

Minutes of the Get Berkshire Active Quarterly Board Meeting

28 March 2024 1030-1330

Venue: Elizabethan Room, Bisham Abbey

Chair: Richard Parker

Present: Richard Parker (RP) (Chair), Avril Couper (AC) -online, Karen Ross MBE (KR), Jo Halliday (JH), Paul Owen OBE (PO), Victoria Bradley (VB), Harjinder Obhi (HO), Helen Keen (HK) -online, Tameena Hussain – online (TH), Rebecca Leach (RL) - online.

In Attendance Brett Nicholls (BN) (CEO Get Berkshire Active), Claire Sweeney (CS) (Financial Director), Callum Kwasnik (CK) (Sports Welfare Officer) Item 8 Only

Apologies: no apologies for this meeting

Item	Description	Action	Deadline
1.	<p>Welcome and Apologies</p> <p>RP welcomed trustees to the March 24 Board Meeting.</p> <p>3 trustees via Teams online (as indicated above)</p> <p>BN confirmed there were no apologies.</p> <p><i>Agenda item closed.</i></p>		
2.	<p>Declaration of interests (DOI)</p> <p>Action New DOI form required from RP in due course. DC to email the form. RP to complete and return electronically to GBA.</p> <p>No further updates or changes notified.</p> <p><i>Reminder to Board members: Please request and complete a new DOI form with any future changes to employment, memberships, appointments, investments and so forth, specifically relevant if any changes relate to a conflict of interest with a GBA trustee role and to provide updates if members sit on other boards committees.</i></p> <p><i>Agenda item closed</i></p>	DC/RP	Apr 24
3.	<p>Minutes and Actions arising from the 14th Dec 2023 GBA Board meeting (paper distributed & completed as necessary in advance of the meeting).</p> <p>Paper 1 - Minutes of GBA BM Dec 2023: Online Vote on accuracy (completed in advance)</p> <p>All BMs had confirmed accuracy of the minutes via the online system. Opportunity provided to ask any further questions:</p> <p>Decision: Vote on accuracy completed. December 2023 minutes approved by Board Members.</p>		

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	<p>Paper 2: Action Log:</p> <p>Further round table discussion opportunity provided regarding the action log.</p> <p>RP re-iterated that everyone had now seen the action log and minutes. No further comments made.</p> <p>Agenda item closed</p>		
4.	<p>Quarterly Activities Update & Progress Dashboard</p> <p>Items included to keep BMs up to date with GBA/SE Reporting. Time allocated in meeting for discussion on both papers:</p> <p>Paper 3: GBA Activities Update</p> <p>Paper 4: GBA Progress Dashboard.</p> <p>Questions by BMs to BN taken & answered electronically in advance, opportunity in meeting for BM's to discuss, check and challenge.</p> <p>The Activities report mentioned a meeting that was due to take place post the writing of the paper but the day prior to the BM. This was connected to the SE Place Based Expansion work where Britwell in Slough had been identified as a target area. BN gave a detailed overview of the background to this work and the meeting. He explained the meeting had been attended by GBA and SE who gave a brief on the concept to around 18 local strategic partners (PH, NHS, Police, Education and others).</p> <p>BMs asked why Britwell, who had identified this area and why and was it going to be a competitive bidding process. BN gave an overview of the process. SE have identified 80-100 additional Place Expansion target areas based on areas of deprivation and activity rates. The process would not be like a normal funding bid. First it would be needs led and thus different in each area. There is a 3-stage process: an inception meeting (Wed 27 Mar); formulating a development bid (approx 3 months); the development phase 6-9 months leading to the submission of a full bid. If successful the programme would then be funded until Mar 28. The bidding process is not competitive; Britwell has been identified and is an investment target for SE.</p> <p>AC asked who would lead the process. BN explained there were different models around the country but that he saw the following as a model here: GBA would be the lead partners for governance and finance of the programme. GBA would help facilitate the setting up of a Strategic Steering group consisting of senior local stakeholders and a delivery group of local partners. He further explained this would be significant investment and well beyond setting up of a few short-term projects but would rather be about trying to address systemic system issues.</p> <p>KR asked if this would involve BN and GBA staff in significant extra work. BN explained that it would and especially in the creation of the development bid over the next 3-months. However, it was then hoped that funding would be</p>		

