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**CSP Network Board**

**Minutes of the Meeting of CSP Network Board**

**held on 25th September 2017, Active Network**

**Members Present:** Richard Saunders (Chair), Sue Anstiss, Nigel Harrison, Ben Jones, Matt Leach, Adrian Leather, Marg Mayne, Sue Storey, Adam Walker

**In attendance**: Lee Mason (Chief Executive & Company Secretary), Adrian Ledbury (Head of Operations), Nicki Couzens (Business Support Mgr),

**Apologies** received from Adam Walker, Eamonn O’Rourke, Ed Sandham

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| 1.  1a. | **Introductions**  **Welcome & Apologies & Declarations of interest**  There were no new declarations of interest | |
| 1b | **Minutes of last meeting & matters arising**  Minutes of last meeting & matters arising were agreed and actions below noted   * Balanced scorecard – work ongoing, propose this features at strategy day * Board appraisal to be conducted in the autumn through a brief survey and follow up calls from Richard. | |
| 1c | **Environment Scanning**   * Lee reported that the national team are working more effectively with the SE team to ensure joint approaches to supporting CSPs. * There was a feeling that there is some frustration in the network with Sport England due to some challenging processes, deadlines and in some cases unsuccessful funding bids. Agreed we should try to lift spirits and engender positivity about the future, * Sue A asked when the Board member survey results would be circulated,. It was confirmed they would be circulated as part of a chairs update following the meeting, which would also include an update on the cpsn chair recruitment. C * Richard highlighted that he recently discussed with Se their attendance at the meeting and sought views. Some members felt it could be useful to ensure engagement, whilst there were some concerns that it could constrain discussion and that there may be better ways to facilitate an effective relationship. **Action:** Richard to discuss further with Sport England to reach a mutually agreeable solution. | |
| 2  2a | **Progress Report**  **CEO report**  The report circulated with the papers was noted and the following items raised;  Lee updated the Board on some of the CSPs going through transition or experiencing performance challenges and the support that has or is being provided.  Board felt that more information was needed by the Board to understand these issues better and consider what support could be provided by the Board.  This led to a discussion about Performance measurement, and there was a desire for more regular reporting of CSP performance within an agreed and transparent framework with sport england, eg the SE RAG measures. There remains a concern that SE has a different understanding or perception of performance than we do.  The inadequacies of the current system were acknowledged, and that SE agree the system and performance framework needs transforming, but more information on the current status of the network was sought.  It was also noted that a new SE Performance regime was I development – broad heading shave been identified but SE have not yet concluded work on outcomes and measures they would like to use to measure impact.  It was also noted that the network balanced scorecard was reported annually and a new BSC would be developed, building on the SE measures.  **Action -** Lee to circulate last RAG details to Board and progress discussions with SE and a new set of metrics/BSC. | |
| 2b. | **Board Membership Satisfaction Survey**  The results of the survey had been circulated to Board. It was acknowledged that proactive CSP Board Chair/member engagement had only begun over the last two years as the move towards improved governance and Board ownership in CSPs along with the development of the CSPN improvement offer.  Given this results were reasonably positive, with a need to continually improve communications. Satisfaction was good where support was accessed, but many weren’t aware of some services.  Currently emails are sent to Chairs form Richard when there is something significant to report, we should consider if these need to become more regular.  We will put new induction procedure in place, including comms from richard to new chairs and from lee to new directors.  From recent phone consultation regarding the profile of the future chair, this was welcomed a means to engage with Chairs.  It was noted there was also some consistency with the staff survey, which identified a desire for more bespoke 121 support for all CSPs, which is a challenge with existing capacity and resources.    It was suggested that we need a strategy to maximise touch points with CSP chairs/Boards including how the CSP Network Board can be used more effectively.  It was suggested that we need to be clear what we want from Chairs, eg to be engaged with CSPN, network with other chairs, etc  **Action: develop a CSP Chair/Board engagement plan, clarifying expectations and maximising touch points.** | |
