Key Outcomes

- Operational and Budget Plan approved including investment in additional capacity for 19/20
- Improvement priorities agreed ahead of meeting with Sport England at the Round Table meeting scheduled for February 27th
- Recommendations from Internal Board Review were agreed and further work around succession planning to be undertaken
- Mark Gallagher’s nomination as a new Trustee was accepted following the referral from Oxford Hub’s Young Trustees Programme.
- Major business risks identified that will lead to the production of a new Risk Register and management process in due course

1. Welcome & Declaration of Interests

Trustees:
Keith Johnston (Chair), Donna Husband, Stuart Henshaw, David Smith, Kirsty Goldie-Brammer, Richard Venables, Margaret Peggie, Dylan Evans, Helen Dawes, Amanda Pearce Higgins

Apologies:
Peter Cansell

In Attendance:
Paul Brivio, Claire Sweeney – all Items
Ed Nicholas, Josh Lenthall, Leilâ Javedî; Hazel Walsh; Steph Hall; Lucy Tappin, Victoria Kabiru- Items 6-9

The Chair welcomed Amanda Pearce-Higgins following her appointment to the Board and asked for any potential conflict of interests to be declared.

Donna re-iterated her continuing position as a Commissioning Manager in Oxfordshire County Council
2. Previous minutes from 25th October 2018 – Actions & Matters Arising

2.1 The minutes of the last Board Meeting in October 2018 were noted and accepted as a true record of the meeting.

2.2 Constitution had now been changed with the Charities Commission as part of the Tier 3 Compliance Audit. Code of Conduct forms were issued to all Trustees for signature and Guidance Notes for Trustees have been made available on demand.

2.3 An AO Leadership Forum Roundtable event has been organised for 27th February as a follow up to the Leadership Event held in December. This will follow on from a morning session with Sport England to discuss the PMIF review. SNSC Trustees and David Smith have been invited to attend both sessions.

2.4 SNSC minutes from the December were noted and the revised Terms of Reference were approved.

2.5 FRRAG Minutes from December were noted.

2.6 In-Sport funding issue reported to the last meeting appears to have been satisfactorily resolved.

2.7 David Smith updated the meeting on the FRRAG meeting held in the morning and the discussion around the budget plan and new growth proposals circulated to all Trustees.

2.8 The FRRAG supported the proposal to invest £50k of reserves to fund capacity for FY19/20 in 2 areas:
   • Communications support via a 12-month collaboration agreement with LEAP (Bucks CSP) to share one of their staff on a part-time basis (£20k)
   • 6-month full time consultancy position to explore opportunities in the health sector (£30k)
      The board agreed the proposed budget for FY19/20 on this basis.

2.9 FRRAG minutes will be sent out with the minutes of the full Trustee Meeting.

Actions:
   • Paul Brivio to proceed to the next stage with proposed appointments so they commence on April 1
   • Structural Review of the Staff Team to be undertaken in October 2019
   • Review of progress to be undertaken after 3 months with a report back to the Board at the next meeting.

3. Chief Executive’s Report

The report had been circulated in advance and was supported by a Communications Pack outlining recent initiatives and promotions. Paul outlined the progress made with the new appraisal and remuneration scheme and confirmed that core and programme funding from Sport England had been secured for the next two financial years (although detailed outcome of
the Workforce Bid would not be known until the end of February. On a positive note, discussions are still continuing with Sport England on an innovation bid to support social prescribing and health workforce development. This had been submitted with LEAP/GBA as a collaboration and the outcome of discussions would be confirmed in March.

4. **Board Review**

Donna and Margaret spoke to the paper that had been circulated to all Trustees following the internal review they had conducted. Following discussion, it was agreed that the main priorities for action were:

- Effective operation of the Sub Groups
- Renewed focus on Strategy Development
- Greater interaction between Trustees and Staff
- Pro-active approach to Succession Planning.
- Improving the management/administration of meetings
- Making better use of time/skills over the next 12 months
- Improving the induction, training and appraisal of Trustees.

**Actions:**

- **Stuart** to lead on the successor to the current Chair.
- **Donna/Margaret** to revisit the succession plan (July 2018) with all Trustees to discuss their ambitions and likely board retirement date.
- **Paul** to be responsible for administration of meetings and look at the induction processes for the newer Trustees.
- **Paul** to look at the introduction of personal e-mails for Trustees and full access to the Sharepoint system to improve communication and security.
- **Paul** to circulate findings from the Board Review to Sport England in time for the Round Table meeting on 27th February. Future reviews will form part of the Tier 3 Compliance process.

