**STREETGAMES BOARD MEETING MINUTES AND ACTIONS**

**Date:** Thursday 9th December 2021

**Time:** 1.30- 4.30pm

**Venue:** Microsoft Teams Meeting

|  |  |  |
| --- | --- | --- |
| **ITEM** | **MINUTES** | **ACTION** |
| **Trustees:****Staff:****Guests:** | **Present**John Cove (Chair)(JC), Peter Rowley (PWR), Mark Taylor (MT), Andrew Cropper (AC), Annabel Tarling (AT), Dominic Haddock (DH), Jackie Bryson (JB), Maccs Pescatore (MPe), Mark Cornelius (MC), Mark Osikoya (MO), Victoria Hill (VH)Mark Lawrie (ML), Dawn Cole (DC), Matthew Pilkington (MP), Paul Roberts (PR), Hannah Crane (HC), Stuart Felce (SF), Jane Shewring (JS), Mollie Kay-Hough (MKH)Linda Freeman (LF), Ceris Anderson (CA)(staff) |  |
| **1** | **Welcome & Apologies** |  |
|  | JC welcomed Board members and guests to the meeting and apologies were noted from Rosie Duckworth.PWR advised that he will be leaving the meeting at 3pm. |  |
| **2** | **Declarations of Interest** |  |
|  | No declarations of interest were expressed in relation to the meeting’s agenda.MKH confirmed that all registers of interest have now been received and thanked Board members for completing the forms within the deadline. |  |
| **3** | **Board Evaluation Introduction** |  |
|  | DC introduced LF and explained that the external evaluation of the Board is a requirement in the Code for Sports Governance to maintain tier 3 status.LF highlighted the focus of the process and emphasised that it is a developmental experience looking at how the knowledge, skills and experience of the Board and staff blend together and identifying ways of strengthening that cooperation.LF advised that she will be contacting Board members individually over the coming weeks and will present the findings from the evaluation at the March Board meeting.Board members were advised that the Facet 5 data will be anonymised and looked at group level, with the full reports remaining confidential and shared only with the individual.Clarification was provided around the context of succession planning and representation which is being looked at in the sense of representation with the different communities around the country that we work with.JC urged Board members to complete the questionnaire as fully as possible, reiterating that a high level of engagement with the process will allow LF the greatest understanding of how value can be added to the Board and the organisation. |  |
| **4** | **Strategy session** |  |
|  | ML introduced the supporting strategies and explained that the slides presented in the meeting are a shortened version of the full slide decks shared on the portal which capture all the aspects of the initial strategy work.Research and Insight StrategyCA presented R&I strategy, and the Board affirmed the importance of how we demonstrate the impact of our work for ourselves and funders.VH referred to a study which found that the person communicating a piece of research is more likely to have an impact on policy over the quality of the research, or even whether or not it is accurate. The Board discussed the importance of identifying the people with the right voice to communicate our research to our different audiences.JB: How much of the focus is about us demonstrating the impact to our network versus working with system partners like NGB's to get them to work in a different way so creating communities of practice versus trying to shape policy and be a lead voice in the wider campaign? How do we balance the three?CA: Ambition is probably across all three of those and what we've tried to do is show this with the theory of change. The BSC also has some proxy indicators for each which will be backed up by stories to help illustrate what we've done across those three different areas.JB: Is anything in the strategy reliant on investment being secured from Sport England’s insight funding stream?CA: With R&I our predominant resource is our staff so as it stands we aren’t reliant on any additional funding to deliver the strategy. MP and I are having early conversations about if we want to develop an innovative piece of insight in which case we’d probably look for funding through a partnership like we’ve done successfully previously.JC: I think the SE funding stream is quite interesting, if we could develop a system that is applicable to demonstrate impact across the sector I suspect SE would help to fund that because it would answer a few of their questions as well.MPe added that forming a strong external advisory group could help us to do it independently which could be faster and neater.CA: We have also been approached by HE partners saying they would really welcome an external advisory group so I think that’s definitely a good option.MC cited the American academic who won the Nobel Prize for economics by looking at areas of the United States where a policy had been implemented and comparing it to other areas in the United States where it hadn’t and then using some clever econometrics to work out what the impact was. MC: Do we try to collect information or understand what's happening in areas of the country where we aren't very well represented with LTOs and how that could help us assess impact doing a comparison? I would have thought that some excellent academic might be interested in that kind of thing and able to help us with it.CA: What you're describing sounds to me a bit like control versus non-control which I think Stuart has done a bit of in the Community Safety area of work. I think it's quite hard to compare impact at a community level or an individual level because of the number of variable factors that cannot be controlled, but it