STREETGAMES BOARD MEETING

Date: Tuesday 19th March 2013  
Venue: Birkbeck College, Mallet Street, Euston  
Time: 10.00-15.30

MEETING MINUTES

<table>
<thead>
<tr>
<th>ITEM</th>
<th>MINUTES</th>
<th>ACTION</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>Wecomes and Apologies</td>
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<td></td>
<td>Steve Hodkinson (SH) welcomed Karen Creavin and Jonathan Hughes to their first Board meeting and noted apologies from Sue Capel (SC), Brendan Reilly (BR) and David Innes (DI)</td>
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<td>2</td>
<td>Conflicts of Interest</td>
<td>No new conflicts of interest were raised.</td>
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<td>3</td>
<td>Notice of Impending Legal Action</td>
<td>No impending legal action involving the organisation was reported</td>
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<td>4</td>
<td>Contracts above 60K</td>
<td>No new contracts above £60K were reported except that it was approved that the Chair be empowered to sign off the contract for more than 60k for pr services. The selection of a PR agency is expected to conclude by early April.</td>
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| 5    | Minutes of the previous meeting | One error was cited by SH; correction to Item 14- Wales- Sport Wales and the Welsh government will fund approximately 6000k for 2 ½ years.  
This should be 500k for 2 ½ years.  
SH noted that the policy and contract plans outlined and agreed at the last Board meeting have been completed.  
- Coca Cola GB and The Football Pools- complete  
- Trustee Handbook- complete and circulated |
<table>
<thead>
<tr>
<th>6</th>
<th><strong>Staff salaries 1st April 2013-31st March 2014</strong></th>
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<td>This was a private session.</td>
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<td>The Board considered a cost of living increase in staff salaries in the context of a forecast surplus for the current year; the projected fund-raising target for 2013-14; the significant applications for funding that funders were still considering, and the salaries award made in 2012-13. The continuing restraint on public sector pay was also noted. Trustees then approved the proposed increase of 2.2% for payroll staff to commence on 1st April 2013. The award reflects the change in CPI over the twelve months period.</td>
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<td>SH was asked to explain to staff the financial context in which the award was being made.</td>
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<td>The Board asked Finance Committee to carry out a review of the appropriateness of the current use of salary scales in the context of the growth of the organisation and other approaches in use in the sector.</td>
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<tr>
<th>7</th>
<th><strong>Chief Executive Report</strong></th>
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<tr>
<td>JA presented the <strong>Items for Noting</strong> and highlighted the following items in further detail:</td>
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<td><strong>a) StreetGames Staff Conference</strong></td>
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<td>JA informed the Board of the run of the day, noting that it was a success with very positive outcomes. SMT will try to respond positively to staff opinions both positive and negative about the organisation.</td>
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<td><strong>b) Us Girls- Gear 4 Girls: The Launch</strong></td>
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<td>KK reported that the Launch in Manchester on Friday 8th March (International Women’s Day) with Us Girls President Nicola Adams was a big success. The coverage from Channel 4 news was unfortunately not broadcast on TV but is available to view on the C4 website.</td>
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<td><strong>Us Girls- Gear 4 Girls</strong></td>
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<td>The Board agreed that the concept for Gear 4 Girls was a fantastic idea. KK talked through the future of the Gear 4 Girls Campaign.</td>
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<td>KK also confirmed that we have had discussions with BAG member Martin Goldsmith about the creation of an online shop that will efficiently streamline how we provide branded StreetGames merchandise to projects</td>
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<td>This work is being done pro bono</td>
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<td><strong>c) Fundraising</strong></td>
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<td>JA reported that StreetGames has joined up with other organisations, NYCVS, Mind and Brookes Sexual Health, to form a group capable of partnering DH and offering expertise on the health issues facing young</td>
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people. SG is the partnership expert on physical activity.

KK added that StreetGames staff member Paul Jarvis had presented a well received talk at Kings College London re: Health and Lifestyle.

The Board then noted all Items for Noting (1-6) in the Chief Executive’s report.

JA presented the Items for Decision and highlighted the following item in further detail:

d) StreetGames National Conference
Tony Minichiello and Eleanor Oldroyd are both confirmed to attend. The tickets have nearly sold out. If the venue becomes full then StreetGames staff will stand at the back of the room to allow more capacity. The room holds 200 people but the bed space is unlimited.

e) The Board then approved the following

- That the Annual Conference be asked to nominate a project representative to be considered by the Board for election as a non-Trustee member of the Board for a period of twelve months.
- That the plan to enhance ICT capability be implemented

8 Finance Report

Reports
Brian O’Connor (BOC) informed the Board that the finance reports had been produced in January for the purpose of this meeting and have since been updated.

