



## **Minutes of the CSP Network Board**

27 March 2018



# CSP Network Board

## Minutes of the Meeting of CSP Network Board held on 27<sup>th</sup> March 2018 at The Bloomsbury Building, London

**Members Present:** Richard Saunders (Chair), Sue Anstiss, Nigel Harrison, Matt Leach, Marg Mayne, Adam Walker, Eamonn O'Rourke, Mike Crawshaw,

**In attendance:** Doug Patterson (Chair elect), Lee Mason (Chief Executive & Company Secretary), Adrian Ledbury (Head of Operations)

**Apologies** received from Sue Storey, Sue Imbriano, Adrian Leather, Nicki Couzens

### 1. Introductions

- a. Trustees introduced themselves particularly for new members of the board.
- b. Declarations of interest - Lee and Adrian would leave for item 6c. staff remuneration.
- c. Minutes of last meeting & matters arising – minutes from the last two meetings were reviewed, including the webinar meeting arranged due to snow. It was noted that actions were complete or on the agenda. Sue Anstiss was not on the list of attendees but was on the webinar call.
- d. Environment Scanning – the group discussed the convention and Members reported it being very positive, relaxed and engaged. Good spirit and collaboration. Felt very can do. Best one yet. Importance of the wider teams involvement to get the sense of the network. LM noted it is this wider attendance that creates unique value but also that increases costs.

### 2. Leadership & Collaboration

#### 2a. CEO Report

The CEO report was noted and the following items raised;

**Sport England Extended Workforce Pilot** – it was noted that this is a high priority for Sport England as a model to extend their local presence and has important implications for the network and it will be important to support and monitor the project – NH is one of the CSPs involved and will keep the Board informed. SE have agreed that CSPN will be involved and kept in the loop.

There are 8 posts 7 CSPs. Progress has been slow but Recruitment will start soon.

Inevitable challenges in finding the right balance between national consistency SE want and CSPs looking for local flexibility. Some hosted CSPs have particular challenges mainly linked to HR issues.

**Notts / Derbys CSP membership renewal** – it was noted that discussions have progressed with the newly merged CSPs staying in membership on the basis agreed at the last meeting. Reflections / learning from this process by the Board included:

- Highlights the need to continue to improve engagement with CSP chairs to prevent similar issues arising in the future.
- MM – requested CSPN pick up quicker after non-payment of invoice.
- Doug to meet chair to re-engage.
- Would want SE to give a strong message that membership is important.

**Tampon Tax** - Lee reported that we had just learnt that we were not successful with our consortium application to this DCMS fund. However it was a strong process relevant to future business development activity.

**The Schedule of Board Policies** was noted and agreed with the exception that the budget setting be revised so that the budget s confirmed in march.

### 3. CSP Performance & Improvement Support

#### 3a. Future Sport England Performance management framework

CSP Network are commissioning an external consultant to support the development of the SE PMF. The contract is currently out for advert.

The Board highlighted the importance of this work and requested input into the decision making process. To be added to agenda for May meeting.

#### 3b. Update on 5 CSPs with reduced funding awards

The progress update regarding CSPs without long term funding awards was discussed. Good progress being made overall. MC offered to support with the NE CSPs. SA noted that Berks CSP are supporting Oxfordshire CSP with their transformation project and considering shared services. As agreed at the last meeting, CSPN will be commissioning the consultancy to find a resolution in Durham. In Oxfordshire the Director is leaving and CSP is moving towards incorporation. We are least close to developments in Northumberland but understandably they are liaising closely with SE.

We continue to encourage SE to set out a clear set of requirements, process and timescale for the CSPs to secure long term funding and hope this will be possible by around September if progress is made.

### 4. Partnerships, Programmes & Resources

#### 4a. Business Development Approach

The Board discussed the paper that had been circulated, key points and conclusions included;

##### **What is our Appetite/importance to be given to business development?**

NH - Support for CSPs – better to support CSPs to be entrepreneurial rather large funding bids. Need to ensure there is an element of sustainable funding for CSPs

ML - If you do the core stuff really well it will lead to income generation. The extent to which CSPN are best placed and have the resources to deliver?

AW - Got to be a reason

- Sustainability. SE funding dropping as is public funding.
- Strategic Impact. More money to do more things.
- Innovation. Will get left behind.
- Profile. Will benefit local partnership working. CSP to be seen as a leader.
- Need to build in annualised sustainable growth into the business – needs to be a mindset amongst all staff.
- We should do and provide real guidance.
- Famous to be good to partner with – need a track record.

EO - We are being asked to become more strategic which is harder than delivery to raise funds. Reduced lottery funding.

MM – Really like the pyramid. CSPN should play a role in all aspects of this and the objective should be to try to grow the whole of the pyramid. Business growth would allow us to have more independence from SE.

Conclusion

*In conclusion, whilst acknowledging the need to focus on delivering the Sport England primary role to a high level, the Board have a higher appetite for growth and want us to be more ambitious around business development than set out in the paper. We should continue to advocate and support an enterprising and business development approach across the network.*

### **What kind of funding? Do we want to run national programmes?**

MC - Values of CSPN should resonate with corporates. Opportunity for 'presenting partners' but shouldn't try to get deals to work with every CSP as this is unrealistic eg national partner in return for profile, convention, impact awards.

Conclusions:

- National programmes – recognised that 2-3 high profile well-resourced national programmes is valuable but opportunities rare therefore position ourselves as network of choice for SE / gov national programmes preferably involved in the design stage. Need to hit criteria set out, but threshold might be lower for SE based programmes given relationship and wider funding.
- Agreed Fees and charges to CSPs should be the norm and not allow our budget to constrain our offer.
- Continue to seek additional resources from SE for CSP improvement support.
- Facilitate Cluster bids with CSPs
- Seek corporate partnerships which could be value in kind.

