



Minutes of the Meeting of the Active Partnerships Board

Held on Thursday 14th May 2019 at Sports and Recreation Alliance, London

Members Present: Doug Patterson (Chair), Marg Mayne, Eamonn O'Rourke, Adrian Leather, Nigel Harrison, Sue Imbriano, Adam Walker, Alison Shipway

In attendance: Lee Mason (Chief Executive & Company Secretary), Adrian Ledbury (Head of Operation), Ed Sandham (observer), Nicki Couzens (Business Support and Communications), Matt Liggins (Head of Business Development)

1. Introductions

c. Welcome

Doug welcomed Matt to the meeting.

4. Apologies & Declarations of interest

Apologies were received from Sue Storey, Mike Crawshaw.

There were no additional Declarations of Interest.

5. Minutes of last meeting & matters arising

Minutes of last meeting & matters arising were agreed and progress against actions noted.

Marg asked meeting to note that in relation to 6d budget was approved on conditional basis, subject to SE confirmation on future funding.

Ed updated board on current position regarding potential funding for the next two years. Lee had provided further information to SE and Ed was optimistic that some funding will be found (possibility 50%) and acknowledged that they need to make their decision as soon as possible.

2. Leadership & Collaboration

c. Chairs update

Doug informed board he had been corresponding with Stephen, Chair of Active Partners Trust about the Partnership withholding membership of the network. It appears that the partnership has a number of concerns and don't think they are getting value for money but they believe they still should be able to benefit from our services as these are funded by SE. As this had now been the position for two years Doug didn't feel this was sustainable or fair to other Partnerships.

The implications of APT not being part of the network were discussed, and it was agreed it was essential to keep our nationwide coverage, but agreed that the current position was not sustainable.

Ed confirmed SE are supportive of the network and national team and would like to help resolve issue. SE would support the board building a collaborative approach to try and keep APT in network. It was noted that if SE had to work separately with APT this would create additional work for SE.

After discussion the Board concluded that a resolution was needed urgently and so Doug agreed to to seek views from other chairs and progress as a priority and to update by the next meeting.

ACTION - Doug to seek view from other chairs and progress a resolution with Active Partners Trust by next meeting (end of q2)

d. Chief Executive Report Lee updated on;

- External Board evaluation is on-going- all board members asked to ensure they had completed survey.
- • Tyne & wear and Northumberland Sport are merging, felt to be a sensible outcome in this situation that has been driven locally by the two Boards and SE supportive of direction of travel.
- • Item 7 – progress on work to build clearer roles and work more collaboratively with SE Active Partnerships team and SE local hub teams are also now involved.
- • School Sport Action Plan due to be launched in spring but slightly delayed but aiming before summer recess. Spending review is in Oct so is difficult to make big commitments in the plan. Very positive positioning of Active Partnerships with the idea of place based approach getting traction.

Nigel reported that a lot of work is happening locally with a schools activity plan being implemented with Leeds Beckett university. Adrian Leather agreed need to reflect back what is happening locally e.g. head teacher alliances and what we can replicate to make an impact. Sue emphasised importance of involving colleagues working in early years (0-5) if we are to make a difference.

It was agreed that tackling children’s inactivity is something that all colleagues are passionate about and the plan may provide an opportunity for us to collectively progress this agenda as a priority. It could be a topic for a future network convention or event, particularly linked to a place based, whole system approach underpinned by collaborative leadership.

Action – lee to continue to liaise on the development of the Plan and keep the Board updated.

- • Sports for Development Coalition - Lee briefly updated on progress of group and of Made by Sport which is being set up by Keith Mills, Prince Harry involved so will be high profile. He has been requested to join the Board and this was agreed.

Resolution – Lee to join Board of Made by Sport.

3. CSP Performance & Improvement Support

Adrian reported progress in this area of work is good, all Partnerships have received Quest assessment and all achieved code of governance, staff satisfaction is high. Priority area of work is to support Partnerships evidence impact

1. Convention Review

Adrian reported that the convention had tried something new this year in terms of style but we were aware due to different learning styles this may get mixed feedback which was expected. Evaluation suggestion that going forward the plan would be to include a hybrid of old and new so peer learning, reflective practice etc to be incorporated.