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	<p>received from SE for the Development Phase to help with the capacity to do the work. BN explained that based on the Inception Meeting he had now drafted a 3-month road map (for team discussion) to ensure that a proposed date for submission of the development phase bid was identified early on to ensure we kept this work moving at pace. He explained his plan would be to let the board see the draft bid before submission to SE.</p> <p>BMs raised the issue and importance of evaluation and being clear at the start what the aims and objectives were. BN explained that Measurement, Evaluation & Learning (MEL) would be a significant part of the programme and that SE would be helping to create a MEL framework and that there would also be a national evaluation partner.</p> <p>BMs asked what the downside could be – what are the risks? BN explained that given the scale of the investment it would be our reputation and standing both with SE and our local strategic partners. However, the flip side is an opportunity to make a real difference and enhance further our place in the local system. One of the keys to greatest success would be collaboration across projects and programmes already running (or about to be launched) by other agencies in Britwell. If successful there is great opportunity for synergy and enhanced funding.</p> <p>There were no further questions on the Activities Report of the Dashboard.</p> <p>Item Closed.</p>		
5.	<p>Safeguarding (SG): NB Safeguarding is a mandatory item for the board.</p> <p>JH introduced the agenda item for SG and explained she had had an opportunity to meet with GBAs Safeguarding leads (James for CYP and Kirsty for Adults) prior to the meeting. The main discussion had was around the recruitment process and ensuring that GBA had an easy-to-follow standardised process to support those running recruitment because they are likely to do it very rarely. JH had provided James and Kirsty a robust recruitment checklist. There was an understanding that the last process (recruitment of Kallum) didn't follow our normal process but this was mainly due to it being a combined recruitment with Active Oxfordshire (AO) and Leap with AO leading the process. It was agreed that in future we would revert to the GBA process and that Kirsty had agreed to produce a simple flowchart. Good practice (especially for EEDI) meant we would ensure we would use our standardised GBA Application form (rather than allowing CVs). BN interjected that this discussion between JH and the GBA safeguarding leads had already proved beneficial as we are in the middle of another recruitment round and following this good practice.</p> <p>JH explained she had asked Kirsty and James what they saw as the biggest SG risks. Kirsty had identified engaging partners in the SG process and it was agreed that it was all about building relationships and hopefully the new Sports Welfare Officer (CK) could play a key role. James identified that the SG Policy would need a thorough re-write rather than a simple annual review. JH asked</p>		

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	<p>James when this should take place and he felt prior to the next annual CPSU review (Oct/Nov).</p> <p>KR asked did we have an overall process for the review of GBAs key policies and procedures. BN explained that we did. He had created a document table listing the key policies and procedures, the 'owner' and the past and future review dates. He noted that depending on the policy/procedure the review would either be every 12 or 24 months.</p> <p>Action: BN to distribute this policy review list to BMs for their information</p> <p>Document available to view here 20171101- GBA Policy List.docx NB: links within this document cannot be accessed by BMs. If you would like to view any specific document then please request via BN.</p> <p>Agenda item closed</p>	BN	Apr 24
6.	<p>Equality, Equity, Diversity & Inclusion (EEDI) - NB EEDI is a mandatory item for the board. VB (Board EEDI Champion) explained she had met with GBA EEDI lead (Cathy) prior to the meeting.</p> <p>Unfortunately, we are still to hear back from AKD Solution in regard to our Diversity & Inclusion Action Plan (DIAP). There was a general discussion about the level of support through this national partner and how we still felt there was a lack of understanding on the role of Active Partnerships and GBA. This meant we had to include a very long preface to our DIAP to explain who we were, what we did and how we are very different to NGBs. There was still obviously a risk that our proposed DIAP would not 'pass' the review. BMs asked what this would mean and BN explained that he hoped it would lead into a discussion about what was needed and an opportunity to develop it further.</p> <p>VB raised the subject of mandatory training for BMs and reminded BMS that BN had previously sent round a list of that training with a request for completion. Questions were raised on how to access to Charity Learning Portal (CLP) and whether BMs had to complete the GBA mandated training if they had undergone similar training with their own organisations.</p> <p>Decision: It was decided that for standardisation and good practice all BMS should complete the GBA training indicated. BN was asked to resend the list and the link to the portal. If BMs couldn't remember their login password they would need to request a reset through BN.</p> <p>Actions:</p> <ul style="list-style-type: none"> I. BN to redistribute the mandatory training list II. BN to redistribute link to the CLP III. BMs to request new password if applicable IV. BMs to complete mandatory training <p>NB: Board Member Training and Resource List (with link to CLP) can be accessed here: 20240110-GBA Board Member Training List.docx</p> <p>VB informed the meeting that the GBA team would (in May) have a team discussion facilitated by Cathy and Kirsty on the issue of Trans Inclusion in</p>	BN BN All BMs All BM's	Apr 24 Apr 24 Apr 24 Jun 24

