**STREETGAMES BOARD MEETING**

**MINUTES AND ACTIONS**

**Date:** Wednesday 6th July 2022

**Time:** 11.15am - 3.30pm

**Venue:** Friends House, London

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| **ITEM** | **MINUTES** | **ACTION** |
| **Trustees:**  **Staff:**  **Guests:** | **Present**  Dominic Haddock (DH) (left at 12.45pm), Jackie Bryson (JB), Maccs Pescatore (MPe), Mark Cornelius (MC), Rosie Duckworth (RD), Mark Taylor (MT), Mark Osikoya (MO)  Online: Annabel Tarling (AT)  Mark Lawrie (ML), Dawn Cole (DC), Matthew Pilkington (MP), Paul Roberts (PR), Hannah Crane (HC), Ceris Anderson (CA)  Claire Lane (CL)(staff), Gareth Winmill (GaW)(staff), John Downes (JD)(staff), Emma Tugby (ET)(staff), Glen Watson (GW) Jane Ashworth (JA) |  |
| **1** | **Welcome & Apologies** |  |
|  | JB welcomed Board members and guests to the meeting following a Wales Doorstep Sport session led by CL, GaW and LTO leaders.  Apologies were noted from: **John Cove, Peter Rowley, Victoria Hill and Andrew Cropper**  Board members reflected upon a desire to have a greater understanding of delivery against KPIs and connection to funding allocation.  **Action: Review how data and financial information is presented to Finance Committee and Board and find an appropriate reporting mechanism.**  ML shared that Welsh Government will publish a report after the inquiry into sport in disadvantaged communities and the Senedd will then provide a formal written response to it.  MT asked if the legislation (Wellbeing of Future Generations Act) is peculiar to Wales and do we encourage that/ have conversations around that?  ML responded that we do and particularly with local authorities and other public bodies who are bound by the Act. | **ML/DC** |
| **2** | **Declarations of Interest** |  |
|  | No declarations of interest were made in relation to the meeting’s agenda. |  |
| **3** | **Inspiration 2022 and NGB engagement (End Game 4)** |  |
|  | Main points from the paper:   * Inspiration 2022 encourages connections to the wider sporting world. We can connect with young people through social media, activity challenges, opportunities, kit, trying things out – the outcome for young people is greater levels of sporting capital * We are working on multiple events and activities (national, encouraging local, communication plan, camp for Commonwealth Games) * The sporting system must change to achieve parity of participation- ambition for our work with NGBs and national partners   **Trustee follow-up questions**  MT asked whether we get measured by the number of people we take to event, or the stickiness of the activities?  HC shared that for most of the tickets we are being measured on attendance at the event. StreetGames is however, more focused upon sustaining participation.  JB asked how we identify the young people to be involved.  HC confirmed that all young people will be identified by the LTOs.  JB noted that in the 4 Chairs paper a risk is identified as attracting enough LTOs to come to Camp and requested an update.  HC responded that it was and that we are currently working on more flexible Camp offers in response to LTO feedback.  **Restricted reserve for Inspiration 2022**  JB shared that the Finance Committee had considered a recommendation to use £104,000 as a targeted reserve towards the £343,000 overall cost of Inspiration 2022.  Board members asked clarification questions about the progress with fundraising for Inspiration 2022 and contingency plans.  DC confirmed that conversations had been held at Board and Finance Committee to discuss the risks around the programme.  ML shared that Inspiration 2022 and Camp in particular, whilst they are fantastic opportunities for young people, also give StreetGames the chance to engage with key stakeholders and offer a great opportunity for profile raising.  JB asked if the Board were happy to approve the ringfenced reserve amount.  **The Board approved the use of £104,000 of the restricted reserve towards Inspiration 2022.**  JB further requested that the Board have earlier oversight of new and emerging programmes rather than these being presented to the full Board (not solely at a committee level) at the point of a funding request. This was duly noted.  **End Game 4: NGBs**  HC shared the second part of her presentation on our work with NGBs and other mainstream sports partners and asked the Board for their views on how we create sustained change/ organisational change using external influence.  Board members contributed a number of perspectives on approaches to influencing and measurement of effectiveness of that work.  JB declared a conflict as she works with a number of NGBs and highlighted that they are interested in getting involved in LSEG communities as part of their commitment to reach new audiences, tackle inequalities and, ideally, grow their membership base. The challenge is often the turnover of staff within the NGB and the resultant corporate -knowledge loss. JB suggested that StreetGames should consider going to the NGB CEOs and then the leads for workforce development.  **Action: ML to share the Sport England roles that we are currently being funded to deliver.** | **ML** |