Given the funding challenges the value of the Convention was discussed and its importance agreed including network development, business development, peer learning and that it is highly valued by the partnerships.

ACTION: to continue plans for 2020 convention subject to funding discussions.

2. Partnerships Overview

The tracker was welcomed and it was felt the new relationship management approach appears to be welcomed and adding value and resulting in greater understanding of local needs, strategies, whilst allowing team to provide some improvement input to support individual Active Partnerships, with partnerships being brought together where they share common themes, enabling them to learn from each other.

ACTION: National Team to continue to keep tracker updated

3. Board-CSP Chair 'keep in touch'

Board fed back examples of engagement with their Partnerships that had taken place. Alison reported light touch has gone down well, but need to ensure don't we get involved where don't need to. Sue reported Active Oxfordshire are looking for board members, have said we will use contacts to help them.

Page 4 of 20

ACTION: Board continue to keep in touch with Partnership Chairs as allocated and keep the Team informed where appropriate.

4. Priority Partnerships

- ● Durham Sport - reported that Campbell Tickell have been appointed to support the amalgamation of the AP and the local partnership and progress is being made
- ● Lincolnshire – Active Humber CEO support has helped steady position, however limited progress to resolve longer term future but Campbell Tickell have been appointed to undertake an options appraisal.
- ● Team Beds and Luton – possible major transition in next 12 months. An example of early support needed. Ali to offer support to Chair.

Board confirmed the tracker is really useful to give an overview of the situation and the key is identifying issues before they happen bearing in mind that Active Partnerships are independent agencies. It will continue to be updated and a report given to board at meetings.

Risks associated with it is that we want to be open transparent, reflective, play critical friend role, but some people / partnerships may not welcome input and need to be sensitive to that. Key that Active Partnerships own their own improvement.

SE role in the process being clarified through current meetings that are taking place between national team and SE Active Partnership team, identifying which organisations can add value, where.

Doug informed board that a further chairs engagement day was being planned either early autumn or before the AGM as this worked well last year.

ACTION: Begin to formulate plans for Chairs engagement day

5. Staff Survey Results

Important indication of health of the network, Adrian provided a brief summary of results.

- • NPS 52% highest it has been in last 5 yrs. Indicates things starting to settle down following period of change
- • Still some disparity and range with some Active Partnerships in lower quartile, some historical reasons and we have a role to support them.
- • First time that a demographic analysis has been undertaken– more female staff employed and 23 % of employees are part time. 89% white British.
- • There are 22% less people employed compared to a year ago.

Adam reported the NPS slide interesting. Indicates in 2018 something happened, suggestions this was a result of new primary role which resulted in restructure and different roles being assigned.

Ali highlighted the number of new staff that have joined the network, we need to ensure we supporting them.

Marg need to remember the reasons for doing survey is that engaged staff are more productive and asked if it is possible to collate results with the PMIF and those that have high satisfaction? Would help show value of going through the process. Board agreed it results need to be viewed as an Indicator rather than a target

ACTION: Adrian to develop actions arising as a result of the survey.

4. Partnerships, Programmes & Resources

a. Business Development update

Matt talked to paper circulated prior to meeting.

Matt confirmed a Business development tracker has been developed to keep on top of information. Tracker includes activity log, bids, Active Partnership engagement, partners, providers and funding register

Page 5 of 20

Matt has engaged with 13 partners and 14 providers, recorded 30 potentially viable funding sources

Identified 9 potential bids for project work, of which; 2 decided not to bid; 3 shared with the network; 1 exploratory proposal with the Wimbledon Foundation submitted, but declined; and 3 submitted. These were:

Tampon Tax- whilst not successful the work involved demonstrated the network can mobilise quickly and Matt got to know the partnerships. Have asked for feedback from DCMS. Disappointed that no sports projects were successful, given intention to secure cross government support for sport.

Effectiveness of Messaging- we partnered with National Social Marketing Centre for a Sport England tender , exploring the effectiveness of messaging on activity guidelines, which will provide learning

opportunities for local Active Partnerships to work alongside NSMC and to share the insight from the project. We were not successful but winning bid scored 95%.

NCS - commissions to produce a new sports themed programme. We were joint first place with StreetGames so are now working on a joint bid which StreetGames will lead..

