

Minutes of the Meeting of the Active Partnerships Board Held on Thursday 23rd July 2020 virtual meet by Go to meeting

Members Present: Doug Patterson (Chair), Dick Fedorcio, Nigel Harrison, Ian Hacon, Adrian Leather, Eamonn O'Rourke, Amanda Pearce-Higgins, Mike Sandys, Ali Shipway, Sue Storey, Adam Walker

In attendance: Lee Mason (Chief Executive & Company Secretary), Ed Sandham, Sport England

1. Introductions

a. Welcome

Doug welcomed everyone to the meeting. This was an additional meeting and therefore not follow the standard structured agenda.

b. Apologies & Declarations of interest

Apologies were received from Sue Imbriano, Nicki Couzens and Adrian Ledbury.

There were no additional Declarations of Interest.

c. Minutes of last meeting & matters arising

Minutes of last meeting agreed.

2 Reflection Session

The discussion reflected on on feedback received from the network recently including:

- National team work with individual or groups of Active Partnerships
- Nat Board member liaison with chairs
- the latest network development group meeting
- the Chairs webinar (see [video](#))
- the two summer 'Re-Think Tanks' with CEOs.
- and our member survey

Lee had shared a summary from the think tank and an **emerging network narrative / [mind map](#)** – setting out from our perspective how sport and physical activity can support wider societal Covid-19 recovery and help 'build back better'. It was suggested we can use this to help the Partnerships identify local needs and shared priorities, inform our priorities, support and advocacy of the work of the Partnerships, and build relationships with like-minded organisations.

Ali reflected on lots of engagement she had had cross the network, and the need for us and the development group to 'join the dots' of lots of great work going on.

Ian noted the benefits of increased digital connectivity across the network, but also the value of physical connection when this becomes possible again.

Dick had noted the national team supporting the network in various different ways which was positive. He also noted potential funding cuts within local authorities in future.

Nigel felt the development group was an important opportunity to create the space for discussion and connection and we shouldn't expect too much.

Adrian noted that the webinars run by the team had been informative and valued and increased connections.

Doug sought reassurance that the proposed more regular meets of CEOs wouldn't duplicate the work of the Development group

Eammon noted the challenges facing both NGBs, schools and LAs. Aps have the space to help at this time.

Sue reinforced the difficult time NGBs were having with significant staff reductions.

It was noted that the National team has a valuable role just connecting and supporting, we don't always have to be finding solutions.

Member Survey

The report was welcomed by the group. Ian would be interested to interrogate the data further.

Ali felt it indicated a positive direction of travel but asked what would move more colleagues from satisfied to v satisfied, and the need to be bold and not try to please everyone.

Ed felt the improved relationship between SE and the network was good and had been helped by the current circumstances and response to Covid-19, something to build on. Doug noted a new approach from SE and asked if SE felt it was coming the other way too. Ed welcomed the emerging role of enabler, connector and convening the partnerships.

Dick noted the call for more advocacy and lobbying and asked if we had the skills and capacity for this. Lee explained that this was limited but we needed to do it carefully so as not to duplicate others roles and in line with our operating model. Greater clarity and development may be needed here and Lee would pick up with Dick.

Nigel said well done to the team on the positive increase in many of the numbers. Ian reinforced this noting increasing member satisfaction. Clearly we need to listen and support, but when do we need to lead?

1. Black Lives Matter

Doug reflected on the recent Chairs session and a clear commitment to increasing Board diversity. He wanted to encourage a bottom up approach with those leaders with lived experience helping us shape a network response.

He suggested that we needed to let discussions play out and not pre-determine our approach but noted that some funding may be required from our budget to support this area of work and asked for colleague agreement to this which was supported.

Dick shared his experience from working the police and asked us to work out what we can do to make a tangible difference. Are targets the right approach?

Nigel encouraged a swift but not rushed response, we need to assess our networks collective appetite and commitment not just in the short term – we need to establish, do we want to be leaders in diversity in the sector?

Eammon noted it needed to cover everything we do, not just a discrete piece of work.

Ian suggested some unconscious bias training might be useful, as he has detected some that coming into some of the discussions. Perhaps we could provide a training and development toolkit, with a behavioural focus. (nb we are now looking to provide this, liaising with <https://www.diversitytrust.org.uk/>)

Ed agreed that its important not to leap to solutions but to have good quality conversation. SE are also discussing, and it is likely the new strategy will have a stronger focus on inequalities. The governance code is being reviewed and consideration given to whether targets are the right approach.

2. SE Strategy

Ed gave an update on the sport England strategy and process. Envisage discussions about APs role in the autumn. Feel APs well placed and have support within SE.

It was noted that SE exec and Board have more of a focus on LDPs, but Ed felt that was ok, as it will influence all our work and learning can be taken forward in work with APs and other places.

Doug noted that Azheem and Tove are on the SE Board so we are well connected.

Ali felt there was a shift to more fluid strategy, more based on do, learn, adapt.

Development Group

There was a further final discussion about the network development group. Noted that where discussions with CEOs might address here and now issues, we want the development group to keepo the helicopter and forward looking space for discussion and reflection. We shouldn't necessarily be seeking short term deliverables.

3. AOB

Next meet 16th September, to again be held as a virtual meet.

Chief Executive's Update Report for Board – September 2020

Introduction

This is a brief update on current matters not covered elsewhere on the agenda. It is structured in line with our operating model, objectives, operational plan and the agenda for the meeting so that matters arising can be taken under the corresponding element of the agenda.

It has become clear over recent months that the pandemic and its impact is going to be with us for a sustained period with changing effects on participation for groups affected in different ways, many parts of the sector still facing significant challenge simply to survive and challenges with schools and workplaces returning. Meanwhile many are starting to consider the implications of local lock downs and possible future 'lockdowns' if there should be a second significant wave.

We are continuing to use, reference and develop the [mind map](#) of opportunities and needs to consider how sport and physical activity can contribute to 'building back better' across health, economy, environment, children and community. Please do review and feedback anything that is missing.



