

Active partnerships National Board meeting (meeting type: regular)

Monday 13th November 2023

in person

Members:

Dave Capper (DC) Chair (online), Ali Shipway (AS) Senior Independent, Mike Sandys (MS), Rob Purdie (RP), Julie Amies (JA), Jack Shakespeare (JS) (joined online 1:15 pm), Neil Fletcher (NF); Dr Hanya Pielichaty (HP), Born Barikor (BB).

In attendance:

National team: Andy Taylor (AT) (Chief Executive); Graeme Sinnott (GS) (Relationship Director); Nicki Couzens (NC) (Relationships partner); Deborah Thorpe (DT) (Business Support Officer) – minutes;
Advisory: Ed Sandham (ES) (Sport England representative).

Approvals:

Agenda item	Approval
4.2	Application for new investment funding from Sport England
5.1	Approval of March 2023 Accounts
5.2	FY24 Membership fees (AP Network) to be maintained at current year level
5.3	Approval of revised terms of reference (inclusion Q4 annual review of financial skills normalisation).
6.2	AS/AT/RB to decide preferred tender

Actions:

Agenda item	Action	By
4.1	Consider short- and long-term approaches and responsibilities to overcome any issues within the network around a two-tier structure developing within the membership	AT, APNT
6.2	Decision on preferred tender for Board external evaluation	AS, AT, RP
6.3	Board skills matrix/appraisals to be timetabled alongside a wider recruitment plan	AT, APNT
8	A one-page report from the Peoples subcommittee meeting will be provided electronically after this meeting	DT

1. Welcome, introduction and apologies

Apologies: Helen Pring (HP) (Relationship Director); Dr Maxine Rhodes (MR); Jack Shakespeare (JS) to join later

A review of the progress since the last meeting. The role of the national organisation moving into next year. The three-year transition that AP had been going through as a national board. Big aspirations and big expectations to be fully connected and embedded as a force for driving positive change within the network especially around 'Uniting the movement'.

2. Conflicts of Interest

None

3. Minutes and actions from 21st August 2023

Minutes accepted without amendment.

Actions accepted without amendment.

4. Strategy & Strategic Projects

4.1 Update

Overview given of the past year and what had been learnt. The principle and application of proportionate universalism. AP in a transitioning phase. Supporting 'Uniting the Movement'. The coming year was about driving change, being fully connected, and embedding within the network.

Risks around people and resources in March 2024. Recruitment had been dynamic and was ongoing. SE and AP were continuously working to assess what was needed. Discussion around present resources and funding.

An overview of the recruitment of welfare officers and use of the new recruitment tool. Two new members of the National Team had been recruited. Discussion on supporting partners with people displacement. Distributed leadership within the network. Concern about two tiers of partner developing around the Place expansion.

Action: Consider short- and long-term approaches and responsibilities to overcome any issues within the network around a two-tier structure developing within the membership

4.2 Health and Wellbeing Paper & role

Approved: Application for new investment funding from Sport England

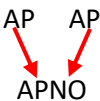
One year post in the National Team would be available in the new year, the position was presently a secondment role.

The board had approved an external Consultant to do a formal, independent review to support AP's Pay and Remuneration Policy and specifically benchmarking, this will support future structure planning. This would be available from January 2024.

4.3 Discussion on the future evolution of AP

Review of the evolution of APs role and breakouts to shape 2024/25 and what outstanding looked like.

