

# **Active partnerships National Board meeting (meeting type: regular)**

**Monday 3rd October**

**Birmingham and online via Teams**

## **Members:**

Adam Walker (AW) (Advisor), Ali Shipway (AS) (Senior Independent), Dick Fedorcio (DF), Amanda Pearce-Higgins (APH), Mike Sandys (MS), Dr Maxine Rhodes (MR), Tom Douglas (TD), Rob Purdie (RP)

## **In attendance:**

Ed Sandham (ES) (Sport England representative)

Andy Taylor (AT) (Chief Executive), Nicki Couzens (NC) (Relationship Partner), Helen Pring (HP) (Relationship Partner), Graeme Sinnott (GS) (Relationship Partner)

Heidi James (HJ) (Business & Support Officer) - minutes

## **Apologies**

None

## **Information supplied**

List of information supplied to the board for review and reference in relation to this meeting:

AP Board and CEO Report with appendices:

- Appendix 1: Minutes of last meeting
- Appendix 2: System Partner Plan
- Appendix 3: Letter to new PM
- Appendix 4: Resolution to change Flagstone Authorisation
- Appendix 5: August finance paper
- Appendix 6: Finance and Risk Sub-committee meeting minutes
- Appendix 7: Risk register

AT update – powerpoint presentation

Updated policies for review:

- Equality and Diversity
- Safeguarding Policy and Procedures, Adults
- Safeguarding Policy and Procedures, Children and Young People
- Risk Management Policy

## 1. Welcome and Introductions

Welcomed new trustees: Maxine Rhodes, Tom Douglas and Rob Purdie; congratulations on your appointment.

Welcomed Ed Sandham; historically Ed has attended parts of meetings but it's valuable to have your contribution for full board meetings going forward.

Relationship Partners from staff team to attend for first part of business.

## 2. Conflicts of Interest

None identified.

## 3. Minutes of the last meeting

The minutes of 21 July were approved in corrected form. Minor revisions were made following board feedback. The only substantive change is noted in the table below in red. Updates on the actions from last meetings are:

### 3.1. Actions from meeting of 21 July (updates added during the 03.10.22 board meeting shown in green).

Actions	By	Action Update
1. Official thanks to Nigel	AW	AW wrote to NH to officially thank him.
2. Introduce new team members to AP and update website. Also liaise with staff and trustees to add bios.	NC	Profiles for new National Team members added to <a href="https://www.activepartnerships.org/about-us/meet-team">https://www.activepartnerships.org/about-us/meet-team</a> . Also in members newsletter. Awaiting new trustees.
3. Check whether we have received all agreed funding from Sport England	AT	We have received £200k so far. AT checking the schedule for rest of calendar
4. Agree policy updates via email and reserve board time for strategy work.	AT, HJ	Three policies reviewed and revised to date. Issued 21.09.22 for board review. Equality Safeguarding (x2 Children and young people + adults) Risk management
5. Write to Sport England stating we are re-designating the current related board member (losing status in 2023) to independent; checking for any concerns. URGENT.	AT	Done. SE confirmed they are happy with the proposal
6. Work with Ali to ensure equality and diversity is addressed overtly in board recruitment	AS	Included within board advert and within recruiters remit
7. Board matrix to understand skills of current board. Invite board to comment on priorities. Matrix needs to capture grades of expertise. Note Ali has skills matrix ideas we could use.	AT, AW, AS	Completed by all existing members (Aug 22). View only copy