BOC introduced each of the tabled papers after discussion

1. The Board noted the 2012/13 management accounts. (Appendix 1)

2. The Board approved the preliminary 2013/14 – 2016/17 budgets. (Appendix 2)

3. The Board noted the balance sheet together with creditors and debtors and cash position(Appendix 3)

Policies (Appendix 4)
BOC led the Board through each Policy and asked for comments.

1) The Board approved the Street Games Criminal Records Disclosure Policy without amendment

2) The StreetGames Complaints Procedures Policy was referred for amendment

KC made three points:
a) A person should not need to put the complaint in writing themselves; it just needs to be captured by someone.
b) KC, supported by JH, proposed that because the CEO was the final arbiter of complaints then complaints should first be received by another staff member.
c) How external complaints are handled within our networks poses a risk to StreetGames’ reputation.

3) The Board approved the StreetGames Staff Supervision Policy.

4) The StreetGames Staff Appraisal Policy was referred for amendment
JH noted that the appraisal was light and suggested explicit objectives be drawn from the StreetGames’ objectives.
RR noted that the appraisal was light on development

5) The StreetGames Volunteer Policy was referred for amendment
RR suggested a policy for StreetGames staff to volunteer be included.

6) The StreetGames Staff ICT Policy was referred for amendment
KC questioned the laws around social media usage. After discussion the Board agreed that the examples of a breach, provided to staff, need to be reviewed.
BOC was asked to review the proposed amendments with Peninsula.

Risk Register (Appendix 5)
The Board noted the StreetGames risk register
JH said that it would be useful to see the last few Risk Registers in order to compare progress and spot trends. JA agreed that this would be included from now on in addition to the top 5 risks being elaborated.

Fundraising (Appendix 6)
The Board noted the StreetGames Fundraising Report

9 Equity Standards
Ray Vince (RV) led the Board through the Equality Standards papers for approval.

1) The Board approved the Framework for Sport/Equality briefing note for StreetGames UK with one amendment
KC Questioned the Hot Topics questions re: Transgender people and asked for this to be removed. Questions such as this should be accompanied by staff training. The deletion was agreed
2) The Board Approved the StreetGames Equality Profiling
### 3) The Board Approved the StreetGames Marketing and Communication Guidance subject to the inclusion of reference to poverty.

4) The meeting confirmed that Desiree Mahoney was confirmed as the Equality Champion.

KC The Board discussed poverty profiling and the use of Experian to guide our communications strategy for areas in poverty.

### 10 Events Programme

The success of the events programme and its popularity with participants were noted.

The **Not The Black Tie Dinner** was highlighted as a forthcoming fund-raising event that will be taking place on May 23rd 2013. Information for the event would be circulated to the Board as soon as possible.

### 11 Doorstep Sport Clubs

KK reported to the Board that the 4 year bid we have submitted to Sport England demonstrates the relationship between DSC and our operational cycle of: Understand Grow Mainstream (UGM).

KK reported positive progress with DSC testing/pilot programme.. The 9 months testing period has been very useful and we are thankful to Sport England for encouraging this. We are measuring how clubs run against 10 Operating Principles of Doorstep Sport

KK identified 3 key points;

1) We completed a participant survey- findings are included in the report
2) We visited 40 of the 45 DSCs, to assess the positives and challenges of establishing each club, then supported them by providing advice.
3) The independent IFF report on DSCs gave a fair and positive view of the testing period

**a. The testing and replicating ways of working**

KK reported that StreetGames have found there are 5 types of ways/models for DSCs to deliver the multi-sport offer: these are currently being tested and evaluated.

As we have a large degree of confidence in the approach to take to develop a quality sporting offer we are ready to replicate it at scale across partners as a whole.

We intend to carry on testing different approaches throughout the DSC period, to evaluate and then replicate the success factors across DSc as a whole.

**b. Recruiting DSCs**
We are recruiting through an application and assessment process. The majority of the applicants are local delivery agents, others are national organisations such as Football League Trust, Access Sport, Catch 22 and Ambition. KK talked the Board through the figures, explained the process for Expressions of Interest of which there have been 255 so far.