| 2c | **New Partnership Update**  Lee reported on stakeholder engagement developments and new partnerships including;  **Strategic Partners**   * CLOA – Positive re-engagement, membership provided to explore potential areas for joint work. * LEP network – a positive initial meeting with the LEP Network, a very similar network to ours, begun to explore how we can raise awareness of each others networks/agendas, upskill CSPs and share good practice ref economic development through sport. * UK Active – re-engaged to explore potential collaboration but more discussion needed.   **Corporate partners**  Lee briefed the Board on a few examples of current partnership discussions, in order to allow Board to steer future priorities.   * **OOMPH wellness**   Lee updated Board on progress with Oomph who we have worked with to explore how we might help to expand their successful care home exercise model into community settings and to scale up across the country to help get older people active, which has resulted in a successful bid to the sport england active aging fund. The project involves an important role for CSPs in using their local connectivity and insight to support local delivery. The bid includes funding for a number of CSPs and also a role for CSPN to aid CSP engagement and sharing of practice.  This is seen as a potential model for partnering with other similar organisations/projects, using the value in CSPs in connecting with local networks, and the role of CSPN in supporting CSP engagement and sharing learning and good practice, and it is significant that SE have supported this role.  The Board were pleased to note and supported the partnership and asked to be kept updated.   * **Subs Pay**   Lee updated the Board on initial discussions which Adam walker has been supporting with a potential commercial partner which could be another model for other future partnerships. This organisation is involved in simplifying online payments and has a model similar to parent pay, currently in restaurants, that they wish to create a model for sports organisations. .They would like to partner with us as a route to market to bring credibility and as a sponsorship nd csr angle, putting a share of revenues back into grassroots sport using the network. Also potential partnership with SRA as a further route to market.  Lee highlighted that there was potential to develop a portfolio of products for clubs as part of our role to help core market support be more self-reliant.  **Conclusion/Action -** The Board were very supportive in principle and requested Lee and Adam to progress further and provide further information including a worked up proposal, due diligence, competitor analysis / market testing and to ensure it works for CSPs.   * **Podium Partners**   Lee reminded Board of the discussions over recent months to support this charitable Crowd funding platform for sport. Two main USPs – specific to sport and being charitable it attracts gift aid on donations. Proved the concept with some CSPs but not yet financially sustainable and the bid we supported to SE unsuccessful although they have offered support.  To progress they are seeking £18,000 pa support from CSPN and SRA in return for all future surpluses.  Sue reported in GBA not that impressed with website but lee reported a new site has now been created.  Matt questioned take up compared to other similar platforms eg space hive.  Concern about CSP time/ability to promote. Is there a strategic fit. What is the risk & chances of success.  Adrian suggested a digital strategy is needed.  **Action**   * Lee to continue to discuss and if felt questions could be addressed, to create a full business case for discussion by Board. | |
| 2d | **Priority CSPs and Support**  Lee and Adrian updated the Board on some examples of work with individual CSPs undergoing transition or experiencing performance issues.  Some past successes were highlighted such as Get Berkshire Active and London Sport which were examples of how CSPN had supported change and improvement.  It was noted that several CSPs currently have interim management – support is being provided.  3 have recently appointed a new CEO – London, Lincs, Humber – support and induction had been provided.  We are working with SE to agree stronger protocols and roles and responsibilities moving forwards.  One CSP has not engaged CSPN in their transition and needs further discussion to confirm their ongoing support of CSPN. Sue S offered to support discussions.  Nigel noted it was important to be clear about whether challenges related to engagement or performance.  Agreed that at times CSPs directors can provide peer support and CSPN has a role to facilitate this.  Marg suggested a risk matrix maybe useful.  Sue suggested a time management tool, as we need to carefully allocate and maximise the impact of our capacity.  **Action**  Develop a mechanism to update Board on individual CSP challenges and risks. Use future Board meeting to show case studies of individual CSP work and how CSP network is supporting. | |
