

Charity number: 1086915
Company number: 4180163

Meeting of the Board of Directors

Wednesday 17 July 2024 12.00-15.00

**In person at ISH Venues, One Park Crescent,
International Students House, 1 Park Crescent, Regent's Park, London, W1B 1SH**

Attendees:

Neil Davidson [ND] - Chair
Billy Downie [BD] – Senior Independent Director
Claire Boakes [CB]
Shweta Sharma [SS]
John Gilligan [JG] – joined virtually
Fatou Jeng [FJ]
Shaunagh Brown [SB]
Valerie Copenhagen [VC]
Joanna Coates [JC]
Dr Paula Franklin [PF]
Abhishna Yogarajan [AY] – joined virtually

In attendance:

Ali Oliver [AO] – Chief Executive Officer
Surinder Sihra [SSS] – Dir Finance & Governance
Nicola Boon [NB] – Chief Brand Officer
Kay Batkin [KB] – Network Director
Lisa McHendry [LMCH] - Coach
Peter Ellis [PE] – Company Secretary
Lois Challand (LC) – Executive Assistant
Laura Gilby / Oncall– BSL Interpreter 1
Julie Turner / Oncall – BSL Interpreter 2

Apologies:

Dame Katherine Grainger [KG]
Abi Misselbrook-Lovejoy [AM-L]
Emily Reynolds – National Programmes Director [ER]

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1. GENERAL 12.00-12.30		
1.1. Chair's welcome		
<p>The Chair welcomed the Trustees and thanked them for attending.</p> <p>The Chair reflected on the big picture context for the charity with the election, the new government and the summer of sport giving the perfect backdrop to the work of the charity. He reminded Trustees of the busy summer ahead too with the School Games National Finals in August, the Chair suggested that Trustees should be involved if they are able to.</p>		
1.2. Apologies for absence		
Apologies were received from Katherine Grainger & Abi Misselbrook-Lovejoy.		
1.3. Minutes of the last meeting		
<p>The minutes of the last Board meeting were accepted as a true and accurate record.</p> <p>They were signed by the Chair.</p>		
1.4. Matters arising		
The Chair passed onto AO who updated the Trustees on the matters arising from the previous Board meeting held on 01 May 2024: -		
Agenda Item	Action	Responsible/Lead
1.6. CEO Update & Executive Dashboard	AO & NB to reflect on JC feedback and consider how to present our reach publicly, in the most appealing way while also meeting our charity obligations.	AO/NB – This is now complete and live on the corporate website
2.5.3. Youth Board	LS to work with JM and SSS to ensure briefing meetings are set for the Youth Board members ahead of the next committee meetings, and they are included on the distribution list for meetings and committee packs.	LS, JM and SSS – These are now in place and will be ongoing
	To reflect with the Youth Board if they identify any gaps in the market for the YST.	AY - Ongoing
	Explore EDI opportunities by seeing what other Youth Boards are experiencing.	AY – Ongoing

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<p>1.5. Declarations of interest</p>
<p>There were no other new declarations of interest.</p>
<p>1.6. CEO Update & Executive Dashboard</p>
<p>ND invited AO to provide her CEO update.</p> <p>AO began by focusing on the big picture as it related to ‘unhealthy, unhappy children don’t learn’. This included the continued decline of children and young people’s wellbeing, along with pre-election asks and commitments by the main political parties.</p> <p>AO provided a selection of media coverage on this subject, which evidenced the civic action being taken by schools, local authorities and families such as a greater emphasis on mobile phone policy in schools and an innovative view of the school day to extend enrichment and improve attendance by building a greater sense of belonging through breakfast clubs and co-curricular activities delivered through community partnerships.</p> <p>AO then went on to provide an update on the manifesto commitments of the main parties (and the evidence of YST influence and impact) and more recently the charity’s engagement with the new Government.</p> <p>Trustees asked about progress towards the ambitions of the current Strategy and were keen to have a topline summary of the Executive team’s view of progress vs ambitions using a RAG rating approach. AO suggested we were amber for most at this point with one more year to go on phase 1 of the strategy (2022 – 2025). She reassured Trustees the Exec Team had a clear plan for the organisation about what needed to be done to achieve its Goals for phase 1. She went on to flag that any early changes in policy and investment by the new government could present a risk to the delivery of its objectives and is reflected in the strategy risk register.</p> <p>AO then drew Trustees attention to the summary of headlines from the Executive Report and a look ahead.</p> <p>AO highlighted the progress against confirmed income for 2024/25 since the last Board meeting and asked Trustee to note the progress made since the last Board meeting on confirmed and confident income for 2024-25 - confirmed 73%, confident 15% & pipeline 12%. She indicated this would be presented in more detail by SSS in the next agenda item but flagged the 12% pipeline had a much higher margin than the funding confirmed to date and so this was where the greatest risks were in the budget.</p> <p>AO concluded her update by providing an update on the Charity’s priorities and areas of focus between now and the next meeting in September.</p>
<p>ACTION:</p>
<p>2. FOR APPROVAL 12.30-13.15</p>
<p>2.1. Management Accounts – 2023/24 to Period 12</p>
<p>SSS provided an update to Board on the results to Period 12 (March 2024) which was the year-end position.</p>