JS enquired how many EOI are rejected: KK replied that ineligibility is below approx 10%.

KC expressed concern re: the capacity and workload. Do we have capacity to review if we are capturing the correct EOI. KK responded that we will review the EOI against our targets to ensure we are responsive to the type of organisations that we would want to work with. JA noted if we determine we are lacking in, for example, participation from Asian women and girls then we will access this. KC agreed that this was a positive model, if we can identify what we are lacking.

JS noted that we need to be seen as not abandoning the low population areas.

c. Quality Assurance
KK noted that Ray Vince (RV) had meet with Dame Kelly Holmes Trust re: Quality assurance, and the proposed model in Figure 1 in Supplement 3, Appendix 3 is the outcome and is based on the DKHT approach.

The Board agreed to the quality assurance system.

d. Sustainability
JH questioned if we can share the workload of assisting sustainability with another organisation of a similar standard? JA replied that there is the possibility to liaise with SPORTED who have developed an impact assessment tool. An app which will provide an industry standard impact tool. The club leaders programme is also a very useful tool that will help clubs to build sustainable practices.

The Board agreed that this was an important factor to ensure that if StreetGames cannot help a network then another organisation does.

The StreetGames Strategy and Operational Plan 2013-17 part one

This item was brought forward in the agenda for the benefit of Phil Smith from Sport England who was leaving the meeting at 11.00am.

Steve Hodkinson (SH) reminded the Board of the purpose of The StreetGames Strategy and Operational Plan 2013-17, confirming the directions of travel in all areas had all been approved by the Board in
the previous two meetings. He also asked the Board to note that the
Strategy Plan in Supplement 4, was not a document ready for
publication but a collation of agreed policies and priorities. There will be
a publication in June.

Jane Ashworth (JA) noted 2 key points

1) In terms of Sustainability, we have a successful Business Advisory
Board and are in talks with creating one in Bristol and Birmingham;
this will boost StreetGames’ profile as a desirable charity to support.
2) StreetGames will continue to be insight led and will look for
opportunities for research collaborations.
3) Through our work around the 3 domains questioned in APS
(physiological, psychological and social).
   we have identified a new way of looking at sustaining participation
   which we are currently calling ‘Sporting Capital’.
   We are revisiting new APS data to test if an individual’s score in
   these 3 domains is an accurate participation predictor. If this
   proves viable for long term use it will result in a sophisticated guide
to encouraging participation.

JH commented that his main concerns are with the structural and
pragmatic approach to the presentation of the document. But that his
suggestions could be presented outside of the board meeting.

KC commented that she liked the Strategy but identified that there is
little focus on the barriers to participations. Less is said about why
young people do not get access to sport. It would be useful to see what
the barriers are specifically.

DM replied that the evaluation StreetGames is conducting would
answer the question re: barriers to participation.

SH agreed that the barriers are important to see and understand.

Kelly Gordon (KG) noted that the 4 year bid to Sport England does
contain this information and could be transferred to the Strategy papers.

RR commented that she loved the Strategy papers. Noting that we
mention the power of sport broadly but that she would like to see more
on the wider outcomes of engagement in sport.

JH asked if there are simplified documents for the purpose of talking to
the PCC or similar bodies. Documents that provide a stronger sense of
how we work with NGB’s and the benefits of this.

JA agreed that we do need statistics for health, community safety and
well-being. StreetGames is working with serious health leaders to
collide DSC and health to produce a health ‘bolt-on’ with all the
essentials ingredients of a public health project. A good discussion on
this topic would be useful.
RR suggested that we use the strategy papers as a vehicle to talk to Governing bodies to promote DSC programmes.

JS reported that he liked the document, however input from a marketing company re: the shape, look and feel of the papers would be valuable. Furthermore, the visibility of the Wheel of the Operating Principles needs to be clearer.

It was agreed that decisions about the next stage of work on the Strategy should be made after the Sport England Board meeting on 2nd May and the Board agreed that the Chair, Vice-Chairs and the Executive should progress those decisions.

JS suggested that word collision be replaced with fusion to better describe the work focused around Mainstreaming.

JA also noted that it is important for the Trustees to understand we are being judged and measured on the key outputs of the Strategy.

KG reported to the Board that Sport England is looking for evidence of engaging sustainability in physical activity not just sport.

Group discussion ensues re: gathering information for week long participant activity.

KC queried if the correct young people are being targeted. For example are we determining the most deprived areas via postcodes?

