

Active partnerships National Board meeting (meeting type: regular)

Monday 21 August 2023

via Zoom

Members:

Dave Capper (DC) Chair, Ali Shipway (AS) Senior Independent, Amanda Pearce Higgins (APH), Mike Sandys (MS), Dr Maxine Rhodes (MR), Rob Purdie (RP), Julie Amies (JA), Jack Shakespeare (JS), Neil Fletcher (NF)

In attendance:

National team: Andy Taylor (AT) (Chief Executive), Helen Pring (HP) (Relationship Director), Graeme Sinnott (GS) (Relationship Director), Heidi James (HJ) (Business & Support Officer) – minutes; Annie Holden, Ali Clements (attended in part, agenda items 1-4.2) Nicki Couzens (attended in part, agenda items 6-8)

Advisory: Graham MacPerson (Sport England representative) – attended in part within agenda item 6

Apologies:

Members: Dr Hanya Pielichaty (HP), Born Barikor (BB),
Advisory: Ed Sandham (ES) (Sport England representative)

Information supplied:

List of information supplied to the board for review and reference in relation to this meeting. This board pack was shared via email on 10.08.23 (numbering corresponds to agenda). Further information available via the board dashboard including the record of declared interests:

0	Agenda, 22.08.23.pdf	6	F&R Subcom report, Aug 23.pdf
3	Minutes of meeting, 22 May 23.pdf	6.1	Reserves Policy.pdf
4.1	Video update on strategy progress.mp4	6.2	Welfare Risk Register.pdf
4.2	ANPO strategy progress update August 2023 (slides used in video).pdf	8	People Dev report, Aug 23.pdf
4.3	Health_APNO Strategic Alignment_Board Paper_AH AC 21.8.23.pdf	8.1	Staff structure, 9-8-23.pdf

Slides shared during the meeting and made available alongside the minutes:

- Strategy update slides shared in board meeting.pdf
- APN_Reframing PA-Health & LTC_AC_AH_board 21.8.23 (includes additional slides not shared within board meeting).pdf

1. Welcome, introductions, apologies

Neil Fletcher was congratulated on his appointment.

Amanda Pearce Higgins was thanked for her role supporting the national organisation through a period of massive transformation and her leadership of the Finance & Risk subcommittee.

Apologies noted for Hanya Pielichaty and Born Barikor.

Board appointment note – added post meeting: For the record it is noted that Heidi James wrote to board members on behalf of the Nominations Subcommittee (Dave Capper, Ali Shipway and Rob Purdie) on 1 August 2023 to recommend the appointment of Neil Fletcher. The appointment was approved in writing by MS, JA, HP, APH and MR. Neil Fletcher start date: 21.08.23. Amanda Pearce Higgins closes her trusteeship: 22.08.23

2. Conflicts of Interest

Potential for conflict of interest related to item 4.2 if discussion moves into staffing implications. This could be a potential conflict of interest for Amanda Pearce Higgins and Mike Sandys as related members to Active Partnerships which are the employers of Annie Holden and Ali Clements respectively. Noting this has been shared and they will step away from discussion if appropriate.

AOB to include salary review discussion – trustees only to remain for this.

3. Minutes and actions update

The minutes of meeting 22 May 23 were approved and the updated actions contained therein noted by the board.

Update noted: Sport England have advised there is a delay in the assessments of the Code for Sports Governance submissions. We are now expecting feedback Aug-Oct (was July/Aug). DIAP now due by March 24.

4. Strategy & Strategic Projects

4.1 Update on progress (AT, GS, HP)

Relationship Directors, Graeme Sinnott and Helen Pring presented, highlighting key issues arising from video update provided in the board pack. *Updated slides shared in the board meeting have been shared along with the minutes.*

The board reaction was positive and included:

Several trustees spoke in favour of a stop/go process to assess future opportunities. The case included:

- To avoid momentum building before review by board/exec has considered whether it might be better not to proceed.
- Need to validate all opportunities vs our core purpose; it's easy to proceed by default when opportunities enable us to evidence impact or where they build our role but this may not be the right action if there isn't sufficient alignment with core purpose.

