# STREETGAMES BOARD MEETING

**Date:** Tuesday 9<sup>th</sup> July 2013  
**Venue:** Birkbeck College, Room MAL 632, Entrance on Torrington Square, Malet Street, London WC1E 7HX  
**Time:** 10.00-15.30

## MEETING MINUTES

<table>
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<tr>
<th>ITEM</th>
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<th>ACTION</th>
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<td><strong>Trustees:</strong></td>
<td><strong>PRESENT</strong></td>
<td>Steve Hodkinson (Chair), Victoria Hill (VH), Jonathan Hughes (JH), Richard Moore (RM), Susan Capel (SC), Alastair Wood (AW), Brendan Reilly (BR),</td>
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<td>Staff:</td>
<td>Jane Ashworth (JA), Kerry MacDonald (KM), Mark Lawrie (ML), Brian O’Connor (BOC), Julie Lane (JLa: minutes)</td>
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<td>Other:</td>
<td>Kelly Gordon (Sport England)</td>
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## 1. Welcome & Apologies

**Apologies**
-Rachel Roberts, John Stevens, David Innes, Karen Creavin, Phil Smith (Sport England).

**General Meeting**
- Chair explained that there was no need to carry out a General Meeting as recruitment of chair of the audit committee had been unsuccessful and the process will be carried out again during September.
- Agreement to Co-opt Alastair Wood to become a member of the Board one year starting 9<sup>th</sup> July 2013. Alastair is employed at Hull CC and was nominated by the StreetGames annual conference.

## 2. Conflicts of Interest

The Chair explained that a review of the Register of Interests was needed and that the new revised form would be circulated for completion.
This form will be circulated along with
- Skills Matrix Questionnaire
- Trustee Evaluation form.

Declarations regarding today’s agenda were requested and the following should be minuted:-
- Alastair Wood declared an interest in doorstep clubs as Hull City Council are recipients of DSC.

3. **Notice of Impending Legal Action**

No notice of Impending legal action.

4. **Contracts >£60k**

No additional contracts.

**Note** that the Chair had approved the contract with Capella PR. Representatives, Gareth Thomas & Nia Evans will attend at lunchtime to present first 2 months of work. The process to outsource our PR work is now completed.

5. **Minutes from the last meeting March 2013**

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

**Matters Arising**
- Finance Committee has not yet carried out a review of the current use of salary scales in the context of the growth of the organisation and other approaches in use in the sector, because of awaiting for the decision for funding from Sport England.
- Existing staff are being assimilated into posts and recruitment to new posts is underway. FC will look at the overall staffing position September through to March.
- The 2013-17 public facing strategy document is in preparation.
- Conference (7d) – thanks from the Chair on behalf of the board as the quality of the conference was excellent and the Awards Evening was excellent too. Tony Minichiello’s connection with grass roots sport was fantastic and touched everyone.
- Not the Black Tie Dinner – huge atmosphere – thanks to everyone who was involved in that.
**6. Chair’s Action**

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

a) Approval of Capella’s contract  
b) Approved Brian O’Connor as new Company Secretary  
c) Due to the London office move our Registered office is now in Eccles.  
d) Initiate search for Audit Committee members  
e) Anticipation that the leases will be signed by the end of summer and not as anticipated by the time of this meeting.

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<th>Governance Matters</th>
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**The Board approves** the direction of travel taken by the Chair and senior staff in responding to the Moore Stephens’ audit report of March 2013. The Board is committed to work with the staff to ensure that the governance and financial management of StreetGames is appropriate for a growing organisation in receipt of significant public funds. (See item 6 for details of Chair’s action and Appendix 7.1 for the final draft of the Moore Stephens report.)

**The Board will take ownership** of the change process and oversee the plans to embed new, improved ways of working in the organisation. The improvement agenda will be steered in the first instance by the response to the findings of the Moore Stephens Report (See Appendix 7.2). Each Board meeting will hear of progress and the Audit Committee and Finance and Fundraising Committees will meet between Board meetings to provide direction and oversight.

