

<b>London FA</b>	<b>Minutes of the London FA Board Away Day</b>
<b>Date:</b>	Monday 20 <sup>th</sup> April 2023
<b>Venue and time:</b>	10.00 – 16.00, SMBC Bank International plc, 100 Liverpool Street, London, EC2M 2AT
<b>Present:</b>	James Middlehurst (Chair), Christina Oshodi, Jill Berry, Tom Barnard, Ian Wallis, Paul Mortimer, Anita Poulman, Roger Fox, Yashmin Harun  Paul Bickerton (LFA CEO), Neil Twitchett (LFA Head of Dev.), Aquila Burgess (LFA Football Dev. Manager), Priti Trivedi (LFA Head of Football Serv.) – via MS Teams, Roya Taslimi (LFA Head of Finance & Operations), Chris Pringle (The FA)
<b>Apologies:</b>	Nina Stewart, Abu Nasir

<b>No</b>	<b>Item and Discussion</b>	<b>Action</b>
<b>1</b>	<b>Welcome &amp; introductions</b>	
1.1	Paul Bickerton ( <b>PB</b> ) introduced the agenda and explained that the Board held an away day on an annual basis. This was a generally a longer, daytime session that allowed us to focus on the future-focused strategic issues for the business rather than standard Board business.	
1.2	Apologies had been received from Nina Stewart ( <b>NS</b> ) and Abu Nasir ( <b>AN</b> ), who already had engagements in their diaries prior to joining the Board at the start of the year. PB confirmed he had a follow up session booked with them both on Tuesday 25 <sup>th</sup> April 2023.	PB to meet with NS & AS and bring them up to speed on the away day discussions
<b>2</b>	<b>Confirm &amp; sign minutes of previous meeting</b>	
2.1	Paul Bickerton ( <b>PB</b> ) ran through the actions from the minutes of the 20 <sup>th</sup> April 2023 meeting (the <b>Minutes</b> ) and provided a progress update against each one.	
2.2	One of the actions set out in 2.2 were recorded as incomplete and so it was agreed to retain these in the minutes and carry them over to the next meeting. These were that JM would complete the 1-1 written summaries from the Board Director reviews completed over the summer of 2022 (as per Code of Governance requirements)	JM to provide Board with a progress update at next meeting
<b>3</b>	<b>Matters Arising</b>	
3.1	PB informed the Board that the County FA Commitment Statement to Safeguarding in Football had to be updated, due to some changes to the Board over the past few months. AN / NS were not present to sign the statement and so PB would follow this up with them next time they met face-to-face.	All present to sign Commitment Statement, PB to follow up with AN/NS
<b>4</b>	<b>Conflicts of interest disclosure</b>	
4.1	None	

