

YORKSHIRE SPORT FOUNDATION BOARD MEETING MINUTES

Date: Monday 12th October 2020

Venue: Zoom

Present Board Members: Paul Reid (Chair), Anthony Rogers, Rashida Salloo, Gwen Smith

Supporting Officers: Nigel Harrison, Sam Keighley, James Brown, Dan Wilson, Antoinette Duffin

Also in attendance: Jim Lord

New Board Trustees: John Williams, Caroline Black, Helen Gauden, Ben Smith

MINUTES

Agenda Item	LEAD/ ACTION
<p>1. Welcome and Apologies</p> <p>Paul welcomed everyone to the meeting along with the four prospective board members. Paul invited everyone to introduce themselves. Paul confirmed that Anthony has to leave at 9.00 am therefore Finance will be discussed at the start of the meeting. Paul asked for everyone to participate in the meeting including the new board trustees.</p>	PR
<p>2. Board Matters</p> <p>2.1 Declarations of Interest</p> <p>No declarations of interest</p>	
<p>3. Minutes of Previous Meeting and matters arising</p> <p>The minutes were approved matters arising covered in the Agenda.</p>	PR
<p>4. Environment Scanning</p> <p>Nigel presented the slides introducing the next phase of the process for developing Sport England's strategy. He explained that this was to be a long-term strategic framework with</p>	

<p>detailed plans being developed on a shorter-term basis. The proposal was to put ‘Tackling Inequalities’ at the heart of the strategy with five growth areas outlined. The strategy also would outline how Sport England wanted to work with partners in the future in a much more collaborative way.</p> <p>A brief discussion took place with members agreeing that our current approach is in line with the sense of direction for Sport England.</p> <p>Board members were invited to attend one of the consultation sessions that YSF is organising with partners if they would like to have a deeper discussion and contribution.</p> <p>Action: Sam to send invites to Board members to the partner consultation session</p>	<p>SK</p>
<p>5. Team Stance</p> <p>A paper was previously distributed outlining the current position of the Team stance that the Board had been working on last year.</p> <p>Paul explained that he believed that organisations need to be looking to go transformational processes every three years or so and this was part of that transition. Following the disruption caused by Covid in the Spring and Summer it was now time to pick up this work again.</p> <p>Jim explained that whilst the discussions have stalled the team has been working to move things on over the last year especially in relation to income generation and increasing our influence.</p> <p>Paul explained it is important that everyone commits to the vision and will hold a specific session with the new Board members to go through it.</p> <p>Caroline commented that the first pillar of “Everyone in Yorkshire to be active” could be raised to be the purpose with everything else falling out from that. This will be considered in the next phase.</p> <p>Nigel raised the issue of accelerating the ‘everyone active’ message to the end of 2021. He explained that Covid has dramatically changed the environment we are working in and the role of physical activity has never been seen as important or high profile. We should be promoting with our partners that we should be injecting a greater sense of urgency into the work.</p> <p>It was agreed that this was very aspirational and Nigel was asked to explain the current levels of activity which he did. Nigel also explained that we shouldn’t be too limited by measurement or definitions of activity and should keep the messaging and the work of</p>	

<p>people who aren't active now should be moving more to improve their physical and mental health.</p> <p>Board members agreed that the environment is right to push this message and it's right that we are aspirational and to increase the pace of the work.</p> <p>Nigel explained the financial risks within the sector and also the probability of further restrictions on use of facilities. The Board agreed that whilst we need to be careful how we deliver the messages we shouldn't let this restrict our ambitions.</p> <p>Actions:</p> <p>Paul and Nigel to include discussions on the Team stance at the new member induction</p> <p>A further full Board strategy meeting to be organised for November / December</p> <p>Nigel to progress plans on pushing the 'Everyone Active by the end of 2021' message</p>	<p>PR / NH</p> <p>AD</p> <p>NH</p>
<p>6. Diversity and Inclusion</p> <p>A paper was previously distributed presenting the Diversity and Inclusion Policy and Plan for approval. Also, to formally appoint Rashida as the board representative for Diversity and Inclusion</p> <p>Rashida explained that she had attended a national workshop on behalf of YSF which she found really beneficial covering the current environment around Black Lives Matter and other matters.</p> <p>She explained she felt the Diversity Plan was good but we need to look at how the whole team can drive it forward and it doesn't become a tick box exercise through having open and honest questions, really listening to people.</p> <p>Paul thought the plan was really good and comprehensive. We need to ensure we are getting on with the plan but people need to be connected to it rather than just implementing it without understanding it properly.</p> <p>John commented that a lot of brands recently reflected internally on their policies for diversity and inclusion but how does it translate to action on the ground. Having to live by your message deliver and live it.</p> <p>Paul asked Rashida what the board can do to implement the plan – Rashida advised that we could possibly invite people to talk about their experiences. Paul requested that Rashida hold the board individually to count that they are connecting to the plan at the right level.</p> <p>Helen asked if we have a whistle blowing policy. Nigel advised that we do and it forms part of the induction process but it's more than that. We need to ensure that we have the</p>	