| **4** | **Communications & Public Affairs progress** |  |
|  | Main points from the paper/ presentation:   * One of the key functions of our Public Affairs strategy is to enhance StreetGames’ reputation amongst key stakeholders * We are more active on social media * New more vibrant brand and a new website due in October 2022 * Intranet to support staff internally   MPe asked about involvement in APPGs and ML shared the range of APPGs we are involved in.  DH asked what the Board role should be in this area of work.  GW responded that it would be helpful for Board members to share their views on who we should be targeting and provide any guidance or introductions to MPs or Lords they know as part of our stakeholder engagement approach.  **JB suggested that Board members should be involved in contributing to the stakeholder matrix for StreetGames and that this could form part of a future meeting.**  MP proposed that we will produce a Board version of the communications pack similar to the one we will be providing internally for staff.  **Action: MP to arrange for preparation of a Board version of the staff communications pack.** | **ML to add to forward plans**  **MP** |
| **5** | **Board Awayday reflections and next steps** |  |
|  | JB clarified which Board members had received a follow-up briefing on the Awayday.  **Action: ML to arrange a time for a briefing with MT**  JB asked if trustees had any thoughts or feedback on the highlighted areas and ML asked specifically about the proposal to have a chair designate of Committees one year before a Chair steps down.  Board members discussed the process of trustee recruitment and the deployment of Chair designate roles.  JB shared that this is an important aspect of our shared understanding of the wider governance framework / system, which should clearly identify who has responsibility / delegated authority for decision-making. This follows on from a request made at the Board away day.  **Action: 4 Chairs to discuss and agree approach to succession and management of Committees**  ML offered the opportunity for trustees to discuss their views on the time they spend on Board and Committee matters  MT suggested that it may be valuable to work out what is needed to be a part of different things as a trustee (time-wise) e.g. Subcommittees/ away days etc.  MPe shared that it would be helpful to differentiate what is the priority for Board members to look at and what the ask is of them  ML highlighted that in most cases the cover report should be the thing that gives that information.Exec team members need to be clear on the cover report what the priority is within a report and the questions that are being asked (for information/ noting; for decision; for discussion).  **Action: Exec team to ensure that cover reports provide the navigation for Board members to understand what is a priority for their attention and what is more for information.**  MC asked what the timeframes are for making decisions on the areas highlighted in the Board Awayday PowerPoint e.g. location of the board meetings.  **Action: JC to discuss meeting preferences with Board members as part of 1:1 reviews and schedule to be confirmed for 2023 at October meeting.**  **Action: Outcome of the Awayday to be delegated to 4 Chairs to discuss and agree.** | **ML**  **JC/4 Chairs**  **ML/ Exec**  **JC**  **ML to add to agenda** |
| **6** | **Chiles, Webster, Batson Commission**   * **Launch plans** * **Making the most of the report** |  |
|  | JA informed the Board that the final version of the Commission report is complete.  The launch date is set for the evening of Tuesday 25th October in the House of Lords  **Action: StreetGames will need to form an official response and support other organisations that want to respond to it.**  It is proposed that separate meetings be held with senior colleagues at Sport England and Sport Wales, along with one of the Commission chairs.  Other suggestions for disseminating the findings include:   * A private lunch in the Lords for a carefully selected group. * Meetings with key civil servants and shadow ministers either formally or informally (e.g. through Camp)   JB asked if there were any questions and also directed one to Hannah about whether we know which NGBs would be the key ones to attend the launch?  HC responded that our prioritisation would allow for a strong list of NGB inivitees.  **Action: GW to share final version of Commission report with ML to go to Board.**  JB then asked about next steps and there was a brief conversation about ways in which the Commission can be used with partners and as part of ongoing communications,  JB asked what JA needs from the board. JA responded to get the Parliamentary event organised, support the final sign-off by the Advisory Group, support the LTOs to feel valued as part of the Commission (possibly through October roadshows) and develop a PR strategy.  **Action: Board members to suggest any attendees they feel should be in the room for the launch and any other thoughts on the Commission to be sent to ML.** | **ML/MP**  **GW/ML**  **All trustees** |
| **7** | **CEO Report** |  |
