

## Minutes Board of Directors Meeting

**Date** Tuesday 6 February 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) via Teams  
Jack Baker (JB)  
Katie Fawkner-Corbett (KF)  
Dave Strain (DS)  
Hamid Vaghefian (HV) via Teams  
Lisa Wainwright (LW) Chief Executive  
Caroline White (CW)

### Guests

Michelle Roycroft (MR), Director, Help Me Angela – Item 1 only

Vicky Williams, People Director, Lawn Tennis Association – item 1 only

### In attendance

Cameron Yorston (CY), Director of Communications, Partnerships and Member Services – item 6 only

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

Kate Lawrenson (KL), Company Secretary

### 1 PRESENTATION

The Chair welcomed everyone to the meeting and introduced Michelle Roycroft (MR), Director, Help Me Angela. The Chief Executive explained that MR had been invited to present to the Board as the Alliance had recently contracted to help the organisation and speak with key members as part of HMA's commercial growth strategy.

MR, who used to be a detective in the Met before retirement, explained how she had worked on the safety App initially from a safety and security aspect before being more involved and becoming a Director of the company. The App itself looked after the personal safety of the individual and its mission was "To create a personal safety community to help people be safer."

MR provided a live demonstration of the App and a copy of the presentation would be circulated with the minutes. It was usual that an organisation would purchase the product and make the App available for staff or members and the CEO confirmed that the Alliance had purchased it as a staff benefit.

The Chair thanked MR for her presentation and would provide details for university contacts and Women's Running podcast that she felt would be interested in the App. **ACTION: Chair**

LW advised that the Alliance had prepared a demographic breakdown of the membership and MR had met with British Gymnastics and Swim England. A further meeting would be held with England Netball. However, it was clear that there were other connections from within the Board and it was her ambition to obtain scale of take up/use from the membership before approaching the Government to consider ownership and enrolment, making it free for all.

#### 2.1 APOLOGIES FOR ABSENCE

Apologies for absence had been received from Sally Dicketts (SD) and Richard Gray (RG).

#### 2.2 DECLARATIONS OF INTEREST

There were no declarations of pecuniary or non-pecuniary interest declared at the meeting.

#### 3.1 MINUTES OF THE PREVIOUS MEETING

The minutes of the previous meeting held on 12 December 2023 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.

Outstanding issues from the discussion on IWG were raised. The key milestones to come to the Board meeting had not been included on the matters arising paper and would now be included. It was agreed that these remained outstanding regardless of the report received from AMP. In addition a communications plan and a copy of the presentation received at the December IWG Steering Committee meeting would go some way to alleviating any concerns the Board might still have regarding the 2026 conference. **ACTION: Company Secretary**

The lateness of the IWG Steering Committee minutes being received by the Board was also mentioned. The CEO would ask AMP for a copy of the presentation and the Comms Policy, however she felt that some of the concerns were with the Steering Committee which was an Alliance Board sub-committee and should be addressed at that level. **ACTION: Chief Executive**

The Chair agreed and it was resolved that, due to time restraints, the Chair step down as a member of the IWG Steering Committee and another Board member attend in her place. The new member would be discussed further by the Chair and the CEO. **ACTION: Chair/CEO**

The Board also discussed the requirement to update the Alliance Risk Register to reflect the 2026 Conference risks. ML confirmed that the Finance and Audit Committee would discuss the updated IWG Risk Register at the end of March, after which the Alliance Risk Register would be updated accordingly. He acknowledged the concerns of the Board regarding these risks. **ACTION: COO**

#### 4 ALLIANCE MEMBERSHIP REVIEW

The Board welcomed Cameron Yorston (CY) to the meeting who referred to his [previously circulated] paper on the outline of the new Alliance membership review to be conducted.

The original review had been paused following a change in resources and staff but CY felt it was a good time to kickstart the process with the risks and opportunities facing the sector with a challenging economic environment, autumn General Election and UK Sport's plans for changes to funding and services to the Olympic and Paralympic sports among others.

There would be three phases to the review of research, consultation and enactment. Recommendations would be presented to the Board in Q2 of the next financial year.

The Board thanked CY for his paper and made the following points:

- The review would need boundaries and CW recommended that all system partners be identified for recreation as well as sport ie the Department for the Environment, Food and Rural Affairs (Defra).
- Do not underestimate the opportunity/power of networking.
- The Chair agreed that 'soft power' was difficult to quantify for KPIs but key for the Alliance where it was one of its main strengths.
- Manage member expectations, what will be announced regarding the review and when.

CY agreed that the communications regarding the review would be important and it would be developed alongside the work on the Alliance's Manifesto and soft intelligence gathering. JB reminded CY of NGB funding cycles and Q2 would hold the General Election.

The Board was reminded that the Alliance launched the ambition in September at the Annual General Meeting to make the UK the most active nation in Europe. Since that time the Team had gathered information from the membership via the Divisions to develop the Manifesto, and the most current edition would be discussed at the February meetings. The document would contain high level statements which the Board agreed would make sense as it would be relevant to more members. The launch of the Alliance's Manifesto would be in April and would complement those submitted by members of the NSPG. The CEO confirmed that there was considerable research available to support the work within the Manifesto and available on request and the Executive Summary would be circulated to the Board in due course.

## 5 CHAIR'S REPORT

It had been six weeks since the previous Board meeting and during that time, the Chair confirmed that the proposed meeting between the Chairs and CEOs of the Alliance and Sport England, set for 20 November, had been rescheduled for 24 April 2024.

