### STREETGAMES BOARD MEETING

**Date:** Thursday 9th October 2014  
**Venue:** Boardroom, Eccles Office  
**Time:** 09.30-15.30

#### MEETING MINUTES

<table>
<thead>
<tr>
<th>ITEM</th>
<th>MINUTES</th>
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<tr>
<td>Trustees:</td>
<td>PRESENT</td>
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<td></td>
<td>Steve Hodkinson (Chair), Jonathan Hughes (JH), Victoria Hill (VH), Brendan Reilly (BR), Susan Capel (SC), Rachel Roberts (RR), Tom Forrest (TF) and Margaret Bowler (MB)</td>
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<td>Staff:</td>
<td>Jane Ashworth (JA), Mark Lawrie (ML), Kerry McDonald (KM), Dawn Cole (DC), Lis Hindle (LH)</td>
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<td>Other:</td>
<td>Paul Kendall (PK) from Sport England</td>
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1. **Welcome & Apologies**

   **Apologies**

   David Innes (DI), Karen Creavin (KC), Pradeep Kachhala (PK) and Richard Moore (RM) could all not attend due to work commitments.

   SH explained to the meeting that recently Graham Helm, a member of staff, had lost his wife to cancer and asked that everyone join in a moment of silence in recognition of Graham’s loss.

2. **Conflicts of Interest**

   No conflicts of interests were expressed.

   **LH to get the Trustees to update their conflict of interest forms.**

3. **Minutes of last meeting**

   No amendments were required and therefore the minutes were adopted as an accurate record of the meeting.

   SH explained that all actions from the previous minutes had now been completed or formed part of the agenda for this meeting.

4. **Notice of Impending Legal Action**

   No notice of Impending legal action.

5. **Contracts >£60k**

   No new contracts to report relating to services above £60k.

6. **Health & Safety**
ML explained that there had been no major incidents at Camp Glasgow, but a few minor ones that were dealt with on site with no ongoing issues. This was noted by the Board.

7. **Safeguarding**

The safeguarding incidents that happened at Camp Glasgow were noted by the Board.

8. **Fraud**

No issues relating to fraud.

9. **Chair’s Actions**

The Chair confirmed his actions and progress made since the last meeting as follows:

1. Updated the Trustee Handbook, with DC and LH’s help.

2. Accepted the resignation of the Chair of the Business Advisory Board.

Mick Buckley requested to step down to focus on other areas. We are now in the process of refreshing and finding a new chair for the group.

3. Authorised DSC invoices exceeding £60k

4. Authorised a staff honorarium for exceptional additional work

All the above was noted by the Board.

10. **Chief Executive’s Report**

JA discussed the following items from the paper:

**International work**

JA explained that she had forgotten that it had been agreed by the Board that we would not involve ourselves in direct delivery beyond the EU but would rather train international development workers while they are in the UK. This situation has arisen with Sheffield Hallam. Hallam students work in Tanzania and we have been asked to train the students in doorstep sport before they leave. We have also been asked to consider offering in-situ training for Tanzania-based workers.

SC asked if we could not get the students to be volunteers for us before they go to Tanzania so they could be ambassadors and help develop people in the local community.

JA stated that this is something we could look into.

SC also asked if we could train the staff here and then they train people out in Tanzania on our behalf.

VH expressed that this was a good opportunity for us as long as we are just linking in to their project and not having to organise the trip.
JH asked if there were no other partnerships Sheffield Hallam could work with as our approach may not be transferable in Africa.

RR asked if other areas would suffer from us doing this work, if there would be a cost and if we declined would it affect our relationship with Sheffield Hallam.

SH stated there was also an issue with insurance for staff as there are so many potential dangers working in Africa. We could therefore ask Sheffield to accept all liability. We also have to consider if this will be a one off opportunity or something we want to do more of in the future.

MB explained it was about balancing reward against risk.

SH stated we also need to ensure there is a benefit to the community in Tanzania and a benefit to us.

The Board agreed that JA and ML could make a decision on this work but take Board feedback and concerns into consideration.

Awards

The East Sussex FA has won an FA award for the youth leadership group set up with the Hasting StreetGames team.

Sport for good coalition

Conversations are ongoing with Sport England about broadening their agenda to include Sport for Good. Sport England are considering a ‘Sport Plus’ funding approach, where non-sport activities that form part of a sport for good project can be funded providing that sport is the primary vehicle for achieving the social good and that the intervention increases participation.

Not the Black Tie Dinner

The excellent night at Wimbledon raised £14,000. Taking into account the costs of staffing the event then the net value was not great. However, the event reinforced relationships with supporters and attracted new ones.

