford their office space in Holborn Tower due to the withdrawal of hosting of the 2026 Commonwealth Games by Victoria state (residual score of 15).

As reported, Commonwealth Games England served notice for their underlease at Holborn Tower; and moved out on 24 September 2024.

- There have been no strategic risks that have increased in score since the last review in July 2024.
- There have been no strategic risks that have reduced in score since the last review in July 2024.
- There have been no new strategic risks added to the risk register and no strategic risks have been made inactive since the last review in July 2024.

The SMT will review the risks before the next Board meeting including all IWG risks. The Board noted the paper.

8 GOVERNANCE

ML highlighted the paper which presented the Board's current roles and responsibilities and where there was a current vacancy following the retirement of previous Directors at the 2024 AGM. This was also an opportunity for Directors to change any of their current roles should they wish to do so and the Board was asked to inform the Chair of any proposals. *[none presented]*

RH was confirmed as the new chair of the Remuneration and Staffing Committee a role which would also include the Board Lead on Welfare and Safety Issues.

The Board noted that the skills audit would be circulated in December for completion ahead of the Board Recruitment process for 2025.

[The new list of Board roles and responsibilities is attached to these minutes at Annex A]

9 ANNUAL REVIEW OF DELEGATED AUTHORITIES

The Finance and Audit Committee reviewed the annual delegated authority policy on 24 September 2024 and approved it for recommendation to the Board. There were no changes to the policy proposed for this year and the Board agreed with that recommendation.

ML reported that in the revised version of A Code for Sports Governance it had set out that "*The Board shall be responsible for ensuring that it and the organisation's staff have the relevant competence and qualifications in financial matters*". There was therefore a requirement to evidence how the Board had ensured the Alliance had the financial competencies it needed among the Board and staff or had access to appropriate financial expertise.

The current Financial Competences and Qualification requirements and status against these were outlined in the paper. It was recommended that in future years this review was undertaken annually alongside the setting/approval of the annual operational plan for each year of the Alliance's new strategy from April 2025, to ensure that future obligations were met.

The Board approved the current set of financial competencies and requirements, confirming that these were being met, and that the Board, its Committees and the organisation's staff had the relevant competence and qualifications in financial matters to meet the Alliance's needs. The Board also confirmed the proposed way forward. **ACTION: ML/KL**

10 REMUNERATION AND STAFFING COMMITTEE

The Board received for information the minutes of the additional meeting held on 17 September 2024 which had been convened to consider enhanced sickness pay. The Board noted the contents accordingly and agreed the process adopted.

11 IWG STEERING COMMITTEE

The minutes of the meeting held on 17 September 2024 had been circulated for information. KF reported that there were discussions at the meeting regarding oversight and progress of the different sub-groups. The Alliance was waiting to see the outcomes from the workshop held at the end of September.

There was some positive news regarding the Global Summit which was confidential and Fuse had been appointed as commercial agents; LW would speak with Lisa O'Keefe on her return and Annamarie Phelps would attend the next Board meeting. **ACTION: LW**

12 FINANCE AND AUDIT COMMITTEE

The draft minutes of the meeting held on 24 September 2024 had been provided for information. DS highlighted that a new Committee member had started and would meet with Board members following the meeting. The impact of the loss of CGE was of concern and the rise of National Insurance would impact the budget from April 2025. The investment/cash position had been reviewed and how the Alliance could make more income but the main risks discussed remained that of IWG and the conference's key milestones where the Board could influence cost and risks and the Sport England negotiations. The IWG risks and cost discussion would need to be an agenda item for discussion at the next Board meeting. **ACTION: LW/ML**

13 INSIGHT EXCHANGE

The Chair explained how this agenda item was an opportunity for intelligence/insight exchange of information by Board members that might assist with existing or future work programmes for the Alliance. Not all discussion was minuted but points discussed included:

- Some of the Active Partnerships were waiting on their delayed funding decisions and using their reserves in the interim.
- Discussion around price points within the spending review and whether sport and recreation were now being considered 'too expensive or luxury' items. Were gym memberships being renewed? LW reported that the NGB 'state of play' report would be considered for re-commission with up-to-date information.
- Capital spending in the next financial year, on facilities: no investment for school facilities announced.
- The curriculum review and increased PE provision.
- LTA looking at working with local communities and would share their plans at a later date with the Board.