### **Capacity / Investment – how do we progress our aspirations?**

MM – in line with a more ambitious approach, do we need to invest more significantly up front eg Is there a need to create a 3-4 person team that CSPs could buy into = consultancy model.

- If internal resource = need to set targets for income generation
- If outsource – need to get them to guarantee minimum income return
- Or mixed economy approach based on opportunities and build up gradually.
- Could there be a phased model.

AW if receiving the brief

- Would want targets at each level of the pyramid
- Would want training and development legacy
- Would expect the commercial partner to take on the risk
- Would need CSPs to sign up to principles
- If all in place = low risk

Conclusions

Need to commit to a long term project. Board prepared to invest reserves in a more ambitious business development approach for the network if we can put together a plan with medium risks.

### **Action**

LM supported by AW to develop proposals for more ambitious business development approach including options appraisal / cost benefit analysis considering relative level of risk.

## **4b. Workplace challenge**

LM updated the Board on progress for future plans of our work in the Active Workplaces space and the transition from workplace challenge.

The plan will require agreement of the IT provider and we will need to put to CSPs to assess demand. If not enough demand would need to move to an exit strategy. Will decide by May if enough CSP demand.

Comments included;

- Is there potential for joint venture with the current/new IT provider?
- Support notion of testing the market with other IT providers.
- Need to include management over heads in the budget.
- Work place health charter is being re written - MM to investigate
- NH Staff time looks very low for CSP?

Action - Lee / Andrew to continue to develop proposals and keep Board informed, particularly around financial implications.

## **5. Promotion & Stakeholder Management**

### **5a. Communications & Brand/name update**

- Lee introduced the item and summarised a presentation updating from the work of the network marcomms group, noting that we agreed to put this work on hold until the future strategy, primary role, funding and relationship with SE had been agreed, which had now been concluded, therefore now is the time to revisit a the 'final piece of the jigsaw'.
- The thinking, categories and long list of possible names were discussed. Proposal is that the logo/Imagery is to stay to minimise costs and not looking to change name of individual CSPs.
- The Board discussed engagement and agreement of Sport England. LM updated on involvement to date. It was agreed we need a proposal to take to Jenny Price with clear rationale. Sue suggested involving Kate from Sport England.
- Ensure that brand values are a strong part of the re-brand not just a name change.
- It was agreed to progress to a final shortlist/recommendation ideally for the next meeting.

#### **Action**

Lee and Sue Anstiss on behalf of Board to support Michelle, Nicki and the working group to develop a shortlist/recommendations for new name/brand for 10<sup>th</sup> May. Try engage with Kate or someone at SE to get involved.

## **6. Member Engagement, Governance & Finance**

### **a. 2018-19 Operational Plan Priorities & Draft Budget**

- The operational plan and priorities were approved.
- The draft budget was discussed. The Board requested that the normal operating budget should break even, only utilising reserves for one off special projects or investment in future activity. Agreed this was possible as the draft budgeted deficit was due to specific use of ring-fenced funding brought forward.

Action – Final version of the budget to be developed on this basis and signed off by Finance committee

**b. Finance Report & Minutes of Finance Committee**

The reports were noted.

**c. HR & Remuneration Committee minutes & staff pay award**

- The notes of the meeting were noted.
- LM/AL left the room for consideration of the inflationary staff pay award which was agreed at 3%.

**d. Convention Review**

This had been covered earlier in the meeting.

**e. CSP Boards Engagement**

- The Board reviewed the paper on CSP engagement – agreed the focus is on the role of CSPN Board members and improving engagement with CSP Chairs and Boards.
- Board members who travel around the country with their work would be happy to try to connect with CSPs on an ad hoc basis.
- Priority given to group meetings eg proposed regional chairs sessions
- Action – revise engagement plan

**f. Safeguarding Adults policy for approval**

- The safeguarding policy was reviewed and agreed.

**7. AOB**

- The date of Next Meeting is 10<sup>th</sup> May and agreed to be held at the Elevate conference.

**CSP Network March 2018 Board Meeting  
Summary of Key Resolutions / Actions**

Ref	Resolution or Action	Detail	Responsibility	Action Update 4/5/18
2a	Resolution	<b>The Schedule of Board Policies</b> was agreed with the exception that the budget setting be revised so that the budget s confirmed in march.	Lee	NA
4a	Action	Business development – LM supported by AW to develop proposals for more ambitious business development approach including options appraisal / cost benefit analysis considering relative level of risk.	Lee / Adam	Ongoing – update to be provided at meeting.
4b	Action	Workplace challenge / active workplaces - Lee / Andrew to continue to develop proposals and keep Board informed, particularly around financial implications.	Lee/Andrew	Ongoing – update to be provided at meeting.
5a	Action	Brand name – Lee and Sue Anstiss on behalf of Board to support Michelle, Nicki and the working group to develop a shortlist/recommendations for new name/brand for 10 <sup>th</sup> May. Try engage with Kate or someone at SE to get involved.	Sue/Michelle/ Nicki	Complete – proposal t be preented at meeting.
6a	Resolution	Operational Plan & priorities approved		NA
6a	Action	Final version of the budget to be developed and signed off by Finance committee	Lee / Marg	Complete - attached
6c	Resolution	2018 inflationary staff pay award which agreed at 3%.		NA
6e	Action	Revise CSP engagement plan highlighting the role/expectations of CSPN Board members and chair.	Adrian	Complete – attached.
6f	Resolution	The safeguarding adults policy was reviewed and agreed.		NA