might be interesting to look at the community organisations we work with versus some that we don’t. I guess that fits with what we want to do in terms of looking at the end game and plotting how we want to grow the network in the next 10 years. MC expressed his interest in volunteering to participate in the promotion of our strategy work going forwards, either on the external advisory group that CA mentioned or by championing it in other ways.Fundraising StrategyMP talked through the headline points in the fundraising strategy and VH commended the team for having delivered the previous strategy, which was focused on diversification, to such an extent that the goal now is become more efficient at managing a large portfolio of funders.The Board discussed the interconnectedness of the two strategies presented in this meeting plus the communications strategy and JC suggested that the reporting of this interdependence will be just as important in measuring our success as monitoring progress against the individual strands. ML advised that the Balanced Scorecard should make those connections clear, and posed that going forwards the Board be presented with thematic reports on the four ‘end game’ objectives in the main strategy that demonstrates how each of the supporting strategies are contributing to progress in those areas.MPe referred to the diagram of funding and suggested that a matrix of restricted and unrestricted funding showing the percentage of income from each source against the target could help portray the shape of our activity and the direction we want to move in. | **1** |
| **5** | **CEO Report** |  |
|  | ML presented the CEO Report and elaborated on some of the main points in the paper. In particular, the Board commented on the Sport England implementation plan that was recently circulated and there was a discussion about what that might mean for us in terms of where we can add value.ML informed the Board of further progress that has been made with our Community Safety work including getting involved with the Sport for Development coalition as one of the leading experts on Community Safety, and MPe asked about our research and insight work in this area. SF gave a brief overview of our partnership with Loughborough University which has given us the confidence and reputation to grow into one of the leading voices in this area. MPe praised the impact and credibility of the research to demonstrate the work we're doing and suggested that if the opportunity arose then longitudinal studies could build on the breadth and depth of data we have available. **The Board noted the CEO Report.** |  |
| **6** | **Chiles Webster Batson Commission (verbal update)** |  |
|  | ML updated Board members on conversations that have taken place since the last meeting about making some changes to the report to bring it to life as something that is engaging to the sector.JC added that it has not been the right environment for the Commission to get the attention that it needs and deserves to make an impact, so choosing the right moment will be the most critical consideration for deciding when it is launched. |  |
| **7** | **Finance Update** |  |
|  | The Board were presented with the Finance Update report and management accounts which were scrutinised by Finance Committee at the meeting on 10th November and DC advised that the report tells a very similar story to the last meeting not long previously.PWR highlighted the strong position reflected in the Finance report on which the Finance Committee based their recommendation to the 4 Chairs Committee that staff should be reimbursed the full 10% salary sacrifice made in 2020. The 4 Chairs Committee subsequently endorsed this recommendation following a discussion about the affordability of this compared with management’s recommendation of a 5% reimbursement.**The Board approved the reimbursement to staff for the salary sacrifice made in 2020.**PWR pointed to the next recommendation in the report, that the Board approve the addition to the Financial Regulations which will allow Area Directors to act as signatories on grant and other income contracts with a value of £20,000 and below (subject to the additional minor amendments as noted in the minutes).**The Board approved the updated Financial Regulations.**Board members discussed the significant uncertainty around CPI inflation and DC explained that at the point of preparing the budget our consideration is about what cost of living increase we are going to award as that's what's going to drive a significant amount of our costs for next year. |  |
| **8** | **Fundraising Update** |  |
|  | The Board had sight of the Fundraising Narrative Report and MP noted that much of the report has been considered in earlier items.MP welcomed questions on the report, then updated Board members on recent progress that has been made with the philanthropy programme.The Board remarked on the excellent early feedback that the programme has received and had a conversation about how we ensure the offer is diverse and inclusive to attract a diverse group of individuals that covers the breadth of sport. |  |
| **9** | **Audit Committee Report** |  |
|  | JC explained that the Chair of Audit Committee, Margaret Bowler, is no longer a member of the Board and does so in a co-opted capacity. JC invited any questions on the report and DC described the changes to the policies that are recommended for approval, as follows:Volunteering policy* process of requesting volunteering leave made easier for staff
* proposal to increase volunteering allowance from one day paid and one day unpaid to two days paid

