

# Yorkshire Sport Foundation Board Meeting Minutes

**Date:** Monday, 3 November 2025

**Venue:** Manvers Waterfront Boat Club

**Board Members:** Brendan Fatchett (Chair), Michael Hirst, Rebecca Bibbs, Jodie Bridger, Caroline Black, Helen Gauden

**Apologies:** Rashida Salloo, Karl Oxford, Mark Winder

**Supporting Officers:** Carl Hawkes, Amanda Potter, Gayle Elvidge, Gemma Armitage, James Brown, Joe Thompson, Sophie Duggleby

## Minutes

Agenda Item	Action
<p><b>1. Board Social – a chance for Board Members to meet informally</b></p>	
<p><b>2. Welcome and Apologies</b></p> <p><b>2a. Board Matters</b> Nothing to discuss</p> <p><b>2b. Declarations of Interest</b> Nothing to discuss</p> <p><b>2c. Minutes of the previous meeting and matters arising</b> Clarified that the board member time work will feed into the next Trustee recruitment round.</p>	
<p><b>3. 10 Year Plan and Neighbourhood health – YSF Opportunities</b></p> <p>James introduced the item and the background to the current health work and how this links into the 10-year plan. Rebecca shared the information around the neighbourhood working within the NHS and wider system. The plan focuses on integrating local teams, being prevention and well-being focused, partnerships with local organisations, localising decisions and personalised community care. The first year is focusing on adults with long term and complex health needs. It is challenging the full pathway from general practice to hospitals and has been challenged by the private set up of the GP practices. Data is</p>	

important within the work linking it across different organisations. Whilst there is little new investment for this now some may be released for future work.

The group had a discussion which covered:

- Where YSF is best placed to work within the system and the plan.
- How resources could be allocated to this area of work.
- How YSF is linked into the commissioning opportunities linked to this work. How areas are working in this space to create opportunities as well as generate solutions.
- Some of the complexities of the cross over between the public sector NHS and the private sector providers.
- Which level of the system decisions are made, where the control for the plan sits and the possible political implications that could be seen.

**ACTION – Carl to bring the thinking of how to build the health focused work into YSFs remit to the next meeting.**

**CH**

**4. Data, Impact and Comms**

Carl introduced the paper circulated to the board. To bring context to this both Brendan and Carl described attending the Chair and CEO meetings with the Active Partnership National Organisation (APNO) and Sport England where the tone had been a little uncomfortable. This seems to have come about after the change in leadership at Sport England.

The YSF Data and Insight Manager, Sophie Duggleby explained how the [LAPs reporting works](#) and filters through from the managers reporting on each area of their work into the final report for the board. The group discussed the maturity behind this but not all Active Partnerships have this level of reporting in place or have the capacity to create it. There is work starting to take place to increase the collaborative working and start to unify the messages coming from the individual Active Partnerships which will increase the influence we are able to have as a network. It is envisaged that Sport England will start to ask some tough questions of the network and it's data and messaging.

<p><b>5. Performance Report</b></p> <p>The report was taken as read. Clarifications were given on the decrease of the Active School's score. The team are to review this to ensure the score is annualised to smooth out the big changes due to the programme working in school years rather than financial years.</p> <p><b>ACTION: To review the score for the Active School's and other programmes using different timescales to ensure consistency in reporting.</b></p>	SD
<p><b>6. People Update and Plan</b></p> <p>Carl explained the thinking behind the decision for replacing James as the Director for West Yorkshire. This additional capacity over the last 18 months has seen a step change in the work that is taking place both internally and externally. This will remain as a permanent contract as the high risk of not having quality applicants to fill a perceived short-term nature of a Fixed Term contract.</p> <p>The group discussed the options proposed in the previously circulated board paper – People Update and Plan. All members were happy to accept the recommendations and for Carl to proceed as described.</p> <p><b>RESOLUTION: The Board approved the proposals outlined.</b></p> <p>The group discussed trustee numbers and suggested that a recruitment exercise should take place to replace Gwen and Rashida, who will come to the end of her second term next Summer.</p> <p>The group discussed both employee and trustee recruitment and suggested current board members should be involved in these recruitments due to the seniority of positions. However, recruitment can be very time consuming so that members should be involved only in the latter stages.</p> <p><b>ACTION: The group requested a paper be brought to the next meeting to inform a discussion around what potential skills gaps there are on the board.</b></p>	GA
<p><b>7. CEO and Director Report</b></p> <p>The Directors took it in turn to highlight sections of the report which covered their own areas of work. Carl followed by describing his first few weeks in post. It was requested that the Best Companies rankings be shared with Board Members when they are announced on the 13 November.</p> <p><b>ACTION: Susan/ Carl to share Best Companies rankings with the board when announced.</b></p>	CH / SH
<p><b>8. Strategy Development</b></p> <p>The paper was taken as read. The group agreed that the current environment is potentially leading to a bigger revision of the strategy than was initially anticipated and that the timing of the launch could be crucial. We will have to be reactive to Sport England, APNO and other strategies that are currently being reviewed and refreshed as well as what our funding level may look like from April 2027.</p>	