JA confirmed, yes. StreetGames are hitting the lowest 20% of deprived young people.

RR commented that the Board needs to be vigilant and does not lose sight of StreetGames’ targets in a bid to satisfy funders.

Sport England’s Phil Smith echoed this concern, advised the Board not to be driven by the major investors but what you want as an Organisation and a Board.

JS asked if StreetGames are annualising these targets.

JA confirmed yes.

JH enquired if the disabled and female participation figures are the same as previous years? How does this fit in with Sport England?

JA replied that SG are in negotiations with 20 NGBs discussing a figure regarding disability, which are reported quarterly.

JS noted an error in paper Supplement 4 Appendix 2, Strategic Pathway 2: Grow where the partition chart shows the figure 205,000. This needs to
be revised.

Total participant projections for StreetGames for the four year Strategy period are 261,000 – see Appendix document for further information.

KC commented that not all NGBs record the class of participations and this is a problem. Group discussion ensued re: the quality of NGBs record of participations.

PS assured the Board that Sport England is assessing this target.

RR commented that work is needed nationally re: disability investment. StreetGames should champion this work.

KK assured the Board that we have addressed this in our four year bid to Sport England.

JA confirmed that SG will be meeting with the EFDS after the paper is published and we will be approaching this piece of work.

The board then agreed that the Strategy be moved forward to the next stage of preparation for publication subject to a successful application to Sport England.

Strategy Plan for Staffing

JA reported to the Board that as an organisation we have a fantastic unique relationship with projects, far beyond the quality of relationships generally enjoyed within mainstream sport. However, the concern is with how we maintain this quality relationship whilst maintaining high standards in the ‘back office’. We have decided to emulate the work model used for Us Girls which suited both funders and projects.

1) To ensure quality on the ground we have created Working Groups led by StreetGames senior staff, that will concentrate on the critical issues.

2) The Working Group chairs will form the Project Board of StreetGames. We expect to adopt orthodox line management procedures to ensure the success of these Working Groups.

JA discussed the areas of the organisation that require additional staff as set out in the Growth papers: there is a need to increase the staffing in the back office as well as in NGB work and training work.

SH asked the Board to agree the direction of the Working Groups and staffing additions, if the Board is comfortable that both will help StreetGames achieve the Strategy.
During discussion
KC asked if the staff supervision and appraisal process can be addressed. Can staff objectives be related to organisation objectives?

KK agreed, replying that we are currently producing work on an alignment between StreetGames targets and staffing targets.

SH reminded the Board that Mark Lawrie has been appointed as Deputy Chief Executive of StreetGames and will start in May 2013.

The Board then approved the staffing paper (Supplement 3)

13 Any other Business

14 Meeting Schedule

<table>
<thead>
<tr>
<th>DATE</th>
<th>TIME</th>
<th>LOCATION</th>
<th>TOPICS FOR DISCUSSION</th>
<th>NOTES</th>
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<tbody>
<tr>
<td>9th July 2013</td>
<td>10am – TBC</td>
<td>London – TBC</td>
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<tr>
<td>8th October 2013</td>
<td>10am – TBC</td>
<td>Manchester TBC</td>
<td>Away Day</td>
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<tr>
<td>10th December 2013</td>
<td>10am – TBC</td>
<td>London – TBC</td>
<td>AGM and Board</td>
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ADDENDUM TO MINUTES: Clarification of projected new participants 13-17

StreetGames Participant Projections: 2014 – 17

These figures show the new participants we expect to attract during 13-17.

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<thead>
<tr>
<th></th>
<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
<th>TOTAL</th>
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<tbody>
<tr>
<td>England*</td>
<td>40,195</td>
<td>65,242</td>
<td>70,471</td>
<td>49,700</td>
<td>225,608</td>
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<tr>
<td>Wales</td>
<td>5,100</td>
<td>8,300</td>
<td>8,900</td>
<td>6,366</td>
<td>28,666</td>
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<tr>
<td>Scotland</td>
<td>850</td>
<td>1,400</td>
<td>1,400</td>
<td>1,050</td>
<td>4,700</td>
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<tr>
<td>Northern Ireland</td>
<td>500</td>
<td>800</td>
<td>840</td>
<td>560</td>
<td>2,700</td>
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<tr>
<td>TOTAL</td>
<td>46,645</td>
<td>75,742</td>
<td>81,611</td>
<td>57,676</td>
<td>261,674</td>
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