

Active Partnerships National Board meeting

Tuesday 20th February (in person)

Present:

Trustees:

Chair: Alison Shipway (SID) (AS), Rob Purdie (RP), Julie Amies (JA), Dr Hanya Pielichaty (HP), Born Barikor (BB), Neil Fletcher (NF) (joined at 13:00), Jack Shakespeare (JS) (left at 14:30)

Advisor:

Ed Sandham (ES): Sport England (SE)

AP National Team:

Andy Taylor (AT): CEO, Graeme Sinnott (GS): Relationship Partner, Helen Pring (HP): Relationship Partner, Nerys Lovell (NL): Finance Manager, Sarah Dickson (SD): Strategic Lead for Communications

Guest:

Sarah Clarke (SC): SarahClarkeConsultingLtd

Secretariat:

Deborah Thorpe (DT)

Proposals accepted:

1. Recommend FY25 budget.
2. CPI/Inflation increase of 4%.
3. To approve the DIAP and ESG at the Governance Subcommittee meeting on 19th March. Return to the Board in May with completed DIAP and ESG.
4. Recommendation for discussion paper around related Board member recruitment. Return to May Board meeting with suggestions.
5. Put advert together for recruitment of independent Board members with emphasis on health. To be reviewed by JS. All board members to share.
6. Appoint new Senior Independent Director. To discuss at May Board meeting.
7. Pay Policy. Pay & Remuneration Terms of Reference.
8. Remuneration Subcommittee to be formed.

Action Points

Agenda Item	Date	Action	Responsible
4	20.02.24	Executive team to iterate work on strategy and strategic projects and present at Next Board meeting in May	AP Exec Team
6.3	20.02.24	Comms piece needed to raise awareness – internal and external explanation of Board roles and responsibilities	SD

6.3	20.02.24	Share “Role of SID” slidedeck with other Board members	Completed
6.3	20.02.24	Recommendation for discussion paper around related Board member recruitment.	AT/AS
6.3	20.02.24	Put advert together for recruitment of independent Board members.	AT/SD/AS. JS to review. All board members to share.
6.3	20.02.24	Appoint new Senior Independent Director. To discuss at May Board meeting.	
7	20.02.24	Share AP Survey results with Board members	AT
8	20.02.24	Remuneration Subcommittee to be formed.	Completed

1. Welcome, introduction and apologies

Apologies: Dave Capper (DC), Dr Maxine Rhodes (MR)

Showed Active Sussex video. [Active Sussex Video](#)

APNO Website would be ready at end of march.

Introductions of new members of the APNO Executive Team Sarah Dickson Strategic Lead for Communications and Nerys Lovell Finance Manager.

Introduction of Sarah Clarke Board Evaluator.

2. Conflicts of Interest

None. Noted trustees had joined new organisations that may conflict in future discussions.

3. Minutes and actions from 13th November 2023

Minutes accepted without amendment. Actions accepted without amendment.

Discussion around how much information should be shared with the network. Broad consensus that information should be shared in a meaningful and purposeful way e.g. sharing Board focus and activities via a comms piece in addition to current share of minutes via website.

4. Strategy & Strategic Projects

Session facilitated by Graeme Sinnott focused on work of the APNO team to identify the game changers within the four strategic ambitions:

- Outstanding organisation
- Highly connected and strong network
- Valued as leaders creating momentum
- Evidencing change through a robust MEL framework

Group discussions and feedback/reflections providing collective Board commentary for the Executive team to continue to refine thinking and statements.

Action:

Executive team to iterate work on strategy and strategic projects and present at Next Board meeting in May

Update from Ed Sandham regarding the AP network review. Questions were asked and discussions around the voice of APs in the review, timelines and the role of APNO in performance mgt.

5. Finance & Risk

5.1 FY25 Budget

Q3 results - everything was in line in income and expenditure budget of £106 deficit £113K.
Detail in [05 Sub Com Report F&R Jan 2024.pdf](#)

Question was asked regarding the CEO's priorities for investment over the next financial year and how the APNO could ensure the Board understood these ongoing needs and could oversee strategic decision making with this knowledge.

Proposal:

Recommend FY25 budget.

Agreed by Board

5.2 CPI/Inflation increase.

Proposal:

CPI/Inflation increase of 4%

Agreed by Board

6. Governance

6.1 For recommendation and decision

Governance Paper:

- ESG Policy Process
- DIAP Process

A draft paper for DIAP and ESG had been prepared. More work was needed to complete before submission as part of the Governance Action Plan to SE.

Proposal:

To approve the DIAP and ESG at the Governance Subcommittee meeting on 19th March. Return to the Board in May with completed DIAP and ESG.

Agreed by Board

6.2 For introduction & discussion

Board external evaluation.

As a System Partner it was a requirement by SE as part of the Code of Governance to do a yearly internal evaluation and an external four yearly evaluation. Sarah Clarke would be conducting the four yearly evaluation.