Suggestions that the team consider included:

- Adding focus on making Active Partnerships national organisation (APNO) an 'outstanding place to work'
- How we refer to ourselves APNT (national team) vs APNO (national organisation)
- Are we protecting space for innovation (for staff) to allow us to be up to date

4.2 Strategic alignment and positioning of the APNO in health (AH, AC)

Annie Holden (Strategic Health Lead & Live Longer Better Project Manager) and Ali Clements (Economy & Sport Growth Manager) presented on the theme of 'reframing physical activity to recognise its wider contribution as part of our health and care system'. *Slides shared alongwith the minutes.*

Included outline of our emerging strategy in health and care:

- APNO future focus will be broader than active ageing.
- New and emerging strategy to drive progress in better supporting people with long term health conditions through physical activity, delivering improved health and economic outcomes.
- 3 ambitions have been identified:
 1. To develop frictionless personalised physical activity pathways for people with long term health conditions.
 2. To develop a representative workforce that is customer centric, inclusive and equipped with the right skills and behaviours.
 3. Advocate and work in partnership to scale up the quality, quantity and accessibility of physical activity to people with specialist health needs.
- Early implementation: next steps from now to November include:
 1. Communicate ambitions with wider network
 2. Build on existing communities of practice
 3. Build on existing dialogue with national partners including CIMPSA
 4. Aim to confirm Sport England commitment to progress pathways work
 5. In person Live Longer Better event to progress activation changes and the future of Live Longer Better community of practice
 6. Submit options appraisal paper to Sport England regarding the future of Live Longer Better and wider connections across health
- The case was supported by key statistics that demonstrate how health system could prioritise physical activity and the potential economic case.

The board reaction was positive and included:

- Understanding that the link between physical activity and health is both simple and complex and in any strategy we wouldn't want to lose the message that physical activity is important for health and to be considerate of: rehabilitation and pre-habilitation.
- Recognition of expertise in network but also challenges in engaging with Integrated Care Systems (ICS). Opportunity to develop narratives to support APs with this conversation with ICSs.
- Recognised wide variation in network particularly around workforce in health.
- Question of who connected we are with emerging combined authorities.
- Clarity is needed to further articulate case from health and economic perspective.
- Welcomed statistics in the presentation as these are excellent for amplifying the message
- APH noted that reserves are available

Notes:

- *Further material is provided within slides over and above what was shared in the board meeting.*
- *An update will be provided on progress at the November board meeting.*

ACTION: AH and AC to offer follow up with the board on these areas.

Annie Holden and Ali Clements were thanked by the board and left the meeting.

4.3 Opportunity scoping

Discussion in two breakout groups with notes reported below from Helen Pring and Graeme Sinnott

Group 1: AS, MR, MS, RP, HP, AT	Group 2: DC, APH, NF, JS, JA, GS, NL
<p>Health is a very broad and complex area with lots of people to communicate with, therefore do we need to narrow our focus?</p> <p>Future work and investment – where, when, how much – lots of questions raised.</p> <p>Comms – we need to make sure we are clear on our comms about our role within health to the external network/health area inc. who are the audiences we are talking to? It would potentially be similar to a marketing strategy.</p> <p>Overall thoughts – we would need a relationship partner role with a focus on health in the APNO to help support the collective work, shape policy/strategy etc.</p>	<p>Strategic decision making - need for greater internal clarity on what we want to be world class at. Eg, why is health a priority and why did we bring it to this meeting? Is it a greater priority than other areas? Need to be clearer first on what we want to be great at. Key that we don't accept being ok at things, do a few things world class - eg, place-based approaches and systemic connectivity, telling a national message through place based stories, and build out from this.</p> <p>Health specific - feels like one of the most important agendas we should be across. But a huge area, takes a lot of time and development of expertise, and could overwhelm ourselves and APs if we take on too much with overlaying the economic angle too. Be mindful of our reputation if we can't be in or facilitate the many conversations this would take to progress.</p>

5. Break

6. Finance & Risk

11.05 Nicki Couzens and Graham Macpherson joined the meeting

Amanda Pearce Higgins gave a brief summary:

- Positive position; we have significant reserves which could be invested. Excludes 3 month shut-down reserves and £200k already committed to support national team alongside Sport England system partner funding.
- Development of stop/go review process was identified as action from August F&R subcommittee (AT)
- Budget changes anticipated around some big ticket items – comms review, website
- Josie Malloy (former Finance Manager) identified that the VAT process was suboptimal. The process has now been improved and VAT liability cleared: Whenever we are involved in a new programme an assessment will be made of VAT implications.

6.1 Reserves Policy – for recommendation

ACTION: NL to revise wording according to trustee feedback: Generating income = not helpful narrative. Our role is around investment needed to support network not to generate income. Acknowledging that income diversification would reduce risk.

6.2 High risk items

Sports welfare network

Graham Macpherson explained the history of how the sports welfare network idea was developed, led by Sport England with engagement including Ann Craft Trust, Child Protection in Sport Unit and Active Partnerships. This will lead to addition of 60-70 welfare officers across network the Active Partnerships network. Reiterated that this is not about case management but rather about improving process and systems. This is an opportunity to connect better with national governing bodies at local and national level. Should be aware that there is some fear within NGBs re workforce movement into these roles.