8.	Flesh out profile for Chair and advise on recruitment process	AS	Complete.
9.	Revised recruitment timetable to be developed and sent to the board	AT, AW, AS	Completed
10.	Recruitment process. Planning recruitment process and selection of recruitment partner. Heidi to pick up admin to support recruitment process	AS, HJ	<p>Letter to Chairs and CEOs opening recruitment process for integrate members sent 10.08.22. Deadline for submissions 30 Sept.</p> <p>Chair advert released widely (including the Guardian, ACEVO, NCVO, Women on Boards, UKSport, Charity Jobs, Getting on Board, Reach Volunteering, Sport Equals, Sport and Rec Alliance, Sports for Development Coalition plus personal contacts) Deadline 30 Sept.</p>
11.	Equality and diversity: Ali will look at staff survey to understand if we have diversity data of network Adam and Andy will look at this and propose something back to board.	AS, AW, AT	Action C/F (AS) to pick up with AT around strategy and comms review. A review of the network staff survey is being carried out with the network.
12.	Need to write preamble to financial statement for Annual Reports. Need to consider what story we tell.	Revised from error in original minutes: AT to liaise with NH and AW to develop narrative	C/F Josie Malloy has drafted a preamble and shared with Andy and Amanda. Action agreed: (AT, AW, NH) to have a call to create action plan.

**Feedback re board pack**

**Action (HJ):** Adam requested agenda and minutes to be issued going forward as separate documents.

## 4. Governance Update

### 4.1 Board Recruitment

Board chart reviewed. Revised to show Amanda as a related member and not Finance Director (important that Amanda is not shown as FD as this would introduce a different level of responsibility to trustee role).

Comments re vacant roles:

- Related and independent roles to remain vacant pending chair recruitment
- Co-opted position may be used to introduce a stronger EDI skill set.

**Action (AT)** to check with Pinsent Mason (within review of Articles) re the ex officio role checking whether Ex Officio is a full board member or simply the CEO not becoming a director/trustee. Updated board chart to be supplied once Ex Officio role clarified.

#### Discussion arising: Board diversity

Focus for recruitment from two perspectives – better to have diversity in the appointment of individuals in board but also to have more EDI skills and perspective on the board.

Ali, Adam and Andy have been working on reviewing skills of board members.

**Action (HJ)** New members will be invited to complete a skills audit as part of the induction paperwork to be released by 7.10.22.

**Action suggested:** Ali and Amanda suggested that we could explore non full board member roles as a route to bring in additional diversity and diversity of view. Amanda shared one example; using associate trustees to bring a wider group of people in who don't have board experience.

**Action reported (AT):** Andy proposed that we look at using Co-opted position to bring in someone with strong EDI skills; an 'EDI board champion'. Andy has already called Sport England to see if they might recommend anyone. This would support directly with the requirement for Active Partnerships and the network members are required to develop a Diversity & Inclusion Action Plan (DIAP).

#### Discussion: governance

Lack of Company Secretary and Treasurer queried. We have never had these in post. Suggestion that these areas of responsibility come within the role of the CEO.

**Action (Josie Malloy - JM)** Add new trustees to Companies House and Charities Commission records. Adam confirmed new trustees will be legally accountable as full board members.

**Action reported (AT)** Andy reported that we are reviewing Articles of Association. Consulting with legal advisors to ensure Articles are in line with the Code, future proofed and aligned with ongoing governance review.

Example issue – current 2x3 year trustee roles means that we don't have a formal handover period for the chair. However Adam has kindly agreed to remain as a special advisor to the board for handover purposes. Need to address issue of implications for national board role when related members end their related terms but are still on the national board.

**Action reported (AT, AS)** Role descriptions are being developed for board member roles.

## Chair recruitment, update by Ali Shipway

Advert for chair closed 30.09.22.

The Chair role has been advertised extensively. Plus about 88 people approached directly. Has led to many discussions with potential candidates. Recruiter engaged is Jim Lord (iWonder Group). Update with final numbers due 4.10.22.

We have broadened our approach with a focus on attributes (eg needing someone who can bring people together and be an advocate) rather than CV qualifications.

The two-stage panel is due to take place on the 13th and 18th October.

13<sup>th</sup> – group open event approach to explore how people to interact and get a feel for leadership style. Proven model. Intent is to short-list c5 people for panel stage on 18th.

Adam advised that the calibre of candidates he had spoken to was strong.