5. **Nomination**

Following discussion with Oxford Hub around their Young Trustee Programme, Donna and Paul had met with Mark Gallagher who had been referred to Active Oxfordshire. The board agreed the SNSG recommendation that Mark be offered an initial 12-month placement as a Trustee. If successful it was felt that this approach might continue and support our efforts to be more inclusive.

**Actions:**

- **Paul** to meet with Mark to complete necessary paperwork and arrange induction
- **Paul** to agree a project for completion as part of the placement and explore the major areas of contribution to the Board.
• Trustees to nominate a Mentor Trustee to work with Mark

6. **Risk Management Workshop**

Following earlier discussion at FRRAG Amanda led an interactive “What Keeps You Awake at Night” workshop with Trustees and Staff. It was felt that the organisation was now at a point when it could look forward and assess/manage risk in a different, more pro-active and SMART way. To this end the current Risk Register should be amended and developed so that it is constructed around 5 main headings:

- Strategic
- Financial
- Reputational
- Compliance
- Operational/Programmes

**Actions:**

- **Notes from the Workshop Groups** will be collated by Paul and then shared with Trustees.
- **Paul & Amanda to develop a new Risk Register for discussion, agree a scoring and reporting process for sign off at the next FRRAG meeting in April.**
- **Paul to identify a lead manager from within the team to work on the Risk Register between meetings and ensure it is a dynamic document which supports the development of the organisation.**

7. **PMIF**

Paul and Josh reported back on the External Assessment conducted in December 2018 and outlined the next step in the process which is the Round Table discussion with Sport England and the CSPN on February 27th. This meeting is organised by Sport England but a large part of the meeting will be taken up by a discussion around improvement priorities and actions to be taken over the next 12 months.

Trustees discussed the long list of recommended Areas for Improvement and agreed in principle that there should be a strong focus on core issues like collaborative leadership and partnering/brokering where there is still work to do around positioning the organisation and developing the high quality relationships needed to influence and effect change.
Actions:
- The attached short-list of priority improvement actions were discussed with Staff and outlined to Trustees. These will be presented to Sport England at the Round Table meeting later this month.
- Improvements in discrete service areas/choice modules will be built into Service Team and individual Plans.
- 5 trustees have agreed to attend the Round Table meeting with Sport England in the morning and key stakeholders in the afternoon.
- It was agreed that we would go through the whole Quest process again in December 2019 to assess the level and pace of improvement over the next 12 months.

8. Operational Plan

Individual staff gave short presentations to the Trustees on their service areas highlighting priorities and focus areas identified in the Operational Plan that had been circulated to the Trustees.

Areas covered included:
- Workforce/People Development
- Children and Young People
- Mental Well Being/Older People
- Disabled People and People with Long Term Health Conditions
- Marketing and Communications
- Healthy Place Shaping

Trustees found the presentations helpful and informative and a good start to the process of integrating planning, thinking and communication. This will allow Trustees to provide direction and act as champions/advocates as well as provide appropriate check/challenge to the core team.

Paul will check that all personal objectives are SMART and align with team/organisational success criteria.

Actions:
- Operational Plan was agreed in outline and will be reviewed at future SNSC meetings.
- Budget Plan will be aligned to priority areas of work in discussion with staff and will take into account the new growth items agreed by the board

9. AOB
Paul raised the issue of the Sports Awards and it was agreed to circulate some proposals to Keith/Richard in the first instance to assess the purpose of the Event and its financial/time implications. Trustees felt that, however desirable, the Event needed to cover its cost and this will be explored over the next month with partners and potential sponsors before a final decision is made.

Dates of future meetings:

**Trustee Meetings**
- **Wednesday 1\textsuperscript{st} May 2019** 10.00 – 13.00- note confirmed time
- **Wednesday 24\textsuperscript{th} July 2019** 11.00 – 13.00
- **Thursday 31\textsuperscript{st} October 2019** 11.00 – 13.00
- **Wednesday 23\textsuperscript{rd} January 2020** 11.00 – 13.00

**Strategy and Nominations Sub Group Meetings**
- **Wednesday 27\textsuperscript{th} Feb 2019** 10.00- 15.00- Round Table at the Kassam
- **Wednesday 3\textsuperscript{rd} April** 10.30-12.00 (to be confirmed)
- **Wednesday 26\textsuperscript{th} June** 10.30-12.00
- **Wednesday 25\textsuperscript{th} September** 10.30-12.00
- **Wednesday 18\textsuperscript{th} December** 10.30-12-00

**FRRAG Meetings**
- **Thursday 18\textsuperscript{th} April** 10.00- 12.00 (note change of date)
- **Wednesday 24\textsuperscript{th} July** 9.00- 10.30
- **Wednesday 31\textsuperscript{st} October** 9.00- 10.30
- **Wednesday 23\textsuperscript{rd} January** 9.00- 10.30