

## Minutes of the Meeting of the Active Partnerships Board

Held on Thursday 7<sup>th</sup> March 2019 at The Office Group, 10 Bloomsbury Way, London

**Members Present:** Doug Patterson (Chair), Sue Anstiss, Marg Mayne, Eamonn O'Rourke, Sue Storey, Adrian Leather, Nigel Harrison, Matt Leach, Adam Walker, Mike Crawshaw, Alison Shipway (Items 3&6 by phone),

**In attendance:** Lee Mason (Chief Executive & Company Secretary), Graeme Sinnott (Head of Insight and Learning), Radojka Miljevic (observer)

### 1. Introductions

#### a. Welcome

Doug welcomed colleagues and explained that Radojka would be observing the meeting as part of the external Board evaluation.

#### b. Apologies & Declarations of interest

Apologies were received from Sue Imbriano, Adrian Ledbury, Ed Sandham. There were no additional Declarations of Interest. Staff members would leave the meeting for the item on remuneration.

#### c. Minutes of last meeting & matters arising

Minutes of last meeting & matters arising were agreed and progress against actions noted.

### 2. Leadership & Collaboration

#### a. Chairs update

Doug referred to the December Board only session, that he was looking forward to the Convention next week and spending more time meeting the Partnerships now that he has retired and returned from his overseas trip. Doug and Lee would be meeting the Sports Minister at the end of March.

#### b. Chief Executive Report

Lee updated on;

- integrated communities roundtable with MCLG & Sport England, particularly relevant to 12 APs.
- Tim Hollingsworth emerging priorities in social outcomes and cross-Govt working.
- Matt Leach instigated meeting scheduled for End March with DCMS ref Civil society strategy, Local Industrial Strategies and UKSPF.
- Sue Imbriano supporting the school sport action plan. Minister thinking becoming more rounded rather than initial focus on competitive school sport, anticipated launch date of May 2019.

**Action** – the Board wished to stay updated on the Communities Action Plan development.

#### c. CSP Sport England Workforce Applications

The report highlighting concerns with the recent process was discussed. It was noted that the Partnerships had broadly bid for same amount as previously showing positive spirit of collaboration within the network but reinforced the concerns about the approach which created lots of work for not much change. Also noted that Mike D is supportive of our position and understands the challenges.

The Board were concerned about the wider context of the amount of time the Partnerships are spending on application processes and other bureaucracy, reducing their time of delivery and impact. Eamonn noted the conflict between contractual processes and the desire for a close partnership relationship.

Marg highlighted that she had attended an SE Board roundtable, opportunity for people to speak openly about SE. 2 key points arose; need for more grant flexibility and removing silo working - both issues reflected here, and both of which Tim H is on to.

**ACTION:** follow up with Mike Diaper on behalf of the network, providing our perspective, seeking a review and learning, and using this as an opportunity to create better working relationships and processes across SE.

### 3. CSP Performance & Improvement Support

- a. **Convention Briefing** – the briefing was noted and the plans for the event were discussed. Agreed the Dinner would be open seating and throughout the event important to engage in collaborative leadership and with as many partnerships as possible, especially the chairs attending. Most Board members were attending.

**ACTION:** Board members to split across groups and APs at Convention.

b. **Sport England PMIF & Round Table Update**

The report proving the teams initial reflections on the PMIF process so far was discussed.

Ali; emphasis on the 'how' is vital.

Mike C; Round table felt like a better dynamic and relationship, good for team morale.

Nigel; ensure all APs focus on the improvements rather than the ratings.

Eamonn; good process for full team engagement.

Marg; utilise the stories and impact to evidence value across SE.

It was noted that all Partnerships will be 'accredited' for quality as a result of this process, and we shouldn't underplay this.

**It was noted that we need to consider** the risks of potentially not having a hard and fast overview of AP performance and what SE board may want this to make future decisions.