### Discussion arising: remuneration

We have put official application to Charities Commission to permit remuneration of the chair role – awaiting outcome; applicants will be informed that payment is to be confirmed. Andy reflected that payment may enable a more diverse pool of applicants. Compared to regional Chair roles this is a unique role, eg there is perhaps a greater requirement for attending national events.

**Action suggested:** Need to consider comms about this carefully.

Recruitment process has also widened awareness of the Active Partnership network; “doors will be opened for the future”.

Adam reflected that in conversations he had with potential candidates – the remuneration didn’t appear to be a motivation for coming into the process but given the volume of work it may encourage more people to apply. It will also put a grater onus on fulfilling what is a demanding role.

## 4.2 Board and Sub-Committee Structure

### Sub-Committees

A presentation was provided for the board to consider a revised subcommittee structure. This included an option for board members to nominate themselves for involvement. The table below summarises the function of each proposed sub committee and the membership agreed to date including nominations during the board meeting.

SUB-COMMITTEE	Board member	Staff/Network *
<b>People development</b> (formerly internal and issued based HR committee). Shift in title and new terms of reference to permit broader focus and better fit with today’s tone. Remit will include team, Organisational Development, Learning & Development. Also broader focus on network – looking at how we can support at connect.	<ul style="list-style-type: none"> <li>• Alison Shipway (confirmed as Chair)</li> <li>• Mike Sandys</li> <li>• Tom Douglas</li> </ul>	Nicki Couzens

<b>SUB-COMMITTEE</b>	<b>Board member</b>	<b>Staff/Network *</b>
<b>Finance and Risk</b>	<ul style="list-style-type: none"> <li>• Amanda Pearce Higgins (Chair)</li> <li>• Dr Maxine Rhodes</li> <li>• 1 vacancy to be filled once chair in place</li> <li>• Suggestion that it is relevant for Chair to attend some sessions esp around risk (non-voting role)</li> </ul>	Andy Taylor Josie Malloy Graeme Sinnott Katie Light (Finance Manager, Active Surrey)
<b>Nominations</b> Succession plan is important – will be an agenda item for the board and to be reviewed within risk ( <b>Action AT</b> ).	convene as and when required.	

### Working groups

Andy reported that there are lots of active working groups across the network. The key ones in relation to the board were reported as below with membership by board members and probable national staff shown.

<b>WORKING GROUPS</b>	<b>Board member</b>	<b>Staff/Network *</b>
<b>Governance</b> – new; may be short term	<ul style="list-style-type: none"> <li>• Andy Taylor (initial chair, then review)</li> <li>• Dick Fedorcio</li> <li>• Ali Shipway</li> </ul>	Heidi James / Josie Malloy TBC Helen Pring
<b>Policy</b> – c12-18 months in; yet to fully define role	<ul style="list-style-type: none"> <li>• Dr Maxine Rhodes</li> <li>• May be good for new Chair to join this</li> </ul>	
<b>Race equality</b> – not structured in terms of board involvement. Focus is purely on race not and EDI as a whole.	<ul style="list-style-type: none"> <li>• Tom Douglas</li> </ul>	
<b>Health</b> Huge amount of activity but national priorities are unclear. Mike has agreed to chair strategic group to set path.	<ul style="list-style-type: none"> <li>• Mike Sandys (Chair)</li> <li>• Tom Douglas</li> <li>• Rob Purdie</li> </ul>	Annie Holden Graeme Sinnott

\*Andy Taylor may sit in on any group

#### Comments arising:

#### Health working group

Sport England has set up Advisory group: Intelligent Health – Tom will ensure this is joined up.

Rob advised that clarity of role of Active Partnership and what benefit it can give is needed to help each Active Partnership connect with ICSs.

Mike reviewed likely themes: Will explore priorities, whether we focus on primary prevention, health services, inequality, the 'prevention triangle'. Where do we think we are and should be?

Measurement, evaluation and learning

Ali suggested this may also be required as a working group.