Conflict of Interest policy* Minor changes to reflect changes in personnel and job titles since the policy was last reviewed

**The Board approved the reviewed policies.** |  |
| **10** | **Performance Management** |  |
|  | DC presented the Board with the Performance Management Update report and Balanced Scorecard and reminded Trustees of the development of the new framework. Board members were informed that since the last meeting, the KPIs have been developed and these were reviewed by Audit Committee in November who were satisfied with the targets set at this stage. DC advised that performance against these targets is largely positive at the moment, adding that this might be expected since they were developed over several months and so the targets set next year could be more challenging.DC was asked who the targets are determined by. She explained that this year they were developed internally by the Performance Management Group and then reviewed by Audit Committee, however, she expressed that going forwards she would prefer that the targets are set at an early enough stage to involve Trustees more directly either at Audit Committee or Board level.MPe expressed that she had some thoughts on the KPIs which she would share with DC separately. | **2** |
| **11** | **Risk Register Report** |  |
|  | The Board had sight of the risk register and report which were scrutinised at the Audit and Finance Committee meetings in November.DC advised that there haven’t been any significant changes since the last time it was presented at Board, except for the removal of the delivery risk for the Birmingham HAF programme due to the successful completion of the programme in the summer.DC imparted that discussions at both committees identified weaknesses in the dynamism of the risk register, and work will be undertaken to explore how this can be improved to better reflect our risk management.**The Board noted the Risk Register.** |  |
| **12** | **Minutes and Actions of the Last Meeting** |  |
| **12a** | The Board reviewed the draft minutes and actions recorded at the October meeting and ML provided the Board with an update on the two outstanding actions that have not yet been completed:*Explore the potential for a report on best-practice procurement methods for HAF, working with Birmingham and/or Newcastle.*ML advised that case studies are going to be produced as a way of demonstrating to local authorities the best ways to procure LTOs in the next round of funding.*Consider whether county lines should be addressed in the safeguarding policies.*The Board were informed that this will be picked up in the annual review of the safeguarding policies.**The minutes were approved as a true and accurate record of the meeting on 13th October.**The Board reviewed the AGM minutes from the meeting on 12th October.JB pointed to the updated articles of association at item 5 and referred to a discussion at the meeting about how StreetGames’ Trustees and its members are one and the same. It was acknowledged that there is debate about the advantages and disadvantages of this, and the Board agreed that it would be kept under review which JB expressed should be recorded in the minutes.JC agreed and suggested that the Board be given an opportunity to discuss before the next AGM.**The AGM minutes were approved as a true and accurate record of the meeting on 12th October with the addition of the above discussion and action point.** | **3** |
| **13** | **Draft Minutes of the 4 Chairs Meeting** |  |
|  | The Board noted the minutes of the 4 Chairs meeting. |  |
| **14** | **Chair’s Actions** |  |
|  | The Board noted that since the last meeting, JC has signed the contracts in item 18 and the below submissions:• a tender document for delivery of a grants management service on behalf of Birmingham City Council for their winter Holiday Activities with Food Programme.• 2021/2 Sport Wales Governance Capability Framework submission. |  |
| **15** | **HR Matters** |  |