Sarah gave an overview of the progress on the Board Evaluation. Three areas would be focused on:

- Board structure

- How to attract and support people to join the Board - 1:1 meetings would be held with Board members to get their views on what was done well and what could be improved upon
- Adding value to the collective network approach and supporting and strengthening the Boards reputation, distinctive from the network and the APNT, to uniquely hold creditability and value

Sarah would return to the May Board meeting with a plan and then produce a report in July. Sarah asked if there was anything specific that Board members wished to address.

6.3 For discussion and decision

Board recruitment paper:

- Recruitment
- SID Role

Board recruitment direction – consciously withheld until understanding of what was needed. Discussion around potential rolling roles, short term roles, requirement to attend smaller number of meetings. A need to think innovatively to engage related members to join the Board. Many skills/lived experiences within the network that could contribute positively to APNO board. A process was required around Board vacancies. Development of targeted statements for recruitment needed.

Need to be compliant with regards SID role. Making role accessible and interesting. Possibility for CPD and development for Board and potential members, potential shadowing/mentoring scheme. Prioritize health for independent recruitment member. Talk to health strategic group for recommendations to identify potential people. Existing Independent board members to make clear any expressions of interest in taking up the role and are welcome to discuss role with present SID (AS).

Action:

- Comms piece needed to raise awareness – internal and external explanation of Board roles and responsibilities
- SID (AS) to share “Role of SID” slidedeck

Proposal:

Recommendation for discussion paper around related Board member recruitment. Return to May Board meeting with suggestions.

Agreed by Board

Proposal:

Put advert together for recruitment of independent Board members with emphasis on health. To be reviewed by JS. All board members to share.

Agreed by Board

Proposal:

Appoint new Senior Independent Director. To discuss at May Board meeting.

Agreed by Board

7. People development

Overview of People Subcommittee meeting. Relationship Director from APNO had joined the People subcommittee as they were now the people lead for APNO and the network.

Update from Stronger People Group on SE's System Leadership investment and where this would be directed. Stronger People Group would be leading on a series of webinars on key requirements and leadership within APs. These webinars would be linked to Board webinars developed by APNO around development in governance, finance, and people.

Update on DIAP which in future would feed into the People subcommittee meeting. Conversation on how to share more internal stories from within the AP networks.

Update from iWonder on the completed salary benchmarking exercise. Results would be shared with Board and network members.

Discussions around how AP Survey had been received within the network and how to make it more effective. Overview of how the AP survey results had been rolled out via individual AP dashboards. The understanding of the composition of APs and developing a benchmark. Enabling comparisons against future survey results. APNO would now be looking further at some of the results and how they related to the APNO team.

Action:

Share AP Survey results with Board members.

8. Pay and Remuneration

8.1 For recommendation & decision

Proposal:

Pay Policy. Pay & Remuneration Terms of Reference to be accepted

Agreed by Board

Proposal:

Remuneration Subcommittee to be formed.

Agreed by Board

Pay bandings created from iWonder salary benchmarking results. Bandings not attached to appraisals and performance but aligned with budget. Bandings to be reviewed annually at Remuneration subcommittee. CPI included. Full transparency within APNO team. Delegated to board beyond £60K but needed to be signed off by Remuneration subcommittee.

Note: Executive Team left meeting

Board only conversation about impact of benchmarking exercise on CEO bandings. Chair (DC) to pick up outcome of these conversations with AT directly and ensure Finance (NL) kept up to date of any changes necessary.

9. A.O.B.

Chair (DC) due to have Chair appraisal. Feedback to SID (AS) before 4th March.

Gymnastics safeguarding documentary on ITV 22nd February would link back to Whyte Review.

All comms on subject to go through APNO strategic lead for comms.

Swim England safeguarding report would come out on 6th March.

Comms announcement on APNTs welfare roles and sport welfare officer network update.

Board thanked Alison Shipway for her many years of excellent service to APNO and the Board.

10. Date of Next Meeting

2nd May 2024 11:00-15:00 NCVO London (in person).

11. Appendix 1

Information supplied before meeting

Agenda Item	File name
0 Agenda:	0 Agenda, 20.02.24.pdf
3 Minutes and actions update:	03 APNT Board Meeting Action Log.pdf 03 APNT Board Meeting Minutes 13-Nov-23.pdf
4 Strategy & Strategic Projects:	Board Video Presentation Feb 24 04 Strategy progress summary.pdf 04 Board Video Presentation Feb 24.pdf
5 Finance & Risk	05 Sub Com Report F&R Jan 2024.pdf
6 Governance	06 DIAP and ESG Board Paper.pdf 06 Board Composition & Recruitment.pdf
8. Pay and Remuneration	08 APNO Pay Policy 2024.pdf 08 Active Partnerships Remuneration Committee Terms of Reference (Proposed).pdf