STREETGAMES BOARD MEETING

Date: Thursday 17th March 2016
Venue: Caesar Room, Imperial Hotel, Russell Square, London, WC1B 5BB
Time: 10.05-14.15

MEETING MINUTES

<table>
<thead>
<tr>
<th>ITEM</th>
<th>MINUTES</th>
<th>ACTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trustees:</td>
<td>PRESENT</td>
<td>Steve Hodkinson (Chair), Victoria Hill (VH), Richard Moore (RM), Sue Capel (SC), Amanda Sater (AS), Margaret Bowler (MB), Helen McGrath (HMG), Jonathan Hughes (JH) and Karen Creavin (KC)</td>
</tr>
<tr>
<td>Observers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff:</td>
<td>Tom Forrest (TF)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jane Ashworth (JA), Mark Lawrie (ML), Ceris Anderson (CA), Dawn Cole (DC) and Lis Hindle (LH)</td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Welcome &amp; Apologies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Apologies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>David Innes gave his apologies for the meeting.</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Conflicts of Interest</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No conflicts of interests were expressed.</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Minutes of last meeting</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The minutes were agreed as an accurate record of the meeting. All actions from the previous minutes had been completed.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>JA asked the Board who would be attending the StreetGames conference in April. SC, AS, RM and HGM stated that they would all be attending.</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Notice of Impending Legal Action</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The Board noted the update on the latest position of the legal claim against the organisation.</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Complaints</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The Board noted the recent complaint that had recently been received.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>SH thanked ML for the way that he handled the complaint.</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Contracts &gt;£60k</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No new contracts to report relating to services above £60k.</td>
<td></td>
</tr>
</tbody>
</table>
7. **Health & Safety**
   
   No issues regarding health and safety to report since the last meeting.

8. **Safeguarding**

   The Board noted the incident which had occurred at a location where a project was based and will be notified if there are any further updates.

   KC asked if the manager being a volunteer for us was a risk and if we need to know how the situation was handled.

   ML answered that the manager was not now involved in the delivery of the sessions and a new location for the session is being explored. We would expect that this kind of safeguarding issue would be predominantly dealt with locally with our role to support and provide information as required.

9. **Fraud**

   No issues relating to fraud.

10. **Chair’s Actions**

    The Chair confirmed his actions and progress made since the last meeting as follows:
    
    - Accepted the award of £145,260 from Sport England for building sustainability in 2015/16.
    - Have asked DC to chase up £8k we are owed to the volunteer fund from an organisation who have been forced to close.
    - Today signed the Sport England deed of variation for the 2016/17 funding of £4m.

    All the above were noted by the Board.

11. **Chief Executive’s Report**

    JA explained that her report was shorter for this meeting as the strategy information will be discussed during a later item on the agenda.

    JA discussed the following areas from her report:

    **Chair Recruitment**

    VH, Norman Turner and RM are on the panel.

    Perrett Laver have provided a list of possible candidates which we have now whittled down to 17. A number of conversations are being held with those who might be of interest.

    The next step is to advertise the position with a view to interview in May.

    RM explained that SH is a tough act to follow so we will have to see where the recruitment process takes us.

    JH asked if we are struggling to find the right group of skills in one person.

    RM answered that was one of the reasons.
AS asked if the time someone can give is an issue.
RM explained that we are trying not to bring that into it as not everyone has the same time to give as SH and there may be different ways to approach the role in future.
HMG asked when we plan to make a decision by.
JA & RM answered that we were hoping April but it’s realistically when we find the right person.
SH suggested that if we do find someone we can then have a special EGM in July/October to appoint the person as a Trustee to serve from the AGM in December. This would allow us to have a Board in the morning and the AGM after the Board, providing for a smooth transition of Chairs.

**University Fundraising**
David White is working on this area to build relationships and we are linking in to our volunteers who have gone to university.
*If anyone has any connections at universities let JA or David know (David.White@streetgames.org).*

**Events**
We have set a target to raise £150k to fund the festivals, summer camp and a residential. Adam Smith is due to leave in April and Paul Roberts will be seconded part-time from his work in Wales to lead on the campaign once Adam leaves.

