



## Board Meeting Minutes

Thursday 22<sup>nd</sup> February, 6.30pm, at Cambridgeshire FA HQ

**Present:** P. Hill (Chair), A. Beattie, A. Durman, N. Fletcher, I. Greenstock, J. Knox (CEO), T. Martin, B. Meldal, M. Mizon.

**D37/24**      **Apologies for absence:** P. Brasher, J. Greenstock

**D38/24**      **Minutes of previous meeting and action log review:** The minutes of the meeting on 4<sup>th</sup> December 2023 were agreed. JK would check whether AA completed the safeguarding briefing following the meeting. **ACTION JK.**  
The action log was reviewed. All relevant items would be covered later in the agenda.

**D39/24**      **Conflict of interest declaration:** None declared, although it was noted that PB is now a member of Cambridge City FC's board. PB to complete the declaration of interest form. **ACTION PB.**

**D40/24**      **Risk register:** As noted at the last meeting, improvements to the risk register format had been identified by the Audit and Risk Committee and these had now been implemented.

A discussion took place around the decline in behaviour at matches and the potential effects on football. JK reported that the Safe Division subgroup were meeting on the following Monday to discuss this issue across all of Cambridgeshire FA football. Martha Braham, Business Operations Manager, would be providing discipline statistics for the meeting to identify the priority areas to address. Poor behaviour would be added to the risk register and JK would provide the discipline statistics to the board. **ACTION JK.**

**D41/24**      **Health and safety:**  
Information from the Critical Incident Policy was being transferred to the business continuity plan template.

**D42/24**      **Governance:**  
i) **Code of Governance:**  
a. Timeline: The following timeline regarding article changes was proposed in order to meet with the project panel in March 2025:  
i. Briefing regarding code at the AGM in June 24  
ii. Review articles/revise/consult with legal experts - Aug 24  
iii. Present revised draft and gather additional feedback - by Oct 24  
iv. Board and council approve articles - Nov/Dec 24  
v. EGM - Jan 25  
vi. Peer review – February 25  
vii. Panel – March 25



- b. Skills Audit: This had been done several years ago and the process now needed to be repeated. JK would send further information. **ACTION JK.**
  - c. Senior Independent Director: PH explained the requirement to appoint a senior independent director. The responsibilities of this role are to provide a sounding board and feedback to the chair, as well as acting as an intermediary for the board if required. PH expressed that this role could be suited to the independent finance director, but this was open for consideration.
  - d. Independent Annual Board Evaluation Group: The idea of establishing this group, made up of people with the relevant skills from our membership, was discussed. Directors felt this concept had merit. PH would develop this idea further. **ACTION PH.**
- ii) **Policies and documents**
- a. Delegation of Authority (new) - shared via email 12/01/24. Ratified. The audit and risk committee would sample a selection of payments at each meeting to ensure compliance.
  - b. Risk Policy (new) - shared via email 12/01/24. Ratified.
  - c. Nominations Committee Terms of Reference (new). Coming soon.
  - d. Safeguarding policy (reviewed) – Ratified, with contact details to be added. **ACTION JK.**
  - e. Safer recruitment policy (reviewed) – Ratified.
  - f. Code of Conduct, and Declaration of Interest - shared via email 12/01/24.

**D43/24**

**Commercial:**

- i) **Report:** The commercial report had been circulated in advance. NF reported that commercial revenue was increased from the past year. Plans were progressing to recruit some commission-based people to generate leads and sales. This would free up staff members to account manage partners and sponsors. BM enquired why one partner was a platinum member rather than gold. JK explained this had been agreed as they had committed to a three-year partnership.
- ii) **British Heart Foundation:** BHF had been in touch about establishing a partnership as they have this with some other county FAs. It was acknowledged that fundraising would not be possible as we have an existing charity partner. However, the county FA would be happy to share messages of learning CPR etc. via our website and social media and could possibly agree that BHF be the named partner of a cup final. Martha Braham, Business Operations Manager, had responded to the contact to suggest a meeting.
- iii) **Cup finals:** Sponsors would be invited to the relevant finals.

**D44/24**

**Inclusion:** The EDI report had been circulated in advance along with the draft EDI marketing strategy. The EDI plan was being reviewed and drafted in greater detail for each of the four priorities and the aim was to launch this alongside the new strategy in July.

**D45/24**

**Finance:**



- i) **Report:** A finance report along with accounts had been circulated in advance. TM reported that our indicative funding from the FA for 2024-28 was £17k lower per year than current funding. However, the profit and loss for the current season was ahead of budget and we still had additional players to register from Cambridge University which would help with our market share, depending on activity within other counties.

- ii) [REDACTED]

**D46/24**

**Workforce:** Martha Braham, Business Operations Manager, would be utilising skills learned on the FA's Aspiring Leaders programme to lead on the development of a People Plan. Martha would be arranging a session for 13<sup>th</sup> March to involve staff members in the process.

**D47/24**

**Long term goals**

- i) **2024-28 Strategy development:** Consultation events were underway. An online survey would also be issued soon and be open until the end of March. Final FA funding allocations would be communicated to the county FA w/c 1<sup>st</sup> April, at which point we would have finished the consultations, and be able to draft the strategy. The strategy needed to be submitted to the FA by 24<sup>th</sup> May. The board agreed to meet via Teams prior to this date, in May, to agree the strategy. Date to be arranged. **ACTION PH/JK.**
- ii) **KPIs:** A KPI report had been provided in advance. Around 650 players were still to be added following a new agreement with Cambridge University. Due to the number of players at the university the board felt a university representative on council would be a good addition. **ACTION JK.**
- iii) **Positive environment:**
- i. **Safeguarding:** A safeguarding report had been circulated prior to the meeting and there were no questions.
  - ii. **Let Us Play:** BM had helped staff to deliver the latest event and reported that it was very good.
- iv) **CFA facility:** It was agreed to move to the full planning permission stage to progress the project. **ACTION AD.**

**Date of next meeting:** 18<sup>th</sup> April 2024.

**Joanne Knox**

Chief Executive & Company Secretary