| 3. | **Future Strategy** | |
| 3a | **Sport England Funding of CSPs and CSPN**  Lee updated the Board on the current progress with Sport England funding of CSPs and some of the matters arising which would be taken forward with Sport England and CSPs. On the whole progress was being made and it was positive, though some challenges had been highlighted through the discussions, eg;   * level of ambition for CSPs vs deliverable expectations * how can we demonstrate collective impact given bespoke local approach * Selling the new role to stakeholders with more impactful description * Integration with interdependencies between primary role and other roles * Nigel also highlighted a concern about the role of CSPs with core market (club, coaches, volunteers) and potential reputational risks if no longer supported * Adrian felt there was a need to consider the role of CSPs in relation to the placed bed pilots   Lee updated the group on SE funding of CSPN. Proposed a separate Board session to develop and agree plan, and to finalise wider future plans and budget.  **Action:** Agreed to schedule a Board & Team session to work up bid to SE – 18 Oct | |
| 3b | **Protocols and Standards**  Adrian introduced the Paper that had been circulated and asked for views.  Generally Board were supportive of the concept, with a number of comments and suggestions.  It was acknowledged it was important to find the right balance between producing something meaningful yet sufficiently high level that all CSPs should be able to sign up. It was also felt the presentation of the proposal could be clearer.  Adrian noted the feedback from the consultation – from 36 responses, 75% would support as is or with some amendments. Feedback included;  -don’t want to report to CSPN. This is not the intention so needs to be clarified  -don’t want it to be regulated- make it self regulated  -cannot sign up to some themes that are not nearly clearly defined e.g. branding  -do not want to duplicate with SE PMF  -prefer something more concise  -question whether now is the right time – Board felt that it was important to progress as this time as part of wider changes  Next steps   * Incorporate feedback from board * Speak to sample of respondents to clarify their views * Produce version 3 * Seek feedback from improvement group * Make final amendments * Circulate to network * Vote at AGM (75% for adoption) * Implementation = post AGM (if approved)   **Resolution / action**  Board support to continue to develop the paper using steps identified | |
| 3c | **Brand Name Update**  The Paper was noted and welcomed.  Reinforced that the change needed to be in context of all the other changes as it is just one part of the jigsaw, eg refreshed mission, SE primary role/relationship and protocols.  Agreed preferred approach is to redefine how CSPs are described and draw national team name form that, however this may not be easy.  Any future comms need to emphasis partners this is more than just a name change, it is responding to new agenda and will help with transformation into new role.  Board agreed that we need to ensure it does not become a costly exercise and that a budget should be given.  Timeline - We should be looking to launch on 1 April launch along with all changes, milestone is AGM and possible launch at convention.  **Resolution/ action**  Agree with recommendations to identify potential options for name change.  Lee to set out budget and timescale & seek SE commitment | |
| 3d | **Primary Premium**  Ministerial meeting tomorrow – Board agreed it is important to emphasise the importance of this work and galvanise the network. Noted it is not a programme and links well with the new primary role ref strategic influence & brokerage. | |
| 3e | **Workplace Challenge – Review of Future Strategy**  Lee introduced the paper which provided a progress update and proposed an options appraisal on the future role. Board identified another option is to identify if there is someone else that can deliver the programme for CSP Network. Lee asked if a Board member would be willing to support the process – volunteers to Lee.  The review needs to consider at how it engages inactive people.  Nigel asked that the review took a wider perspective on whether CSPN should run programmes.  **Action**  to progress workplace challenge review and options appraisal | |
| 3f | **Workstrand review**  Adrian explained a review of the workstrand groups is being undertaken to ensure they are still fit for purpose or needed to be developed in line with new agenda.  Workstrands groups have been used to help drive agenda around improvement / collaboration / and can drive business development.  Adrian highlighted that there is currently no formal link between Board and the groups, and that one option would be to formalise sub groups for improvement and business development as key stands of Board work.  Board felt that we needed to be clear what is an executive responsibility and does Board want to take more of a formal role in. also need to consider how board champions are used.  **Action**  Adrian to continue consultation, develop proposals for enhancing group structure and link to Board. | |
