

AP Board and National Team Strategy Day, 28 Nov 22

London, Offices of Weightmans

Attendees

Board members (voting):

Ali Shipway (Acting Chair and today's facilitator)

Tom Douglas

Amanda Pearce Higgins

Rob Purdie

Apologies: Dr Maxine Rhodes, Mike Sandys

Notice of resignation from the board: Dick Fedorcio

National team and advisors (non-voting):

Andy Taylor

Ed Sandham (up to 1pm)

Graeme Sinnott

Annie Holden

Nicki Couzens

Helen Pring

Chris Tinbergen

Agenda

1. Strategy session (11-2pm)
2. Call with Dave Capper, Chair from Jan 2023 (2-2.30pm)
3. Operational update inc provisional accounts sign off (2.30-3.30pm)

1 Strategy session

Set out the aim, explored the question of who the strategy is for and questions of context:

Aim – strategy ready for launch by April 2023:

1. APNT strategy
2. 1 pager narrative articulating collective impact of the network – sells benefits of network (There are multiple docs not all shared with the board to date plus need review of tone and voice).

Context questions:

Question 1: Is there an understanding of the view of Dave Capper as new chair from interview stage?

Response: based on interview initial view is around value of evidence and impact to demonstrate and articulate capability of network and commitment to vision of network (ie *activity as a social norm*)

Question 2: Ed Sandham asked whether Sport England will consider providing any uplift in funding in light of the cost of living crisis.

Response: unlikely that SE funding will be increased.

AP National: What matters most?

Split into two groups. Key elements summarised below (pictures of flip chart notes at appendix 1)

	Group 1 (AS, CT, HP, TD, ES, NC)	Group 2 (APH, AT, AH, HJ, GS, RP)
Connectivity	<ul style="list-style-type: none"> Local: Enabling local APs with each other Nationally: not about positioning APNT but MPAS (Movement, Physical Activity and Sport) With system partners <p>Don't have bias to specific agendas. Focus on what is relevant to network.</p>	<ul style="list-style-type: none"> Within AP network With system partners With Sport England Also Chair and Board connectivity <p>Enable the network to work together better – within the network; CEOs know each other well but Chairs feel disconnected from Chairs in other APs.</p> <p>Note there is some resistance to sharing and learning within the network</p> <p>Effective comms – a key enabler</p>
What/who do APNT represent	Clarity needed – strong clarity of voice influencing not lobbying	Public affairs, narrative, influence, advocacy, policy - linked up with SE. Not lobbying. Creating an environment for local to thrive. Be clear about what we are not and don't do.
Identify what success looks like		So that Active Partnerships is more than the sum of its parts.
Branding	<p>Who do we need to be recognised by?</p> <p>To create sense of belonging – that each AP feels proud to be part of the collective – different branding of APs is a challenge in this. Maybe helpful if we could agree a collective way of referring to APs, eg 'name part of Active Partnerships'</p>	
Confirming APNT common purpose / vision		
Emotional resilience and wellbeing		
Relook at values		
Effectiveness of network	<p>People plans, what we can do better together - e.g. mel</p> <p>Governance</p> <p>Succession</p>	
Reducing inequality		
EDI		need board champion
Board recruitment		width and depth of skills, especially key areas and gaps – EDI, finance
Climate change		Well led by David Gent

Proposals and actions arising:

PROPOSAL 1: AS to provide support around narrative and content of strategy

ACTION AS & AT: to provide a one page service scope and costing, AT share via email for approval.

ACTION BOARD: Board to review via email and consider proposal, confirming agreement directly to AT.

ACTION (AT) validate that this doesn't go against any governance/code requirement – already agreed through AT

PROPOSAL 2: proposal to get support from outside company around branding

ACTION Two quotes to be sought (one has been identified via a recommendation from Jim Lord of iwonder)

ACTION AS, AT (DC involvement to be invited) Recruitment of Independent Board Members x3.

Skills gaps noted and to be addressed via recruitment: charity finance, EDI, public affairs and communication

Other gaps as highlighted by skills matrix – (no one at level 4 - expert and excellent knowledge in these areas): safeguarding and digital expertise and inclusion

REPORTED: Graham MacPherson to join People Dev subcommittee

2 Call with Dave Capper

Introductions plus discussed

Question: how can the board best be enabled?

- Understand each other better – skills and specialisms
- Work out what information Board needs to understand the difference AP is making
- Safe space
- Recognition of time given and to make the most of that time
- Enjoyable to be a part of it
- 51% support and 49% challenge
- Difference is healthy.

3 Board update

3.1 OSF update

Contract. Negotiated hard to get contract right for the network and minimise risk for network. Changing from high tier to mid-tier contract. DfE recognised that type of contract that they had been starting with was gauged for a much larger scale of contract which meant that requirements were more onerous than needed. Expect to receive first draft of contract on 9 Dec to be finalised by year end.

Deliverables. Gives clarity that 8 weeks to recruit schools will commence in January. Delivery can commence in year 1. No money can be carried over. No minimum delivery required for year 1. Expectation is still that we will have 800 schools signed up within year 1.

Currently working at risk but will be able to back date once contract signed. APs can also work at risk and backdate costs. DfE will confirm in writing to give confidence that money will be allocated and costs can be funded retrospectively.

Risk register – APNT staff working group are measuring risk, will be completed once contract is received and understood, risk register to then be shared with F&R committee in the first instance and then the board.

