

**Active Partnerships National Board meeting
Tuesday 3 May
Oaks, Birmingham**

Present:

Adam Walker, Adrian Leather, Nigel Harrison, Ali Shipway, Amanda Pearce Higgins, Ian Hacon (online), Mike Sandys (online) Sue Storey (online)

Apologise

Ed Sandam, Eammon ORourke

1. Welcome

Adam congratulated Graeme and Nicki on being appointed for Relationship Partners roles.

2. Minutes from previous meetings

1st February

- correct Amandas name on minutes
- When using acronym put a note as to what they refer to.
- Actions- all dealt with

29 March

- points of accuracy none
- Correct spelling of Sue Storey name
- Change Alison to Ali

Update on actions from last meeting:

- Sue and Adam meeting with representative of Active Partners Trust to be arranged
- Live Longer Better funding approved by the Finance and Risk Committee
- Will update Opening Schools Facilities later in the meeting

3. Horizon scanning

Nigel informed the Board the National Sector Partners Group had recently met with the Minister over the Easter period. Areas discussed include: response to the Ukraine crisis; the next DCMS Strategy; pressure on leisure facilities especially through increase in energy costs; PE and School Sport funding; Shared Prosperity Fund

Nigel explained the three plans were due to be produced over the Summer: the DCMS revised Sports Strategy; Office of Health Improvement and Disparities; Everybody Active Every Day physical activity framework; and the PE and School Sport Action Plan

Discussion took place on the various topics but at this stage it was recognised that it was for information at the present time with no direct action for the Board

-Opening School Facilities

Tender due out in a month and an internal group has been established, Nigel reported they would welcome input from a Board member. Adam volunteered due to his previous work in this area. The group is currently laying the foundations for when the tender is released which includes talks with Youth Sport Trust, UK Active and Streetgames on the potential of a consortium bid.

It was agreed the overall decision making around the project rests with the Board following recommendations from the sub-group.

Active Partnerships Transformations

It was noted several Active Partnerships are going through transformations:

Living Sport have appointed an interim CEO appointed with substantial changes taking place within the senior management team. Graeme has been supporting the work and the new Chair has called Adam. Graeme agreed to speak to Adam to provide some background context.

The Cornwall CEO has left and an interim CEO has been internally appointed. Graeme and Nigel have been included in the change process.

Agreed the board, national team and SE need to reflect on lessons learnt about the change processes, what is it telling about support required and how can we get better at spotting potential issues at an early stage so that support can be given. This will also include the role of Board and members of the National Team along with other available support from within the Network.

Action: National team to return to the Board with further thoughts and improvement actions

Ali identified role of the Development Group who undertake horizon scanning, identifying where is current energy and focus. At the last meeting skills and capacity was discussed. All Partnerships will need to have a People Plan including the need for good leadership. It was noted there was an opportunity to support the work though sharing information and joint working.

Ali reported there's an opportunity to develop the 'talent pool' from within the Network.

There was a HR sub meeting held prior to main board meeting. Reported back that Andy Taylor joining on 20 June. A two-week induction is being planned to help Andy meet and

connect with people. Andy has confirmed he will get involved in recruitment for other roles. Agreed that the selection process for the new roles to have a similar feel to CEO recruitment.

The issue of level of pensions was discussed for new starters. Discussion took place and it was recognised there was a wide range of levels across the Partnerships recognising that many are tied into the Local Government Pension Scheme.

Action: To gain further information for the HR committee to make the final decision on level of pensions

4. Board review

Over last few months have been concentrated on staff review now need to focus on board view and what we want the role to be of the Board.

1. Current position

Nigel shared current position of board appointments when members' terms of office ended. It was recognised that three members were due to end in June this year whilst the Chair will end in September. It was also noted that one attached member was leaving their Active Partnership so will need to become independent. One other member, Ian, said he was not going to renew when the term ends in September. As a result, it was recognised that without further recruitment there would only be four Board members by September which, although, not good would still be quorate for the transition period.

Identified that the Articles need to be formally changed at the next AGM to confirm earlier decisions of the members appointing the Board members.