On the 18th May we have a dinner at Wimbledon, which Will Greenwood’s company (Legends) are delivering. The evening is a black tie quiz and dinner for which tickets are selling well.

SH explained that this would be the perfect time to launch our version of a 200 club. We think it would be good to have a club that brings in funding towards a specific thing through membership fees.

KC highlighted that we just need to be realistic about the admin that will be involved, the cost and the amount of engagement needed. We should recognise that this isn’t the only way that people can support the charity.

This was noted by Board Members

RM added that we also need to ensure we price it appropriately and call it something that fits in with the charity.

SH explained that he would be willing to volunteer on the admin side once he steps down as Chair.

KC asked if we had looked into payroll giving, as that is giving with news attached but no prizes.

ML answered that this is something we are looking into.
**12. Dashboard of KPIs**

ML ran through the following areas of the dashboard:

- Companies House Returns should now state Green and Complete not, Not Yet Started.
- DSC Data online – we remain just ahead of the projections in terms of meeting targets but we know that we will never achieve 100% data inputting from projects (targeting 87% based upon previous years).
- DSC participants – currently ahead of target and these figures do not include CLUB1 data
- Female participants – have agreed to focus on quality rather than quantity for 2016/17.
- Pop-up clubs – are still awaiting the data for a number of the clubs including the new StreetGolf activity.

HMG suggested that there could be a better metric for the PR KPI’s rather than just reporting the number of pieces.

ML answered that we do receive other information from Capella which we could report on.

SH asked if it would be possible to do a survey of network organisations who are not Doorstep Sport Clubs to better understand overall participation and any indirect beneficiaries.

CA explained that we could do a one off annual survey to those in the network with some simple questions on.

ML explained that he will revise the dashboard for 2016/17 with contract KPI’s on and include some KPI’s that give a broader view of whole of Network activity.

**13. Audit/Governance Report Update**

All the items on the Audit and Governance report were noted by the Board.

VH explained the following areas from the report:

- The Committee had a discussion regarding the outcomes from the House of Commons Select Committee review of what happened at Kids Company. There are no major immediate risks to StreetGames as we are set up differently but just a reminder to Trustees that we have to be vigilant and aware of responsibilities.
- The Committee reviewed a report on contractor hours, which...
showed that whilst we have a high number of contractors there are no high risk areas. There are two contractors who now work for StreetGames for over 60% of their week and could be considered employees so DC is reviewing their status.

SC highlighted that contractors can still claim employment rights so need to be aware.

ML explained that most of the time it is the individuals choice to be a contractor but we do recognise the risk so we need to address.

- The Committee also reviewed the reports on the Doorstep Sport Club risk review and compliance visits. The risk review showed no patterns with regard to types of organisations and also revealed this is a costly process so we would need sufficient funding if Sport England want it to be done again in the future.
- The Assuring Good Governance dashboard was reviewed for the year ahead which only has a few changes around the trading company and reserves policy.

### 14. Finance Report

The Board noted all of the items on the Finance report.

The following areas of the report were discussed:

**Fundraising**

- We have received money from the GLA for a girls programme
- We have generated funding for Let’s Get Physical in a number of areas
- Communities 1st money for Wales has been received, which is a slight reduction (10%) to previous funding but is much better than some organisations
- Berkeley Foundation are funding a southern residential
- We have received funding from Sport England for sustainability of Doorstep Sport Clubs during Q4 of 2015/16
- Are waiting for a decision on our bid to City Bridge (due in April/May)
- We were unsuccessful in our bid to the Berkeley Foundation for money towards a girls project

AS asked why we were unsuccessful in our bid to the Big Lottery. JA explained that they were not keen to fund sports projects as they see this as the role of Sport England.

- Have re-submitted a bid to Big Potential for money to help develop the trading company.
- Are applying to BT for money towards the volunteer programme in England
- Will also be applying to the People’s Post Code Lottery for small
grant funding to begin with – probably to develop an intergenerational project.