Chair's approval, on behalf of the Board, had been given for two new Associate members, as mentioned in the CEO report, for Sports Officials UK and Play Innovation.

The regular catch-up meetings with the CEO continued since the December Board meeting and there was a briefing session in the diary for the CSRAs which would take place on 8 March at Headingley Stadium. JB, as chair of the Awards Panel, had confirmed his attendance and the Chair confirmed there was no pressure for others to attend as she was aware of the distance involved. Vice Presidents had also been invited and Robert Pettigrew MBE had taken up the invitation.

## 6 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 where the Alliance was working closely with members:

- The second phase of the Alliance's work on concussion guidelines for grassroots sport had been completed and would be published imminently together with FAQs.
- The Research and Development Team was continuing a number of projects supporting the membership – Boccia England, BUCS and RYA. They had also been appointed by the RYA and EMD UK to deliver research and insight support on a 'retained' basis over the next 12 months. The Governance Team had also conducted a number of board evaluations and bespoke board training.
- The Alliance had again received a record number of applications for the CSRA awards and the winners for each category had been selected.

The Board thanked LW for her report and questioned the number of members indicated as 258 and 98% retention. The CEO explained that not all members had an April renewal date and it was

only these 258 that had been invoiced which were referred to in the paper. Members now had a 12-month membership period from the date their membership was approved. 258 was not the total number of members, which currently stood at 282. ML confirmed that the Finance Manager was liaising with the Membership Team to verify membership payment and ensure the financial numbers matched those with membership.

#### 7 MANAGEMENT ACCOUNTS FOR THE PERIOD ENDED 30 NOVEMBER 2023

The November management accounts indicated a surplus of £46k before Notional Pension Service charges against a year-to-date (YTD) budgeted surplus of £40k.

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. Sponsorship income remained a risk for the CSRAs and the Alliance had yet to receive confirmation of the Business Rates reduction. In addition, membership income might be slightly lower (by £2-3k) than the December forecast. The contingency included in the December reforecast remained adequate to cover these eventualities.

#### 8 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 had been no strategic risks that had increased in score since the last full review in December.
- There were currently no strategic risks on the 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.

CW referred to the discussion held at the earlier RemCom meeting regarding the continuation of increasing staff salaries without the corresponding year-on-year increase in contractual funding from Sport England. Without any real growth in commercial/other income there was a concern that the Alliance might be storing up a future situation that could warrant using the organisation's financial reserves.

The Chair thanked CW and DS for their discussion at RemCom and for highlighting the point to the Board. The Board should not be taken by surprise regarding its funding position, and the CEO reminded the meeting that this was why they were meeting with the Chair and CEO of Sport England – initial informal discussions to highlight this funding position. Sport England funded the core activities of the Alliance and a discussion on the additionalities was required; formal funding discussions would commence in 2025.

The Board noted the current position regarding the Register and other than the earlier IWG Conference discussion, had no additional comments to make.

#### 9 REMUNERATION AND STAFFING COMMITTEE

CW reported on the Committee meeting held earlier that morning and advised the following two points.

The monthly pulse survey had indicated almost an 80% average satisfaction (with a 75% response rate) in Q3 which had been a further increase on the previous Quarter. The Committee was very pleased with the continuing increase in results with every question showing an increase on last year's average figures. A copy of the report would be circulated to the Board for information.

**ACTION: Company Secretary**

The Chair reminded the Board that the next Committee meeting would be CW's last meeting as she would retire from the Alliance at the AGM.

#### 10 BOARD RECRUITMENT 2024

The Board received a paper (previously circulated) which confirmed those skills highlighted from the results of the recent Board skills audit. They were:

- Digital Technology
- Sustainability

In addition, the Board remained low on the skills of Commercial/Corporate and it was confirmed that this would also be added to this year's skills list as part of the succession planning process.

KL drew attention to the timeline attached as appendix and that the process for the Elected Director would be circulated to the membership the following week.

It was discussed whether there was a need for the Board to specifically mention recreation in the job advert. The skills audit did advise on Divisional knowledge breakdown but the Alliance had a skills-based Board and was no longer a member representative one. Following a short discussion it was agreed that it was not necessary to add this as a specific skill to the job description but that the Board – and members - would encourage suitable candidates with that experience to apply for the role.

#### 11 INSIGHT EXCHANGE

The Board discussed and exchanged the following information:

The Chair shared her recent discussions on cyber security encounters with Northumbria University and whether their representative could be useful to speak with the membership. ML would advise CY who would consider how best to help in partnership with AirIT. **ACTION: COO/CY**

LW reported on a recent meeting the Alliance had with Steph Peacock MP. Kim Leadbeater MP [Chair of APPG for Sport] had also been in attendance and both CY and Molly Hartill, Head of Public Affairs and Communications, would also meet with Kim Leadbeater MP in her constituency, Batley & Spen, on 15 February 2024.

LW would also attend a Ministerial Roundtable for Disability Sport on 19 February 2024.

#### 12 ANY OTHER BUSINESS

There were no items of other business discussed.

#### 13 DATE OF NEXT MEETING

The date of the next scheduled meeting was confirmed as 10.30 am on Tuesday 16 April 2024. A joint lunch with Vice Presidents would be held at 1pm. Venue to be confirmed.

The meeting concluded at 12.28pm.