The Board considered the possibility of current Board members to continue in the transition phase as 'special advisors' although it was recognised they wouldn't have the same responsibilities as the Board members. Those concerned were open for this happening.

Role of the Board

Nigel gave presentation to start the discussion on the future role of the board which included the broad areas of governance, providing strategic direction and influencing others on behalf of the organisation and Network. It was agreed all three roles were equally important.

Discussion took place around the Board's role in relation to the Network as well its company obligations. It was agreed that the Board had a role of having a 'helicopter view' of the Network in order for it to carry out its supporting and influencing function. It also needs to provide governance on network wide initiatives.

As a result, the construction of the Board was discussed in relation to the number of independent members (currently minimum 4) and connected members (minimum 6). It was agreed it was broadly right and it was more relevant to consider the individual skills/knowledge/connections members will have. In particular, it was felt we need to increase the number of Active Partnerships CEOs on the Board who have a day-to-day understanding of the issues.

Adrian suggested the board needed to have the ability to act as advocates with other system partners and sectors.

Sue identified the need to undertake a skills matrix to understand the knowledge of CEO / other board members and what is there needed in new role. Identified skills sets would include knowledge of CEO and knowledge of board in the network

Ali supported the Board's strategic championing role connecting with the individual Active Partnerships Boards.

Adam outlined that the board has managed the company but moderate in terms of interaction with network which needs to be improved, showing we are adding value. To date board hasn't looked at the outside world very well and is inactive on system landscape. Adrian proposed we need to foster long term strategic relationships

Ali reminded the Board that it must not do something that contravenes the upcoming Governance Code e.g. SE reserve the right to request that Chair is independent

Nigel presented slide showing the potential skills and knowledge we may require in the future.

A lengthy discussion then took place to consider the range of people we will need to attract. Particular discussion took place regarding the type of person required to be the next Chair. Issues considered included: whether a high-profile chair was needed to carry out a championing role or whether the role should be paid and the specific skills requirements.

Action: Nigel and Adam to produce a further discussion paper to be sent to the Board before going out to the network for comment. We would look to start recruitment in early June 2022.

5. Six month work programme

Work programme included in papers sent to the board.

Nigel outlined it was written after the Team looked at what needs to be done in next six months before a new company strategy is produced

The Board commented there is a lot of work to do on the programme and questioned whether it is deliverable. Nigel replied that there is a broad area of work but the depth to which the National team is involved is variable depending upon where the leadership rests from across the Network.

Amanda stated we need to add governance development within the programme.

Action: The team to make the changes and the Board were asked to give any further comments by 13th May

Impact Report

Report included as part of board papers for information. Nigel informed board as part of roll over funding from SE an impact report summarising the work that has taken place over last 12 months needed to be submitted.

The Board noted the report.

6. Update on National Team

Finance Manager. Sarah leaving position on 20 May

Anticipate there will not be a finance officer in July/ Aug so need to manage ourselves for this period. Main jobs for that time are

- Paying Invoices
- Banking
- payroll
- raising invoices EG Memberships fees

Nigel has asked Yorkshire Sport Foundations Finance Officer if they would assist for this period.

Nigel to check, insurance renewals etc with Sarah.

Accounts will go to AGM in Nov and the new officer can draw up accounts, will help aid their understanding of accounts.

7. Active Partnerships Convention Report

Martin reported back on the convention held in March.

- Held across 10 day, 15 sessions which covered wide range of topics from climate, system leadership, open data
- 2,000 registration (700 unique users) high number came to 5 sessions
- 74% attendance rate
- two agencies involved, event management and website developer.
- Recordings uploaded to a repository

Martin posed a number of questions /comments on things to consider going forward.

- is 2 weeks the right length? Two agencies and a lot of human and finance resource committed.
- 20 non-Active Partnership organisations involved, very positive in helping to connect across different systems. 78 different speakers but created a large amount of work.
- Make sure clear purpose and check and challenge effective use of resources
- Network building new relationships and work all the time, so bigger network event may not be needed in future. Are people are looking for face to face events?
- Consider impact v resources

Nigel, convention provides a point of where the network comes together, helps celebrate being together and has a profile element. 23 Active Partnerships took a lead on workshops so was well supported by the network. Five sessions help build system partners relationships and follow up conversations. Helped bring in organisations and people like Chris Boardman. Scale can be considered and take the principles and embed it throughout the year.