**Approval:** Board approved sub-committee structure and working groups.

Note working groups don't need to be signed off each time by the board. Output needs to come to the board but not approval for the structure (ie number and how they are constituted). Andy given freedom to call on different groups in the network in a fluid way.

### **4.3 Policies & Procedures**

The following updated policies had been shared ahead of the board meeting for board review and sign off:

- Equality and Diversity policy
- Safeguarding Policy and Procedures, Adults
- Safeguarding Policy and Procedures, Children and Young People
- Risk Management policy

Based on feedback received from Amanda and Ali ahead of the board meeting the policies have been revised further and issues for discussion noted at the start of each revised policy.

Discussion arising; ensuring we do what we say we do in our policies

Amanda advised that in a large organisation this would be done by an internal audit function. Suggested that similar checks could be undertaken periodically.

Heidi advised that the policy review cycle may be helpful in this regard. The policy review has three primary points of focus: checking we are doing what we say we do, checking they remain appropriate and reviewing tone of voice – does it reflect our values.

Discussion arising; should policies exclude reference to standards which should be / are achieved by Active Partnership network

Proposal to change wording throughout policies and via governance working group to move away from statements that suggest we are setting particular standards for the network. This is out of our control. Tom guided that every Active Partnership has to achieve certain standards, only consider referencing standards that are required as a pre-requisite for membership of Active Partnerships.

**Action agreed (board)** – policy papers incorporating comments/revisions to date to be re-shared to the board. Deadline set for Fri 8<sup>th</sup> for any further comments.

**Action agreed (AT)** - Andy to invite input from relevant sub-committee/group to address issues raised then send revised version to board for approval.

### **4.4 APNT Articles**

**Action reported:** delegated authority given to the Governance Working Group to develop and agree this work with Pinsent Mason.

## 5. National Team Strategy

Andy shared slides on APNT 10 year vision and role:

Our APNT vision in 10 years' time is for there to be:

*A highly connected and high performing network of Active Partnerships working collaboratively with each other, with Sport England and with wider partners in creating the conditions that address physical inactivity and inequalities.*

*Our role of: Connecting, enabling and supporting Active Partnerships and partners will maximise strengths and resources to drive collective impact against our vision.*

8 strategic goals as submitted to Sport England:

- Culture
- High performing team and board
- Leadership
- Diversity & Inclusion
- Insight
- Evaluation, Learning & Impact
- Understanding
- Advocacy & Influence

**Action (HJ):** to share application sent to Sport England with new board members as FYI.

### **Graeme Sinnott, Relationship Partner reported:**

System Partner report due for Sport England by 31 Oct based on spreadsheet of KPIs generated on basis of application to Sport England. Key theme is question of how well are we connected?

- national team level: lots of positives with new team on board; including weekly meeting, tracking of actions arising, learning and development groups – eg governance and policies.
- network – most common question we hear is 'what is going on in the network and within Sport England that might help me advance my local priorities and how do I engage with it?' Positive that more people are stepping forward to lead from the network. Fluid way of working presents some communication challenges.

We would like to meaningfully engage the board in several key actions over the coming months, specifically the strategy development, accountability and impact framework and leadership development.

### Discussion arising

Ali recognised need for detailed reporting tool picking up on all the diverse work but suggested as a board we look at **what we want to learn** rather than just what we did learn.

Ali also asked how does it feel for the new team. She has 1:1s booked with each member. Helen and Nicki shared positive views about team formation, culture and work performance.

Amanda raised some reflection points: how do we prioritise? We don't have the resource to do everything. Are we setup for game changers such as Opening Schools for the Future (OSF)? Reporting to the board; needs to be prioritised.



Ali built on this reflecting on increased capacity drives greater need to choose where we can really add value. Asked Andy what is biggest challenge?

Andy advised that the more we can get connected the more we can add value. Capacity and OSF are potential challenges.

Maxine mentioned need to have space to keep horizon scanning to ensure we keep abreast of developments.