<p>5</p> <p>5.1</p> <p>5.2</p> <p>5.3</p> <p>5.4</p>	<p><b>Council Review Interactive Session</b></p> <p>PB introduced this session with a presentation on the work that had been conducted by the Council Review Working Group to date and the feedback from the main Council meeting on the 27<sup>th</sup> March 2023.</p> <p>The Board then carried out, in separate groups, several interactive tasks to further shape the mission statement, role profile and proposed changes, originally developed via the working group and Council consultation.</p> <p>An updated mission statement, role profile and proposed changes are set out below, following Board input. This will now be taken back to the working group to consider and further develop, for recommendation to Board in June.</p> <p><b>Mission Statement:</b> To represent the interests of the grassroots football community in London by:</p> <ul style="list-style-type: none"> <li>• providing the vital link between this community and the London FA staff and Board</li> <li>• helping to shape the strategy and policy direction of the London FA, to ensure it serves the community</li> <li>• supporting and challenging the Board and London FA on the delivery of the strategy</li> <li>• championing London FA's core goals and values</li> </ul> <p><b>Job Description:</b></p> <ul style="list-style-type: none"> <li>• To represent London FA members to the staff and Board</li> <li>• To promote key London FA principles and initiatives (e.g., safeguarding, health &amp; safety, Equality, Diversity &amp; Inclusion)</li> <li>• To participate in Committees / Working Groups to advance specific areas of work</li> <li>• To attend at least 3 out of 4 Council meetings and input into discussions and consultation</li> <li>• To regularly communicate with grassroots clubs and leagues to understand their issues</li> <li>• To act as a positive advocate of the London FA to external stakeholders</li> </ul> <p><b>Person Specification:</b></p> <ul style="list-style-type: none"> <li>• Direct involvement and / or experience in grassroots football in London</li> <li>• Direct involvement and / or experience in a specialist area of grassroots football (e.g., refereeing, coaching, playing, volunteering, etc)</li> <li>• To be able to act as an objective voice for the grassroots football community in London</li> <li>• Ability to work collaboratively with colleagues to achieve an outcome or resolution</li> <li>• To be able to represent London FA as a whole, not just a specific club / league</li> <li>• Good communication skills, able to listen, understand and promote the key issues in the game to London FA's members</li> <li>• A passion for grassroots football in London and a desire to make a difference to the game</li> <li>• Grant funding / commercial income experience into voluntary organisations</li> <li>• Social media / communications / marketing experience</li> <li>• Facilities, refereeing and coaching experience and knowledge</li> <li>• Connections with voluntary organisations</li> </ul>	<p>PB to share slides from presentation with notes</p> <p>Updated mission statement, role profile and proposed changes to be taken back to Council Review Working Group for further development</p>
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	<p><b>Proposed Changes:</b></p> <ol style="list-style-type: none"> <li>1. A revised application process to include: <ol style="list-style-type: none"> <li>a. An updated and modernised application pack based on the new mission statement, job description and personal specification</li> <li>b. An open recruitment process targeting under-represented groups on the Council such as young people, women and girls and racially minoritised communities</li> <li>c. Pro-active recruitment focused on key stakeholder groups such as referees, coaches, club and league volunteers, women and girls, disability, racially minoritised groups, small-sided football providers and professional football clubs</li> <li>d. Previous attendance and contribution to be considered for any Council Members re-applying</li> <li>e. Committee / Working Group interest to be explored through application (e.g., tick-box to monitor interest)</li> </ol> </li> <li>2. Minimum diversity goals for young people, females and racially minoritised groups on the main London FA Council, Committees and Working Groups (e.g., one third under 40, one third racially minoritised, one third female)</li> <li>3. Youth Council members to become de-facto London FA Council members *</li> <li>4. Minimum attendance requirements for all members (75% of Council meetings and 75% of either one Committee or one Working Group)</li> <li>5. Council size requirement of 50 to be removed *</li> <li>6. Regions and Vice-President (Ambassador) positions to be discontinued *</li> <li>7. Honorary Vice-President positions to be updated (Council term requirements to be amended from 20 years to 9 years) *</li> <li>8. Mentoring system established between more experienced and newer Council members, to support their introduction onto the Council</li> <li>9. Select Council Members to take direct ownership of 50% of London FA Council Meetings (supported by London FA staff)</li> <li>10. Committee / Working Groups to drive content and focus of the Council meetings</li> <li>11. Tied membership option – Council meetings only / Council + Committee or Working Group meetings</li> </ol> <p><i>* Would require an amendment to London FA's Articles</i></p>	
<p><b>6</b></p> <p>6.1</p> <p>6.2</p> <p>6.3</p> <p>6.4</p>	<p><b>Reserves Reinvestment Discussion</b></p> <p>PB set out the purpose and context for the reserves reinvestment discussion, to include the financial position of the London FA, the amount of reserves potentially available for reinvestment and some early thoughts from the Senior Management Team on the areas to consider for reinvestment.</p> <p>The Senior Management Team focused on four key areas for potential reinvestment – facilities, refereeing, behaviour in the game and women &amp; girls.</p> <p>The Board were split into two groups and asked to consider whether they agreed with these four areas and to prioritise them. A summary from each group is copied below.</p> <p><b>Group 1:</b></p> <ol style="list-style-type: none"> <li>1. Behaviour in the Game - explore how to manage the caseload in the short term and over the longer term invest in a strategy to sustainably improve behaviour, to include referee support and training. Ideas included resilience training and a programme of education.</li> </ol>	<p>PB to share slides from presentation with notes</p>