Volunteer Infographics

The infographics show statistics on wellbeing resilience, using the NPC survey to collect the data. This survey did not work fully for us due to the age restrictions, though we are testing it in other areas. We are also testing, the Warwick Edinburgh mental wellbeing test and training staff on the test before we ask the young people to complete it due to the nature of the questions. This test should be better across all ages.

SC expressed that it may be an issue that the NPC test is not relevant for us due to the age restrictions (the test cannot be benchmarked if used with over seventeen year olds).

JA answered that we have checked with NPC about using the survey and they
said it is fine, there is just no data for us to benchmark against when the participant are over the age of 17. We are also looking at becoming a provider of mental health training.

VH stated that you can’t really distinguish between male and female and other elements from the data.

JA answered that we are currently only using the data to show individual progress.

JH asked if Sport England is doing similar work.

JA answered that it may get wrapped in with their sport for good work.

PK explained that it was hard to say what SE would be doing due to the changes in the political landscape however sport for social change was becoming more prominent. It would be good for SG to present the work they have already been doing to SE.

SC suggested that we could build up a project to look at 17-18 year olds/employability and ask Big Lottery to help fund.

RR expressed it would also be good to use the surveys to show the distance a participant has travelled within a doorstep sport club.

KM stated that we are currently in conversations with Big Lottery broadly around that kind of work.

11. Dashboard of KPIs

ML reported to the Board on the StreetGames Indicator Dashboard Overview which has been refreshed for the 2014-15 financial year. Trustees’ comments have been taken on board and team members have provided a narrative with their RAG ratings.

DSCs allocated – the figure is now at 769 clubs
DSC participants – the figure is now at 7833.
DSC female participants – there has been no change in the figure but 100 projects focus on girls.

Large events –3 of the 4 major participation festivals have taken place, with the last one in Scotland on the 13th October. 800 participants have registered to attend although usually 30% of registered people do not come on the day.

SC asked why the London festival had lower figures this year.
ML answered that last year we had a high number of attendees due to the pull of the Copper Box in the aftermath of London 2012 but will monitor the figures going forward.

StreetMark –313 projects are StreetMarked. Currently working to get the projects with the old StreetMark updated to the new version.
Doorstep Skills Workshops – the activator workshops are still proving most popular. So we are trying to work on different ways to deliver the desk based workshops, for instance doing them in hour slots at projects. We are also talking to SE about this.

JH asked if the size of the organisation was a factor in their responding to workshop offers.
ML answered that it could be as some don’t have the capacity to think about funding and other areas outside of core coaching and delivery.
KM explained that a lot of organisations can’t write bids as there is a lack of time and a limited skillset.
JA explained we have thought of asking Sheffield Hallam to get their undergraduates to help with writing bids and we are also creating templates to help projects with small grant bids.

KM stated that funding bids need to move towards video and other evidence rather than writing bids to stop the same organisations getting the money.

PK to speak with his Sport England colleagues regarding the issues the projects are facing with writing bids.

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<th>Audit/Governance Report Update</th>
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<td>VH</td>
<td>The committee had analysed the feedback from the Board Governance training in June.</td>
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<td>Considered the latest version of the Assuring Good Governance dashboard, which is all on track</td>
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<td>The risk management strategy has now been updated with changes from the committee added</td>
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<td>The main discussion around the accounts was the treatment of the money from Coca-Cola but we are keeping this the same as last year for now.</td>
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<td>DC explained there will be some small tweaks to the accounts and then the final version will come to Board in December.</td>
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<td>Hoping to move from doing a full grant management review to just focusing on the high risk organisations in the New Year.</td>
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<td>Have now implemented all the recommendations made by Moore Stephens on procurement, just need to do some more staff training to imbed further changes.</td>
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The Board noted all the above.

Moore Stephens
ML explained that they had met with Moore Stephens last week to get the initial feedback from the audit. They stated that they could see the improvements that we have made and had made only seven minor recommendations all of which were developmental. The report is still to go
PK stated that there were no major concerns from their side and that all changes had been implemented.

13. **Finance Report**

DC ran through the following:

2. **The Board noted the 2013/14 management accounts**
   
   Year-end forecast income stands at £9.49m  
   Year-end expenditure stands at £9.66m

   DC explained that she was looking into cost savings for the September version of the accounts due the loss of some funding.

