STREETGAMES BOARD MEETING

Date: Thursday 20th March 2014
Venue: Room MAL 632, Birkbeck University of London
Time: 10:00-13:00

MEETING MINUTES

<table>
<thead>
<tr>
<th>ITEM</th>
<th>MINUTES</th>
<th>ACTION</th>
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<tr>
<td>Trustees:</td>
<td>PRESENT</td>
<td>Steve Hodkinson (Chair), Alastair Wood (AW), Jonathan Hughes (JH), Karen Creavin (KC), Victoria Hill (VC), Richard Moore (RM), Brendan Reilly (BR), Pradeep Kachhala (PKa)</td>
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<td>Staff:</td>
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<td>Jane Ashworth (JA), Kerry McDonald (KM), Mark Lawrie (ML), Brian O’Connor (BOC), Guy Jewell (GJ), Lis Hindle (LH) and Ceris Anderson (CA) for items 16 &amp; 17</td>
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<td>Other:</td>
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<td>Paul Kendall (PK) from Sport England</td>
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1. Welcome & Apologies

Apologies
Rachel Roberts (RR), David Innes (DI), Susan Capel (SC) and Margaret Bowler (MB)

SH gave thanks to the group on behalf of Desiree Mahoney and John Stevens for their gifts following stepping down from the Board.

2. Conflicts of Interest

No conflicts of interests were declared with regard to today’s agenda.

3. Minutes of last meeting

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

SH informed everyone that the July Board meeting had now been moved to the 26th June and that there will be a training session organised by VH for Trustees at this meeting.

Matters arising
- It has now been agreed that a research report will come to Board every second meeting.
- The Moore Stephens Audit had flagged up an issue re the integrity of the monitoring information provided by Doorstep Sports clubs. It was agreed with Sport England that this would be checked through visits to 5% of the Doorstep Sport Clubs. To date, only one of the sixteen clubs visited had a discrepancy in their data which is highly reassuring.
- With regard to Ambassadors, it is hoped that Coca-Cola will help to find a suitable candidate – ideally an England footballer.
- A template letter from Capella for Trustees to use in order to respond to negative press is still outstanding.

An event took place at the Brazilian Embassy on the evening of the 18th March for the World Cup, which was attended by a number of representatives from SG. RM stated that the event had been a great success and thanked the team involved.

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<th>4. Notice of Impending Legal Action</th>
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<td>No notice of Impending legal action.</td>
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<th>5. Contracts &gt;£60k</th>
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<td>No additional contracts to report relating to services above £60k.</td>
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<th>6. Health &amp; Safety</th>
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<td>No issues relating to health and safety.</td>
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<th>7. Safeguarding</th>
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<td>No issues relating to safeguarding</td>
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<th>8. Fraud</th>
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<td>No issues relating to fraud.</td>
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<th>9. Chair’s Actions</th>
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<td>The Chair confirmed his actions and progress made since the last meeting as follows:</td>
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<td>1. Approved the appointment of two new event support officers from within existing resources.</td>
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<td>2. Approved and signed a minor amendment to the contract with Coca-Cola.</td>
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<td>3. Taken action to resolve anomalies in senior staff pay and conditions.</td>
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<td>4. Signed off the tender process for t-shirts and equipment for activities during the summer of 2014.</td>
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<td>5. Approved the agreement with Spirit of 2012 for £180k towards the Commonwealth Games programme.</td>
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<th>10. Chief Executive’s Report</th>
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<td>JA discussed the following items from the paper:</td>
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**Summer Schedule** – We have had a good demand for the Commonwealth Games tickets so far and John Feaver is negotiating a deal with Stagecoach for subsidized transport to Glasgow for the young people. There will be pop-up clubs at the Games and the LTA have given £10k towards tennis pop-up clubs during the 2014 summer.
Doorstep Sport Clubs – Targets surrounding the clubs are all being met. There have recently been 9 regional roadshow events, which have been well received. Also we are currently further developing our partnerships with local authorities to get them to have DSC programmes in their plans. We are aiming to have 200 ‘solo’ sports clubs by September/October and are currently testing what this will look like.

Training Academy – Is currently going extremely well and Universities have been consulting with us about programmes for their undergraduates. A business plan will be created in the near future in order to test the viability of selling our training to organisations in different sectors.