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The deficit (management accounts basis) for the group at an Operational performance level was £165k (excluding investment expenditure) as compared with a budget deficit of £839k and a forecast (presented to the Board in May) deficit of £281k. The favourable variance of £674k to budget was mainly driven by lower operating costs of £335k (salaries £243k, savings in Corporate overheads of £77k and other overheads of £15k), improved contribution to core £270k (due to mix of work undertaken) and additional income of £69k.

2.2. Management Accounts – 2024/25 to Period 2

SSS provided a verbal update and presentation to the Board on the Management Accounts 2024/25 to Period 2 [May].

The deficit as at the end of May was £1,103k which was £2,689k worse than last year. The main reason was the costs being incurred on the School Games National Finals programme for Sport England that is a biennial project. Funds of £2.3m will be received in July 2024 for this project. In addition to this, Sport England also made the first of two payments for the System Partner and Delivery programmes in June 2024 of £1.6m. Both these payments will improve the overall result for YST in the coming months.

2.3 Risk Register

AO introduced the paper indicating she had worked with SSS to produce the Risk Register for this meeting due to the recent departure of the COO. She reminded Trustees the Board risk register highlighted how Strategy and Organisational risks have changed, which were currently of the most serious concern, and the emerging risks on the horizon.

AO highlighted the most significant change on the strategy risk register was the heightened likelihood of policy and funding changes with the arrival of the new government. She reassured Trustees the Executive Team were staying ever close to this and will escalate any issues if / when they should arise.

AO handed over to SSS to highlight key points on the Operational Risk Register.

2.4 Committee Reports

2.4.1 NGR Committee

The Chair highlighted the key information from the NGR Committee earlier in the day. He talked through the following key areas;

- Regulatory and Governance Action Plan Update, one of the key things to focus on is the implementation of the Sport England Sustainability Action Plan – we have until March 2027 to get this in place.
- External Board evaluation – after considering two responses the NGR Committee have decided to contract Campbell Tickell again. In addition, to the review of its governance processes and documentation, we will also be asking them to look at the questions contained in our internal evaluation process to help inform improvements in the quality of our internal review process.

The Chair's 1-1s were almost complete. ND explained that he found them valuable with some really positive feedback and suggestions gleaned.

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ACTION: AO - September Board meeting to include an item on the Board Pack.

2.4.2 Audit & Risk Committee

The Chair invited JG to provide an update on the Audit & Risk Committee meeting from the morning.

JG explained the Audit Committee had concentrated on reviewing income and their main concern was how confident the Executive team were about the Pipeline / Unknown income (currently sitting at £1.4m). AO signalled that at this time we have very little line of sight on the pipeline but will bring forward more detailed plans for this to the next meeting.

ACTION: SSS to work with the Exec team on a more detailed plan for the income pipeline around 'unknown' income.

2.4.3. Youth Board

ND invited AY to provide an update on the Youth Board. (YB)

AY began by reflecting on comments from their last meeting where it was noted there were some gaps within the market, so the YB were requesting further opportunities to input to both strategy and development work. The YB had reflected on the current strategy tactics and how they might be able to do more to influence communities. The YB have started thinking through their contribution to Phase 2 of the strategy, building on tactics and areas of focus for next year and how they can be more involved.

ACTION: LMCH & KB to invite YB reps to the internal strategy development days.