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	<p>Sport noting any potential affects on women and girls sports participation. RP noted that GBA should have a clear organisational stance on this subject. Often this was being left up to NGBs and there didn't yet seem to be a coherent stance from the AP network or SE.</p> <p>Decision: The board would discuss this issue at the June BM</p> <p>Action: BN to schedule this into the agenda for the June meeting</p>	BN	Jun 24
7.	<p>Staff Welfare Survey. The Board Welfare Champion (RL) led a discussion on the results of the staff welfare survey.</p> <p>RL can a context background to the survey and mentioned that the GBA team had already held an internal discussion on the results and were keen for the board to do the same and for the board to provide ideas based on their knowledge skills and experience. RL explained that in addition to the summary results already disturbed she had done her own analysis and was now going to share that with the board for discussion.</p> <p>The over all headline was very positive. GBA staff reported that they had a higher level of work life balance and greater level of happiness in their roles than the Active Partnership network as a whole. The staff are also very motivated by GBA's Mission. They can express opinions and ideas as well as raise concerns. They have strong relationships with colleagues and believe the organisational values, inclusivity. They have confidence in skills and behaviours of the senior leadership team and work to try new things is supported.</p> <p>RL went onto highlight a few areas that may be appropriate for discussion and ideas for improvement although she reiterated that where staff had indicated 'not sure' or even 'disagree' this was rare and often probably one or two people on each occasion. BN pointed out that he always led the discussion with staff on the premise that even if just one person it was still worthy of discussion and review.</p> <p>Supporting active travel was raised but both the board and staff noted that the location of GBA's office and our mainly working from home made this a left relevant question. Cycle to work scheme were discussed but CS pointed out we would not meet HMRCs rule of using any bike purchased by the scheme for a minimum of 50% journey for work.</p> <p>RL highlighted that a few members of the team didn't agree that they are paid fairly for their role whilst some staff indicated they didn't know when their salary will next be reviewed. RL felt the pay rate issue was more likely to be a judgement across wider industry than the charity sector. She stated that whilst pay might be lower than could be achieved elsewhere the other benefits of working for GBA (flexibility, home life balance etc) go some way to offsetting this. BN informed the board that he and Claire had clarified with all staff the pay review process and this was now understood by all.</p> <p>Some members of the team would like more regular in office contact but most felt the current arrangement worked best. Both the board and staff discussed ways of ensuring contact across the team is maintained. It was pointed out that the office was available at any time for those who wanted to meet there and that others would sometimes meet up in convenient locations around the county. BN explained that the fortnightly team office day was not just used for</p>		