| 4. | **Governance & Finance** | |
| 4a | **Governance Code Compliance**  Lee outlined position of Network against the Code, a number of actions needed at this meeting, change of articles at AGM and further panned actions to ensure compliance. These changes were agreed.   * **Board Code of Conduct –** Richard introduced the Board code of conduct –   Resolution – the Board code of conduct was adopted.   * **Equality Policy –** Nicki introduced the draft policy and action plan which was welcomed by the Board. The Equality Plan was last updated in summer 2015 so it has been updated to reflect the changes that have occurred over the last 24 months in terms of changes to the CSP Network Board, changes to CSP Network strategy and the introduction on the Principles of Good Governance for Sport and Recreation. The Board were asked to agree to adopt the plan and identify a Board Equality Champion.   Resolution; - the equality policy and plan was adopted.   * **Changes to Articles –** lee highlighted that one change was needed to articles, which currently state that trustees who step down from the Board after 2 terms needs to wait a year before they can be re-appointed – this needs to change to 4 years to be compliant with the Code.   **Resolution –** to propose change to articles at agm.   * Lee talked through other items that also needed to be progressed including;   -annual strategic risk assessment to review overall process.  -charitable SORP accounts may not be sufficient ref reporting on use of public funds – need to commit to comply with SE guidance when developed.  -nominations committee & Board recruitment policy – see separate paper. | |
| 4b | **Chair Recruitment & Nominations ToR**  Marg introduced the paper regarding Chair recruitment.  Marg and Richard had met Jennie Price to get her views and engage her in the process. SE would like to see a Chair that will partner SE to support the delivery of their strategy, and lead change within network**.**  Marg, Eamonn & Sue A had contacted a sample of 15 CSP chairs to seek their views on the recruitment process, including;   * what is role - is it for whole network or just CSPN – strong view was that Chair is the voice of network * What type of person did they envisage? – feedback was quite consistent – credibility, Strong character able to provide good leadership. Not concerned that it should be a well-known name. Will need to act as an ambassador with stakeholders but other roles important. * CSP role in recruitment - CSPN board role to recruit but communicate well with the network. Appreciated being consulted.   Lee had also invited comments from CSP Directors, feedback was consistent.  The conclusion regarding the role profile was someone who understands the sector, has credibility and strong leadership skills.  Lee also noted the Board recruitment policy which was agreed.  Discussed the pro’s and con’s of remuneration – particularly difficulties regarding charity commission but concerns ref impact on diversity of candidates and time commitment from chair- agreed the role would be voluntary.  Recruitment panel - Nigel and Adam would join Marg on the panel. SE would be asked to support the process by meeting and briefing shortlisted candidates. Marg to feedback to Jennie Price and CSP chairs to keep informed.  Timings - Oct advertisement , November interviews, December appointment, jan-march handover period.  Richard noted that a process would run in parallel for the trustee recruitment which he would lead.  **Resolution**   * Board Nominations committee ToR and recruitment policy adopted including commitment to meeting equality targets * use limited agency support * Agreed Nigel, Adam, Marg panel. * Sue S, Adrian Leather, on recruitment panel for trustees * Nominations committee membership – Marg, Richard, Sue A | |
| 4c | **AGM**  It was noted that in the past our AGM has been held in conjunction with SRA but they are delaying their convention until new year. Agreed to continue to try and hold AGM on 30 November. Build day into a developmental workshop around improvement work to ensure good use of time.  Discussion held on whether Chairs should be encouraged to attend, or continue with planned chair/board member workshops around the same time.  **Action -** Adrian / lee asked to look into the benefits of combining the events and encouraging chairs to attend the agm. | |
| 4d | **Safeguarding Policy**  Adrian introduced the report and policy which was noted and supported.  Adrian explained that whilst CSP Network is not generally a delivery agency, protocols are needed in case we do in future, where we have an influencing role, and in case alegations or queries are raised with staff. It is also at times a requirement of funding bids.  A Vulnerable adults policy will also be produced.  **Resolution;** Agreed to adopt the safeguarding policy | |
