Board Meeting – 14th September 2021 - Remote

**Meeting Notes**

Attendees: M. Penn (Chairman), S. Hampton (Senior Independent Director), K. Shoemake (CEO), H. Murdoch, S. Kazmi, S. Welch, J. Berry, G. Rippon

Apologies: G. Roberts

Non attendance: M. Shafaq, S. Poole

Board Approval

Director Action

**1. Chairman's Welcome**

The Chairman thanked everyone for attending and also those who were able to attend the accounts and strategy sign off meeting at the end of August.

**2. Apologies**

Apologies were received from Mr G. Roberts

It was noted that we hadn't heard from Mrs Shafaq or Mr Poole

**3. Conflict of Interest**

There were no conflicts of interest raised or any changes made although the CEO suggested to Mr Rippon that we just note the 'Active through Football' project just for future reference and as the project comes to fruition.

**4. Minutes of the Board Meetings:**

20th July 2021 - signed as a true and accurate record

24th August 2021 - signed as a true and accurate record

**5. Matters arising**

There were no matters raised or tabled for either of the meeting minutes

**6. Code of Governance**

Director responsibilities: The Chairman stated that these need reviewing and confirming going forward and discussed when the Chairman and CEO meet with Directors.

Director recruitment: Based on the previous skills audit and the needs of the business, the CEO felt the need for the following which would enhance the Board and support the business leads in specific areas including the CEO and keep us compliant in certain areas regarding the Safeguarding Operating Standard and Code of Governance - Board Safeguarding Champion, HR/People, Sustainability.

With Mr Kazmi stepping down, then we could recruit someone to lead and support on culture and/or sustainability.

The CEO stated that we will shortly be advertising for the Board Safeguarding Champion (BSC) position but this has been and will continue to be covered by Mr Poole until a new BSC is appointed.

Nomination panel: As part of the Code of Governance, the Chairman explained that we require a Nomination Committee to select and then interview candidates for all Board positions.  The Chairman will contact Directors each time we recruit to ask for their help which should be spread round the Directors.  The Chairman also noted that some Directors had already helped recruit senior BCFA staff positions.

Board Succession Planning: The Chairman explained the longer term plan which was outlined in the previously distributed document.  He asked that the current Directors commit to their terms of office or it would help if they could give a 12 month notice prior to stepping down to allow the business to review skills and plan a strategic recruitment programme.                          Director Action

**7. CEO Update**

The CEO updated the Directors on the initial KPI success linked to the Operational Plans for employees.  He stated that some of the data wasn't pulling through to the reporting tools but we were in a healthy position to build on with the data being used more widely across the business to form interventions and staffing.

The CEO proudly announced that the FA had approved the 21-25 business strategy with really positive feedback from the panel.  The CEO thanked the Chairman for his support and also the Board of Directors for their input and especially Mr Kazmi.  The Chairman and a number of Directors also thanked and congratulated the CEO for his leadership and for writing the final strategy.

The CEO updated the Board on the finances for the first month stating that it was too early to see any positive or negative trends post Covid.

The CEO stated that affiliation numbers were very encouraging with about 100 new teams affiliating already.  However, he also tempered this enthusiasm by saying that the FA IT systems were appalling this season with hundreds of complaints being received on a weekly basis, especially linked to player registration which in itself is a KPI.

The CEO had helped to form a discrimination and hate crime steering group along side the West Midlands Police Football Unit to help raise the profile of the issues faced as well as devising some activations to reduce and remove all forms of discrimination from all levels of the game.

The Chairman outlined some proposed changes to the Benevolent Fund and its Trustees with most of the current Trustees not being well enough and/or IT enabled to continue their involvement.  The Chairman will be setting up a meeting of the Trustees in the near future in order to appoint new Trustees.

**8. Investment Strategy**

The CEO gave an overview of the previously circulated draft investment strategy - more over a four/five year wish list of HQ investment and ideas throughout the period.  This included the offices being reconfigured and refurbished.

The Directors agreed that the HQ did require regular investment, especially initiatives which saved money in the long term such as solar panels (energy) and bore hole/irrigation (water abstraction).  However, the Directors were concerned about a possible 'selfish' perception from clubs and leagues and they felt that BCFA surplus should be regularly allocated to club/facility initiatives in order to share some of the surplus - either as we are already doing regarding BCFA funds or new initiatives such as pitch improvement which help us achieve our KPI's.

Other suggestions included a larger consultation of clubs on their needs and requirements, support larger/growing clubs or smaller newer clubs, a good spread of activity across our region, England Football (CS) accreditation, take discipline records into account and the timing to open grant windows e.g close season, etc.

Mrs Murdoch suggested ring-fencing specific pots of expenditure e.g HQ, BCFA funds, other (KPI) investment - linked to a percentage of surplus each season.

**9. State of Play (Staff) survey**

The CEO gave an overview of the results which were previously circulated.

The Chairman and Directors were delighted with the results especially reflecting the staff were surveyed during lockdown.

**10. FA Updates**

The Chairman gave an overview of recent Council/NG meetings.

The CEO stated that he'd had a umber of conversations with the new FA Chair, Debbie Hewitt and had invited Debbie to visit after she starts the role in January 2022.

**11. Safeguarding**

The CEO stated that the new Operating Standard was now know as SOS 365 - more details to follow but the NSPCC were the new independent auditors.

The CEO asked ALL Directors to read, digest and then sign the Board Commitment statement.

The CEO also confirmed that we would be advertising for a new Board Safeguarding Champion in October with interviews in mid November.  It is hoped we'd be able to appoint someone to start in January 2022 and to replace Mr Poole.

**12. AOB**

The CEO announced that we'd had 36 applications from clubs totalling £23k for Green Fund grants aligned to our Save Today, Play Tomorrow big ambition.

Dates for Diary:

Tuesday 23rd November - Board meeting - 1-4pm

Tuesday 25th January - Board meeting - 1-4pm

Tuesday 22nd March - Board meeting - 1-4pm

Tuesday 24th May - Board meeting - 1-4pm

Tuesday 19th July - Board meeting - 1-4pm

Tuesday 10th August (tbc) - Accounts sign off

Tuesday 13th September - Board meeting - 1-4pm

Thursday 23rd September - AGM - 7pm

Tuesday 22nd November - Board meeting - 1-4pm