



Board Meeting Minutes

Monday 4th December 2023, 6.30pm at Cambridgeshire FA HQ

- Present:** P. Hill (Chair), D. Bradshaw (Designated Safeguarding Officer) - left after item D26/24, A. Beattie, P. Brasher, A. Durman, N. Fletcher, I. Greenstock, J. Greenstock, J. Knox (CEO), T. Martin, B. Meldal, M. Mizon.
- D25/24** **Apologies for absence:** A. Alvarez
- D26/24** **Board safeguarding briefing:** The annual board safeguarding briefing was led by Diane Bradshaw (Designated Safeguarding Officer), Birgit Meldal (Board Safeguarding Champion), and Jo Knox (Senior Safeguarding Lead). Plans and progress around the new measures for open aged football were discussed. TM asked if safeguarding KPIs should be reported to board. JK reported the only KPI from the FA was to achieve the S365 standard but there are several safeguarding measures within that. The Safeguarding Leaders Group would discuss which measures should be reported to the board. **ACTION JK/BM.**
- D27/24** **Minutes of previous meeting and action log review:** The minutes of the meeting on 16th October 2023 were agreed. The action log was reviewed. All items were completed, and relevant items would be covered later in the agenda.
- D28/24** **Conflict of interest declaration:** None declared.
- D29/24** **Risk register:** TM reported that the risk register had been reviewed by the Audit and Risk Committee. Improvements to the format had been identified and would be actioned to make the register more robust and easier to identify the highest risks. This included noting the likelihood and impact for each risk pre and post mitigation to identify if the mitigation is effective enough.
- D30/24** **Health and safety:**
The updated Critical Incident Policy had been reviewed by PH and BM. The information within this would be transferred to a business continuity plan template. **ACTION JK.**
- D31/24** **Governance:**
i) **Code of Governance:** PH and JK had held consultation calls with all acting and life vice presidents regarding their voting rights and the option to become category representatives. PH stated we were in a good position as our council had already been restructured. The idea of a scrutiny committee was discussed to review board effectiveness and provide accountability. Some were not in favour of this but PH outlined the need for the board to be accountable. Further consideration would be given to this.
- D32/24** **Commercial:** A commercial report had been provided prior to the meeting. NF reported that sponsorship was up but capacity within the office made identifying



new leads difficult. NF had put JK in touch with a contact at University Campus of Football Business and a commission-based work placement to support this area would be advertised. **ACTION JK.**

- D33/24** **Inclusion:** An EDI report showing plans and progress against the four priorities had been circulated in advance. Key members of the EDI committee had met, and plans were in place to refresh the membership.
- D34/24** **Finance:** A finance report along with accounts had been circulated in advance. TM reported that finances were still in a strong position. The financial performance of room hires was noted along with increased income from discipline fines which indicated a worrying trend in football.
- i) **Audit and Risk Committee:** The first meeting of the audit and risk committee had been held on 27th November 2023 and minutes had been circulated to the board. An action from the committee was to create a delegated authority policy. Interim controls were agreed: CEO could approve payments up to the value of £1,000, payments between £1,000 and £10,000 require approval from both CEO and Chair, payments exceeding £10,000 require board approval.
- D35/24** **Workforce:** A staff engagement report had been circulated in advance of the meeting. This covered the findings and plans resulting from FA State of Play survey, follow up staff surveys, and discussions.
- D36/24** **Long term goals**
- i) **2024-28 Strategy development:** Consultation plans for the new strategy were discussed. This included use of the results from the national Conversation with Our Game survey and local event, plus a consultation with stakeholder council members, planned for 11th Dec, and consultations with senior clubs, committee chairs, and all leagues in the new year. A further survey, based on the results so far would then be used to dig deeper into the key issues before drafting the strategy and seeking further thoughts.
- ii) **KPIs:** A KPI report had been provided in advance and there were no questions.
- iii) **Positive environment:**
- i. **Safeguarding:** A safeguarding report had been circulated prior to the meeting and as safeguarding had been discussed within the briefing there were no other comments.
- iv) **CFA brand and perception:** The commercial report, provided in advance contained social and web analytics and demonstrated other activities to enhance our brand. JK reported that Katie Critchley, Football Development Manager, had delivered a customer service workshop to all staff which included a review of our customer charter.
- v) **CFA facility:** JK had circulated information provided by Katie Critchley, Football Development Manager, in advance of the meeting [REDACTED]
- [REDACTED]
- [REDACTED]
- The board agreed that [REDACTED] any amended or new



agreements/addendums would be reviewed legally and agreed by the board before signing. The board approved moving this project forward. TM and others recognised and thanked AD for his work to get the project to this stage.

Date of next meeting: 22nd February 2024.

Joanne Knox

Chief Executive & Company Secretary