**ACTION:** Ali and Nigel volunteered to be part of the PMIF review.

**ACTION:** Fully engage assessors in the review.

**ACTION:** Consider how we capture impact across the network and develop our narrative and story-telling, including SE in the process.

c. **CSP Overview Tracker**

Lee presented a draft tracker giving the Board a high level overview of each Partnership and presented our 'CRM' system for tracking our engagement with the Partnerships, which Board members could have access to if it would be helpful.

Progress on tracker noted as good progress since last meeting and is what the Board require.

d. **Board-CSP Chair 'keep in touch' Plan**

The proposed protocols for each Board member to 'keep in touch' with a specified group of Partnership chairs was discussed and agreed.

The Board asked about the comms channels for communication from the board to the whole network – this includes - minutes posted on website, quarterly updates, CEO and Doug updates, regional-reps webinars.

**ACTION:** Introduce the new approach through a letter to chairs from Doug and Board members to follow up ahead of next meeting.

e. **Board Evaluation Project Update**

Radojka provided an update on the project so far. 10 reviews, aim to complete by end of May. CT capturing learning and best practice for sharing with the network. SE have challenges on scaling up the process across all Tier 3 organisations, considering options.

#### 4. Partnerships, Programmes & Resources

##### a. Business Development update

Lee referred to the report on progress since the appointment of Matt Liggins as Head of Business Development. It was proposed and agreed that the next meeting should include a substantive update and discussion on the emerging plan for this area of work.

Lee reported that discussions with Active working CiC were ongoing and it may be that we cannot reach agreement to come together.

**ACTION:** Business Development Agenda item at next meeting.

#### 5. Promotion & Stakeholder Management

##### a. Active Partnerships Launch Plan

The plan to launch the new brand at the convention was discussed and the Board were pleased with the new brand guidelines which they felt conveyed strong messaging and were very professional.

Sue congratulated and thanked the team, particularly Nicki and Michelle, for meeting challenging timeline to produce the new brand.

It was felt we could increase emphasis and visibility of values and embed into the way we operate.

**ACTION:** Send brand launch press release to Board

#### 6. Governance, Member Engagement & Finance

##### a. 18-19 Operational Plan Review

The Operational plan review was noted that the progress made welcomed by the Board. Looking back at the year, a lot of progress had been made, including beginning to engage chairs more.

In response to a query Lee confirmed that at the end of the year we publish a review for circulation to member Partnerships, usually in April along with our member survey and subscriptions communication.

##### b. 19-20 Operational Plan / Priorities

Lee introduced the operational plan with a focus on the proposed new operating model and priorities for the year ahead.

The new operating model was welcomed and it was noted it felt in line with new brand.

Matt L; don't overly rely on Sport Eng and DCMS for national advocacy and engagement. Look at Stronger Town funds and Left Behind Towns through LEP engagement.

Adrian L; need to improve our evidence base to engage these agendas – link to measurement priority and reinforced the earlier discussion about demonstrating the understanding and value of our work and impact as a national team.

**Resolution** – the Operational plan, priorities and emerging approach to measurement was agreed with the caveat that the priorities will take longer than one year to progress and the plan should be reframed as 2-3 year priorities, given the scale of the influence we are seeking in certain agendas.

**ACTION:** Further develop our approach to measurement in line with the long term priorities and make this a substantive agenda item at a future board meeting.

**c. Q3 Finance Report**

Marg presented the finance report highlighting that the forecast outturn was favourable to budget but that an element of this was being carried forward to the 19-20 budget. The report was noted.

**d. 19-20 Forward Budget**

Marg presented the finance report highlighting that the proposed budget was a 'worst case scenario' as discussions with Sport England over our funding for 19-20 were still ongoing.

The potential impact was a deficit on the 'core' budget of £57k, a budgeted deficit of £36.5k already committed in respect of the business development project, based on securing income of £37.5k, and a break even budget for active working reliant on prospective income of £55k, with the associated risks on income.