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	<p>individual work but for team activities, learning, strategy development at so on and often tried to include an activity such as a walk or table tennis.</p> <p>One member of the team was concerned that GBA wasn't necessarily representative of the Berkshire population. The board discussed the difference between 'representing' and being 'representative' of the population. BN pointed out that as we were a very small team and that Berkshire was a very diverse county with dozens and dozens of different demographics our staff couldn't possibly be representative of them all. Thus, GBA's role is to 'represent' communities (rather than being representative of them) and we do this by ensuring partnerships with those key organisations and stakeholders who work closely on the ground with our key target groups. RL noted she had previously done a workshop on biases and BN confirmed the whole team had undergone 'Unconscious Bias' training.</p> <p>RL noted that that not all members of the team felt there was enough feedback. BN mentioned that if anyone area had a trend for coming up in staff surveys it was this one. It had previously been a special attention area for improvement which led to a complete change of how we do staff annual appraisals. Nevertheless, the question of feedback often comes up.</p> <p>Finally, RL noted that some members of the team would appreciate mentoring or support from the board. BN noted that the national AP team previously facilitated a mentoring scheme (that he was a mentor for) but this had stopped prior to Covid. Some BMs expressed an interest in mentoring or simply providing training in areas around their expertise.</p> <p>Decision: BN was to write and ask BMs to indicated if they were:</p> <ul style="list-style-type: none"> a. Interested in offering themselves as a potential mentor b. Interested and able to offer any staff training <p>Action: BN to write to BMs</p> <p>RP thanked RL for facilitating this discussion</p> <p><i>NB: Presentation available here: 20240329-Welfare Survey.pdf</i></p>	BN	Apr 24
8.	<p>Role of the new Sports Welfare Officer. CK joined the meeting to present on his new role and invite discussion and questions from BMs.</p> <p>CK explained the background to his role which was a national rollout across all 43 national APs. The role was deemed necessary by SE and UK Sport because of well documented safeguarding and welfare failings in several major sports (the White Review into Gymnastics for example).</p> <p>He explained that GBA was one of the first 4 to recruit its post which put us in a strong position to get on with this work. It was noted that some APs still hadn't recruited for their post. However, the national team had and this meant opportunities for national led learning an ideas.</p> <p>CK stressed his role was both about safeguarding (adult and children) but also very much about welfare issues outside of safeguarding relating to the culture</p>		

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	<p>of coaching (i.e. focussed on winning at all costs). He noted his role was not to be a case manager but rather to support clubs and other organisations have the right policies, procedures and more importantly, culture, in place. PO noted that his experience of being a NGB CEO also made him aware that it was important to get the culture right. If clubs could create friendly, happy environments athletes could thrive and that this rather than a bullying, coercive culture (often associated with Eastern European/Chinese coaching culture) could be the winning advantage best suited to UK sport.</p> <p>CK was already making inroads into connections and building relationships. He noted he also had access to the CPSU and Ann Craft Trust. He was asked if clubs and NGBs were welcoming his support. He noted it was early days. Some were more opening and welcoming than others and to begin with he was going with where doors were most open. It was hoped that a combination of a top down (national team and SE/UK Sport approaching NGBs) and bottom up approach to approaching local clubs would be the best route.</p> <p>CK went through his slides and explained what work he had done so far and his plans for the medium term.</p> <p>KR asked what his process was if he saw an immediate safeguarding issue with a child. It was noted that this was unlikely as his role wasn't about being at events and club train sessions it was more about meeting officials and reviewing their policies and procedures. However, in this sense CK was in no different a position to any other member of the GBA team. If we witnessed a SG incident, we had policies and procedures to follow and a duty to raise the concern appropriately.</p> <p>CK was asked how he might cope if the 'floodgates' opened and too many clubs and organisations were seeking his support. It was noted that this was not the main worry at present (rather it was about getting more awareness of his role out there) but also that not all of his work had to be done on a one-to-one basis. He would be able to use online workshops and he was also looking at useful training and support that could be provided by other agencies (for which we have a budget). BN also noted that the aim was to develop a good support package on our website that would ultimately become the first 'port of call'.</p> <p>The board thanked CK for his time and presentation and wished him well with the role. They hoped to see him back at a future BM to update on how things were going.</p> <p><i>NB access to CK's presentation: 20240311 Board SWO presentation.pdf</i></p>		