|  | The report was noted and the following actions added to the minutes:  **Action: DNA of the Network to be added to the October meeting agenda. (ML/RR)**  **Trustee questions and feedback**  Board members discussed the importance of maintaining a strong relationship with Sport England through the transition taking place in their Executive Team and Board members. | **ML** |
| **8** | **Finance**   * **Balance sheet** |  |
|  | DC went through the balance sheet, highlighting key areas of interest for Trustees.  MC asked where we are holding/investing the cash and DC shared that it is held with Unity Trust Bank, who are frequently used by the Third Sector.  MPe explained that Finance Committee have been looking at a potential treasury and investment management policy, but pointed out that, once restricted reserves and the fundraising gap had been taken into account, the surplus cash position was more limited.  **Action: DC to make a proposal for the most appropriate cash management approach to be confirmed through Finance Committee.**  DC explained the organisation’s reserves position.  MPe reflected that if we are unable to achieve our 2022/23 funding target, then there is the potential that our reserves policy would be breached. The Finance Committee will be keeping this under review.  DC shared that, whilst we are extremely pleased with the 5-year settlement from Sport England, the funding we receive will be impacted in the medium term by inflationary pressures which could need further mitigating actions. | **DC** |
| **9** | **Fundraising**   * **Fundraising Ethics Policy** |  |
|  | MP shared that following discussion at their meeting, Fundraising Committee had made amendments to the initial draft policy and this amended version is now being brought for Board approval.  The previous policy was based on a list of rules (e.g. types of organisations not to work with). Instead we have added considerations of things we would do/ wouldn’t do and how the risk will be considered. Some aspects have been retained.  JB asked whether trustees were content to adopt the policy?  MC commented that ethics could be broad and asked to what extent would we include e.g. health. He asked whether we should link to other policies we have.  MP responded that we haven’t yet created overt links to other policies and this can be done.  **Action: Links to other relevant StreetGames policies to be included in the Fundraising Ethics Policy.**  MP went on to share that the intention was to balance not having a fixed set of rules whilst ensuring that a risk-based approach is taken to any funding opportunity.  MPe asked who is determining that something presents a significant risk and when is the decision made to take the opportunity to board?  ML recognised that clarifying the processes around the policy would help address these issues.  MT asked whether criminality and sanctions need to be specifically included in the policy.  MP shared that the specifics around organisations/individuals subject to sanctions were taken out of the policy but agreed that these could be included. In order to give assurance around this we need to clarify the due diligence process we will use.  MT asked if this is the only policy we have around fundraising?  MP shared that it is.  **Action: Procedure and process to be written for completion of due diligence and decision-making on risk-based approach and when things should come to Board**  MT highlighted that the other thing this policy raises is the board risk appetite. Need to look at policy and procedures and board risk in the round.  JB proposed that the policy should go back to the Fundraising Committee for some additional work. This was accepted by the Board.  **Action: Policy and procedures to be reviewed by Fundraising Committee in September and return to Board for approval in October.** | **MP**  **MP**  **MP** |
| **10** | **Audit Committee Report**   * **Safeguarding Review & Action Plan** * **Environmental Sustainability Strategy** |  |
|  | JD highlighted that the action plan has been shared in the paper as the key actions following the review by Withers LLP. Withers have offered to review and comment on the action plan too. The main issues identified were:   * LTOs delivering under the StreetGames name, and the need to move our due diligence approach to earlier within the process of LTOs joining the network * The need to be bolder and clearer with the LTOs delivering about our own policies and procedures is also proposed * further work is needed on the wording of our award agreements * The need to be clear how far we want to go with advice, guidance and influencing LTOs around safeguarding * Collection of data around safeguarding incidents within the network, even though they do not formally affiliate to us   **Trustee questions and comments**  RD asked if Board could see the full Withers report and whether the action plan will be shared with Withers?  JD responded that the full report will be shared and that Withers will review both the action plan and the new draft agreement.  **Action: Full Withers Review to be shared with Board.