**The Board approves** the following  
a. The Summary Action Plan at Appendix 7.2  
b. The proposed Interim TOR for the Audit Committee - Appendix 7.3  
c. The amended TOR for Finance Committee - Appendix 7.4  
d. The appointment of Victoria Hill as Interim Chair of the Audit Committee.

**7.1 Moore Stephens Report**

Moore Stephens Report flagged a lot of serious points for StreetGames, which needed attention. 
There were basically 3 pillars of the Report:
- Safeguarding – as the delivery chain is long there are
opportunities for responsibility for safeguarding to slip. Action has been taken and details will be taken to the Finance Committee. We are working with the Child Protection in Sport Unit and there will be changes to how the policy is implemented.

- **Procurement Policy** – Moore Stephens report is not centrally concerned with procurement of goods, but with the procurement of delivery. The way that we recruit and assess the quality of the applicants has now been clarified.

- **Managing Conflicts of interest.** Some people were conflicted because they are on our pay role in a management role and also work for a funded delivery partner. It is not acceptable to be on both sides of the delivery chain and so in possession of privileged information that is valuable to a delivery partner competing for contracts.

**Role of Regional Managers** – we have long considered it handy to have a RM who is respected as a good deliver of DSC and we as good at pulling things together. Many RMs delivered services for StreetGames and again were considered to be conflicted.

**Action:**
The role of RM is to be overtaken by a new role of Deliverer of Network Services

- The contracts for the first 5 regions are out to tender with a closing date of July 26th
- These service providers will no longer have a management role.

There were other types of conflict flagged up by Moore Stephens: For example, Joe Cooney is empowered to sign off kit bags for festivals against application forms, but Joe is a member of Pendle Council and therefore should not be able to sign off festival kit bags for Pendle. This anomaly has been resolved and a system needed to be set up to resolve such conflicts.

**Consequences for Board** – there will be three forms that need to be completed and will be sent electronically by Julie Lane following the meeting. (Action recorded in item 2)

**Issues & points raised**

- Clarity was sought: did Moore Stephens find wrong-doing or situations where there could be wrong-doing?
The Chair explained that discussions with Jennie Price made it clear that there was no evidence of any wrong-doing.

Similar situations happen in many small organisations and because of the rapid growth, the development of policy and procedures does not always keep pace with that growth.

RM asked if Moore Stephens audited all Partners and KG confirmed that they audit all NGBs and other National Partners on behalf of Sport England.

### 7.2 Action Plan

ML summarised where we have completed action in addition to the points above. The Action Plan document that follows shows progress and on-going actions which are broken down into the 7 headings from the Moore Stephens Report.

**Issues & points raised**

- **a.** Are Sport England happy where this is up to?
  KG from Sport England confirmed that they were happy. ML has met with Sport England and has spoken about the plan and they are happy with the progress. Making good progress with governance matters is now a performance indicator in our new contract.

- **b.** As reported earlier in the meeting despite openly advertising for the Chair of Audit-Committee we did not recruit. It has been agreed that Victoria will act as interim Chair of Audit Committee. Sport England sat on the recruitment panel. Recruitment will take place later in the year and look for someone who is technically up to date working in the Audit field who need not be the chair.

- **c.** Steve passed on the thanks of the Board to Victoria for taking this on in the interim period. Jonathan is also going to join the Audit Committee and help out during this interim period.

Update will be provided for the next meeting and all subsequent meetings.

### 7.3 Draft TOR – Audit Committee

**How we manage Internal Audit**

VH as Interim Chair explained that the system of control for the organisation will come together in the next six months or so. The short-term priority is to get organised for the 17th October visit by Moore Stephens.
The Audit Committee will meet in September to go through the original report. We will develop a planned process of audit for the coming year. Immediately a list of training opportunities will be drawn up: the role of Trustee is a legal one and all members need to be comfortable with their obligations.