<p>right culture to enable people to feel comfortable and confident in brining any issues forward. Almost two years ago we started an internal Diversity and Inclusion group to drive the agenda with training and presentations on LGBT and Black lives Matter taking place along with a raft of other work.</p> <p>Sam commented that there has been a huge change in the last few months including discussions at team away days which brought out comments from younger team members who were less confident. The organisation has started to make a change in the culture of the organisation and travelling in the right direction.</p> <p>Nigel has the staff profile information available and will send it round to Board members with the minutes.</p> <p>Approvals:</p> <p>Rashida to be appointed as Board member for Diversity and Inclusion</p> <p>The revised Diversity and Inclusion Policy and Action Plan were approved.</p> <p>Helen advised that the business should take a stance to lead on this subject.</p> <p>Action:</p> <p>Rashida and Paul to discuss the next steps in increasing Board awareness on Diversity and Inclusion issues</p> <p>Nigel to send to everyone the Staff Profile</p>	<p>RS / PR NH</p>
<p>7. Business Development</p> <p>Jim gave an update on the process on setting up the trading subsidiary. Priority is incorporating the new business and after today’s meeting Jim will be meeting with Muckle (solicitors) and will be creating the Articles to share with the board to ensure they align with Yorkshire Sport foundation</p> <p>He further explained that the Board will consist of four members of which two will be from the current board and two independents to manage conflicts of interest. Once Jim has finished this part of the work he could potentially sit on both boards.</p> <p>We need to look at staff implications of the subsidiary variation to contracts HR & Finance. Requirement to speak to Sport England when we are clear in what we are doing, regarding the business and how it can work to everyone’s advantage to stretch the funds further.</p>	

<p>We are going to do far more with the investment via the trading subsidiary and we are looking at the branding and communications plan with 'Our Agency' in Leeds.</p> <p>Progress is being made with current sales activity with six data partnerships being agreed with football club foundations. There have also been inroads in selling the Learning Bank through promoting to other Active Partnerships.</p> <p>Jim will share the plan with the new trustees.</p> <p>Helen asked if Muckle were providing advice on how to lend the money across from the charity to the subsidiary without incurring of taxes. Jim replied he is happy with Muckle's advice to provide the loan at a commercial rate with the profits being gift aided back to the foundation before the end of the year.</p> <p>Action:</p> <p>Jim to send the update report to Board members</p> <p>Any members interested in joining the trading company Board to discuss with Paul and Jim</p>	<p>JL</p> <p>ALL</p>
<p>8. CEO /Directors Report</p> <p>A report had previously been distributed giving an update of the work taken place over the last three months.</p> <p>Nigel drew attention to the influencing work with West Yorkshire and Harrogate Health Partnership and Policy Yorkshire.</p> <p>He explained we are in a position to react swiftly to changes in restrictions by promoting winter outdoor activity and increased digital resources. There remains a huge number of issues, especially related to access to facilities, in the sector.</p> <p>There have been a number of new funding streams attracted for programmes including work on young people at risk of homelessness and a second round of the Tackling Inactivity Fund.</p> <p>Gwen asked about the Virtual School Games as numbers were huge in comparison to the physical event. Nigel advised that the team had been very creative with an opening ceremony via YouTube and challenges set throughout the day. It took off in West Yorkshire where the School Games Organisers were very engaged; whilst targets were met in South Yorkshire we didn't see a similar surge in interest.</p>	

<p>Nigel agreed there is the potential going forward to run both events physical and virtual.</p> <p>The Board noted the contents of the report</p>	
<p>9. Performance Report</p> <p>Two reports were previously distributed relating to the performance against the Balanced Scorecard and the short term Covid action plan.</p> <p>The Balanced Scorecard had been adapted due to the Covid period.</p> <p>The one red related to the amount of contribution funding where Nigel explained that the original contribution target was set in January consisting of £150k base target along with a further £75k stretch target. Nigel stated that the £150k would be met but the stretch target is classed as red due to the difficulties that Covid has brought through reduced local authority funding and inability to host events and training for much of the year.</p> <p>Paul re-iterated previous comments that he expected to see an action plan related to the red items on the plan.</p> <p>Action</p> <p>Senior Management Team to draw up an action plan around meeting the target for the contribution funding.</p> <p>The Covid Action plan was discussed but Paul commented that that this was more of a report for the Executive team with no asks of the Board. There was no longer a need to bring these type of reports to the Board as the Board can then concentrate on issues it can make a difference on.</p>	<p>NH / DW</p>
<p>10. Finance – update from FAR Committee</p> <p>Minutes and the report of the FAR committee had previously been distributed. Anthony reported on the discussions at the meeting:</p> <ul style="list-style-type: none"> - Additional funding has been received from Sport England regarding the Tackling Inequalities Fund reflected in the paper which increases the expected end of year budget for Sport England Funding - The finance sub talked in depth around income, course fees should increase by the end of year. Safeguarding/Time to listen now delivered online but not big 	

earners. The Level 5/6 which is due to start in October 2020 will bring in income but there is a gap and we don't believe we will make what is predicted in January