3. **The Board noted the latest balance sheet**
   
   Total Reserves stand at £4,978,337  
   Trade debtors stand at £301,290  
   Trade creditors stand at £110,382  
   Bank balances stand at £4,796,030

4. **The Board noted the 2013/14 Cash Flow Statement**

5. **The Board approved the updated StreetGames Finance Policy, Procurement Policy and the Risk Management Strategy.**

6. **The Board noted the updated risk register.**

   ML explained that there had only been one change on the risk register, which was linked to the risk relating to the NGBs. He explained that the risk had gone down due to the success we have had working with Badminton and the FA.

   MB also did the risk management training for staff on the 24th September, which received very positive feedback from staff.

   The Board formally thanked MB for delivering the training for staff.

7. **The Board noted the latest fundraising report**

KM ran through the latest version of the fundraising report, outlining where all of our current bids are up to with regards to public money, charitable trusts and corporates.

8. **The Board noted the latest staffing structure.**

   The IT & Monitoring Support Officer post has now been filled.  
   The Graphic Designer interviews will be taking place on the 10th October.  
   The Copywriter application forms are being shortlisted.

**Advice on contracts** – DC asked the Board to approve that for all future
commercial partner contracts we are able to approach Hays Macintyre for advice. The Board approved this approach.

14. **Future Meeting Dates - 2015**

The Board noted the dates of the Board meetings in 2015.

SH pointed out that the March meeting date was in the same week as the conference.

**LH to do a Doodle poll to find an alternative date for the meeting.**

LH

15. **PR Update**

JA ran through the PR report provided by Capella.

VH asked what impact the Coke campaign had had. ML explained it had not driven more donations to our website but had raised good awareness.

We have also now reached 10,000 followers on Twitter.

**Date of next meeting**

11\textsuperscript{th} December, London
Annex 1 – Notes from Summer Events Presentation, DSC Year 1 Learning and Board Strategy

**Summer Events Presentation**

Jason McAuley and Adam Smith joined the Board meeting to give a presentation on summer events.

AS presented on the Coke World Cup campaign and the summer festivals.

JMcA presented on the Pop-Up Games and the Commonwealth Games Camp Glasgow.

RR asked how many extra staff were brought in to help at Camp Glasgow.

JMcA explained that there had been around 30 staff on a rota system for the camp, with the majority staying for between 2 and 5 days and then 3 members of staff staying the whole 2 weeks. We also had 18 Young Advisors there who ran the majority of the evening activities.

BH asked if there would be another camp around the Rugby World Cup.

JA explained there wouldn’t be around that as it is too late in the year and tickets will be more difficult to acquire but that we are planning to do another one in the future around a different event, subject to funding.

AS stated that if anyone would like to see any of the videos again, they were on our StreetGames YouTube channel.

**DSC Year 1 Learning**

Karen Keohane joined the meeting and ran through the Doorstep Sport Clubs Year 1 Summary report.

The key learning points were highlighted as follows:

- **Page 7, items 2.1 & 2.2** regarding the location of the clubs by region. National organisations who had delivered clubs and our relationship with them: This had worked well with Access Sport and Street League but had been more problematic with the Football League Trust and Rugby League Cares due to capacity issues.

  RR asked why we had not linked with the national rugby organisations.

  KK explained that we had a one to one relationship with clubs but this had been patchy.

- **Page 8, item 2.3** showed the different organisations that had delivered the clubs. 58% of the organisations were new to the network.

- **Page 9, figure 2** showed that we didn’t hit our target participation figure a year from receiving the funding and that a significant proportion of participants were under the age of 14.
However, the target of 18,500 participants was for 12 months but because of delays outside of our control we only actually had 10 months to deliver the project. The target figure at 10 months would have actually been 14,000 therefore we did meet this target.

- Page 10, item 2.7 showed the percentages of females, BME and disabled people the clubs attracted. We are trying to reinforce the girls work more in Year 2 as we did not meet our target in Year 1.

- Page 10, item 2.9 described the work that Ceris’ team had done in mapping participants’ post codes, which then showed that we are targeting and reaching the right young people.

- Page 11, figure 4 showed the types of sports/activities the clubs had run and the levels of male/female participation. Have asked in year 2 what clubs are offering in multi-sport sessions. We are also trying to get clubs to broaden the activities they offer to attract new young people.

  JH pointed out that there were no female participants in some sports.
  KK said she would look into this.

- Page 11, item 2.15 and 2.16 described the offers that the clubs had been using and the success they were having with particular offers.
  KK explained that 70% of the new DSCs had also taken up other offers we have.

  Have yet to allocate 10 clubs this year but have had 300 carry on from year 1 and will eventually have 700 new this year (including 200 solo clubs). There are now 316 organisations delivering, of which 170 are new.