On a positive note, we continue to see the network coming together more strongly than ever, finding new ways to pursue our shared purpose to *create the conditions for an active nation*, and there is lot of fantastic work going on across the network.

1. Member Engagement & Understanding

To engage effectively with each Partnership to build a detailed understanding of our members, their local context, priorities, strengths, opportunities and challenges, underpinned by effective governance.

1:1 Engagement & Partnership Tracker

We continue to engage as closely we can with individual and groups of Partnerships, especially those in need of additional support. This continues to go well within the capacity constraints we have with most Partnerships though a minority are less keen to engage. Attached is the updated tracker and we will touch on this briefly on the agenda when we would welcome any additions from any engagement with chairs you have had.

Network Development Group

The next meeting of the new Network Development Group is to be held the day before our next meeting. Attached is a note Ali and Graeme have prepared about the journey to date, which is being discussed with members of the group. As discussed at the last meeting, we are all keen to let the group evolve in this first phase, whilst ensuring it creates a space for discussion and reflection, retains the helicopter view rather than getting too drawn into specifics, and remains forward looking scanning the horizon and considering the implications for the network. We will provide a further update at the meeting.

Annual Report & Accounts

With the support of the finance committee we have completed the annual report and accounts attached, that we will review for any amends and sign off at the meeting. Whilst most of the external comms we

create throughout the year refer to the collective achievements of the network, this report needs to focus mainly on the National Team and Board as an organisation. A reminder it sits alongside a more user friendly end of year Member [review](#) we published and circulated in April.

AGM

We have been giving some consideration to the forthcoming AGM planned for November, and a separate report is included in this pack with recommendations.

Member Newsletter

Our next member newsletter will be circulated next month and will be shared with Board.

Board Update

We will again produce an update for CEOs and Chairs next week including an update from the Board meeting.

2. Collaboration & Improvement

To connect Active Partnerships to facilitate collaboration, enable shared learning & provide improvement support to stretch and inspire Active Partnerships and create more impact than the sum of the parts.

Black Lives Matter, BAME Diversity & Wider Workforce Diversity

Since the last meeting a working group of around 10 has formed of myself and others expressing interest in addition to Steve, Jason, Tove and Sadie. This is doing as suggested at the last meeting, to develop a bottom up approach informed by those with lived experience as well as incorporating wider perspectives, and we have had a number of discussions over the summer.

The group has discussed the desire to galvanise a network-wide approach, recognising actions will be needed at individual, Partnership and network level. We have also identified the need to work at Board, staff and wider sector level. The scope includes a focus on BLM and tackling racism, and ensuring people from Black, Asian and Minority Ethnic Communities are more including in our sector, workforce and participation levels increase.

We have also identified a broad plan to engage CEOs over an extended period to ensure this work

- 1) Create safe space for discussion, sharing experience and views, informed by those with lived experience and perhaps some external perspectives, in order to build awareness and confidence amongst our leaders.
- 2) To then from an informed basis, establish the level of individual and network wide commitment to this issue, for example, as Nigel said at the last meeting, do we want to commit to being leaders in this area, and do we want to establish any targets.
- 3) Actions – agreeing and implementing tangible actions that we believe will make a difference.

We are proposing 3 webinar sessions with CEOs which may follow broadly this pattern. The first is to be held first week in October and at the time of writing the date and agenda is being finalised.

Meanwhile we are also collating resources, educational tools, blogs etc that will help everyone build their knowledge and awareness.

Board member workshop - meanwhile we have also sent a 'hold the date' for chairs and Board equality champions for a Board diversity workshop. Parret Lever, who are contracted by SE to support this area, and were scheduled to run a similar session at our Convention, have agreed to participate, and Sue Storey and Doug have agreed to participate. The draft agenda below is again being worked up and we would welcome feedback.

- Welcome from Doug & Sue Storey (AP national board chair & diversity champion)

- Input from Perrett Laver on their board recruitment services and tools and tips on diversifying your board
- Case study from a pro-active AP board
- Input from the BLM working group
- Provide outline details of the Board Apprenticeship programme
<https://www.boardapprentice.com/>
- Input from Arun King, CEO, Sporting Equals
- Peer discussion in small break-out groups

Tackling Inequalities Fund

As discussed, the Sport England funding for tackling inequalities has been enthusiastically welcomed. It is an important opportunity to strengthen links with Sport England, develop our learning practice, and demonstrate the value of devolved funding. It has given us a key role in responding to the Covid-19 pandemic and is strengthening and forging new connections with organisations supporting our communities most in need. A 2nd phase of funding is being devolved through the Partnerships from October. For the majority this is the same amount of funding as phase 1. All Partnerships have now applied for this additional resource except for 1; Active Dorset - we are in discussion with them to understand their position better. Over the last 6 months Graeme has worked closely with Sport England on the fund. There is a big emphasis on learning from this work to inform the future; including both the approach and ways of working. Attached is the plan for learning from the fund.

The Children and Young People Group

There has been a lot of developments in the CYP space in recent months. Firstly, the impact of Covid on how Active Partnerships have been engaging and supporting both community and school settings and partners to keep CYP active e.g. virtual School Games, activity packs distributed to deprived communities, using TIF to support holiday fit and fed programmes for the most vulnerable. S

Secondly, the greater flexibility of Sport England CYP investment has been a welcomed and exciting opportunity for the network, though this brings with it challenges for those used to delivering defined programmes and outputs, a significant responsibility to use the funding effectively and a challenge to demonstrate the collective impact of this investment. We are working closely with the SE CYP team to plan regular webinars to support CYP leads through this transition taking learning from the workforce investment process 2 years ago.

Thirdly, we have been continuing our work to support the Opening Schools Facilities project which has now shifted to supporting schools to re-open to try and offer community sport a space to return as leisure centres repurpose their sports halls.