Maxine reflected on what it feels like from AP perspective – communication has been vastly improved with the network – likes approach of information given out as it arises so you can address it rather than a quarterly report. Suggests board should not get too involved in network detail. Would prefer to see network focus on communication and priorities for itself.

Tom suggested we address question of what can be done centrally to help network – eg best practice measurement, evaluation and learning template.

Andy advise that we get asked; what is the role of the national AP? Need clear strategy statement. Tells us what we are going to do and what we are not going to do. Clarity makes job of National Team much easier.

Ali talked about our focus as a national team is: How do we utilise and strengthen the network. Not up to us to define what Active Partnerships do.

#### **Resolution:**

1. National team strategy to be addressed.
  - AT and team to develop and bring to the board.
  - To be in place by end of financial year (April 23); aligns with communications review and allows new Chair to be involved.
  - AT recommends 28 Nov board meeting face to face with this as a key topic.
  - Don't need anyone external to facilitate
  - Need external expertise to help write it so that it communicates well from an external perspective. Start from end Nov to conclude by end of financial year.
2. Develop one pager articulating when we come together as a network; this is what good looks like

Tom and Maxine happy to input.

Mike guided that we need to include being clear about what is AP USP.

Ed reflected that the targets identified in the SE application make an excellent foundation.

## **6. CEO and Team Update**

### **6.1 National Strategies & Engagement**

AT advised we have reached out via National Sectors Partner Group (NSPG) to civil servants from DCMS. They are trying to understand where they are at with new sports strategy. We have a gap around policy and public affairs compared to peer organisations. Andy doesn't think we need to have someone full time in this space however but we are trying to stay close to this.

### **6.2 Network Engagement & Connectivity**

Not discussed.

### **6.3 Communication Review, Nicki Couzens, Relationship Partner reported**

**Action reported (NC):** We have actioned a communications review to better meet the needs of the network and improve what we do.

1. Website review
2. AP Network connectivity and learning

Co-creation: Will be undertaken in a connected way with input from network, extended team and Sport England. Nicki sought confirmation of this approach from the board.

Amanda asked that all costs are factored in.

Ali encouraged team to analyse what is already in use within the network.

**Accepted:** For the finance and risk committee to have sight of any tender documentation and sign off any partner agreements.

### **6.4 Cost of Living Crisis**

Discussed under item 8.

### **6.5 Multi Sports Facilities Programme**

Not discussed during this meeting.

### **6.6 Opening School Facilities 3**

#### **Opening Schools for the Future (OSF)**

Expecting decision on OSF imminently (this has been the case for several weeks). A lot of work already in process to get aligned ready to be prepared to launch this.

Andy's negotiation with network partners for OSF was noted with thanks.

Adam volunteered to remain on OSF group to provide ongoing support.

## **7. Finance & Risk Update report led by Amanda Pearce Higgins with input from Andy Taylor**

Finance and Risk Sub-committee have met quarterly throughout transition period where we had no Finance Manager

Josie Malloy transitioning in from temporary cover by Gemma of Yorkshire Sport

Overspend IT, underspend staffing; all within tolerable levels.

Level of financial reserves is good but do need to benchmark, stabilise and prioritise where to invest.

**Action priority (AT, JM):** Andy and Josie to work on budget and reforecast for year; key. Andy advised that historically it has been reactive; moving towards being more proactive including staff having own budgets.

**Actions reported:** Josie focusing on writing financial statements in preparation for AGM in December. Also JM sorting out banking authorisation, signups, accounting software

Andy talked about resilience in process – sign offs – not just one person and it doesn't stop if one person leaves.