**  RD reflected that we could go further with the actions we are proposing in the response to the Review as some actions are quite similar to the observations.  **Action: Review of actions to see whether they go far enough in response.**  MPe reflected that this is such an important matter for the board and asked what is our legal obligation?  RD responded that identifying the legal obligations for StreetGames was the reason for the Withers Review.  RD suggested that we also need to consider the implications of the review from a Data Protection perspective.  ML reflected that during the Child Protection in Sport Unit assessment the previous week, they had recognised we are a very different organisation, as we are not an NGB or far removed organisation.  JB reflected that this is very much a work in progress and asked for any other observations.  MC asked if Board will see anything further?  ML confirmed that the Safeguarding work will return to Audit Committee in September and Board in October.  **Action: Board members to share any feedback on the Withers action plan by 12th August**.  MPe asked if Board members can see the policy and procedures and asked who she would contact if a newspaper called around a safeguarding incident  ML confirmed that the crisis management plan for the organisation includes the procedure that only the Chair or CEO should speak to the Press. The plan will be circulated to Board members.  **Action: Safeguarding policy and procedures to be added to Board folder and crisis management plan shared.**  RD mentioned that one of the things Withers offered when they tendered for the work was the use of their meeting space and that we should remember to explore this option.  **Action: StreetGames Support team to explore opportunity with Withers for hosting Board meetings**  Environmental strategy  DC shared that the Environmental Strategy had been shared with Audit Committee.  DC highlighted that we have previously had a limited Environmental Policy but the increased focus on this area in the wider environment with e.g. funders asking for it has led to an internal group being formed to conduct consultation and develop a strategy.  JB reflected that she didn’t know if this was a strategy or a policy and that the process for review was unclear? This was noted and clarified.  DC shared that the document would be added to the policy review framework.  **The Board approved the adoption of the Environmental Strategy.** | **JD/ML**  **JD**  **All trustees**  **ML**  **RR** |
| **11** | **Performance Management** |  |
|  | Recommendations from the paper:   * Trustees discuss this approach to measuring the delivery of the StreetGames strategy and business plan the effectiveness of controls in operation to manage key risks and share any experience from other settings to help shape the thinking   Following a brief discussion on this item it was agreed that it should form a substantive discussion at the start of a Board meeting as part of the discussion session.  **Action: Balanced Scorecard to be added to the October Board meeting for discussion.** | **ML** |
| **12** | **Risk Management** |  |
|  | DC shared that there had been a detailed discussion of the current version of the Strategic Risk Register at Audit Committee. Subsequent to this, the register had been reviewed in detail by the wider Executive Team and input from both forums would be reflected in the version presented to Trustees in September/ October.  MPe asked if this the only risk register that exists in the organisation.  DC shared that individual teams have their own risk registers linked to operational delivery.  MPe reflected that from discussions at Finance Committee some risks seem to be umbrella headings at this level and they seem static when they should perhaps be dynamic.  DC shared that the risk register is under regular review and from an Exec perspective doesn’t feel static, as some risks have been added/removed and the level of risk altered. There is an acceptance that given the nature of the StreetGames environment, some will be long term risks.  JB reflected that the date of last review is on the register but it is not clear when the next review will be. DC explained that the last column in fact highlights the last time that Board members saw the reports that provide assurance for the risks, rather than the last time the register was reviewed. Notwithstanding this, consideration should be given to when the risks are next to be reviewed.  JB highlighted that the last meeting noted that cyber fraud should be added to the register. DC agreed to incorporate this.  **Action: Cyber fraud risk to be added to the risk register for HAF and Board.**  **The Board noted the risk register.** | **DC** |
| **13** | **Minutes and Actions of the Last Meeting** |  |