Conference – This year’s conference will be at Warwick again on Wednesday 2nd and Thursday 3rd April and we have had good interest from across the sector. JA reminded Members that it would be good for them to attend the conference and to let LH know if they wish to do so.

JH explained that from going through the nominations for this year’s awards, it is clear that the people involved have been linked with their local StreetGames organisation for a number of years and have stayed with us. The calibre of nominees is very high.

Media Summary – Capella have done a summary of all the recent SG media coverage, such as Karen Keohane being on BBC Breakfast and JA featuring on a blog spot for the Huffington Post. We are hoping in the next few weeks to have some case studies published about the story of Swindon and their projects.

Office Accommodation – ML explained that:

- The lease for the Eccles office has now been signed by the Texas solicitors so just needs to be signed by the Image Group solicitors. Then SH can sign this off on our behalf.
- Have now agreed a deal with Black Prince Community Hub for a bigger office space in their building, which should be done by April 1st.

SH explained that as the temperature in the Eccles office during the summer months can get uncomfortable, it has been agreed that the necessary changes to the ceiling can be made (subject to Landlord approval).

SH expressed that it would be good for Trustees to attend the festivals and events in the summer and if anyone wished to do so, could they please inform LH so she could let the events team know.

11. Dashboard of KPIs

ML reported to the Board on the StreetGames Indicator Dashboard Overview.

Doorstep Sport Clubs (set up numbers) – the data shows 30 clubs who are not using Views and some of these have been deferred to next year.
However, as of yesterday the number outstanding had dropped to 24.

**DSC Participant numbers** – The figures reported include all participants, so the actual figure for February 24th of participants aged 14-25 is 10,934. This is still on target to reach 18,395 participants by the end of the first full year of delivery in June.

**DSC Female Participants** – the 40% targets is for the whole four year period, the target for 2013-14 is 30% and for 2014-15 is 35%. Claire Wheeler is doing work on this to increase the number of female participants. The outcome is also still on target for June.

ML explained that the Community Safety and Health Commission’s targets were being collected gradually – including through the recent DSC Roadshows.

**Training** – the Activator courses we run are currently proving more popular than the Doorstep Sport training workshops.

SH asked why the activator courses were more popular.

ML explained that our original targets for the dashboard were an estimate as we had never run this volume of courses before. The activator courses seem to be more popular as they are practical in nature – equipping coaches with new sports that they can play with the young people. The workshops are more theory-based and are a natural progression in many cases as a project develops.

AW stated that project leads felt the activator course was a better use of their time.

SH explained that there was a niche in the market for offering training to primary schools, which could be worth looking into given the School Sport Premium.

**Northern Ireland** – this area of work is due to be reviewed as the scope for future growth is not clear. John Downes will be visiting to make an assessment in the next two months.

AW asked if SG had considered piloting work with under 14’s in order to target the work done around obesity and healthy living in young people linked to the National Child Measurement Programme.

ML explained that as the majority of current funding by Sport England reflects their strategic priority of targeting 14-25 year olds we are currently working to these targets. However, they do not object to us working with
under 16’s.

PK asked why the solo clubs outcomes were not on the dashboard.

ML explained that they would be on the new dashboard that would be coming to the Board in June.

12. Finance Report

SH informed the meeting that BOC had been working closely with GJ in order to get a smooth transition of work when he leaves.

SH offered huge thanks from everyone for the work BOC has done for the organisation over the years, leaving us in a confident position and with a good team.

1. The Board noted the 2014/15-17/18 Budgets
   The cumulative level of funds required to be raised to maintain reserves for the three years to March 2017 is £1.5m, which is when the current funding agreement with Sport England is due to finish. Then there is a massive gap of £2M to find in the year 2017/18.

   SH explained that the projection was not on the basis of a strategy and delivery plan beyond 2017 and that there is now a need for the organisation to look at our aspirations beyond the current strategic plan.

2. The Board noted the 2013/14 management accounts
   - Year-end forecast income stands at £6.061m
   - Year-end expenditure stands at £5.96m
   - The forecast surplus of £100,000 will be carried forward to next year’s budget.