Prevention and Social Prescribing

I am pleased to report that following a recruitment process over the summer, Tracey Lines has started this week in our new 12 month role of Social Prescribing Project Manager, to support the partnerships with this important area of work. The role will also link in with the new regional and national roles Sport England are creating with the National Academy of Social Prescribing. They are currently seeking 'host agencies' for these roles and we hope many hosts will be Active partnerships. I will ask Tracey to present to a future (or separate) Board meeting to bring colleagues up to speed.

Long term health conditions

We held a webinar with Sport England and Partnerships in July to share national updates and local experiences around engaging people with long term health conditions. Looking ahead, in collaboration with the Sport England Health Team, and we are currently working on a structured joint programme of learning and events with the network.

Older People & Social Care

Following an initiative being developed in Oxfordshire Active partnership with Sir Muir Grey, we supported an initial discussion about a possible learning community and innovative social movement / system change project around older people and social care. We are in the exploratory phase but it could prove to be an exciting project the whole network could get behind, and we are exploring funding from Comic Relief to support the project.

Active Environments

The importance designing and maintaining active environments is gaining pace across Active Partnerships with circa 8 APs now appointing dedicated posts for this area of work and 26 people registered on the Hub group. Tim Hollingsworth recent strategy webinar also re-emphasised that active environments will be prominent in their new strategy. Government investment in active travel schemes and the publication of 'Building for a healthy Life' guidelines, present opportunities for engagement. The national team is playing a facilitation role, connecting AP with each other and with key stakeholders, organising 'learning community' sessions and staying close to policy development.

Convention 2021

Following the cancellation of the Active Partnerships Convention in March, we successfully re-presented the content as a virtual event (available in the event [repository](#)). The virtual format had some benefits as it allowed more colleagues to participate in the sessions and the repository allows people to access the materials at any time, as well as reducing travel time and costs. However, this format does not support so strongly the wider aims of the event to strengthen the sense of network, help build new connections and relationships, and enable existing and new stakeholders to engage with the network.

Clearly in such uncertain times, it is difficult to plan with any certainty for our 2021 convention, but due to the need to secure a venue and build a programme we do need to come to a view in the next few weeks what our approach is going to be. The autumn is a busy conference time in the sector, and others are running their conferences on line (eg UK Active & SRA).

We feel it is unrealistic to plan for our usual 2 day face to face event and it is more realistic to work up a virtual programme. We can keep it under review, particularly regarding developments with SE strategy and the AP role, relationship and funding discussions, it may be timely to bring CEOs and Chairs together, either in person or virtually, around March time. We welcome views.

Measurement

This continues to be a topic of interest across the network. It is being supported by blogs and facilitated conversations. Active Oxfordshire have commissioned support from Graeme over the last 10 weeks to help develop their approach to measurement and learning from this is informing our plans. We are also developing our approach as a team, including a session between our team and the Sport England team facilitated by Ali Shipway, and will be able to share an update at our next meeting, including a refresh of our balanced scorecard.

System Leadership

we have a network group helping shape our approach to this work area which is currently focused on the development of a series of 'introductory system leadership learning workshops' addressing discrete topics under the banner of system leadership. 3 bids have been received for the work, and a short-listing meeting is planned for 14th Sept.

Workforce development

we have been involved in the weekly national workforce partner meetings coordinated by Sport England to help inform and drive support to all 4 workforce populations (clubs, coaches, volunteers and

professional workforce) over the last 6 months. We have contributed to the development of the CIMSPA Online Delivery Policy, CIMSPA workforce research and provided a weekly update to our network to help them navigate the pace and breadth of developments linked to workforce in recent months.

3. Partnerships & Stakeholders

To establish relationships with relevant agencies to advance shared priorities, join up national policy with local practice, and increase understanding & support of Active Partnerships amongst key stakeholders.

London Marathon – for the benefit of newer members of the Board, the London Marathon Charitable Trust distributes the surpluses from the Marathon and other mass participation events run by their trading subsidiary, for the benefit of sport and recreation. 3 years ago, as they sought to shift their growing grant making from London only to nationwide projects, they invited us to become a member and we are now one of 6 members of the charity, alongside the likes of Sport England, GLA and UK Athletics. As such we have a nominee on the Board and Lee fulfils this role. As you know the Chief Executive of the London Marathon is Nick Bitel, Chair of Sport England.

Earlier in the year we began the development of a cocreated project for children and young people, with a view to seeking funding from the charity, but as their funding has been hit by the postponement and cancellation of their events they have paused their grant giving. Nevertheless, more recently, a new opportunity has arisen for us to partner with them around homelessness in the north of England – see separate report.

DCMS – several of our key contacts at DCMS have changed over the summer following changes at more senior level last year. Lee has met with the new head of Participation who will be our key contact moving forward, building on introductory meetings with the 2 more senior officers as part of their induction at the start of the year. DCMS have mostly been focussed on return to play policy and guidance, as well as the schools work with DfE.

DfE – Charlie and Lee met with a number of officials from DfE last month. Discussion centred on the spending review, school sport action plan and opening school facilities project, with a particular focus on extra-curricular provision as highlighted earlier.

Public Health England – following the announcement that PHE is to be wound up and its functions integrated into a new organisation, Lee had a good meeting with the National Lead for Physical activity. There is no detail yet on how the physical activity and similar functions will be delivered in future, but there may be opportunities to strengthen this work further. There will be a consultation in the autumn to which we will respond, and in the mean time it is 'business as usual'.

Local Government Physical Activity Partnership - This group has met regularly since the onset of Covid-19, with a dual focus on supporting Local Authority facilities and their contractors through this period, whilst looking ahead to the future. The group is working with Sport England to make the case for government funding ringfenced to local authorities to help leisure centre infrastructure to survive. A White paper is in development regarding devolution which is expected to be released linked to the conservative Conference at the beginning of July, which is expected to accelerate devolution including Mayoral, Combined and unitary authorities.

Local Trust Project update - Graeme supported by Ali Shipway are leading our consortium with [Local Trust](#) to design and deliver a Big Local learning cluster on community sport and activity, helping to support community providers to better understand, embed and deliver the power of sport and activity for social good in their local areas.