**Issues & points raised**

- Who is accountable on a daily basis on procurement? JA is responsible. We will be looking to our new Audit Committee to say that the Procurement policy is clean and they are happy with the clarity of the audit trail.

- Good quality Audit should be about ensuring there is a delicate balance between serving the needs of the people we are trying to work with and tightening up process of the back office. Understanding of the SG ethos is critical to creating effective and appropriate ways of working,

- Hacker Young are the current External Auditors. VH to work with Hacker Young and perhaps agree that they attend our AGM.

- It was queried if HY should have picked up on some of the items which were picked up by Moore Stephens. However, the level of what we pay in fees, perhaps not. Now that we are a larger organisation we need to talk to Hacker Young about that. VH will follow this up.

**Decision**

TOR for Audit Committee—Agreed and look forward to the report at the next meeting.

### 7.4 Draft TOR – Finance Committee

The TOR need to be amended in the context of an Audit Committee. In dividing up the duties the Chair has taken a view that the Audit committees role is to review the systems that are in place, therefore reviewing policies is a duty on Finance Committee and thus allowing Audit to review implementation.
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<th>Issues &amp; points raised</th>
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<td>• JH was asked to take a view as he is on both Committees, how the two will work together.</td>
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### 7.5 Trustee Self-Assessment

There was a private session for trustees in October 2012 to reflect what we've done as an organisation. We have not reflected on our functioning as a board. A pro-forma has been devised and this to be used as a start of that process. Propose that Trustees have a look at this, complete the forms and return to Steve who will collate responses. **JLa will recirculate the form.**

The Chair’s Appraisal will be carried out by the Vice President who is not a trustee. The Chair is logging the work that he does and this will be available for the appraisal and the October Away Day. Invite Normal Turner, the Vice President, to next Away Day.

**Issues & points raised**

It is important that these forms are completed so that the Private Session at the October away day can follow up issues.

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### 7.6 Dashboard Reporting Template

The Board discussed the new StreetGames Dashboard. The Dashboard provides a snapshot of progress against KPIs at a given stage in time and will be updated quarterly for Board meetings.

The Dashboard contains the primary indicators for the organisation. The full suite of indicators will be managed and monitored by the Senior Management Team. The Board will also receive reports on other indicators through the narrative reports produced on individual work areas e.g. Doorstep Sport Clubs.

The traffic light system relates to whether or not the KPI is on target for achievement. In some cases this is based upon the trajectory of data and in other cases the achievement of milestones towards a target.

**Issues & points raised**

RM - A snapshot in time should be dated.
JH – general comment that it looks optimistic
Where appropriate worth including the target for the period 2013 –
KG suggested that the trajectory is taken from the 4 year plan. May be that back office service indicators do not need to be on there.
KG – as the new award agreement with Sport England stands there is a requirement to improve our governance and back office – hence inclusion in the dashboard.

### 7b Board Management

**Recommendation Agreed**
- Two Board vacancies will arise in December 2013 because John Stevens and Desire O’Mahoney will stand down due to their completion of two terms of three years.
- It is recommended that 3 trustees form a recruitment panel to select two trustees to join the Board. The newcomers’ term of office will begin after approval by the Dec 2013 AGM. Recruitment Panel will be made up of JA, SH, and two from JH, VH & SC. RM will step in in the event of SH being unavailable.
- In preparation for the recruitment there will be a skills audit of Board members. The results of which will steer the recruitment panel.

**Issues & points raised**
- With the exit of Desiree, as a board we will fall short on role as Equity Champion.
- Preparation of adverts & need to do another run of our skills audit.
- RM asked KG if there was an example of the best structure. Response - Guidance can be sort from Hilary, but it will based on what is required for our organisation.
- In skills and expertise in Equity we stood up quite well on gender, ethnic origin. Need to be mindful of this on recruitment panel.
- JL will circulate the 3rd document – Skills Matrix Questionnaire. Analysis can be done and aim to get the advert run in September. Need to be clear by AGM.