- One low amount aged debtor was written off
- Percentage of overheads against spend needs keeping an eye on as it currently appears high but that is due to how it is calculated. There was no concern from Anthony or Gwen at this stage
- We have moved £500,000 into United Trust, generating interest circa £5,500 more than what has been earned before.
- Paul questioned the spend so far on offices costs and transport/travel very low at the moment. Anthony advised that the offices are still open and therefore the costs will be paid by the end of the year, WYJS have made them COVID secure as much as possible. Transport / travel all depends on lockdowns, we had started to travel within communities again but waiting for the latest announcements to be made.
- Staff training has been encouraged with staff attending online Adult safeguarding and cyber training as an example to date.
- Cash position is improving as we are not spending as much as forecast due to COVID. Children and Young People programme has been reprofiled and will start moving again over the next six months.
- Jim asked around staff working from home if the business had been impacted on having to buy more equipment. Nigel confirmed that the majority of staff were already setup to work from home.

Anthony confirmed that the business would not be paying expenses to staff for working from home. Helen mentioned that staff could be informed that they can claim £6 per week on their tax returns.

10.1 Four year budget forecast

The FAR committee had looked at the updated 4-year forecast where Anthony suggested a better way of presenting them could be explored. At the moment, if you looked at it through the eyes of a traditional charity, that we will be spending an increasing amount to administer (through salaries) with a reducing amount we're are distributing. However, staffing needs to be seen as part of the delivery itself rather than administration. Anthony and Nigel will look at how we present the forecasts differently and potentially having two documents.

<p>Paul confirmed the need to push on increasing the ambition in the forecasts. Gwen mentioned the work Jim is doing on the new company and how that will transform the expected inputs and outputs of the company.</p> <p>Action Nigel and Anthony to work on the presentation of the four-year forecast</p>	<p>NH / AR</p>
<p>11. HR and Health and Safety</p> <p>A report had previously been distributed. It showed there was slightly above national average sickness levels which was skewed by two people with long-term absences.</p> <p>The ongoing mental Health survey has been useful over the COVID period.</p>	
<p>12. Board Meeting Review</p> <p>Paul commented on the size of the board pack being 75 pages – this needs to be reduced and more focussed. Streamline the report to enable the board to assist where needed.</p> <p>Board members commented that the format of the virtual meeting worked well.</p> <p>Jim reiterated the behind the scene things are completed though and the pack needs to be reduced.</p> <p>Helen asked if the board meetings are opened up to any other team members for transparency that board members are being held to account. Paul advised it was a good point and something to think about.</p> <p>Action</p> <p>Nigel and Paul to discuss idea of having team members attend the Board meeting</p>	<p>NH / PR</p>
<p>13. Appointment of Board Trustees</p> <p>Four prospective Board members attended the meeting following the recruitment process. It was planned to hold a vote to formally approve their membership, however, the group was not quorate by the end of the meeting.</p>	

<p>Subsequently it was confirmed via e mail that the following would be formally invited on to the Board: John Williams, Caroline Black, Helen Gauden, Ben Smith</p>	
<p>Date of Future Meetings</p> <p>Board Trustee Inductions Oct/Nov 2020 – date to be confirmed</p> <p>Board Strategy meeting November 2020 – date to be confirmed</p> <p>Next board meeting 25 January 2021</p>	<p>PR / NH</p>

Agenda Item	Action	Lead	When	Update
4	Sam to send invites out to board for SE consultations	SK	Week commencing 19/10/20	
5	Paul and Nigel to include discussions on the Team stance at the new member induction A further full Board strategy meeting to be organised for November / December Nigel to progress plans on pushing the 'Everyone Active by the end of 2021' message	PR/NH AD NH	24/11/20 30/11/20 ongoing	
6	Organise meeting on diversity and inclusion to the board Nigel to send to everyone the Staff Profile	RS / PR NH	To discuss	
7	Trading subsidiary to be set up Update to be sent to all Board members	JL JL	Apr 2021	
9	SMT to draw up a plan around meeting the target on Contribution income	SMT		
10	Finance reporting to deliver two sets of accounts	AR/NH		

12	Nigel and Paul to discuss idea of having team members attend the Board meeting	NH/PR		
13	All existing board members to email acceptance of new board members	NH		All received Nov 2020