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<p>9.</p>	<p>Financial Forecast - NB this Item to allow assurance of good financial control.</p> <p>Consideration / Approval of Finance & Governance Committee Meeting notes from 15 Mar 24 (Paper 6) and Finance Papers (Paper 7)</p> <p><i>Distributed in Advance. Questions only and Vote on approval</i></p> <p>BN noted the finance updates were fully scrutinised as usual in the F&G meeting 2 weeks prior. CS ran the board through the current fiscal and FY 24-25 proposal. No major issues and no specific questions from the board. CS sought approval from the Board for the proposed 24-25 budget.</p> <p>Decision: The Board approved the 24-25 budget.</p> <p>Future Considerations:</p> <p>CS explained that we had been in discussion with and have approval from SE to re-configure the final 3 years of their funding in this cycle. This would not affect to total amount available (2.5 million for the 5-years of this cycle) but would change how much we got in the next 3 years compared to our original profile. This would allow us to have less know and more in the final year when we were predicting the biggest deficit. It also gave us the opportunity of updating the profile to reflect current roles and posts some of which have changed compared to the start of this cycle.</p> <p>The board once again thanks Claire for all her work ensuring we had excellent financial processes and procedures.</p> <p><i>Agenda item closed.</i></p>		
<p>10</p>	<p>Review of the Strategic Risk Log. HO (the GBA Risk Champion) introduced this session as an opportunity to brainstorm the key organisational risks. He explained that while GBA had a strong Risk Policy and an extensive Risk log we didn't want to be complacent by just constantly reviewing what it currently contained. Instead, he wanted BMs to have the opportunity of thinking about and identifying the key organisation risks for themselves. He explained that this session was a win-win. If BMs came up with suggestions we already had covered this would act as reassurance and if new risks were identified this would be a positive contribution to our risk matrix. This was the rationale for not sharing the current risk matrix with BMs prior to the meeting (although those BMs on the F&G committee would of course be familiar with it).</p> <p>HO then asked BMs to take 10 minutes to write down at least one risk. He asked for the description of the risk and a description of the impact if this risk occurred. BMS who joined online were put in an online chat room to discuss this.</p> <p>A discussion then took place around the various Risks identified.</p> <p>Decision: It was agreed that these suggestions would be emailed direct to BN and he would review them against the current content of the Risk matrix and update the matrix as appropriate. This new draft was to be shared initially with HO before sharing and summarise the results of this session with the board.</p>		

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	<p>Action: BMS to email BN their ideas for Risks.</p> <p>Action: BN to review, and update Risk Matrix where appropriate.</p>	<p>All BMs BN</p>	<p>ASAP May 24</p>
<p>11</p>	<p>Board Survey: BMs discussed the results of the recent annual board satisfaction survey (had been distributed as Paper 8 prior to the meeting).</p> <p>The vast majority of answers were either Agree/Strongly Agree so BN had just highlighted rows where a 'not sure' or 'disagree' even if selected by just 1 person. One area was around representation with the discussion very similar to that about staff representation. RP mentioned we used to have a rep from the local authorities. BN explained the history behind this and the move from it being a CEO (who didn't really represent all 6 LAs) to the Director of PH but that after Tessa Lindfield left Berkshire created 2 DPH and we felt it wouldn't be appropriate to have both. Since then Berkshire are now going to have 5 DPHs! Moreover, representation from LA/PH could sometimes cause conflict of interest.</p> <p>There were no specific action arriving from the survey. It would be issued again in Dec 25.</p>		
<p>12.</p>	<p>AOB</p> <p>The Board initiated a generally discussion about board member succession noting that 3 members would be due for retirement by March 25 and that we had two spaces available anyway.</p> <p>Decision: The Board recruitment pack was to be refreshed and prepared for board approval with the board EEDI Champion having had first sight.</p> <p>Action: BN to update the board recruitment material and pass to VB for scrutiny.</p> <p>Action: BN to include updated recruitment pack in the June Board Agenda for approval.</p> <p><i>Agenda item closed</i></p>	<p>BN/VB</p> <p>BN</p>	<p>End of May 24</p> <p>Jun 24</p>
<p>13</p>	<p>Dates of meetings for 2024</p> <ul style="list-style-type: none"> • 20 Jun 2024 • 26 Sep 2024 • 19 Dec 2024 <p>RP thanked all for their attendance and input, wished everyone a happy Easter and closed the March 2024 Board Meeting</p>		