See Flipchart ideas 13.11.23.pdf below

<p>Evidencing Change</p> <ul style="list-style-type: none"> • Busy! Short, medium, long term plan → working group • Proportionality and integration of evaluation, local and national coherence • Capacity beyond March 24 • Using networks beyond our own – formalising relationships with researchers/practitioners whose expertise align to this • Learning – its value and purpose. <ul style="list-style-type: none"> ○ Demands for tangible e.g. DCMS strategy targets, place framework ○ Impact evidence – election year, spending review 	<p>Outstanding Performing Organisation</p> <ul style="list-style-type: none"> • Clear story telling • Retention • Increased investment • Principles • Steady and consistent workforce to enable long-term gain/planning • Transparent in our decisions and investments • Measurement <ul style="list-style-type: none"> ○ recognised as outstanding by others ○ funding
<p>Highly Connected Network</p> <ul style="list-style-type: none"> • Network of networks across sectors; scale and disproportionate influence – beyond APs? • Communication – clear, frequent, tailored • AP → AP strength with a clear role for 	<p>Valued as Leaders Creating Momentum</p> <ul style="list-style-type: none"> • Digital profile – execute webpages, network hub etc. • As team grows and evolves, ensure there is consistency in how we articulate our role. • Adapt as needed • Model behaviours that need to be displayed across the network • Ensure relationship management skills are in place to support and intervene where required • Develop confidence in role, maintaining humility, whilst also challenging where and when needed

5. Finance & Risk

5.1 Trustees Report and FY23 Statutory Accounts

Approved: Approval of March 2023 Accounts.

5.2 Reappointment of Haines Watts as Auditors for FY24

Informed on consideration of alternative auditors with increased costs and reappointment of Haines Watts for a further two years to reassess at the end of this period.

Approved: FY24 Membership fees (AP Network) to be maintained at current year level

5.3 Updated Finance & Risk Subcommittee Terms of Reference

Approved: Approval of revised terms of reference (inclusion Q4 annual review of financial skills normalisation).

5.4 External review of OSF internal controls

This would be covered within the OSF budget.

6. Governance

6.1 **Link to September Governance Working Group minutes** [Governance Subcommittee meeting minutes, 18.09.23](#)

6.2 Board external evaluation

Suggestion to push forward with ESG. ESG conference being held in December.

Governance action plan clinic going ahead for the AP network.

Approved: AS/AT/RP to decide preferred tender

Action: AS/AT/RP to decide preferred tender

6.3 **Discussion around board and trustees' effectiveness and ways of working**, including: - transparency, trustee recruitment, review of skills audit, network engagement, trustee reviews, lived experience. Hold more face-to-face meetings. Suggestion of icon system to directly align principles to what was being reported. Several vacant positions on the board.

Action: Board skills matrix/appraisals to be timetabled alongside a wider recruitment plan

7. Discussion with Phil Smith

Said great things about AP and was very impressed with the quality, breadth and dedication of the whole network and AP. AP and the network were trusted by SE. Raised the issue that AP were central to many projects, were AP too stretched? Suggested doing a review to check the risk of AP doing too much and being under resourced. What was the role of the board within the review?

Potential conflicts of interest from board members.

SEs propensity to have multiple conversations with different members of APNO team and difficulty for AP in understanding SEs desires. SE increasingly reliant on APs success. Potential for AP national team to be underpowered due to APs recent expansion. AP needed to be more intentional in strengthening within the network.

Reflection: How do AP collectively support SE England and the network to create the right conditions for a high challenge, high support environment. How do AP create those conditions that drive great performance in forward steps? What roles do AP play and how do AP do that consciously with intention?

Open invite to Phil Smith/SE Executive team to join AP board meeting.

8. People development

Action: A one-page report would be provided electronically after this meeting

9. A.O.B.

None

10. Date of Next Meeting

20th February 2024 11:00-15:00 Birmingham face to face

11. Appendix 1

Information supplied before meeting

Agenda item	File name
0	Agenda, 13.11.23.pdf
3	APNT National Board Action Log 2023.pdf
3	Minutes of AP Board Meeting 21 Aug 23.pdf
	Board strategy video.mp4
4.1	CEO & Directors Update.pdf
4.1	OSF Report for Board.pdf
4.2	Connecting with Health and Wellbeing paper for Board.pdf
4.3	Nov 23 - Strategy Progress Update
5	Sub Com Report F&R October 2023.pdf
6	Governance Subcommittee meeting minutes, 18.09.23.pdf