Limitations of budget constrain us (we have a £50k 'improvement pot':

- Eg need for team to be more externally facing but limited by budget
- £40k on face to face convention represents too much of overall budget plus nervous of capacity to develop. Action reported (AT): review convention April 2023 allowing us to utilise this year / next year's budget

Exploring Implications of OSF – insurance, management fee

### **Resolutions – agreed as follows**

1. Formally agreed for Amanda to be the new Chair of the Finance and Risk Committee.
2. Confirmed by signature to enact a special resolution "That Josie Malloy, as the Finance & Governance Relationships Partner, become the named authorised person to operate the Flagstone Account: Number ACTI003C". Signatories: Alison Shipway, Dick Fedorcio, Amanda Pearce Higgins, Mike Sandys. Note that Companies House require 75% of signatories to pass a special resolution.  
**Action by (APH):** adoption is subject to due diligence assurance process around access to the money.
3. **Action (APH, AT)** Amanda and Andy to meet and develop a new risk register to present at the next board meeting. Accepted.

## **8. People Development**

Andy proposed board discuss cost of living implications for workforce.

The board discussed the evolving cost of living crisis in relation to staff. There was recognition of its impact and the need to explore with staff and funders opportunities to address the emergency nature of the energy crisis. It was agreed that the People Development Sub committee would review the implications for staff and make recommendations for discussion at the next board meeting. It was the consensus of the board that taking any decision now on giving interim and unbudgeted financial support would be premature in what is clearly an evolving situation.

**Action agreed (AS):** People development Sub committee to address and make recommendations to next board meeting.

**Action agreed (AT):** inc on agenda for next meeting

## **9. Any Other Business**

**Action (HJ, AS, AT)** issue interim board handbook including papers for sign off to new members. To be shared by Fri 7<sup>th</sup> Oct.

**The board expressed their thanks to Adam for your huge contribution.**

## **10. Date of Next Meeting**

28 Nov 22 face to face – late morning, London subject to train strikes

## Summary of actions from meeting of 03 October 2022

Actions	By	Action Update
1. <b>Board pack</b> from Nov 22: Agenda and Minutes to be issued as separate documents to board pack.	HJ, AT	This practice adopted.
<p>2. <b>Equality and diversity:</b></p> <ul style="list-style-type: none"> <li>• Ali to pick up with AT around strategy and comms review.</li> <li>• Ali will look at staff survey to understand if we have diversity data of network</li> <li>• Ali and Andy will look at this and propose something back to board.</li> <li>• Andy approaching Sport England re potential candidates for co-opted role with EDI expertise</li> </ul>	AS, AT	DIAP being picked up within strategy process led by AS. Hanya Pielichaty recruited to Board
<p>3. Need to write <b>preamble to financial statement for Annual Reports</b>. Need to consider what story we tell.</p> <p>Josie Malloy has drafted a preamble and shared with Andy and Amanda. AT, AW, NH to have a call to create action plan.</p>	AT, AW, NH	Done
4. New members will be invited to complete a <b>skills audit</b> as part of the induction paperwork to be released by 7.10.22.	HJ	Done
5. Add new trustees to <b>Companies House</b> and Charities Commission records.	JM	Done
<p>6. <b>(a) Reviewing Articles of Association</b>. Consulting with legal advisors to ensure Articles are in line with the Code, future proofed and aligned with ongoing governance review.</p> <p>Delegated authority given to the Governance Working Group to</p>	AT, Governance working group	Revised Articles adopted

<p>develop and agree this work with Pinsent Mason.</p>		
<p>6. (b) Check with Pinsent Mason (within review of Articles) re <b>the ex officio role</b> checking whether Ex Officio is a full board member or simply the CEO not becoming a director/trustee. Updated board chart to be supplied once Ex Officio role clarified.</p>	<p>AT</p>	<p>It was decided that the exoffio role (CEO) was not required as it would take one of the 12 board positions. CEO to be recognised as company secretary.</p>
<p>7. <b>Policy papers</b> incorporating comments/revisions to date to be re-shared to the board. Deadline set for Fri 8<sup>th</sup> for any further comments.</p>	<p>Board</p>	<p>Policy papers re-shared 04.10.22 and feedback provided. Owners for each policy to be set to unstick revision and signoff process going forward (Action: AT, HJ, NL).</p>
<p>8. Re four <b>policies under review</b>: Andy to invite input from relevant sub-committee/group to address issues raised then send revised version to board for approval.</p>	<p>AT</p>	<p>Equality policy to await development of DIAP Safeguarding to be reviewed by governance working group Risk policy to be reviewed by Finance &amp; Risk subcommittee</p>
<p>9. <b>National team strategy</b> to be addressed.</p> <ul style="list-style-type: none"> <li>• AT and team to develop and bring to the board.</li> <li>• To be in place by end of financial year (April 23); aligns with communications review and allows new Chair to be involved.</li> <li>• AT recommends 28 Nov board meeting face to face with this as a key topic.</li> <li>• Don't need anyone external to facilitate</li> <li>• Need external expertise to help write it so that it communicates well from an external perspective. Start from end Nov to conclude by end of financial year.</li> </ul>	<p>AT</p>	<p>Update via agenda item in Board meeting, 14.03.23</p>