<p>6.5</p>	<p>2. Refereeing – consideration should be given to staffing support and this could be linked to point 1.</p> <p>3. Women &amp; Girls – it was considered that a clear strategy was already in place with some good support added this season.</p> <p>4. Facilities – whilst not the lowest priority the challenge identified here were possibly outside of London FA’s control. It was felt that London FA was doing everything possible, but the system and processes were slowing us down.</p> <p><b>Group 2:</b></p> <p>1. Behaviour in the Game – important to look at root cause analysis as to why this behaviour is happening in the game, possibly via a consultation / research exercise. Understand why cases are not proven and provide support when clubs submit their evidence through potential templates and training, education and training that links referees to discrimination cases.</p> <p>2. Refereeing – key here was the quality of referees and their match reports which they submit when an incident has taken place.</p> <p>3. Facilities – the group thought this might be difficult with our reserves to really make this work, because of the cost of building a hub site and the barriers to this currently. However it was seen as an attractive option.</p> <p>4. Women &amp; Girls - look to focus more on the safeguarding angle and important consider this area running across all areas of London FA’s business</p>	
<p>6.6</p>	<p>Three further areas were added by Group 2:</p> <p>5. Volunteering Support - understand what support volunteers need, using the new Volunteer Development Officer to help drive this.</p> <p>6. Coach Education – concerns around the current landscape and course structure being fit for purpose.</p> <p>7. Male Pathway – guarding against another decline in the 11vs 11 game</p>	
<p>6.7</p>	<p>PB outlined the next steps from this work, which is that this feedback would be taken and used to start to develop a clear reserves reinvestment plan. Progress and funding to further develop this work would be reflected in the 2023-24 budget to be approved by the London FA Board on the 19<sup>th</sup> June 2023.</p>	<p>PB to include the reserves reinvestment planning as part of Board agenda for next meeting</p>
<p>6.8</p>	<p>JM highlighted how good an opportunity this was for the London FA to become a true service provider for its members, and we should seek to use this as an over-arching theme for this work.</p>	
<p><b>7</b></p>	<p><b>Risk &amp; Opportunities Register</b></p>	
<p>7.1</p>	<p>The Board reviewed the current risk register and agreed that the reinvestment discussion had outlined several opportunities already. The focus of this discussion was on the top 5 risks in the register.</p>	

<p>7.2</p> <p>7.3</p>	<p>All agreed that the safeguarding risks were paramount and should be considered further in light of the growth in the women and girls' game. The FA funding risk should remain but should reflect more the cost-of-living crisis and escalating costs more generally.</p> <p>Anita Poulman (<b>AP</b>) asked if we were considering left-field issues enough (e.g., a pandemic).</p>	<p>PB to update risk register to reflect this.</p> <p>AP &amp; PB to consider how to progress this</p>								
<p><b>8</b></p> <p>8.1</p>	<p><b>Date / time / place of future meetings</b></p> <table border="1" data-bbox="256 674 1225 819"> <thead> <tr> <th data-bbox="256 674 724 701"><b>BOARD</b></th> <th data-bbox="729 674 1225 701"><b>COUNCIL</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="256 707 724 741">• Monday 19<sup>th</sup> June 2023</td> <td data-bbox="729 707 1225 741">• Monday 10<sup>th</sup> July 2023 (<i>AGM, F2F</i>)</td> </tr> <tr> <td data-bbox="256 748 724 781">• Monday 11<sup>th</sup> September 2023</td> <td data-bbox="729 748 1225 781">• Monday 9<sup>th</sup> October 2022 (<i>virtual</i>)</td> </tr> <tr> <td data-bbox="256 788 724 819">• Monday 20<sup>th</sup> November 2023</td> <td data-bbox="729 788 1225 819">• Monday 4<sup>th</sup> December 2023 (<i>F2F</i>)</td> </tr> </tbody> </table>	<b>BOARD</b>	<b>COUNCIL</b>	• Monday 19 <sup>th</sup> June 2023	• Monday 10 <sup>th</sup> July 2023 ( <i>AGM, F2F</i> )	• Monday 11 <sup>th</sup> September 2023	• Monday 9 <sup>th</sup> October 2022 ( <i>virtual</i> )	• Monday 20 <sup>th</sup> November 2023	• Monday 4 <sup>th</sup> December 2023 ( <i>F2F</i> )	
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<p><b>9</b></p> <p>9.1</p> <p>9.2</p>	<p><b>AOB</b></p> <p>Chris Pringle (<b>CP</b>) informed the Board that they were due an external Board evaluation this season, in line with the FA's Code of Governance for County FAs. This would be primarily conducted in the form of an online questionnaire and all Board members would be required to contribute</p> <p>The Board congratulated Yashmin Harun (<b>YH</b>) on being nominated for an Asian Business Award</p>	<p>CP &amp; PB to update Board with specific clear dates and further information</p>								