**Trading Company**
- A full financial forecast has now been carried out.
- We have a part time sales person employed
- Expect to have £25k of surplus this year which is above target
- Waiting to hear back from the Big Potential about development money.
- Are getting the marketing and branding in order.

SH asked where the work with Pearson is up to.
JA explained that conversations are ongoing regarding the BTEC and ‘Digital Badging’ of competences.
ML added that we are near completion of the Pearson Assured process.

**A briefing to be provided for SH about Pearson before his meeting with one of their Directors.**

**Budget 16/17**
- Black figures are those that are confirmed and blue are the figures very likely to be coming in.
- Expect to have around £6.5m of income this year which is a reduction due to the end of the Cabinet Office volunteer funding, Coke funding and a reduction in the Sport England funding for the final year of Doorstep Sport Clubs.
- Looking like will have a funding gap of £450k at the start of the year.
- Are asking Sport England if we can carry forward approximately £200k of underspend.

SH explained that this year for salaries we have decided on a 0% cost of living increase in line with CPI in the Autumn but that the Board can keep this under review through the year. Staff who are due to receive incremental rises will still receive them.

**Management Accounts** – is looking like we will have a funding gap of £20-£30k by the end of the financial year.

**Balance Sheet and Cashflow forecast are both healthy.**

**Policies**
KC highlighted a number of small queries on several of the policies. The main issue is with the safeguarding policy which has a mixed tone but will resolve this by meeting with John Downes to amend the policy.

**KC to meet with JDo and ML to discuss Safeguarding Policy and approach.**

**List of amendments for the policies to be sent round in future with the papers.**
**Safeguarding policy to be brought back in July.**

**Risk Register** – ML explained that risk 4 with regard to the new strategy and risk 18 regarding NGB’s reaction to the Sport England strategy are the only two that have increased and this is due to the uncertainty around the Sport England Strategy and its implementation.

The current version of the staff structure was noted.

**15. Trustee Equity Information & Skills Audit**

DC explained that the information on the report was just an overview of the results from the recent survey that Trustees completed and showed the equity profile of the Board.

DC thanked everyone who completed the survey and explained that we will carry this work forward to the year ahead in the new Equality and Diversity action plan.

LH did the report on the Trustee skills which showed that we have a good level of organisation knowledge on the Board so will use the results to aid future recruitment to the Board.

LH to update the skills audit to include SC’s information and AS’s updated information. Also run a version which shows the skills that will be lost when DI, VH and RM step down.

**16. Research & Insight update**

CA joined the meeting to discuss the progress on the Research and Insight work since the strategy was developed in 2013.

The key priorities for the future are to continue to demonstrate impact, disseminate learning, raise the profile of doorstep sport and also understand our target market.

SH stated that it would be good to revisit the social return element of the Substance research at the end of the DSC programme to see if there were any changes to their projections of impact at the mid-point.

CA explained this is something we could look into doing. **CA to explore the costs and feasibility of running the Substance social return calculations for data at the end of four years of the DSC programme,**

KC asked if there is a summary of the key learnings from the pieces of research undertaken over the period of the Research and Insight strategy.

CA explained this is something we can look to provide for trustees.
<table>
<thead>
<tr>
<th>17. Future Meeting Date and PR summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Board noted the 2016 meeting dates and the PR summary.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>18. Strategy Discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>JA went through a PowerPoint which outlined the thinking and direction of the work ahead for 2017/21.</td>
</tr>
</tbody>
</table>

She went on to outline where we are currently up to with the work and what the next steps will be:
- Plans for the home countries will be brought to Board in Autumn
- Agreement on evaluation measures will be reported to Board
- Progress with funding will be brought to each Board
- The first opportunity for funding is likely to be in summer with Sport England

A discussion regarding patrons is needed soon.

May also need to explain our stance on our reserves and policy if funders question it from new legislation for charities which is being proposed.

The Board agreed the direction of travel with regard to the 2017/21 strategy.

<table>
<thead>
<tr>
<th>Date of next meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>7th July 2016, London</td>
</tr>
</tbody>
</table>