

Minutes of the Rise Board meeting held on Tuesday 20th May 2025 at Royal Quays Business Centre and via Teams

PRESENT

Simon Gordon (SG)	Chair
Joanne Cairns (JC)	Trustee
Sarah Campbell (SC)	Trustee
Matthew Cormack (MC)	Trustee
Graeme Nash (GN)	Trustee
Adam Pilkington (APilk)	Trustee
Anoop Puri (APuri)	Trustee
Kieran Spencer (KSp)	Trustee
Katy Storie (KSt)	Trustee
Clare Morley (CM)	Chief Executive Officer
David Marrin (DM)	Business & Strategy Director
Helen Selfridge (HS)	Director of Commercial, Marketing & Communications
Kaye Scott (KSc)	Finance and Business Support Manager

APOLOGIES

Steven Bell	Trustee
Nic Erevik	Trustee
Debbie Henderson	Trustee & Senior Independent Trustee
Karen Pearce	Trustee

Item	Discussion	Action
1.0	Welcome, Apologies and Declarations of Conflicts of Interest	
1.1	SG welcomed trustees to the meeting. Apologies were received and noted. There were no new declarations of interest.	
1.2	SG welcomed Kieran Spencer and Sarah Campbell, previously trustees with County Durham Sport, to their first Board meeting.	
2.0	Previous Minutes and Matters Arising	
2.1	<u>Board Meeting (November)</u> The minutes of the last meeting were agreed to be a true record. There were no outstanding actions to report.	
2.2	<u>Strategy Day (March)</u> The notes from the Strategy Day were noted.	
3.0	Previous Sub Committee Minutes	
3.1	<u>Audit Committee – March 2025</u> The minutes from the Audit Committee were noted.	
3.2	<u>Nom & Rem Committee – March 2025</u> The minutes from the Nom & Rem Committee were noted.	
3.3	<u>EDI Sub-Committee – March 2025</u> The minutes from the EDI Sub Committee were noted.	

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4.0	CEO Strategic Update	
4.1	CM presented the report circulated prior to the meeting. The following discussions took place.	
4.2	<u>Place Investment</u> CM is meeting Sport England and NECA in June to reinforce the message that any funding from Sport England will come through Place Based investment and emphasise the role we play in this.	
4.3	SG, very positive news, however, most of the work linked to applying for this funding will be happening over the summer. Is there a need to pause some work to ensure we have the capacity? CM responded, ideally yes, however, a lot of the work can't be paused. We envisage that the summer is going to be a very busy period and the Senior Management Team will have to pick up some aspect of the new Place Based work.	
4.4	CM pointed out that even though this new investment runs to 2028, our core funding from Sport England is until March 2027 and any additional capacity linked to Place Based funding can only be until March 2027 if they are to be hosted by Rise.	
4.5	AP asked if the Evaluation & Learning Submission circulated prior to the meeting in the Performance Report can be shared with School Games Organisers. CM feels that learning can be shared but needs to be done in the right way. CM to consider this and action appropriately.	CM
4.6	<u>Strategy Refresh</u> Initial feedback from the team has been positive and the draft strategy echoes what partners have been saying around the prevention and place agendas. Some comments have been received about children and young people work being more visible in our draft priorities, however, this is seen as a "golden thread" across all our priorities and not necessarily a stand-alone priority. Final comments due back from staff by COB 21 st May and consultant will provide a report by the first week of June.	
4.7	AP asked if in the diagram/infographic on the priorities we can demonstrate how Rise works from "cradle to grave". This is something we will take on board and look to incorporate.	CM
4.8	Discussion took place around the "direct delivery" aspect of the strategy refresh and how this is communicated to partners.	
4.9	<u>Structure</u> A discussion took place regarding phasing the restructure. JC expressed her support for doing these types of reorganisations in a phased way. KSt also agreed with phasing, but highlighted that we need to put times to each phase so that staff know when it's complete and don't feel like it's an ongoing change process without end. Other trustees supportive of phasing.	