|  | PR presented the staff survey initial findings to the Board and explained that the comments haven’t been shared at this stage as many contained names which will be omitted in order to protect the anonymity of the survey. PR informed Board members that a thorough review of the results will be conducted by the Exec team to better understand the data and form an improvement plan which will come back to Board at the next meeting.The Board discussed the importance of employer responsibility and exercises such as this as a way of testing the temperature of the organisation. Board members challenged the transparency of the survey results and, since the process is managed internally, sought assurances that the full data set is presented to the Board.Management were asked to consider the following options, and any others, in light of this:a. contract an independent firm to carry out the process (balancing the cost with the advantages)b. Invite a Trustee to be part of the analysis process and allow that individual to have the relevant permissions to access the raw data.ML pointed to the decrease in confidence in leadership and line management and that, whilst it is the responsibility of the Leadership Group to find the right solutions, it could be helpful for a Trustee to be part of that process and give staff additional assurance.Trustees were asked to contact ML if they are interested in taking part in the survey action plan process. | **4****5** |
| **16** | **Notice of Impending Legal Action** |  |
|  | The Board noted that there are no ongoing legal actions. |  |
| **17** | **Complaints** |  |
|  | The Board noted that there are no complaints to report. |  |
| **18** | **Contracts above £60k** |  |
|  | The Board noted that the following contracts above £60k have been signed by JC: • Contract with Birmingham City Council worth c£800k for distribution of grants in relation to their winter Holiday Activities with Food programme• £419k award from Sport Wales from two funds – Winter of Wellbeing (£219k) and Capital Fund (£200k). Both to be spent by March 2022. |  |
| **19** | **Health & Safety** |  |
|  | The Board noted that were no health and safety incidents since the last meeting.DC informed the Board that the Audit Committee reviewed the annual health and safety report provided by Peninsula at the last meeting in which they were satisfied with our COVID-related procedures. |  |
| **20** | **Safeguarding** |  |
|  | The Board were presented with the report prepared by John Downes in his capacity as safeguarding lead, and ML talked through the 3 incidents that have occurred since the last meeting and the actions that have been taken in each instance.The Board recognised that the incidents are being captured and dealt with following the processes that we have in place which demonstrates that the systems are effective. It was acknowledged too that any incidents that arise present an opportunity to revisit these processes and ensure the learning is embedded in practice.JC commended ML on his active hands-on approach with regards to the incident at the residential in particular and expressed that, as the Board safeguarding lead, he is assured that the right amount of effort and care is taken with our safeguarding work. |  |
| **21** | **Fraud** |  |
|  | The Board noted there have been no incidents of fraud. |  |
| **22** | **Data Security Breaches** |  |
|  | The Board noted that there have been no data security breaches to report, and acknowledged a ‘near-miss’ with a temporarily lost phone. |  |
| **23** | **Future Meetings and Events** |  |
|  | JC drew the Board’s attention to the meeting dates for 2022 and advised that he may have to send apologies for the July meeting due to other commitments.ML proposed a change to the October meeting date from 12th to the 19th and asked the Board to contact MKH if they are unavailable on that date.JC closed the meeting reflecting on the amount of work that has taken place over the year, and with the hope that the next meeting is in person. | **6** |

|  |  |  |
| --- | --- | --- |
| **Action Point** | **Actions – 9th December 2021** | **Owner** |
| **Previous** | **Oct 21**: Explore the potential for a report on best-practice procurement methods for HAF, working with Birmingham and/or Newcastle.**Oct 21**: Consider whether county lines should be addressed in safeguarding policies. | JSSF |
| **1** | CA to contact MC re getting involved in the promotion of the R&I strategy work either on the external advisory group that CA mentioned or by championing it in other ways. | CA |
| **2** | Performance ManagementMPe to share comments on the KPIs with DC. | MPe/ DC |
| **3** | Minutes of the AGMRecord the discussion relating to the articles of association and the agreement to keep the structure of StreetGames’ membership under review. Add discussion to the Board Forward Plan (July or Board Away Day?). | MKH |
| **4****5** | HR MattersManagement were asked to consider suggested methods of providing the Board with assurance of the transparency of the staff survey results. Trustees to contact ML if they are interested in taking part in the staff survey improvement plan process. | ML/ PRTrustees |
| **6** | Future meeting datesBoard members to contact MKH if unable to make 19th October.MKH to reschedule meeting. | All |