Sport England Strategy

The most recent Webinar about the Sport England strategy was hosted by Tim Hollingsworth this week. Whilst there was not much more detail provided, the following emerging priorities were identified;

- 1) Survival return and renewal of the sport and physical activity 'eco-system', adapting and becoming more modern, inclusive and resilient, in order to 'build back better'.
- 2) Connecting sport and pa more strongly with health, building on the increased public & policy maker recognition of the importance of physical activity to covid recovery, mental health, obesity and seizing opportunities such as social prescribing.
- 3) A stronger focus on inequalities, prioritising those who need most help to be active, whilst not ignoring those who are already active whose participation cant be taken for granted.
- 4) Ensuring the next generation, children and young people, have a more positive relationship with sport recognising the disruption to school and family life.
- 5) More active environments, working hyper local and ensuring neighbourhood access to physical activity.

Lee has also been discussing with Ed;

- AP role in the Strategy consultation – noting an online consultation platform is to be provided.
- Starting an early discussion in the autumn ref AP role, relationship, funding in relation to the new strategy.
- Discussions around potential for further devolved funding building on TIF – something we will want to advocate.

Sport for Development Coalition - Lee represents the network on the Board of SFDC, which has secured funding to appoint a full time Director, starting shortly. we are signed up as a supporter and encourage APs to do likewise. We have also worked with them to develop an impact measurement tool for community organisations, which will be released shortly.

Made By Sport update – lee also represents the network, and the SFDC, on the Made by Sport Board, which aims to raise £40m for the sector. It is an incredibly challenging time for this fledgling charity, and it remains to be seen if it can secure sufficient traction for its proposed 'Save our Clubs' campaign to get through this period. However, we have help influence the development of a local dimension to their fundraising and grant making strategy, whereby there would potentially be funds raised for / with each AP area which the Partnerships could lead on distributing.

This Girl Can- Nicki and 3 Active Partnerships marketing officers are continuing to work on behalf of the network to try and input into TGC future plans, via calls with the SE campaigns team and presenting a short document which outlined areas where Active Partnerships could support.

Join The Movement - Active Partnership Marketing Officers from the core cities supported SE with the latest campaign burst in June and July which saw print editorial being used in specific newspaper. The Partnerships sourced local stories and established relevant pages on their websites which the articles referenced. In the past SE have worked directly with core cities but due to improving relationships with the SE campaign team Active Partnerships were successfully involved.

4. **Programmes & Resources**

To secure and develop programmes & resources to advance priorities, with individual Active Partnerships, clusters or the whole network, to enhance Active Partnerships added value and impact.

Business development recent activity:

- Won contract with Local Trust to deliver learning curriculum for Big Locals on sport and activity, working in partnership with Active Gloucester, Yorkshire Sport Foundation and Shipway Consulting. Small contract of c£16,000 – Start date TBC, delayed due to Covid.
- Delivered consultancy work during April – June for Coach Core Foundation to write a number of applications to trusts and foundations to support their transition to a standalone organisation. Coach Core work with 14 Active Partnerships delivering sports apprenticeships for young people who are NEET.
- Worked with 20 Active Partnerships and Women in Sport to submit a consortium application to the DCMS Tampon Tax Fund for £2million for a project. Our Women's ROAR project is an ambitious nationwide programme to support local community organisations to embed sport and activity as a therapeutic tool for excluded, vulnerable women, working with 19 Active Partnerships and Women in Sport. We have not yet received notification, expected 'late summer' from DCMS regarding the outcome of our submission of a consortium application to the Tampon Tax Fund.
- A separate bid to fund the social prescribing role for the next six months, through the National Lottery, reached the second stage of the process and we are awaiting a decision, due by end of September.
- Agreed consultancy work with County Durham Sport to write a funding strategy and search for funding and write bids for two new project ideas. Work to be carried out in Q2.
- We are preparing a bid to the open Comic Relief Change Makers fund, on a project supporting older adults to Live Longer Better, working in partnership with Active Oxfordshire, Sir Muir Gray and a consortium so far including 10 APs.
- Supporting YSF identify funding sources for their school sport framework

Opening School Facilities project

Following a proposal to DfE and Sport England, we have secured an extension of the project for the 23 Active Partnerships until the end of December 2020 and ourselves until March 2021 using existing investment. The focus of the project has shifted to supporting schools to re-open and to help position them in local Covid recovery plans.

This has become a significant issue, with a lack of facilities available to aid return to play, as well as the need for extra-curricular activities for young people to social and regain activity levels, as well as helping parents return to work and thus the economic development. With this in mind there are ongoing discussions with Sport England, DfE and DCMS about some possible further investment into this area as we feel the OSF project has only scratched the surface and schools are in need of external energy and support to re-open to communities.

Workplace Movement

A promotional campaign including new updated resources to reflect the ongoing situation with Covid-19 is being finalised, ready to actively promote the service. We are currently engaging with the Business Improvement District network and two local authorities who are showing a strong interest in incorporating as part of their public health offering. We continue to share elements of the resources free of charge at present, including through links with UK Active and the Federation of Small Businesses (our active travel resources have had the highest engagement as part of a wider FSB campaign).

| | |
|--|--|
| Active Partnerships Board Paper | Status: For information and discussion |
| Meeting date: 16 th September 2020 | Agenda Item: 2d |
| Lead: Lee Mason | Time allocated: 15 minutes |
| Subject: Active Partnerships Tracker | |
| Purpose: To update Board on engagement with Active Partnerships and to highlight successes, improvement support areas and emerging issues and themes. To also use this agenda item to seek feedback from Board members from their 'keep in touch' Active Partnerships. | |
| Summary: The Tracker attached provides a brief summary of our emerging engagement with and intelligence of each Partnership, based on 1-1 contact, attendance meetings and events, outputs from the PMIF and intelligence from national surveys. The Partnerships we wish to draw Board attention to are listed at the start of the tracker below. Of particular note is that some of the Partnerships going through significant challenges or transition 6-12 months ago, are on the whole progressing well. We are pleased to see a continuing sense of further collaboration across the network, with priority themes emerging largely as pre-Covid, but now with a slightly different lens. | |
| Recommendation(s): | |
| <ul style="list-style-type: none"> To note the report, and provide additional intelligence from the Board 'keep in touch' process. | |
| Financial Implications: Improvement activity is to some extent budgeted for within the 2020-21 budget, but this will not meet all needs and will require investment from Partnerships themselves and potentially Sport England / other sources. | |
| Risks: | |
| <ul style="list-style-type: none"> Driving improvement whilst maintaining positive relationships. Our capacity to support on identified improvement matters and managing expectations. We should explore opportunities to increase our capacity moving forwards. The legacy pension debt issue discussed previously. | |
| Equality Impact: We have an engagement relationship with all Active Partnerships however we need to prioritise our time to work where we will have most impact. | |
| Communications Requirements: We need to ensure Partnerships are aware of all the improvement activity going on. | |