Matt outlined his report detailing findings from initial contact with Active Partnerships to get an understanding of their business development work and priorities.

Marg suggested greater clarity was needed on the key objective (true north) to guide the work. Discussion held and board agreed that it was important to refine priorities and be very focused.

Adrian identified that it is important we support local partners, not become competitive but build our delivery network not our organisation.

Adam felt it was important we are able to sustain the business development function we are investing in creating.

Ali confirmed the report identified the huge need for growth in Active Partnerships and their skill set, need to ensure its not silo but build on the wider skills and approach within Active Partnerships.

Sue – need to upskill younger staff and develop culture to be more commercially aware.

Doug – Business Development has been a positive investment from reserves but can only sustain if we get in income.

ACTION: to refine objectives of the project in line with comments and continue to refine the plan

5. Promotion & Stakeholder Management

a. Active Partnerships Communications Plan

Lee reported that the new brand lunch plan had been successful delivered and the board agreed it had been well received.

The convention provided a great opportunity to introduce and reinforce the brand over two days. Pleased to report that majority of external partners have embraced it with just a few needing more support.

We are now working on an external comms and stakeholder plan and this will be brought to next meeting.

ACTION: Draft communications plan to next meeting

6. Governance, Member Engagement & Finance

a. Q3 Finance Report

Finance committee held before board meeting. Marg reported that forecast outturn was as expected, that the team had brought work in under budget, despite a number of challenge. Emphasised Importance of

Page 6 of 20

getting confirmation of SE funding as otherwise running a risk as we aren't working towards confirmed budget.

Reported that convention did cost more than expected and going forward need to ring fence budget and ensure that the event is brought in on budget.

ACTION: secure confirmation from SE on funding to finalise budget.

2. Board Recruitment Update

Lee reminded Board that 2 positions were being recruited, one connected and one independent. Also can use the applications to sign post to partnerships that have vacancies. Sue, Adrian and Doug as the Nominations committee will progress the recruitment process.

ACTION: Board members to highlight to potential candidates that meet the brief.

3. Members newsletter

Newsletter has been redesigned to make it more user friendly, more professional and bring together all information in one place. Board welcomed new format but suggested that it could be released after future board meetings to incorporate outcomes from the meeting.

7. AOB

Lee reported that a number of incorporated partnerships have staff in local government pension scheme, and this causes a number of issues, significant in some cases. An initial review is being undertaken to see what support might be provided.

It was noted that pension advice is expensive so may be able to negotiate with one provider. Noted that sharing amongst others in a similar situation is important as pension advisers in Local Authorities may be more likely to listen from others in a similar position. Suggested it may be worth also speaking to Community Leisure UK.

Ed reported that SE maybe able to help with funding to procure expertise to help the network.

ACTION: Lee to conduct and report back initial review of Pension issues.

Page 7 of 20

Summary of Key Resolutions / Actions – May Board meeting

Ref	Resolution or Action	Detail	Responsibility	Action Update
2b	Action	Seek view from other chairs and progress a resolution with Active Partners Trust by next meeting (end of q2)	Doug	In progress
2b	Action	Continue to liaise on the school sport action Plan and keep the Board updated.	Lee	Complete on agenda
2c	Resolution	Lee to join Board of Made by Sport.		complete
3a	Action	to continue plans for 2020 convention subject to funding discussions.	Adrian	Ongoing - next meet.
3b	Action	National Team to continue to keep tracker updated		Ongoing – next meet
3c	Action	Board continue to keep in touch with Partnership Chairs as allocated and keep the Team informed where appropriate.	All board members	Ongoing
3d	Action	Begin to formulate plans for Chairs engagement day	Doug/ Lee /Adrain	Ongoing
3e	Action	Develop actions arising as a result of the Staff Satisfaction Survey .	Adrian	Future meeting

4	Action	Refine objectives of the business development project in line with comments and continue to refine the plan	Matt	Complete In papers
5a	Action	Draft communications plan to next meeting	Nicki	On agenda
6a	Action	Secure confirmation from SE on funding to finalise budget.	Lee / Ed	Complete in papers
6c	Action	Board members to highlight to potential candidates for trustees that meet the brief.	All board members	Complete - in papers
7	Action	Lee to conduct and report back initial review of Pension issues.	Lee	Ongoing – next meet