<p><b>ACTION: Gemma to organise a half day in April dedicated to the strategy discussion.</b></p>	<p><b>GA</b></p>
<p><b>9. Diversity and Inclusion Action Plan</b></p> <p>James outlined the plan and the work that has taken place to review it. He described the targets in the previous years plan that were described as not met and the reasons for this. These included:</p> <ul style="list-style-type: none"> <li>• Board training not completed – this must be done by the end of March 2026. It may help to split this into two groups.</li> <li>• Equality Impact Assessments – these were suggested but not completed due to the amount of support required from HR and the other pulls on capacity during the year.</li> <li>• Resource groups have not been formed – this has proved difficult due to the size of our organisation however the network have set up numerous groups which has mean this work is covered elsewhere.</li> </ul> <p><b>ACTION: To set dates for the board D&amp;I training to take place (already included in actions)</b></p> <p><b>RESOLUTION: The board approved the Diversity and Inclusion Action Plan.</b></p>	<p><b>SH / GA</b></p>
<p><b>10. Finance, Audit and Risk Sub-Committee</b></p> <p>Helen summarised the FAR Sub-Committee meeting that took place. She explained that the reduction in the reserves was all planned at the beginning of the funding round however now is the time to start looking at where we will end up at the end of the period.</p> <p><b>8a. Risk Register</b></p> <p>Helen described the additional comments included on the register, the group agreed with the assessment of the risk.</p> <p><b>8b. Treasury Report</b></p> <p>Helen outlined the proposal and clarified that the aim isn't pull out of all accounts that are deemed as worst/ bad for the environmental rating but to get a balance across the board. The institutions with higher credit ratings are usually rated lower from an environmental perspective.</p> <p><b>APPROVAL: The Board approved treasury proposal.</b></p>	
<p><b>11. Comms Report</b></p> <p>The group accepted the report.</p>	

<p><b>12. HR Report</b></p> <p>Carl summarised the report. Caroline asked if there were any safeguarding updates as they are usually presented within this report. Carl confirmed there weren't. The group suggested that safeguarding is referenced in the CEO report high in the agenda to show it's importance to the group.</p> <p><b>ACTION: Carl to reference any safeguarding update within the CEO round up in future meetings.</b></p>	<b>CH</b>
<p><b>13. Any Other Urgent Business</b></p> <p>James thanked the board for their support over the years. Brendan thanked James and wished him luck in his new role.</p>	
<p><b>14. Board Reflections on meeting</b></p> <p>No comments.</p>	
<p><b>15. Dates of future meetings</b></p> <p>2 February 2026 11 May 2026</p>	

Agenda Item	Action	Lead	When	Update
<b>Actions from previous minutes</b>				
5	The Board would like to discuss and consider this (the Diversity and Inclusivity Action Plan), thinking needs to take place within the executive to bring focus to the discussion. A Quality Impact Assessment on the work may be helpful.	JB	TBC	No update
5	The Board Diversity training is to be booked in, taking in mind the pressure on people's time with the CEO recruitment.	SH	End of 2025	This must be booked in and take place before the end of March 2026.
<b>Actions from minutes</b>				
3	Carl to bring the thinking of how to build the health focused work into YSFs remit to the next meeting.	CH	Feb meeting	

Agenda Item	Action	Lead	When	Update
4	To review the score for the Active School's and other programmes using different timescales to ensure consistency in reporting.	SD	Feb Meeting	
6	The group requested a paper be brought to the next meeting to inform a discussion around what potential skills gaps there are on the board.	GA	Feb meeting	
7	Susan/ Carl to share Best Companies rankings with the board when announced.	CH / SH	13 Nov	
8	Gemma to organise a half day in April dedicated to the strategy discussion.	GA	ASAP	
12	Carl to reference any safeguarding update within the CEO round up in future meetings.	CH	Feb Meeting	