Board Summary Tracker on our engagement with the Active Partnerships – CONFIDENTIAL

September 2020 (Updates in blue)

Introduction

We have allocated a National Team and Board member to each Partnership as part of our relationship management process, and we work alongside the Sport England Team who also have a designated person for each Partnership. The following is a position statement on our engagement with each Active Partnership; the key matters to note and areas we are looking to support and add value. It provides headlines only and further details are held within our ‘Teams’ workspace and trackers, and the lead officer within the National Team can provide further information as required.

Key

- **Context/key updates** = Current information we feel is important to be aware of regarding the Active Partnership.
- **Emerging areas for the National Team to create value** = Developed through conversations with the Active Partnership and the Roundtable meetings.
- **Engagement** = Frequency of contact and clarity on what we will be working on together over next 12 months. This is not necessarily an assessment on the quality of relationship as in some cases the Active Partnership does not wish for regular contact.

| Active Partnership | Team & Board lead | Context/key updates Emerging areas for the National Team to create value | Engagement |
|--|-------------------------|---|--|
| Active Cheshire | Graeme Eamonn | CEO recently announced leaving in November, but now apparently on gardening leave with immediate effect and interim arrangements in place. Possible support required around transition. Need to connect with Chair. | Limited |
| County Durham Sport | Lee Nigel Harrison | Still supporting through major period of transition - new CEO started during lock-down, and new chair in June. | Regular & high support. |
| RISE (formerly Northumberland Sport / Tyne & Wear Sport) | Lee Adrian Leather | Merger complete, new brand recently launched, & new Chair recently recruited. Seems to be going well under leadership of new CEO. | Regular with CEO less with Chair, SE involved. |
| Sports Partnership Herefordshire & Worcestershire | Graeme Adam | New deputy CEO recruited to head up operations, Simon Thomas (ex UK Coaching). Number of new staff across the team settling in. New Sports Minister is from this Partnership. Priority to deliver on £400k rural communities Big Lottery project. Initially 1 of 2 APs that didn't apply for phase 2 TIF due to timelines but have now submitted an application for a further £50k. | Frequent |
| Active Lincolnshire | Graeme / Lee Sue Storey | New CEO from outside the sector needs support, and new Chair recruited in April. Emma Tatlow CEO; tourism background. Mark Locking Chair; education background. Seems to be a lot to deal with for new CEO. Lee supporting re; governance and finances, connected our finance managers. | Regular |
| Team Beds & Luton | Adrian Ali Shipway | Duhaj Uddin appointed as new Chair. Some staff capacity issues over spring but short term fix in place Small team and many are part time. Board considered closer organisational partnership with TBL but decided to retain current host arrangements and keep under review. | Regular |

| Active Partnership | Team & Board lead | Context/key updates Emerging areas for the National Team to create value | Engagement |
|-------------------------------|--|--|---|
| | | Appointed 3 new board members recently. External board evaluation reported recently and gave a generally positive report. The main suggestion was to strengthen ownership of strategy and be less officer led. Involved in SE Navigating Local Systems trial which could be a good trial for future ways of working. | |
| Living Sport | Adrian Sue Storey | 3 senior posts in place and NT providing support. Major transition following Re-structure and new business development plan signed off by board. CEO plus 3 SMT leads including new business dev. Post. Matt L supporting business development activities and Adrian supporting senior level recruitment. | Regular |
| Active Surrey | Adrian Marg Mayne | Lil Duggan appointed as CEO and new strategy well underway. Campbell (CEO) left in December following re-grade of his post and leading to some staff uncertainty and Lil (former SMT) is now interim CEO. Recruitment process started for new CEO. They are in the middle of refreshing their strategy and looking for more focus, health as a priority linked to county council priority and developing the AP more as a strategic influencer. | Regular |
| Cornwall Sports Partnership | Lee Ian Hacon | SE highlighting some issues and want to see more progress – SE leading at present and we will support once the situation is clearer. Staff survey indicates some challenges. Rebranding to Active Cornwall but not done well. Link with other rural partnerships. Limited funding /capacity – explore on behalf of smallest Partnerships to be picked up in the context of next SE funding round. Chair raised issues around impact of transgender policies on womens support and helping to link with SE policy in this area. | Regular, more needed |
| Greater Sport | Graeme Eamonn | Hayley Lever (CEO) and new strategic director Eve Holt settled in. Graeme attended roundtable with partners on future strategy and Quest workshop in July. Good connections with Hayley around learning. | Regular |
| Tees Valley Sport | Adrian Ledbury Adrian Leather | Long serving Director has announced retirement in the autumn, have offered support for transition and recruitment. SE are providing financial support for the recruitment process, Just recruited 3 new board members. Developing better links with LDP with health focus. Started and investing in (reserves) an in-house coaching agency. Recognise the need to develop as a strategic influencing agency going forward. Just submitted solicited bid for future champions programme to SE for £290K. | Regular |
| Active Cumbria | Graeme Adrian Leather | Increasing priority around active travel. Attending Quest workshop in September. | Frequent and as required by the Partnership |
| Active Lancashire | Graeme Eamonn | Attended Quest workshop in August. 1 of only 20 organisations shortlisted in 1 st round of healthy ageing fund in the national industrial strategy; helping older people to remain economically active, £100k to work up the idea and possible £6m in next round. Matt has explored collaboration around scale up. | Regular |
| Merseyside Sports Partnership | Graeme Eamonn | CEO actively involved in Development Group. Collaborating with Active Cheshire. | Regular |
| Yorkshire Sport Foundation | Adrian Doug | Developed the Active Schools Framework with Leeds Beckett Uni and a number of APs working with them to develop / apply it locally. | Regular |