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	SG highlighted that it is not for the Board to engage in the operational detail of a restructure, but advised the SMT to not rush and to pause briefly when they feel it's ready to go, as this space gives time for any other things to emerge before pressing go.	
4.10	CM reassured the Board that we are looking at external HR support to ensure that the process is followed correctly.	
4.11	<u>Four Day Working</u> Trustees approved the continuation of the 4 Day Working Week (4DW) for another 12 months and to offer this way of working to the CDS staff who recently transferred into the organisation.	
4.12	<u>Investment</u> CM to speak to Nik Erevik outside of the meeting regarding a long-term investment approach with Brewin Dolphin. KSt left the meeting.	CM
5.0	Q4 Finance Report	
5.1	DM presented the report circulated prior to the meeting.	
5.2	Trustees noted the financial position for the end of Q4.	
6.0	2025/26 Budget	
6.1	DM presented the proposed budget for 2025/26, a copy of which will be circulated following this meeting. A discussion took place on the detail.	CM
6.2	SG encouraged trustees to review the budget and provide any comments via email before approval electronically.	ALL
7.0	Commercial Update	
7.1	Helen Selfridge, Director of Commercial. Marketing & Communications gave a presentation on the commercial position and our income diversification and sustainability efforts. A copy of the presentation will be circulated with these minutes.	CM
7.2	SG, it takes time to develop and sell a new product to a new market and the success will be measured at the 3-year mark. Can trustees help? HT asked for trustees to continue to recommend the product or suggest contacts we can approach.	ALL
7.3	GN stressed the importance of developing case studies from organisations who have signed up to the product. HT, this is something we are developing.	HT

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8.0	Q4 Performance Report	
8.1	DM presented the report circulated prior to the meeting. The following points were noted.	
8.2	CM noted that we are expecting some of the metrics related to staff to change during the period of change approaching.	
8.3	JC, the amount of people who gave an NPS score of 10 is a very impressive.	
8.4	Trustees noted the performance data at the end of Q4. The targets for 2025/26 will be circulated for agreement asap.	DM/CM
9.0	Safeguarding, EDI and Data Protection Update	
9.1	DM presented the report circulated prior to the meeting.	
9.2	The refreshed Diversity & Inclusion Action Plan (DIAP) has not gone to the sub-committee prior to this meeting, however, the Board approved the DIAP in lieu of any changes being made by the sub-committee at its next meeting.	
9.3	Trustees approved the Safeguarding Children & Adults policies.	
10.0	Special Resolutions	
10.1	SG confirmed that he was holding proxy votes in favour from KSt, NE, DH and SB. Trustees voted on and unanimously approved the Special Resolution to amend the Objects of the Company further to the Charity Commission's authority to amend the Objects dated 1 st April 2025.	
10.2	Trustees also voted on and unanimously approved the Special Resolution that the Articles of Association circulated prior to the meeting be adopted as the Articles of Association of the Company in substitution for, and to the exclusion of, the existing articles of association of the Company. They gave permission for these to be filed at Companies House and the Charity Commission.	DM
11.0	Questions on Out of Meeting Agenda Items	
11.1	<u>CEO General Update for Q4</u> The contents of the report were noted.	
11.2	<u>Policies for Approval – Environmental & Sustainability Policy</u> Board approved the updated Environmental & Sustainability Policy.	
11.3	<u>Risk Register and Opportunities Register</u> MC enquired if we can generate statistics from our Cyber Security provider detailing the risk of human error within the team? Will look into what reports uSecure can generate.	DM
11.4	GN, gave an example of new best practice based on recent cyber-attacks that cameras must be on for video conferencing.	SG/CM

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11.5	SG & CM to discuss cyber security and potential external support/expertise on this area.	
12.0	Any Others Business and DONM	
12.1	Annual reviews are due for trustees. SG and DH to connect with trustees to complete this with CM support. DH to conduct review of SG's performance.	SG/DH/ CM
12.2	SG is looking for external support to assess if we have the right structure at Trustee level to support the growing charity.	SG

Date and time of the next meeting

Tuesday 29th July 2025, 10:00am

Action Record Item	Action	Responsibility
4.5	Sharing Place Based learning with wider partners.	CM
4.7	Demonstrate the life cycle within our strategic priorities.	CM
4.12	Speak to Nik Erevik re long term investment approach.	CM
6.1	Circulate 2025/26 draft budget to trustees.	CM
6.2	Trustees to review the budget circulated and feedback/approve via email.	ALL
7.1	Commercial update presentation to be circulated with minutes.	CM
7.2	Trustees to continue to support the growth of the commercial offer.	ALL
7.3	Develop case studies from WW customers.	HT
9.4	2025/26 performance targets to be circulated.	DM/CM
10.2	File Special Resolutions and new Articles at Companies House and Charity Commission.	DM
11.3	uSecure reports and how this can support our Cyber Security work	DM
11.5	Discuss cyber security and the need for external support/expertise.	SG/CM
12.1	Annual review of trustees.	SG/DH/CM
12.2	Look into external support to assess suitability of the current trustee structure.	SG