- Page 14, 3.3 and 3.4 described how we have been using the Views monitoring tool to collect data from participants and helping to train club staff on the new system.

  KK explained that we have had problems with clubs using the system to record participation data in year 1 and that this was continuing in year 2.
  Currently we have not been on target with our participation figures but have established a monthly trajectory target.

  VH asked what would be done if the numbers were still low in September.
  KK explained that it was tough for organisations to get their head round the reporting system.
  JA also explained that it is a hard task to get the projects to enter the data. Have tried in the past to use bribes but that didn’t help. Have been in contact with BT with regard to funding a team of volunteer ‘StreetGeeks’ to support projects in entering data.

  SC asked if the projects could not give us the data to input.
  ML explained that there was too much for us to do. The process of collecting monitoring data is a sector wide issue and we need to challenge and try to change it. Need show to the projects that data provides them with strong evidence and could be a route to further funding.

  TF asked if we have tried withholding funding to the projects until they input the data.
KK explained we had partly been doing this but could only hold back the final bit of funding but this had worked in the past.

- Page 19, figure 6 described the financial spend of the clubs from year 1 and what the split was across various areas.

- Page 19, item 4.2 described how the clubs match our funding

- Page 20, table 3 shows how we start the DSC process

- Page 21, table 4 shows the principles used to assess project Delivery Plans.

- Page 22, the Doorstep Sport Club Journey image shows how we are trying to get the projects to think of the process as a journey of development rather than just a funding programme.

- Page 27, item 513 and 5.17 outline how we want to move forward in year 2 of the scheme

- Page 28, items 5.20 and 5.21 outline the focus and priorities for year 2.

SH asked what the percentage split of the organisations was for year 2. KK answered that it was: 33% Local Authorities, 30% Voluntary Organisations and 30% Other.

SH congratulated the team on turning a 3 year project into a 2 year one.

**Board Strategy**

ML ran through the Board Strategy Discussion. He explained our current position and three budget (forward look) scenarios:

- Contract only
- Development
- Growth

The pace of change means that we have to constantly review our strategy to accommodate new information.

**Appendix 1**

VH asked where the 148,500 figure had come from on G2 of the plan.

ML explained it was all the participant figures from across all the programmes over 4 years.

ML went on to explain that the mainstream area of work is the most challenging and that points M5 and M6 are areas that we would like to deliver but do not currently have the necessary resources identified.
Page 9 shows the KPI targets – we are still concerned about the number of female participants and the volunteer scheme.

**Budget Forecasts**

Pages 14-17 show the budget scenarios in webs.

Pages 18-19 show the forecasts of spend in webs.

The 3 budget scenarios will be maintained even if things change such as additional funding comes in over the next few months.

Need to really find funding for the Us Girls and Volunteer programme.

JA explained that the volunteer programme appears to be easier to get funding for compared to the Us Girls programme.

SH suggested that we could become more outcome focused as an organisation and therefore have midterm reviews to assess our impact on the young people we are supporting. If we were more outcome based we could focus more on depth of impact with young people rather than just growth.

JA stated that we need to ensure that we look at what is wanted from the organisation, where we are making the biggest impact and are we giving the young people in poverty a valuable experience.

Have to also look at the policy environment we are in as it is moving to focus on health and how cardiovascular health is linked to weight.

We are also in a tricky situation as more organisations come into the sector, so we have to try and teach young people the skills be able to dip in and out of different sports so they are confident to stay involved in sport as they get older.

SC suggested that we give clubs guidance on how to widen their sports offers.

JH stated that we need to ensure young people are involved in sport for health reasons as they get older rather than being there with their mates. We need data to show the health organisations that we can get young people involved in sport for health reasons.

ML added that some young people may move into sport later in life but to a direct sport, such as cycling, so we need to equip them to be able to join any sport.

SH explained that we need to ensure our young people can cope as nothing will be the same in 5 years’ time as the sector is moving to a more corporate rather than community based service.

RR asked what Sport England’s view is.

JA explained they intend to fund organisations outside of NGBs but want the NGBs to expand their offers.
ML added that at the moment our offer is right for structured sport and attracting the young people who want this like the NGBs.

SH ended the session by explaining that we can decide what we are doing over a period of time; however, the decision on the volunteers and Us Girls programmes need to be sooner rather than later.

As we have started these discussions earlier this time round we are more ahead of the game and are better placed. The organisation is currently fine but there are some challenges ahead.

The Board will have working groups in December to discuss elements further.

If anyone wants to talk to JA and ML regarding anything on the strategy please do so before the next meeting.

This will now be added to every agenda for discussion.