|  | The Board approved the minutes and actions as a true and accurate record of the March meeting.  The outstanding actions were noted and will be kept on the action log for the next meeting.  **Actions from October 21.**   1. Methods of procurement are now being deployed in other HAF contracts, Action closed and removed. 2. John Downes and Stuart Felce have had the conversation with the CPSU, who do not think that county lines should be added as a separate risk as it is just one of multiple risks facing young people in local communities. Action closed and removed.   **Action: JB suggested that actions be greyed out when completed for future meetings, with an updated included in the minutes circulated to the Board.**  PR shared that the group of Network Representatives will be meeting shortly and that a shortlist will then be created for Board to interview for the Observer role on the Board. | **Exec** |
| **14** | **4 Chairs’ Meeting Report and Minutes**  **Audit Committee Minutes**  **Finance Committee Minutes**  **Fundraising Committee Minutes** |  |
|  | The Board noted the minutes of the 4 Chairs meeting.  Recommendations from the management accounts commentary:   * That the Committee consider and comment on the Management Accounts as at 31st March 2022. * That the Committee recommend to the Board the creation of a separate designated fund of £104,000 from unrestricted reserves to contribute towards funding our Inspiration 22 Programme during 2022/3   **4 chairs minutes correction: Jane Ashworth is listed as a member or staff, which is incorrect.**  **The Board noted the Committee minutes.** |  |
| **15** | **Chair’s Actions** |  |
|  | The Board noted that since the last meeting, JC has signed the contracts listed in item 19.  DC added the following since the report was published:  Lancashire HAF - £75k  Newcastle HAF £75k  GLA lifeline project - £80k  Sport Wales Summer of Fun - £120k  Birmingham HAF £676k and £230k (Lots 1 and 2 respectively) |  |
| **16** | **HR Matters** |  |
|  | PR shared that feedback from the Board Awayday has been included in the next steps for the People Strategy.  PR also highlighted the importance of reviewing progress with the Staff survey improvement plan, so that both staff and trustees can see the actions that have been taken. The next Staff Wellbeing survey will be undertaken shortly.  JB asked if there will be any third-party involvement in the survey?  ML responded that we had talked about a Board member seeing the raw responses coming through the survey to provide assurance. It was proposed that Margaret Bowler could be asked as the Lead for HR/People Strategy.  **Action: PR to speak to MB about reviewing the raw data on the Staff Survey to provide Board assurance.**  **Action: ML to provide schematic of strategies for Board.** | **PR**  **ML** |
| **17** | **Notice of Impending Legal Action** |  |
|  | The Board noted that there are no ongoing legal proceedings. |  |
| **18** | **Complaints** |  |
|  | Board members noted no complaints |  |
| **19** | **Contracts above £60k** |  |
|  | The Board noted the contracts above £60k that have been signed by the Chair since the last meeting. |  |
| **20** | **Health & Safety** |  |
|  | The Board noted that no health and safety incidents have been reported since the last meeting. |  |
| **21** | **Safeguarding** |  |
|  | JD presented the Safeguarding Report which provides an overview of the work carried out in relation to safeguarding since the last meeting, including:  - Safeguarding incidents  - Internal safeguarding developments  - Supporting the StreetGames network  - Wider safeguarding work  JD shared that he is working closely with Birmingham City Council around issues of poor practice – this involves key departments in the local authority. Good feedback to support voluntary sector with practice.  JD and ML presented our portfolio for the Child Protection in Sport Unit Intermediate Standards. CPSU colleagues recognised that we don’t quite fit their existing criteria and they need to therefore review the standards.  They asked us to work on messaging, support, clarity for any parents contacting us and the need to be bolder with setting out our position on different aspects of safeguarding.  ML shared that the CPSU reflected how well JD as our Designated Safeguarding Officer is doing in this area of work. This is reflected in that some of the questions we are asking are significantly ahead of the thinking of other groups.  **The Board noted the Safeguarding report and JB thanked John for his efforts in our Safeguarding work.** |  |
| **22** | **Fraud** |  |
|  | The Board noted there were no incidents of fraud to report since the last meeting. |  |
| **23** | **Data Security Breaches** |  |
|  | The Board noted that there have been no data security breaches or near misses since the last meeting. |  |
| **24** | **Future Meetings and Events** |  |
|  | The Board noted the upcoming dates.  **Action: Inform the Board of what is coming up with regards to key dates.** | **ML** |
|  | Any Other Business |  |
|  | ML shared that Mollie is moving on from the organisation at the end of July (she was also unwell last week, which is why Emma stepped in to support the Board meeting). She has done a very good job at putting everything together from a Board and governance perspective for us over the past 3 years. ML shared his thanks for everything she has done.  **ML requested that Board members use the** [**support@streetgames.org**](mailto:support@streetgames.org) **address for any queries until a replacement for Mollie is in place.**  JB shared thanks from the board to Mollie for all of her work.  The Chair closed the meeting. 3.25pm |  |

