

Minutes of the Meeting of the Active Partnerships National Board Held on Tuesday 1 Feb 2022 Oaks Offices, Birmingham

Member: Adam Walker (Chair), Adrian Leather, Sue Storey, Amanda Pearce Higgins, Eammon O'Rourke, Ali Shipway, Dick Fedorcio (on line),

In attendance: Nigel Harrison (interim Chief Executive), Nicki Couzens, Adrian Ledbury, Graeme Sinnott, Martin Preston, (National Team), Ed Sandham (Sport England)

1 Introduction

Welcome

Adam welcomed everyone to the meeting to Oaks.

Ed joined the meeting. All agreed that Ed attends as an observer to board and be a full contributor to reflect the move to developing the blended approach. Want Ed to feel part of conversation, not a visitor to conversation.

Martin Preston introduced himself and role in national team which runs Nov21 -March 22, providing extra capacity whilst Adrian supports Herts Sport Partnerships. All Board members introduced themselves.

Conflict of Interest

1a • None recorded

1b Apologies & declaration of interests

- Apologies Ian Hacon and Mike Sandys

2 Minutes of previous meeting and matters arising

Tues 21 September 2021

- No points of accuracy
- Agreed minutes will be signed digitally and in future ensure more timely manner so actions can be followed through.

December 2021

- No points of accuracy

Resolution: Both Sept21 and Oct21 minutes agreed as a true record

3 Horizon Scanning

Nigel provided SE update to Board

Sport England restructure

- SE restructure resulting in several Directors leaving: Mike, Chris, Charles, Lisa.
- Moving from 7 directorates to 6 and changes within directorates. Ed reported everyone leaving on good terms.
- Active Partnerships put in Partnership directorate with system partners and Phil Smith will be head.
- Did think Active Partnerships may have bene placed in Local directorate – link to place-based working. However, this helps Partnerships keeps close to other system partners.

What is more important is what the work is, getting the right environment and work across directorates.

- Emails been exchanged with Phil and arranging meeting late Feb. Would also like Phil to speak to CEOs. Bring Phil up to date on how relationships have changed over last few years but is aware of the Active Partnerships and their work
- Board and Active Partnerships to send best wishes to Mike Diaper

Other developments to note:

- DCMS producing Sporting Futures 2 Strategy. Nigel involved as part of NSPG and have meetings arranged with Minters of sport and civil servants.
- Officer of Health Improvement of disparities putting together strategy for Physical Activity. Nigel involved in working group and strategy. No timescales but they are keen to have own strategy, others are want it to link to UTM.
- Everyone Active Everyday - Active Partnerships in discussions. UK Active and LGA, LGPAP all involved. Nigel involved in LGPAP.
- NSPG – Released joint statement on comprehensive spreading reviews. Group working well and people are listening to the common messages being released. The group understand different viewpoints and identifies common agendas.
- House of Lords report released before Christmas. Active Partnerships mentioned and had an input. Two points to note
 1. sector to pick up where it wants to push e.g. making PE a core subject
 2. Health paper due in Feb that will embed legislation need to embed PA
- Dept of Ed- Opening schools' facilities. Active Partnerships have delivered programme well over last 2 years meeting very short timescales. Project is now coming out as £20 million contract and first engagement exercise with potential contractors has been held. Looking at how do we influence tender? A number of organisations have already been in touch to discuss joint approach, could be opportunity to close gaps with some national partners e.g., YST. Delivery of current phase finished in Dec 21 and we now need to ensure we get learning from project.
- Levelling up white paper out this week.
- National audit office reviewing DCMS role in sports over last decade. Graeme interviewed. Feeding into governments approach to sport. Brief appears to be broad.
- SE future of public leisure. Pivot towards a wellbeing service. SE released insight tool-moving communities, open data on leisure usage, AP getting invited as part of insight role
- Climate Change emergency – be a Sport and Environment Change Coalition formed. David Gent is representing Active Partnerships.

4 **Operational Update**

Paper circulated before meeting.

Comments

- Consider how we could replicate the CEO forum for Chairs but on less frequent basis.
- Update is great but what assessment is used to prioritize work. What didn't make the cut? Is a mindset shift needed away from looking at what is being done to what are we trying to achieve / outcome which leads to what are we trying to do, linked to KPI. Consider where the National Development Group can add value.
- Adrian noted currently 121 conversations with CEOs has slipped due to capacity but good depth across Community Practices and Learning. An improvement area is the connectivity, what are we learning and how does that relate to different themes. Code of

sports Governance changes needs to be picked up. Need to harness expertise in the network, create that network spirit.

- Nigel noted that currently haven't had time to think this way but agree to demonstrate this is our strategic objectives and present against them moving forwards.
- Acknowledged that we are moving through transition phase to strategy. Demands on national team diverse and need to keep positively moving and transition to a new place. Team doing very well to keep involved in relevant conversations.
- Need to consider Board role in strategy and how we can measure performance. Board development must link to code of governance.
- Need to continue to utilise resources effectively across the Partnerships
- Agreed need to better at demonstrating how we are connected and ensure we

getting collective voice and reassurance. Have clarity of role and intent

5 SE Submission- Vision, Goals, and Short-Term Actions

Sent out as an additional paper prior to meeting.