Final comments on audit discussion
- RM expressed thanks to staff and trustees for turning this round
Kelly Gordon also reiterated that thanks and reported similar comments from Jennie Price/Phil MacDonald from Sport England. The key was that the staff team grasped the challenge of change rather than complaining about it.

- JA also said thank you to JL for the work that she has done especially in the absence of Ellie.

8. **Chief Executives Report**

Jane picked out some points of the paper as follows:

**NTBTD** – very successful. Never going to make vast amounts of money. Next year we need to enhance the programme and spend a bit more funds on it. Impact likely to diminish.

**AWARDS** – StreetGames didn’t win the Charity Award or Business Charity Awards. But we are shortlisted for the Charity Times awards which are on 16th October. Will be taking a table and Board members will be asked to attend.

**US Girls** – shortlisted Project of the Year National Lottery.

- We have been using social medial to promote our voting for the project.
- We are learning a lot about how to reach out to a lot of people we have not worked with before.
  - Linkedin contacts
  - Facebook contacts

We know we need about 10,000 votes.

Regardless of whether we win, it is great for our profile.

Gareth Southgate has tweeted & so has Darren Gough.

**Crime & Youth Offending**

Catch 22 manage the Positive Futures programme fro the Home Office. It is designed to provide sporting pathways to reducing youth crime. The funding ran out in March 2013. We are in discussion to encourage PF projects to join in the SG network.

Simultaneously we are talking to APCC with a view to closer collaboration including a joint post designed to broker local relationships between the PCC and doorstep sport providers.

**Programme Highlights**
Volunteer Awards – fantastic night at Manchester YV Projects and judge and fantastic night and it was alcohol-free.

The Chair added that the young people organised it themselves and it was evidence that there is a group of people who bonded and work as a team. Co-operative were over the moon with it. Quality of the volunteers were incredible. Look at whether we are missing people, those whose lead coaches and project managers are not able to write a nomination.

Jeremy Sherwood attended from the Business Advisory Board.

Events

Football Pools events have also been excellent.

JA repeated the request for Boards members to attend these events

JL to send List of dates of the events to Kelly Gordon.

9. Finance Report

1. The Board noted the 2012/13 management accounts.
   Yearend income stands at £4.669M up £1.1M from the budget of £3.529M set in April 2012
   Yearend expenditure stands at £4.519M up £.991M from the budget of £3.528M set in April 2012
   This has resulted in a surplus of £150K to be added to reserves.

2. The Board noted the 2013/14 management accounts
   Yearend forecast income stands at £6.561M up £252K from the budget of £6.309 set in April 2013
   Yearend expenditure stands at £6.344M up £232K from the budget of £6.344M set in April 2013

3. The Board noted the latest balance sheet
   Latest position as at May 2013 stands at £871,125
   Trade debtors stands at £305,018
   Trade creditors stands at £31,396
   Bank balances £571,561

4. StreetGames UK Policies.
   - The Board approved the StreetGames Complaints Procedures Policy;
   - The Board approved the StreetGames Staff Appraisal Policy;
   - The Board approved the StreetGames Volunteer Policy;
   - The Board approved the StreetGames Staff ICT Policy;
- The Board approved the Street Games Maternity Policy;
- The Board approved the Street Games Procurement Policy manual/tender template.

The Procurement Policy manual is currently being tested with the Network Development service tendering process.

A list of preferred suppliers will be presented at the next Finance Committee.

Thanks expressed to Guy Jewell and Julie Lane for their work on the Procurement Manual.

### 5. Risk Register

Risks will be logged in a traffic light system and introduce a column indicating whether the risk has gone up or down since the last register.

Item to be added on the risk register associated with being unable to recruit & ability to take on the correct Delivery Organisations for DSC.

### 6. Fundraising Target 2013/14

Figure standing £150k.