Whilst there were risks associated with the figures, it was hoped that this situation would be improved ahead of year through discussion with Sport England, and in year due to increased income, and would be monitored with corrective measures as required in year. Marg was able to confirm on the basis of the worst case scenario our reserves would cover this position.

Lee suggested that a further review and restating of the budget may be appropriate once we know the position with Sport England and the year end outturn position.

Marg highlighted that it was important the whole Board understood and owned the budgets and associated risks, not just to delegate this to Finance Committee.

**Action** – Continue to make the case to Sport England for funding.

**Resolution** - The Board approved the draft budget with the potential to review once more information is available.

**Resolution** – a 3% increase in member subscriptions

**e. HR Committee Minutes & Cost of Living Pay Award**

Lee and Graeme were not present for this item.

The minutes of the meeting were noted including ensuring correct holiday entitlement is applied for part time workers, and confirmation of continuation of the Head of Learning & Insight role.

A discussion was led by Alison and Sue as the HR & Remuneration Committee, based on a paper the committee had considered.

**Resolution** - A cost of living increase of 2% was agreed.

**f. Board Recruitment**

Doug thanked Matt and Sue for their service on the Board, noting Sue's oversight of the rebrand which she had been so passionate about, and Matt links and knowledge shared with the team on system change, place based working and government. Matt commented that he felt great progress had been made during his time on the Board. Sue would be staying involved as Chair at GBA.

The proposed Profile for recruitment of Board members was discussed. The need to strengthen diversity was discussed, as was the desire to ensure the voice of younger people is included.

**Resolution** – Recruitment of Board members against the proposed Board profile.

**7. AOB**

a. There were no other Items members wish to raise at this time.

b. The Next Meeting is scheduled for 14 May.

## Summary of Key Resolutions / Actions – March Board meeting

Ref	Resolution or Action	Detail	Responsibility	Action Update
2b	Action	Operational Plan - the Board wished to stay updated on the Communities Action Plan development.	Lee	
2c	Action	Workforce Applications - follow up with Mike Diaper on behalf of the network, providing our perspective, seeking a review and learning, and using this as an opportunity to create better working relationships and processes across SE.	Lee/Doug	
3a	Action	Convention - Board members to split across groups and APs at Convention.	All Board members	
3b	Action	PMIF - <ul style="list-style-type: none"> <li>• <b>ACTION:</b> Ali and Nigel volunteered to be part of the PMIF review.</li> <li>• <b>ACTION:</b> Fully engage assessors in the review.</li> <li>• <b>ACTION:</b> Consider how we capture impact across the network and develop our narrative and story-telling, including SE in the process.</li> </ul>	Ali/Nigel Adrian Graeme	
3d	Resolution / Action	Board 1:1 Keep in touch plan - Introduce the new approach through a letter to chairs from Doug and Board members to follow up ahead of next meeting.	Lee/Doug. All board members	
4a	Action	Business Development Agenda item at next meeting.	Matt/Lee/Adam	
5a	Action	New brand launch plan - Send brand launch press release to Board	Nicki	
6b	Resolution	the Operational plan, priorities and emerging approach to measurement was agreed with the caveat that the priorities will take longer than one year to progress and the plan should be reframed as 2-3 year priorities, given the scale of the influence we are seeking in certain agendas.		
6b	Action	Further develop our approach to measurement in line with the long term priorities and make this a substantive agenda item at a future board meeting	Graeme / Lee	
6d	Action	Forward Budget: Continue to make the case to Sport England for funding.	Lee	
6d	Resolution	The Board approved the draft budget with the potential to review once more information is available.		
6d	Resolution	a 3% increase in member subscriptions		
6e	<b>Resolution</b>	A staff cost of living increase of 2% was agreed.		
6f	<b>Resolution/ Action</b>	Recruitment of Board members against the proposed Board profile.	Nomination committee	