Nigel confirmed timelines and that need to submit phase 2 to SE by 18 Feb. In perfect world would have written strategy and then would drop in goals, vision etc. but we are not at this stage yet. Finance and structure and vision, medium and short goals all need to be included in submission.

Thank you to Graeme for interpreting conversations and writing paper and applications.

Graeme set context behind paper. Is result of 12 months' work with SE and a variety of groups. Resulted in emerging clarity and consistent of how we see role, bringing together multiple strands and moving forward will build further clarity. Acknowledged this is just a moment in time and where we are now but may change once we develop strategy.

Ed confirmed to board how SE have been part of the process and involved in honest conversations that has led to this point. Genuinely has been developed as shared vision along with CEO and SE have been part of the story. The submission isn't about pitching to SE as they know where we are at and paper is consistent with conversation we have been having and has been developed collaboratively. Do not need to make the case.

Board comments

- More honest/ authentic narrative on this is where we are at now. Show in the middle of change, with work to do in coming months with new board and team around strengthening understanding of our purpose, work programming, reporting processes. Reflect we are comfortable with change.
- Be more explicit that our ambitions are based on us maximising the expertise that sits across the network.
- Demonstrate that capacity coming from National Team, there to convene and connect across the network
- Balance what we can realistically achieve with £300k - do we need to express what we want to achieve as an organization not just for £300k but as part of a bigger team
- Make clearer our ambitions in driving change (eg, bringing the orgs together), not just about us being part of the change. Demonstrating leadership where appropriate.

- Clarify our role in projects and programme, delivery and development role and what does this look like going forward. Opportunities to test and learn linked to purpose e.g. pass a test, is this work linked to purpose, does this help connect, convene and learn, what is the criteria for getting involved, capability. Consider leadership role in connecting things, identified through local priorities, we support rather than deliver.
- Positive language important and how we position national function
- Be clearer in the short- and medium-term goals what are the specific things we are going to do as a team and board to help create the changes we aspire to and achieve collective vision. Identify what would you want to measure, goals of board and team not just network.

Additional comments from team

- medium term goals are what the NT and board will do and will drive work programme. Trying to be aspirational for goals and present back to the network.

Action: Next draft of paper to be produce and signed off by board.

At this point Graeme, Nicki, Martin and Arian left the meeting

6 Active Partnerships Review

6a Nigel had previously distributed a report on the progress relating to the agreed recommendations relating to the Review. The Board noted the progress being made against the actions especially the more pressing issues of the Sport England submission, team review and the membership review which were discussed later in the meeting.

6b Membership Fees

Nigel had previously distributed a report relating to the setting of annual membership fees for Active Partnerships. He noted that the current system is outdated as it relates to the time when we had 49 original County Sports Partnerships. Three fully priced alternatives were offered to the Board (remain the same, everyone pays the same, or set the fees relative to the size of the Partnership) and discussed. The alternatives were discussed, and the Board voted (6 for: 1 against) to recommend the option of setting fees according to size of the Active Partnership.

Nigel explained that the review recommendations were that the fees should be set by members at the AGM each year. The Articles have not yet been changed to reflect this but we should still adhere to the principle.

Action

Nigel to redraw the report to send to Active partnerships to indicate their preference against the option, with the recommendation from the Board of to set fees according to size of AP. The results would then be reported back to the Board for final decision.

6c Team Structure and budgets

Nigel made a presentation on the progress of the National Team structure Review and the accompanying 5-year budget to be submitted as part of the Sport England system partner funding bid. The team review had been undertaken by both the HR and Finance Sub-Committees over the last two months. Nigel explained the consultation process undertaken with the current team members.

The Board discussed the implications and rationale for the changes and agreed on the final structure to be implemented which included: Chief Executive Officer, 3 x Relationship Partners, Finance and Governance Relationship Partner (25 hours per week), Administration Officer (15 hours per week). The salaries were discussed and agreed.

The 5-year financial projections were agreed which entailed re-profiling £200k of reserves across the 5-year period.

Action

To use the details in the submission for Sport England funding. The HR and Finance sub-committees continue to implement the staff review changes and report back to the Board on progress.

7 Board Development

Nigel presented the details of the terms of office for each of the Board members. There was some discussion relating to the accuracy of these dates following a report that was submitted to the Board several years ago. Nigel explained the dates were drawn from the details on Companies House which corresponded to the details in the minutes of Board meetings.

The Board recognised that we would be losing 4 Board members over the Summer including the Chair, which gives the need for a review of Board membership.

Whilst the focus at the moment is on the team review it was agreed that a focussed discussion would take place at the next meeting on Board development and subsequent recruitment process in the Spring.

8 Stakeholder Communication

Due to time commitments this item wasn't covered

9 Any Other Business

No further business was discussed

11 Date of Next Meeting

3rd May 2022

Matters Arising and Future Action

Resolution or Action	Detail	Responsibility	Action Update
Resolution:	Both Sept21 and Oct21 minutes agreed as a true record	n/a	
Action:	Active Partnerships submission to SE - Next draft of paper to be produced and signed off by board.	NH	Final version submitted and money confirmed by SE

Action	Send Fees report to Active Partnerships recommended fess set according to size	NH	AP raising PO invoices sent out in late spring
Action	HR to continue to staff review changes and report back to board	HR sub	Roles out for advert. Closing date 15 May