3. The Board noted the latest balance sheet
   - Latest position as at January 2014 stands at £2,267,186
   - Trade debtors stand at £58,924
   - Trade creditors stand at £9,403
   - Bank balances stand at £2,182,317

4. The Board noted the 2013/14 Cash Flow Statement
   SH explained that there was potential for SG to use UBS’s cash management system in order to receive better interest rates. This is currently being considered.

5. The Board noted the StreetGames risk register
   ML explained that a discussion had taken place at the Audit Committee in February about how the scores on the register did not reflect how the controls impact on the reduction in ratings for the risks. So some of the scores have since been changed after this review.

   Risks surrounding fraud, safeguarding and health & safety have now also
been added to the register following the recommendation from Moore Stephens.

VH added that following a meeting with MB, the register needs to be used more as a live document.

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

SH informed the meeting that interviews for the Finance Director post would take place on the 26th March and that six people have been shortlisted.

7. **The Board discussed and agreed in private session the proposals for staff salaries for 2014-15.**

8. **The Board noted that the amendments proposed to policies at the December 2013 Board meeting had been agreed by the Finance Committee in February**

9. **The Board approved the amendments to the Finance and Fund-Raising Committee’s Terms of Reference.**

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<th>13. Audit/Governance Report Update</th>
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<td><strong>1. The Board noted the latest version of the Internal Control Action Plan</strong></td>
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<td>ML explained that appendix 13.1 was the old version of the plan and appendix 13.1a was the version containing only the outstanding actions. These actions will be carried forward into the new Assuring Good Governance plan, which will come to Board in June. An item surrounding data breach will also be added to the plan.</td>
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| 2. The Board noted the final version of the Moore Stephens report from the November Audit. |
| The actions from this report can be found on pages 14-16 and will be built into the internal control plan for the year ahead. Some of the actions have already been started and others have been completed. |
| A conversation will be had with Sport England about funding for an external person to sit on the Assuring Good Governance group. |
| Sport England have also asked Moore Stephens to carry out a follow up audit in July. |

| 3. The Board noted the areas for improvement following the Sport England Self Assurance. |
| The recommendations from Sport England have now been completed or planned in for next year. |
4. The Board noted the decision not to tender for new auditors.

VH explained that this decision had been made following a costing exercise showed that our auditors offer good value for money. Also our organisation is not currently big enough to be audited by one of the larger auditing companies. The current auditors have agreed to attend Audit Committee twice a year and provide an update on the work they do for us and also what they could contribute to internal review.

5. The Board approved the amendments to the Audit Committee’s Terms of Reference.

6. The Board noted that BOC will stand down from the Audit Committee following his departure from StreetGames.

VH acknowledged how this time last year we had received a bad report from Moore Stephens and recognised the hard work the team has done since then to rectify the reported issues and thanked them.

14. StreetGames 5 Year Fundraising Plan

KM ran through the fundraising report for the meeting.

The purpose of the fundraising report is to develop a plan that looks beyond 2017 and moves towards raising our unrestricted funds.

Current strategy focuses on six key areas:

- Public sector funds – which is good currently.
- Charitable trust funds – which we are looking into more.
- Commercial Sponsors – such as Coca-Cola, Football Pool Fives and hope to attract more through the work John Feaver is doing.
- Philanthropy – developing a plan further as want to do more in this area.
- Internet Generating – are doing but is mainly for raising our profile.
- Fundraising events – not a lot of profit in these but does give us access to corporate connections.

Going forward want to develop more in:

- Legacy giving
- Salary donations – have approach Grant Thornton about this.
- Charity of the year – developing currently
- New Trading – such as the selling of training
- Events – in terms of people raising money on our behalf at big events.

VH questioned if legacy giving should be a priority as it is such a lengthy
process and won’t change our financial position for a number of years. The corporate element of funding is our best option as we currently do this very successfully with Coca-Cola. Digital fundraising is also a good option as it is not well known and suits our organisation, but there is no universal model available for this yet. Events is reaching a saturation point in the market, however there could be a gap in the market for events outside of London targeted at male donors.

RM agreed with the comments made by VH and suggested that conversations with corporates were needed who would then guide us as to what they would like to fund.

**It was agreed that a detailed outline of the process and budget we currently have against each area of the plan was needed so Trustees can better understand what happens surrounding fundraising.**

SH explained that it needs to be reiterated to potential funders that we are not raising funds for the sake of it but for the charity’s benefit. Also that Sport England could be involved in conversations with funders as the relationship we have with them is worth showing.