| 4e | **Finance Report and Minutes of Finance Committee**  Minutes and report of the finance committee were noted. Marg reported back that the budget at Q1 was broadly on track and that processes were now much tighter than before. Thanks due to Sarah Slade, finance manager. | |
| 4f | **Audited Accounts**  Marg noted two remaining items   * P22 – will suggest redraft to Sarah * P24 note 14 – WPC has been treated as a restricted fund, this may no longer be appropriate as the grant funded phase comes to an end. Further discussion with the auditor as to whether this should be redsignated unrestricted, and whether an element of this should be designated for spend on workplace challenge.   .  Nigel suggested there may be a need to ensure CSPN has some influence on the impact that is delivered via CSPs.  **Action**  -Matt and Marg to look at issue of WPC funds  -Nigel to send possible amendments to narrative to Lee  -redraft narrative on p22  **Resolution** - Subject to thee amends, the Board approved the annual accounts. | |
| 5  5a  5b  5c | **AOB**  Other Items members wish to raise  None raised  **Review of Meeting**  Change of time – welcome and suggest this used in future.  Agreed to continue to meet quarterly and then have a couple of focused meetings/away day  Agreed to look at structure meetings:  suggestions  -hour on business side  -main strategic items  -case studies  **Dates of Next Meeting**  Action- Nicki to circulate dates for 2018 on doodle poll | |
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**CSP Network September 2017 Board Meeting**

**Summary of Key Resolutions / Actions**

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| **Ref** | **Resolution or Action** | **Detail** | **Responsibility** | **Action Update**  27/11/17 |
| 1c | Action | Richard to discuss SE attendance at Board meetings further with Sport England to reach a mutually agreeable solution. | Richard | Ongoing |
| 2a | Action | Lee to circulate last RAG details to Board and progress discussions with SE and a new set of metrics/BSC | Lee/ Adrian | Complete |
| 2b | Action | Develop a CSP Chair/Board engagement plan, clarifying expectation and maximising touch points. | Adrian | Draft produced – feb meet |
| 2c | Action | Lee and Adam to progress subspay discussions further and provide further information including a worked up proposal, due diligence, competitor analysis / market testing and to ensure it works for CSPs. | Lee/Adam | Discussions ongoing. |
| 2c | Action | Lee to continue to discuss partnership with Podium Partners and if felt questions could be addressed, to create a full business case for discussion by Board. | Lee | Not being progressed at present. |
| 2d | Action | Develop a mechanism to update Board on individual CSP challenges and risks. Use future Board meeting to show case studies of individual CSP work and how CSP network is supporting. | Adrian/Lee | Ongoing for Future meetings |
| 3a | Action | Agreed to schedule a Board & Team session to work up bid to SE – 18 Oct | Board & team | Complete |
| 3b | Resolution / action | Board support to continue to develop the protocols paper using steps identified | Adrian | Complete |
| 3c | Resolution/ action | Agree with recommendations to identify potential options for name change.  Lee to set out budget and timescale & seek SE commitment | Lee/Nicki | Ongoing – update at meeting. |
| 3d | action | To regalvanise the network to maximise the impact of the primary premium | Lee | Ongoing – guidance circulated |
| 3e | action | To progress workplace challenge review and options appraisal | Lee/andrew | Ongong – conference held |
| 3f | Action | Adrian to continue workstrand group consultation, develop proposals for enhancing group structure and link to Board. | adrian | Ongoing |
| 4a | Resolution | Agreed to ensure compliance with governance code;   * the Board code of conduct was adopted. * the equality policy and plan was adopted. * to propose change to articles ref re-appointment, at agm. |  | NA |
| 4b | Resolution | * Board Nominations committee ToR and recruitment policy adopted including commitment to meeting equality targets * use limited agency support * Agreed Nigel, Adam, Marg panel. * Sue S, Adrian Leather, on recruitment panel for trustees * Nominations committee membership – Marg, Richard, Sue A * Agreed to adopt equality plan |  | NA |
| 4c | Action | AGM – to look into the benefits of combining the events and encouraging chairs to attend the agm. | Adrian lee | Complete |
| 4d | Resolution | Agreed to adopt the safeguarding policy |  | NA |
| 4f | Action | Annual accounts  -Matt and Marg to look at issue of WPC funds  -Nigel to send possible amendments to narrative to Lee  -redraft narrative on p22 | Marg/lee | Complete |
| 4f | Resolution | Subject to these amends, the Board approved the annual accounts |  | NA |
| 5c | Action | Send doodle poll for next meeting | nicki | complete |