| Active Partnership | Team & Board lead | Context/key updates Emerging areas for the National Team to create value | Engagement |
|---------------------------------|--------------------|---|------------|
| | | Performance dashboard is nearly ready. 2 parts to it; data in a dashboard (includes system change indicators) and a learning bank (includes reflections, process learning). Goes to Board in March. Steve Heywood started as new Active Design Manager and generating a lot of support and engagement from partners who welcome this kind of expertise. | |
| Active Humber | Graeme Nigel | Regular dialogue with CEO, acting as a sounding board and the Partnership engages with national activity as required. Current big local priority around climate change and speaking at a major conference in Oct. | Regular |
| North Yorkshire Sport | Adrian Ali Shipway | Produced an innovative annual report video . New Chair (Alan Graver) started in July and board met Mike Diaper as part of a drive to improve connectivity with SE. Produced an impact framework. Emerging deprived coastal town project with other NE APs. | Regular |
| Suffolk Sport | Adrian Ian Hacon | Working closely with CIMSPA to offer a local support programme. Recently developed an over-arching People Plan. Developing a bespoke CRM system. | Regular |
| Active Norfolk | Adrian Ian Hacon | Pro-active work with high level decision makers around a more joined up approach to active travel in the county. Refreshed board with new members. Key improvement areas - how to land, refine and resource locality working; performance management in complex systems. Becoming more pro-active linked to active environments including extended workforce lead. Developed an innovative insight dashboard for projects using Microsoft Power BI. | Regular |
| Active Essex | Adrian Doug | Aware of local government re-organisation plans via forthcoming White Paper and starting to consider options ie hosted v independent. Facilitated a major collaboration of of LC operators to support each other during covid with £40K from SE. Just appointed an Active Design Manager jointly with LDP / county. Key work areas: measuring impact and sharing learning; CRM for stakeholder management; locality work plans; team / workforce CPD including collaborative leadership; active design linked to housing growth; new strategy process starting; hard wiring PA into LDPs. Started a leadership programme for those involved in LDP. AE chair has joined the SE board. | Regular |
| Herts Sports Partnership | Adrian Sue I | SE strategy: <ul style="list-style-type: none"> - Concerned that it is difficult to access funding if no deprivation. - Keen that 'core market' is a significant part of AP and SE plans in new strategy. Starting new HSP strategy review process. Keen that the sector develops a consistent approach to measuring impact especially ROI. CCGs and STGs merging in Herts resulting in lots of uncertainty and a lack of funding. John feels the new SE K-Hub is unhelpful (duplicates ours) and also worried that the slow response to producing the school CYPALS reports will negatively affect survey completion in future. | Regular |
| Leicester-Shire & Rutland Sport | Graeme Sue S | Graeme works out of their office 1 day a week. Connected to multiple members of the team. Invested in a system leadership programme. Economy and housing growth key | Regular |

| Active Partnership | Team & Board lead | Context/key updates Emerging areas for the National Team to create value | Engagement |
|--|-----------------------------|---|---|
| | | strategic priorities. Priority to strengthen work in Leicester City, 1 of the first areas to have a Covid local lockdown. | |
| Northamptonshire Sport | Graeme Sue Storey | CEO and team been supporting wide range of work during Covid. Team now returned to existing roles. Focus on work within priority communities, learning from Covid rebooting their approach. | Frequent, and as required by the Partnership |
| Think Active | Charlie Ali Shipway | Board agreement to incorporate. Working through timescales and process to cut ties with LA. Capacity still an issue but improving as a team member is returning from maternity leave and consultants working as part of the team. CEO keen to ensure all APs get profile with Sport England and via our network i.e. showcase strengths. Key support areas: measurement and evaluation, team development and storytelling. Key strength is social prescribing | Regular |
| Energize Shropshire Telford & Wrekin | Graeme Adam Walker | New Chair settled in. CEO has concerns around core costs for capacity with increasing requirements of Sport England primary role and TIF. Supporting discussion on ideas for future role and resourcing. | Regular |
| Birmingham | Charlie Adam | Long-term member of staff (Amy Bird) leaving this month. Kept email contact with CEO over lockdown and need to arrange a follow up call. CYP and workforce work still remaining strong linked to LDP. 3-stage webinars to support the sector during Covid which have been well received | Limited |
| Active Black Country | Graeme Ali Shipway | CEO actively supporting Development Group. Work in priority communities pre-Covid now accelerated, managing investment from Sport England. Launched new insight hub. | Regular |
| Together Active (Staffordshire and Stoke on Trent) | Lee Ali Shipway | Incorporation recently completed including rebrand to Together Active. Currently recruiting for an Active Design Manager. Review complete and decision to incorporate based on high hosting costs – robust process and good Board ownership of decision. however pension discussion with host council currently providing a blockage – working to resolve. Roundtable complete. Continue to build relationships with STP and health partners and Stoke City Council, storytelling ability of the core team, raise staff morale through greater celebration of impact internally and externally. Seeking to influence LA strategies / plans. | Regular |
| London Sport | Lee Doug Patterson | More effort needed to keep engaged. Recently appointed a Facility Development Manager. Tove appointed to SE Board strengthening our links there. New Chair appointed (Doug has engaged). Senior management changes with new Head of operations appointed and removal of Head of Business development resulting in new contract with Oaks. Good practice to share ref HR/ staff engagement. High capacity and lots going on – main support may be as sounding Board / check & challenge, and collaborating on national relationships. | positive and has become more regular not yet a promoter |
| Energise Me | Adrian Marg Mayne | Recently recruited 3 new board members with an emphasis on diversity. Key improvement areas: Measuring impact, especially with system change; capacity challenges for locality working; started to be more pro-active on LGBT theme. | Regular |
| Kent Sport | Adrian Doug Patterson | Kevin Day (CEO) left at the end of Aug. Louise Milne providing interim support. Major review of KCC sports service and AP underway. | Regular |