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| **Agenda Item** | **Actions – 6th July** | **Owner** | **Deadline** |
|  | **March 2022 Actions – carried forward** |  |  |
| **Holiday Gap Developments & Growth** | A02) Add cyber fraud to the HAF risk register and implement appropriate mitigating actions. | JS/DC | September Committees |
| **Finance Update** | A04) MKH to share office working arrangements survey results with Board members.  A05) MKH to add finance discussions to the Board Forward Plan. | MKH  MKH | 31st July |
| **CEO Report** | A07) MKH to make the Link Trustee review papers available to all Board members and publish all Board and Committee meeting dates on Govenda. | MKH | 31st July |
| **Risk Management** | A13) JD to separate safeguarding risk into two to portray the difference in risk score between the operational/legal risk (green after all mitigations) vs the reputational risk (red/amber even with all mitigations).  A14) Add market leader risk to the risk register. | JD  DC | September Committees  September Committees |
|  | **July 2022 Actions** |  |  |
| **Wales presentation** | **Action: Review how data and financial information is presented to Finance Committee and Board and find an appropriate reporting mechanism.** | ML/DC | November Committees |
| **NGB Engagement** | **Action: ML to share the Sport England roles that we are being funded to deliver**. | ML | 31st July |
| **Communications & Public Affairs** | **Board members should be involved in contributing to the stakeholder matrix for StreetGames and that this could form part of a future meeting.** | ML | October Board |
|  | **MP to arrange for preparation of a Board version of the staff communications pack.** | MP | September Committees |
| **Board Awayday** | **ML to arrange a time for a briefing with MT** | ML | 31st July |
|  | **4 Chairs to discuss and agree approach to succession and management of Committees** | JC/ML | September Committees |
|  | **Exec team to ensure that cover reports provide the navigation for Board members to understand what is a priority for their attention and what is more for information.** | Exec | October Board |
|  | **JC to discuss meeting preferences with Board members and schedule to be confirmed for 2023 at October meeting.** | JC | October Board |
|  | **Outcome of the Awayday to be delegated to 4 Chairs to discuss and agree next steps** | ML | September Committees |
| **Commission** | **StreetGames will need to form an official response and support other organisations that want to respond to it.** | ML/MP | October Board |
|  | **Board members to suggest any attendees they feel should be in the room for the launch and any other thoughts on the Commission to be sent to ML.** | All trustees | 31st August |
| **CEO Report** | **DNA of the Network to be added to the October meeting agenda.** | ML | October Board |
|  | **Sport England Board members to be shared with trustees** | ML | October Board |
| **Finance: Balance Sheet** | **DC to make a proposal for the most appropriate cash management approach to be confirmed through Finance Committee.** | DC | September Committees |
| **Fundraising Ethics Policy** | **Links to other relevant StreetGames policies to be included in the Fundraising Ethics Policy.** | MP | September Committees |
|  | **Procedure and process to be written for completion of due diligence and decision-making on risk-based approach and when things should come to Board** | MP | September Committees |
|  | **Policy and procedures to be reviewed by Fundraising Committee in September and return to Board for approval in October.** | MP | September Committees |
| **Audit: Safeguarding Action Plan** | **Full Withers Review to be shared with Board.** | JD/ML | 31st July |
|  | **Review of actions to see whether they go far enough in response.** | JD | 31st August |
|  | **Board members to share any feedback on the Withers action plan by 12th August.** | All trustees | 12th August |
|  | **Safeguarding policy and procedures to be added to Board folder and crisis management plan shared.** | ML | September Committees |
|  | **StreetGames Support team to explore opportunity with Withers for hosting Board meetings.** | RR | November Committees |
| **Performance Management** | **Balanced Scorecard to be added to the October Board meeting for an hour discussion.** | ML | October Board |
| **Committee & Board minutes** | **Actions to be greyed out when complete on Board minutes** | ML | October Board |
| **HR Matters** | **PR to speak to MB about reviewing the raw data on the Staff Survey to provide Board assurance.** | PR | November Committees |
|  | **ML to provide schematic of strategies for Board.** | ML | October Board |
| **Future dates** | **Inform the Board of what is coming up with regards to key dates.** | ML | 31st July |
| **Any Other Business** | **ML requested that Board members use the** [**support@streetgames.org**](mailto:support@streetgames.org) **address for any queries until a replacement for Mollie is in place.** | All trustees | Ongoing |