14 DATE OF NEXT BOARD MEETING

The next scheduled business Board meeting would be held at 10.30 am on Tuesday 21 January 2025.

The additional Board Strategy Meeting would be held on Tuesday 10 December 2024. It was proposed that this be a shorter meeting held in the afternoon as the 30th IWG Anniversary Event would take place at the Guildhall later that evening and invitations to Board would be forthcoming.

The meeting concluded at 12.50 pm.

Annex A

Board Roles and Responsibilities – as at November 2024

Board Role	Director
Senior Independent Director	Sally Dicketts
Director with responsibility for issues of finance [including Chair of Finance and Audit Committee]	Dave Strain
Director with responsibility for issues of remuneration and staffing Board Lead on Welfare and Safety Issues [including Chair of Remuneration & Staffing Panel]	Ruth Hall
Director with responsibility for income generation activities [including Chair of Income Generation Working Group]	Kenny Baillie
Director with Board lead on the IWG work [including being a member on the IWG UK Steering Committee]	Katie Fawkner-Corbett
Director to lead on Governance	Richard Gray
Director/Point of Contact re: Diversity and Equality Issues [including Chair of EDI Committee]	Hamid Vaghefian
Director/Point of Contact re: Children and Young People/Safeguarding	Lisa Wainwright
Chair of Awards Panel	Jack Baker
Members of Nominations Committee <ul style="list-style-type: none"> • Chair • SID • One more Appointed Director 	Janet Beer Sally Dicketts Dave Strain Vicky Williams, LTA [from Dec 2024]
Members of Finance and Audit Committee	Dave Strain - Chair Kenny Baillie Joelie Chisholm [Member Representative Archery GB] Vacancy - [Independent Member]
Members of Remuneration and Staffing Committee	Ruth Hall – Chair Dave Strain

	Vicky Williams, LTA [Membership Representative] up to Dec 2024 Victoria Parsons [Independent Member] Jon Massie [Independent Member]
Members of EDI Committee	Hamid Vaghefian – Chair Lisa Wainwright Adam Blaze, Activity Alliance Charles Edward Lord JP OBE Charlotte Lloyd
Members of Income Generation Working Group <i>[Reports to Finance and Audit Committee]</i>	Kenny Ballie – Chair Lisa Wainwright Jack Baker Jenny Mitton, Sports Marketing Cat Hawkins, Think Sponsorship
Members of IWG UK Steering Committee <i>[sub-committee of the Alliance Board]</i>	Annamarie Phelps CBE OLY Lisa Wainwright Rupinder Bains Katie Fawkner-Corbett Esther Britten, UK Sport Ali Donnelly, Sport England Mel Bound, Independent Member Jessica Williams, Independent Member Tanya Joseph, Independent Member Clare Barrell, Independent Member
Members of Awards Panel <i>[This Panel subject to annual changes]</i>	Jack Baker – Chair Lisa Wainwright Brigid Simmonds, Vice President Philip Brownlie, Major Spectator Sports Divisional Chair Simon McGrath, Outdoor Pursuits Divisional Chair Jon Holmes – Sports Media
Members of National Honours Panel <ul style="list-style-type: none"> • Chair • SID • Chief Executive • Chair of Awards Panel 	Janet Beer Sally Dicketts Lisa Wainwright Jack Baker
Directors of Sport and Recreation Ventures Ltd <i>[because of their chair of Finance and IG roles]</i>	Lisa Wainwright Dave Strain Kenny Baillie