| Active Partnership | Team & Board lead | Context/key updates Emerging areas for the National Team to create value | Engagement |
|----------------------|------------------------|--|--------------------------------------|
| | | <p>KCC raising host fees from £40K to £90K. As a result, not recruiting a vacant post. However, they part fund Kevin's post and fund 6 people in the team and this funding will continue.</p> <p>Recruited 2 new board members both with health links. Biggest challenge is PH - lost PA lead. best results is direct via CCG and local GPs.</p> <p>Kent strategy review work starting 2021-25.</p> <p>Work with leisure operators but not worked re inactivity agenda.</p> | |
| Active Oxfordshire | Lee Sue Imbriano | <p>Graeme undertaking consultancy work ref measurement and impact. Lee attended recent PMIF workshop. Proposed national action learning programme ref older people. Round table complete, positive and attended by 3 very engaged Board members. Recovering from major transformation (incorporated, new CEO). Support to develop business model/income generation plan (matt), Insight capability (Graeme) and securing leadership support across the county (lee). Keen to link up with 'nearest neighbours'. New chair engaged. Intend to undertake Quest again next year. Successfully secured significant funding from SE re healthy place shaping, demonstrates confidence in recovery and potential for future.</p> | Regular, high support, reducing now. |
| Leap | Adrian Sue Imbriano | <p>Currently undertaking external Board evaluation.</p> <p>Active design linked to Cambs – Oxford arc growth agenda - SE committed in principle to fund some research – modelling 1 mill homes by 2035 being built and differential with and without active design = Justify economic benefits of active design principles. Potential for an ext WF type post linking x5 APs in the arc with specialist planning / design background working alongside developers to implement recommendations from research.</p> <p>Recruited 3 new board members recently.</p> <p>Opening school facilities proving effective linked to their close ties with schools.</p> <p>Moved to new offices recently.</p> <p>Significant changes planned to Beds LA structure.</p> <p>Insight lead has left and looking to replace.</p> | Regular |
| Active Sussex | Adrian Marg Mayne | <p>CEO now 3 days per week.</p> <p>New reporting framework in place for board.</p> <p>Appointed a new in-house business partnerships post to compliment out-sourced BD function.</p> <p>Significant LGPS pension deficit challenge – working to support.</p> <p>Starting to work on LGBT agenda.</p> | Regular |
| Get Berkshire Active | Adrian Sue Imbriano | <p>X3 new board members started recently with varied backgrounds.</p> <p>Innovative work connected with upskilling health sector workforce.</p> <p>X3 board retirements. Currently recruiting. Perret laver have helped. Targeting a educ / HT profile. Sue A (chair) is stepping down.</p> <p>Still predicting to use reserves to cover core capacity for next 2 years. SE strategy – happy with current strategy. RE AP role - Need detailed discussions about what they can expect for the money.</p> | Regular |

| Active Partnership | Team & Board lead | Context/key updates Emerging areas for the National Team to create value | Engagement |
|--|--------------------------|--|--|
| Wiltshire & Swindon Sport | Lee Mike Sandys | Continuing to recover well from challenging period. Changing from CiC to Charity. Pension LGPS liability issue to manage. Need for more diverse board, recruiting currently. | Regular |
| Somerset Activity & Sports Partnership | Lee Mike Sandys | Excellent example of collaboration – with Lancashire, through a connection we made. ;leading to exciting new project to be profiled. Board external evaluation project complete. Helping articulate operating model and link between delivery focus and strategic outputs. Reflective practice & public narrative/storytelling session with SW mixed reviews. Capture and advocate Rurality and connections with other rural partnerships. Significant LGPS pension deficit challenge – working to support. | Regular |
| Wesport | Lee Doug (Interim) | Some Board level challenges, SID left, now recruiting new chair. Round table indicated need for new strategy which is now in development and a draft is in place. Reluctant to prioritise as adopting a more opportunist approach. Some challenges with SE local engagement work – being worked through but indicative of wider concerns with SE approach which have been raised. Supporting development of insight function, others tbc. moderate LGPS pension deficit challenge – working to support, favourable revaluation received feb 2020 | Regular, CEO applied for new Development group |
| Active Dorset | Lee Marg Mayne | Only Partnership not to apply for further TIF funding - need to understand rationale better. Helping to secure workforce / leadership funding, Board external evaluation project complete and went well. Taken on a major capital park project and office relocation – monitor progress. | Regular, chair applied for new development group |
| Active Devon | Lee Mike Sandys | Extended workforce – recently met and interesting to hear about the mentoring role with other team members he is playing.. Significant restructure now complete. Support sought/ offered around ABCD | Limited, recent meet with Ext workforce role. |
| Active Gloucestershire | Lee Adam Walker | Supporting Tom as new CEO. Some challenges with Board relations, supported and appear to be improving. Tom is also Extended workforce with SE so will be good to have a CEO in that role. Deborah has been a dynamic leader and this will be a big change for the Partnership. AG are Developing a 'social movement' and looking to adopt the 'backbone' organisation model – which could be a model for APs in future – session scheduled at convention considering governance implications, potentially moving back to a representative structure. Working on economy / LEP engagement. Testing new community development approaches. | Regular |
| Active Partners Trust | Graeme Sue Storey | No current update. Graeme engaging with APT EW through TIF plan for learning and CEO through East Midlands CEO meetings. | On hold – offered ongoing dialogue but declined. Graeme |