10. Develop one pager articulating when we come together as a network; this is what good looks like	AT	The new strategy will develop and agree core principles, defining ‘how’ we work and will be used for when we come together.
11. Share application sent to Sport England with new board members as FYI	HJ	System Partner grant agreement which includes the commitments made in the application is included in the board handbook shared on 07.10.22. Also added to the board dashboard for ongoing reference.
<p><b>Communications review</b></p> 12. Website review 13. AP Network connectivity and learning	NC             Finance & Risk committee	Comms review survey completed by 83 AP staff from 27 Active Partnerships. Meeting held with smaller group of colleagues to review results and agree on future comms aims and agree next steps. These include: -Write brief for digital platform -meet current web provider - identify other companies to approach for digital platform -identify an organisation that has good inclusive comms that could provide learnings and support (Suggest we approach Sue Anstiss) -set up You Tube channel where appropriate for LLB -make ‘how to use the hub’ video (short term step)
14. Key priority: Andy and Josie to work on <b>budget and reforecast for year.</b>	AT, JM	Annual budget prepared for board approval.
15. Amanda and Andy to meet and develop a <b>new risk register</b> to present at the next board meeting. Accepted.	APH, AT	Update via agenda item in Board meeting, 14.03.23
16. Cost of living – impact on staff. People development Sub committee to address and make recommendations to next board meeting.	AS	Six AP CEOs consulted re actions taken and status. Support signposting paper drafted.
17. Add cost of living implications for workforce to <b>agenda for next board meeting</b>	AT	One off cost of living payments made within APNT.

<b>18. Issue interim board handbook</b> including papers for sign off to new members. To be shared by Fri 7 <sup>th</sup> Oct.	HJ	done
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**Summary of key actions suggested but no firm action / owners agreed from meeting of 03 October 2022**

Actions	By	Action Update
1. Ali and Amanda suggested that we could <b>explore non full board member roles</b> as a route to diversity and diversity of view.		
2. Careful consideration needed <b>re comms around remuneration of National Board Chair</b>		

**Summary of resolutions from meeting of 03 October 2022**

Resolutions	Action arising by	Action Update
1. Board approved <b>sub-committee structure and working groups</b> . Note working groups don't need to be signed off each time by the board. Output needs to come to the board but not approval for the structure (ie number and how they are constituted).		N/A
2. Amanda as new Chair of the Finance and Risk Committee.		N/A
3. Confirmed by signature to enact a special resolution "That Josie Malloy, as the Finance & Governance Relationships Partner, become the named authorised person to operate the Flagstone Account: Number ACTI003C". Signatories: Alison	<b>APH</b>	COMPLETE: Flagstone is a stand-alone cash investment platform. 2 bank signatories are required to transfer money into Flagstone. Only one person is allowed access to move monies around within the platform. The Special Resolution was to name myself as that person. Others can have access to the platform to oversee but not

<p>Shipway, Dick Fedorcio, Amanda Pearce Higgins, Mike Sandys. Note that Companies House require 75% of signatories to pass a special resolution.</p>		<p>perform actions. Money can only be taken out by a transfer to the originating bank - ie AP account. There is no fraud risk.</p>
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