8. Review of meeting

Adam asked board members for their reflections on the meeting.

Meeting used a hybrid with a proportion of members online. Suggested it is difficult it to keep an eye on both online and people in the rooms and ideally would have more in person meetings going forward but need to look at geographic locations. Mike reported that he felt hybrid format worked well and he felt very included in meeting despite being online.

Need to ensure that the finance meetings are in sync with future board meetings and they feed into HR and finance meetings.

Action: Organise 12 months meetings - schedule of meetings proportion on line and some in person.

9. West Midland CEOs

West Midland directors were invited to the last part of the meeting to help update the board on any of their views, priorities, current challenges and in light of the board review identify any areas where they think it could support the partnerships going forward.

Current views on network

- The monthly CEO forums were welcomed. Were a place to have open and honest conversations. Well managed and meant CEO felt connected to the network and up to date on all the work taking place.
- Felt national network critical and need to keep ensuring we are encouraged to work together as all busy and would be easy not to contribute. Video calls have helped but face to face would also be welcomed
- Level of trust in network and now feel right processes in place to move forwards. Don't always need buy in from every Active Partnership. Now more agile and chance for people to express opinions.

What are the big things on your plate?

Vicky Joel- Think Active unique, just exited hosted arrangements. Delay in receiving SE funding, so had to operate on reserves, but SE expectations were for the partnership to carry on with the work eg to give out TF etc. opposite to the simplicity and honesty trying to be achieved.

Mike Chamberlain-System partner process straight forward, able to do what needed for local areas. Additional funding welcomed but need people with right skills to do quality engagement with community and system partners to ensure sustainability and not just a grant giving process. Issues justifying having the people for this role and Influence of national team to advocate is very important. Commonwealth games is absorbing massive capacity. Recruit issues at senior management level, questioned what can we do as network to help each other? The Benchmarking process led by Emma was very useful.

Stephen Brewster –Place based working in rural environment / market town has different issues to urban areas e.g. Sometimes system isn't there so need to build it and have clear line of site to physical activity. Raised issues around skills gap and recruitment and whether our industry as attractive as it was. Only receiving 6/7 applications to middle posts so need to consider how to make career paths more attractive.

Chris Child – Commonwealth games – bank balance very positive, SE funding. Having expertise at fingers tips and external organisations that can support us different areas welcomed. Network needs to keep sharing expertise e.g. learning organisations. Recruit people on similar wages that used to be doing role. More difficult to travel.

Mike Sandys – asked if recruitment was difficult because we are being outbid by other organisations are other industries offering better conditions, now competing with uni, public health not NGB focused anymore.

Commonwealth Games

MC – confident lead applicant in Birmingham. Local dynamic of getting support of other partners and when to lead and make the most difference for funding. Combined authority areas have received the funding.

Organisations that sit outside combined authority are not getting strategic money (Generation 22 fund) so seems a long way from creating legacy in those partnerships but may provide opportunity to bring in products and programme. International sporting event to get excited about but need to consider areas with high level inequalities and use gen 22, Together Fund etc to do the work.

Considered how to amplify the opportunities for sharing and learning to help network.

Matters Arising and Future Action

Resolution or Action	Detail	Responsibility	Action Update
Action	Sue and Adam arrange meeting with representative of Active Partners Trust	SS/ AW	
Resolution	Live Longer Better funding approved by the Finance and Risk Committee		
Resolution	Adam be the board link on the OSF groups		
Action	National team to return to the Board with further thoughts and improvement actions on Active Partnership transformation issues	NT	
Action	To gain further information for the HR committee to make the final decision on level of pensions		
Action	produce a further discussion paper to be sent to the Board before going out to the network for comment on board review. We would look to start recruitment in early June 2022. Plan recruitment of new board members and Chair	NH / AW	
Action	Work programme The team to make the changes and the Board were asked to give any further comments by 13 th May	NT	
Action	Organise 12 months meetings - schedule of meetings proportion on line and some in person.	AW/ NC	