- There are less opportunities around for Public Sector funding.
- Charitable Trust Sector Funds
- Commercial Sponsorship & Corporate Social Responsibility Funds
- Renewing sponsorship - As a result of John’s work, it’s a long lead in and is optimistic about bringing in more corporate sponsorship.

### Events & Merchandising Fundraising

There are 2/3 fundraising events to provide funds for our reserves.

- NTBTD
- Corporate Golf Day

Look at this as self financing marketing opportunities and establishing contacts as well as income generation.
Philanthropy & Wealthy Individuals

PR is important in this area so that individuals are more likely to come forward and given funds.

It should be recognised that we have kept our heads above water and increased our reserves.

7. The Board noted the staffing update paper

17 new posts (including trainers to be advertised), 7 existing posts to be assimilated into new structure and 3 leavers - Ray Vince, Ellie Johnson & Dom Walker.

10. Business Advisory Board

Mick Buckley, as Chair of the Business Advisory Board presented his paper and spoke about the action that have been done by the board for StreetGames profile.

- Business cards were sent to all members. These have been passed on and will continue to be, handed to potential sponsors for StreetGames.
- Links to Newswire to promote exposure.

On behalf of the BAB, Mick expressed his thanks to everyone @ StreetGames for all the hard work.

Issues & points raised

Question of whether a clearer explanation of what we do and a clearer elevator pitch. We need to make this as clear as we can.

Advisory Board comes up with ideas such as

- Sorting out Merchandising. Martin Goldsmith is organising an online shop that will cost SG nothing but bring in 25% royalties.
- Partner with Peter Worth’s organisation to consider tendering for the Bristol half-marathon.

Most people attend the meetings and there is a feel good factor at BAB meetings.
11. **Sport England Contract & KPI's**

Research
WE need a research strategy. Currently work goes on understanding our KPIs. We need to develop a strategy that relies on partnerships to investigate
- Overall social impact of SG rather than individual performance and participation – the Coke foundation might be interested in this work
- Understanding why people are not reached by SG. Knowing something about that could influence our work.

11.1 **Doorstep Sport Clubs**

Karen Keohane gave a presentation and update around the paper (insert reference from order paper: JLA)

**Issues & points raised**

- There will be discussions with the Premier League to agree areas of investment.
- The amount of investment in local delivery agencies is relatively small: an organisation doing two clubs will get up to and £10k and we won’t be the major funders. £5,000 for a community club with additional SG support and resources is a nice package and the demand from the network is strong.

- 307 clubs will probably involve c150 delivery organisations
- Out of the 200 clubs how many can run a pop up tennis club? Lots of agencies are volunteering to test pop up tennis but due to resources we need to manage carefully and therefore have limited to 20.

We are meeting with LTA about the pop up clubs, now linked in with the programme and hoping that next year there will be more taken up than 20.

- How do we ensure the quality of the DSA to deliver support to DSCs. There is training and a support network. This is currently being reviewed and looking at the quality and consistency of the support/training.

11.2 **National Governing Body Support**

Julie Lee gave a presentation
### Issues & points raised

- NGBs want a single point of contact amongst our staff according to the satisfaction survey. This is not possible as we work to specialisms but there will be a named contact with overall responsibility for work with each NGB.
- Lack of understanding of how NGBs can negotiate the programmes we offer. This will be cleared up in the negotiations we are starting over the next 18 months work programmes.

### 12 Schedule of Meetings

8<sup>th</sup> October in Eccles Office.
- Provisional overnight – in Manchester office
- Divide the day into the board meeting, private session and meet with the staff.

10<sup>th</sup> December – AGM

**JL to Circulate the dates again with the finance committee dates**

### 13 Any Other Business

- 19<sup>th</sup> October afternoon invite to an event from the Cabinet Office – Social Action section: Brendan & Jonathan to check diaries.
- Kelly G from Sport England is unlikely to be at any further board meetings as her remit has increase and too large to carry on with the close relationship management. SE are looking for a replacement.