**It was agreed that a meeting between the Audit and Finance committees would take place between their meetings solely to discuss fundraising. Trustees not on these committees are welcome to join or share their ideas with JA or KM.**

### 15 Workplace Wellbeing

JA updated the meeting on the recent work the workplace wellbeing group have been doing.

The key points discussed were:

- Looking to get external validation for the workforce wellbeing offered.
- Senior staff have recently done a Facet 5 exercise on good ways of working and another round of staff will be doing this in the coming months.
- The Royal Literary Fund will be running two sessions for staff on report writing
- ML and Adam Smith will be attending a Sport England funded management course at Cranfield University

SH expressed that this was all good news and thanked the team for their work so far.

### 16 Research and Insight Update

Ceris Anderson joined the meeting in order to give the Trustees an update with regard to the five key areas of the research and insight plan.

1. Gaining a deeper understanding of our target market
• A Lifestyle Insight Study is currently being undertaken in partnership with youth research agency 2CV to help build a deeper understanding of disadvantaged young people and their lifestyles. A report is due at the end of March 2014 on this work.

• The Research and Insight team undertake desk research on an on-going basis, to review relevant published data and reports.

2. Gaining a deeper understanding of how best to develop sporting habits

• We are currently working together with Dr Carolynne Mason from Loughborough University to explore and gather learning re participant retention and drop out. A report is due end of March 2014 on this work.

• Currently working with the University of Birmingham to explore ways that we can build upon and use existing learning developed by the University relating to motivational coaching climates. An outline funding bid has been submitted to the Coca-Cola Foundation to support this work - response expected April 2014.

3. Gaining a deeper understanding of the efficacy and impact of our work

• Continuing to use the Views monitoring system across DSC organisations.

• Substance has been commissioned by StreetGames to undertake a StreetGames wide evaluation to explore and gather evidence of the impact of our work and that of our network. The study has four key stages – with stage one, a mapping exercise involving a literature review and consultation, due to be completed by March 2014.

4. Gaining a deeper understanding of the value of doorstep sport to other policy areas

• We are currently ‘testing’ the NPC wellness tool with a sample of StreetGames young volunteers to gather evidence on the impact of volunteering on wellbeing and life satisfaction factors.

• We have recently prepared a set of ten mini-case studies from projects within the StreetGames network, which have a specific community safety focus. These case studies will be used to support our discussions with PCC Offices and developed/disseminated further to share learning and good practice.

5. Disseminating practical and insightful learning

• We have produced new web resources including a range of case studies and fact sheets. These are available to download on the StreetGames website.

• StreetGames staff have provided papers and speeches at over 20
StreetGames have provided guest lectures and training workshops at HE institutions to share doorstep sport learning.

We are currently in the process of upgrading the StreetGames Website to simplify and enhance access to information and resources.

SH thanked CA for her update and thanked her on behalf of the Board for the significant development of this area of our work.

**KC asked for more detailed information surrounding the numbers and an overview of the young people who we support in each local authority area.**

JH asked how this insight knowledge was linked to the work that Sport England do with NGBs.

PK explained that it fed back into the information that SE provide out to their network of senior managers and was used at meetings with those senior people.

**17 Leisure Spending**

CA ran through the report on leisure spending for the meeting.

The report highlighted that young people from disadvantaged backgrounds typically spend money on going out, socialising with friends and new clothes rather than sports.

The amount spent by disadvantaged young people on sports was on average £3 per week, which is lower than the average cost for a leisure centre sport programme.

JA highlighted that most young people borrow money from their parents in order to pay for these things, so in a way this is encouraging a normality of debt.

KC asked what would be done next with these findings.

CA explained that they would be use when lobbying to leisure centres and NGBS about lowering their prices for young people’s sports.

KC explained that Birmingham Council also had data that would back this up, if needed.

SH thanked CA for the report.

**18 Any Other Business**

SH highlighted that this would be AW’s last meeting as a Co-opted member of the Board. He thanked AW for volunteering to do this role, for his contribution to the Board’s work and hoped that AW would stay involved with SG in the future. He explained that the reason for the
change was to give other members of the network the opportunity to be on the Board.

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<th>Date of next meeting</th>
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<td>26th June 2014</td>
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