Cashflow – To manage the cashflow and expectations. We expect to collate invoices with delivery plans at end of month, this will result in APNT paid within 5 working days and then the network by the 15th of the following month.

We will be communicating to the network with transparency regarding the full process, including worst case scenario.

3.2 Board update

Articles – changes include moving to 3x3 year terms linked to succession planning to move away from changes ‘en mass’. A chair who steps down from a related role will no longer automatically become an independent member.

Recruitment – The board is currently acting as the nominations committee in terms of agreeing board recruitment. It was agreed that 3 Independent Director roles will be advertised in line with the previous notes.

Welfare leads - Sport England wants to consider a pilot of welfare/safeguarding leads in the network. This may also impact on the national team workforce if there is a need for a connector from local to national. The Code also requires us to have someone responsible for welfare and safety, we need to consider at a future board meeting who this responsibility lies with.

AGM - Pinsent Mason providing letter re delay of AGM – need signature from each AP. PM will also assist with paperwork for AGM. AGM set for Jan 26 with 27 strategy (morning only)

Annual calendar defined – copy to distributed with these minutes

3.3 Staff update

Finance manager – 2nd stage interview with a single candidate on Wed 30th

OSF recruitment – recruiting project officer now. Director recruitment to follow

3.4 Annual accounts

The finalised accounts had been shared with the Board via email on 23/11/22.

The Board confirmed the report and financial statements are approved by the Board of Trustees as of 28.11.22.

ACTION JM, AT Ensure completion of annual returns

AOB

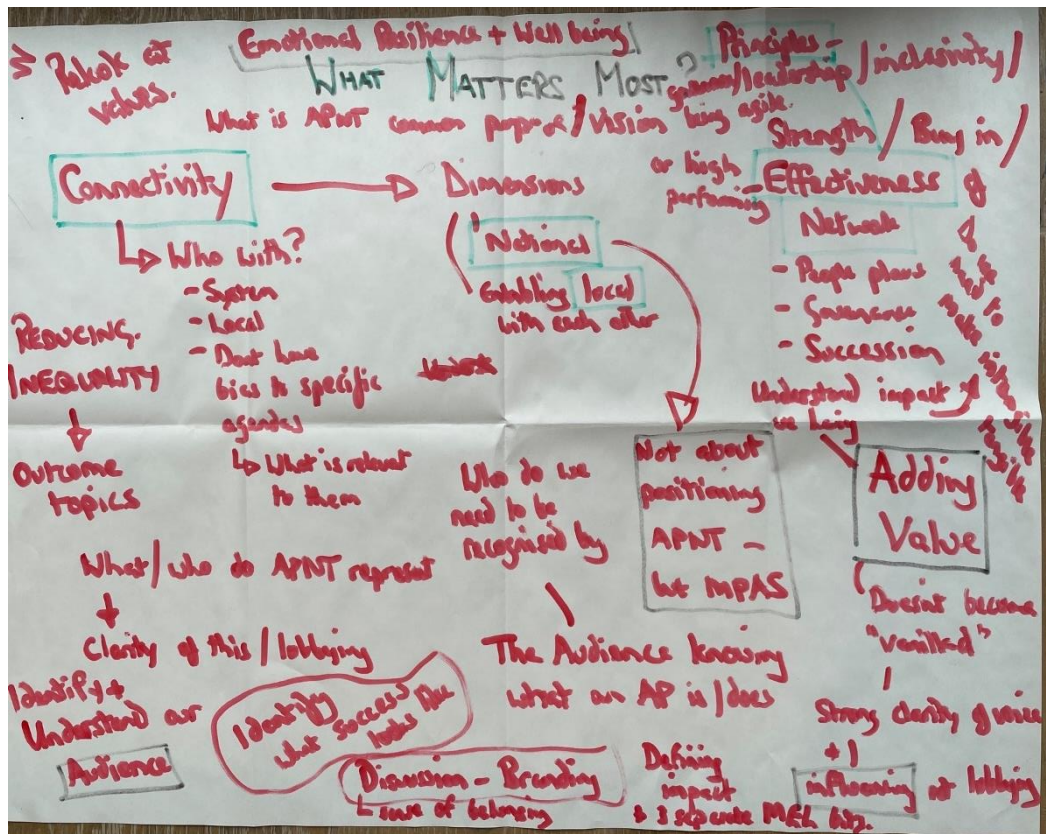
It was recognised that due to the position of the organisation over the last 18 months that exec and non exec has become blurred and should be clarified. Through the strategy process, this would be an ideal time to reflect and set principles/ways of working for the future.

Summary of proposals and actions from meeting of 28 Nov 2022

Actions	By	Action update
PROPOSAL 1: AS to provide support around narrative and content of strategy		
Provide a one page service scope and costing.	AS/AT	Proposal shared
Board to review remotely proposal via AT	AT/Board	Completed
Validate that this doesn't go against any governance/code requirement	AT/HJ	Done – good governance is the process that is being followed
PROPOSAL 2: proposal to get support from outside company around branding		
Two quotes to be sought (one has been identified via a recommendation from Jim Lord of iwonder).	AT	Completed
Other actions:		
Recruitment of Independent Board Members x3.	AS, AT (DC involvement to be invited)	Advertised and x1 recruited. Search for remaining INEDs continues
Ensure completion of annual returns	AT, Josie Malloy	Done
Consider who will be responsible for welfare and safety (as per item 3.2)	Board	Board champions to be discussed at board meeting of 14.03.23

Appendix 1 – outputs from group discussion

Group 1



Group 2