Nicki Couzens has been asked to support the recruitment phase as national team doesn't yet have resource to support this. Board is keen to see national providing support for recruitment and launch; an opportunity to demonstrate power of having working as a collective.

Feedback from the board regarding the Sports Welfare Officer risk paper included:

- Hard to see what risks are because of number of risks captured
- Would like to see more clarity around Sports Welfare Officer role
- How we communicate with the network on this is key: to share and promote the opportunity this provides for joint working of Active Partnerships aligned with our role and around impact measurement.

ACTION NOTE: Nicki thanked the board and invited trustees to continue feeding back so we can address and look at solutions / ideas together. She advised that the following are already underway:

- Small recruitment group that involves the national safeguarding partners, a few APs and NGBs
- Bi weekly update calls
- Teams channel that all APs and relevant people can join to help ensure comms improves.
- FAQ constantly been updated to ensure we capture and respond to queries.
- A short video and common narrative is being produced to help explain the roles - this can be used in recruitment so whilst titles may be different it will help reinforce that the roles are part of a network
- A couple of NGBs have also offered to share the channels etc they have used to reach outside of the sector for these roles. (We need to ensure we share the learnings of NGBs)
- Setting up call with hosted APs if needed

DCMS sports strategy

DCMS sports strategy is expected out week commencing 28 Aug with Active Partnerships named as a key contributor. This is a huge opportunity and significant risk. APNT have influenced as much as we can. Once published it will be an opportunity to influence government; by holding to account against the strategy.

Graham Macpherson left the call here at 11.39am

Noted that with higher profile comes higher exposure and the need to explore risk arising especially around comms and accountability. Narrative with the network will be key; eg to address targets which could influence a move back towards intervention led strategy.

ACTION: AT invite Phil Smith to next board meeting.

ACTION: AT, Board explore and manage risks linked to DCMS sports strategy

6.3 Risk appetite

ACTION: DS, AS: facilitate Board discussion around risk appetite. This to be progressed offline due to lack of time in the meeting. NOTE suggestions made that Neil Fletcher and Chris Tinbergen may support.

Briefing by AS: We are inviting a meaningful discussion around risk appetite. We have a strong organisational risk register but we want to facilitate a 'so what' conversation within the board. AS proposed that the board create risk appetite statements and define how trustees want the team to report on this. This might include stop/go process and reporting through subcommittees.

7. Governance

As per the agenda note:

No governance subcommittee during this period.

Policies and statements including following will be shared with the governance subcommittee in Sept for review.

- Code of governance action plan
- Succession plan
- Conflict of Interest policy
- Business Continuity policy
- Data security policy
- Board external evaluation recommendation
- Annual Governance Statement
- Safeguarding policies

8. People Development

Ali Shipway invited questions on the report supplied.

Question: Are we proceeding with health insurance offer? Response: The People Development subcommittee has said yes in principle to the proposal and Chris Tinbergen is working up detail. Cost is already budgeted. Benchmarking across network and system partners showed that some organisations already have similar schemes in place and some not.

Heidi James was thanked for her contribution to supporting the work of the national team as she moves to a new role and organisation.

8.1 Staff structure

AT will update via email due to lack of time to cover this within the meeting.

8.2 BeApplied

9. AT will update via email due to lack of time to cover this within the meeting.

10. Any Other Business

Calendar 2024 drafted and under review – noted request to avoid August board meetings.

Induction process for trustees across network - HP and AS working on induction process for new board members across network. RP offered to help. Opportunities to connect and spread best practice include supporting induction of new chairs and members, sharing processes and templates.

Amanda Pearce Higgins. Dave recorded thanks on behalf of the team and board for Amanda’s commitment to the board especially during what has been a transformational period. Particular thanks for continuing to support effective handover of the Chair of Finance and Risk role.

Staff team exited 12.10pm.

Remuneration strategy and pay structure (trustees only). The Board of Trustees had a discussion around remuneration strategy and pay structure moving forward and a recommendation paper will be circulated to the Board separately outlining the discussion and agreed decision.

11. Date of Next Meeting

13 November 11:00-15:00 London

7 December, AGM:13:30-15:00 Birmingham/ hybrid. Social 15:00-17:00

Summary of actions from meeting of 21 August 2023

Actions	By	Action Update
1. To offer follow up with the board re new and emerging strategy on health (ref item 4.2)	AH, AC	
2. Revise and reserves policy based on trustee feedback (ref item 6.1)	NL	
3. Invite Phil Smith to next board meeting – relates to DCMS sports strategy (ref item 6.2)	AT	
4. Explore and manage risks linked to DCMS sports strategy (ref item 6.2)	AT, Board	
5. Facilitate Board discussion around risk appetite (ref item 6.3)	DS, AS	