ACTION: AY to bring forward a summary of Otto's presentation to the September board meeting.

ACTION: LMCH & ER to follow-up on the EDI question raised by AY.

COMFORT BREAK/LUNCH 13.15-13.30

3. FOR DISCUSSION 13.30-14.30

3.1. Scenario Planning – Sport England Delivery Funding

AO provided an overview of the paper highlighting the most salient points.

The paper provided the detail of the current Sport England funding agreement arrangements, with specific regard to the 'delivery funding' element which were due to finish at the end of 2024/25, with potential impact on the Charity's finances and staffing.

ACTION: AO to bring further updates on this matter to Trustees either within or between meetings.

3.2. Youth Sport Leadership

AO introduced this item by reminding Trustees of the 3 strands she and the Executive team were working on as the heartbeat of the strategy phase 2 tactics and the basis of the future business plan. She outlined an update on Well Schools, prioritized for 2024/25 which was provided at the last Board meeting by KB and NB, and at this meeting the focus was on the next strand, Youth Leadership which was scheduled to be implemented in 2025/26.

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AO detailed the work in progress this year.

She then initiated a Board discussion around the next steps, future plans and assumptions within the Exec teams thinking.

ACTION: AO to feedback to ER as the lead for this work on her return from parental leave.

ACTION: Exec team to bring back further thoughts and progress on this work to the November Board retreat as part of the preview of the phase 2 strategy tactics (2025-28).

4. FOR INFORMATION 14.30-14.50

ND introduced this item before the lunch break. He reminded Trustees these papers were for their information and offered the opportunity for any questions.

4.1. Equality, Diversity and Inclusion [including DIAP]

The purpose of the paper was to provide an update on the development, delivery and progress of the Diversity & Inclusion Action Plan.

This plan is a requirement for organisations required to conform to Tier 3 of the revised Code for Sports Governance enacted by Sport England and UK Sport.

Trustees welcomed and acknowledged the content of this paper.

4.2. Welfare and Safety

The purpose of this paper was to provide Trustees with an update to ensure transparency and accountability regarding Welfare and Safety [including Safeguarding] at the charity, aligned with our commitment to constant review and challenge.

There were no live safeguarding issues.

Trustees were asked to note the content of the paper and recognise the ongoing progress in refining and further strengthening its approach to Welfare and Safety.

Trustees welcomed and acknowledged the content of this paper.

4.3. Regulatory & Compliance

The purpose of the paper was to provide an update on any governance and regulatory changes and any associated work.

This report was for information only with Trustees being asked to note the content.

4.4 New Partnership Opportunities

AO provided an overview of a paper updating the Board on the progress of discussions with a potential new funder regarding a funded partnership which would support the delivery of aspects of our strategy and their strategy.

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ACTION: NB to schedule time with CB to share the work to date and secure her input and suggestions.

ACTION: AO to maintain communication with the Board on the further development of this partnership.

5. AOB 14.50-15.00

N/A

ND asked Trustees if they had any specific items they would like included in the September Board agenda. There were no specific requests.

Date of next meeting – Thursday 26 September 2024 12.00-15.00 [ISH Venue, London] [to include AGM]

Agenda Item	Action	Responsible/Lead
2.4.1 NGR Committee	September Board meeting to include an item on the Board Pack.	AO
2.4.2 Audit & Risk Committee	SSS to work with the Exec team on a more detailed plan for the income pipeline around 'unknown' income.	SSS
2.4.3 Youth Board	LMCH & KB to invite YB reps to the internal strategy development days.	LMCH / KB
	AY to bring forward a summary of Otto's presentation to the September board meeting.	AY
	LMCH & ER to follow-up on the EDI question raised by AY.	LMCH / ER
3.1 Scenario Planning – Sport England Delivery Funding	AO to bring further updates on this matter to Trustees either within or between meetings.	AO
3.2 Youth Sport Leadership	AO to feedback to ER as the lead for this work on her return from parental leave.	AO
	Exec team to bring back further thoughts and progress on this work to the November Board Retreat as part of the preview of the phase 2 strategy tactics (2025-28).	AO / SLT
4.4 New Partnership Opportunities	NB to schedule time with CB to share the work to date and secure her input and suggestions.	NB
	AO to maintain communication with the Board on the further development of this partnership.	AO