| | |
|--|-----------------------------------|
| Active Partnerships Board Paper | Status: For Approval |
| Meeting date: 16/09/2020 | Agenda Item: 5a |
| Lead: Matt Liggins | Time allocated: 10 minutes |
| Subject: London Marathon Charitable Trust project funding | |
| Purpose: To share details of a project funding proposal solicited by London Marathon Charitable Trust and seek approval to go ahead with the project should the application be successful. | |
| Summary: Active Partnerships' Young People Forward Project Active Partnerships have been invited by London Marathon Charitable Trust to submit a project proposal using sport to support young people who are homeless or at risk of homelessness in Northern England and Scotland. The target group and areas are defined as a condition of funding, relating to the finances from Virgin Money who are the sponsors of the London Marathon. The opportunity evolved from existing relationships with London Marathon Charitable Trust and exploratory work on a similar project proposal in 2019. Timescales in preparing a proposal and beginning delivery are accelerated due to LMCT's decision to re-award a contract previously slated for another provider. Young People Forward will use a sport for development approach to improve physical and mental health, self-efficacy and resilience of 570 young people who are homeless or at risk of homelessness across the North of England and Scotland. Active Partnerships will work with 42 specialist community organisations already engaging with the target group to embed sport and physical activity sessions into their programmes alongside additional support to help the young people address the challenges they face and embark on a journey out of homelessness. This approach will also benefit the community organisations to enhance their support offer to young people leading to sustained community provision. The Key objectives are to; provide the young people with opportunities to be active in a safe and supportive environment; break down barriers to engaging in sport and physical activity; support local community organisations working with the target group to embed sport and physical activity into their programmes; improve health, wellbeing and resilience of the young people; provide bespoke support to help the young people address the challenges they face; help the young people reduce their risk of homelessness and embark on a journey out of homelessness. The project budget is £600,000 for a 9-12-month project beginning in October 2020. London Marathon Charitable Trust are meeting to assess, and if successful, sign-off the proposal w/c 7 th September. The project will be managed by Active Partnerships national team and will involve six Active Partnerships and a partner in Scotland who will each lead respective local delivery. A part time project manager will be recruited to the national team, proposed as a contractor, for the duration of the project, with consideration given to staff members with expertise from within the network and consultants who have worked with the network previously. | |

The partners will be MSP, Active Lancashire, Greater Sport, Active Humber, Yorkshire Sport Foundation, Rise and Street Soccer Scotland. Partners have been invited based on existing work relating to the project and capability and capacity in local systems and have each contributed to co-designing the project.

A full proposal, project plan and budget is available in addition to this summary.

Recommendation(s):

- Due to the shortened timescales and intention to begin the project start-up phase from 1st October we are seeking pre-approval to move forward should the proposal be successful and grant awarded in the coming days.

Financial Implications:

If successful, the project budget of £600,000 will be awarded to the Active Partnerships national team, to be distributed across the project partners. The assumption is that this will be on a quarterly basis – details to be confirmed through a grant agreement.

Each Active Partnership will work to a budget of £75,000 with £52,000 budget for the national team, including evaluation costs. Budget includes staff and management costs for all partners, with a projected 'profit' of £9,000 for the Active Partnerships national team based on funding for senior staff time. Costs to employ a project manager within the national team, proposed as a contractor/consultant, are factored into the budget allocation, including IT and travel etc.

Risks:

Timescales to begin the project are short and will require bringing in a new member of staff to act as project manager. It is proposed we advertise for a contractor, not an employed position due to the timescales and length of project, and solicit applications through existing contacts, from those working within the network or who have previously worked with the network. A detailed project plan, with staged start-up phase has been developed.

Timescales to deliver impact and achieve project objectives are short. The original six-month delivery timetable has been extended to nine-months at our request, with evaluation following this. We have been pragmatic in planned outputs and the funder has a realistic expectation about what can be achieved. Sustainability to embed working practice and longer-lasting impact is built into the project plan.

Managing a project which includes Scotland is not normal practice, but is a stipulation of the funding. All delivery in Scotland will be managed by Street Soccer Scotland who are a charity experienced in using sport to engage young people at risk of homelessness.

APs not involved

Project specific risk analysis and mitigation is included in the project proposal.

Equality Impact:

Homeless

Project and any recruitment will be delivered in accordance with our equality and diversity policies and procedures.

Communications Requirements:

A communications plan will be developed as part of the project to engage with local communities and share learning from the project. Further details of the proposed approach is included in the project proposal.

Board paper 5c

Notes from Active Partnerships Board Finance Sub-Committee Meeting 21st Aug 2020

In attendance: (Adrian Ledbury (AL), Sarah Slade (SS), Lee Mason (LM), Ian Hacon (IH) (chair), Amanda Pearce Higgins (APH).

Actions in red

1. Conflicts of interest

None noted

2. Matters Arising from previous meeting

- 2.1. **Previously we agreed to strengthen the framework on which to make inflationary pay award decisions. Doug requested that we bring a paper to the full board before the end of the year, so the framework is in place in advance of pay awards discussions for 2021-22. (AL/LM).**
- 2.2. **Lee to meet Amanda to brief her on the main budget areas. (LM)**
- 2.3. **A follow-up WM and BD sub-group meeting was suggested to review progress and plan ahead. (LM)**

3. Q4 Management Accounts (see spreadsheet and word report)

Actuals v Q1 Budget

| | YTD Q1 | | |
|-------------------|----------------|----------------|---------------|
| | Budget | Actual | Variance |
| | £ | £ | £ |
| Income | 342,362 | 337,049 | (5,313) |
| Expenditure | 137,869 | 100,829 | 37,040 |
| Surplus/(Deficit) | 204,493 | 236,220 | 31,727 |

- 3.1. YTD Qtr1 income at 337K was under budget by 5K and expenditure of 101K under by 37K, the overall result a surplus of 236K against a budgeted surplus of 204K.

| 204.5K | surplus per Budget Q1 | | |
|---------------|--|-----------------|--------------------|
| | | Timing variance | Permanent variance |
| (13.5K) | AP subscriptions | (13.5K) | |
| 2.6K | Convention | | 2.6K |
| 5.4K | Staff costs (mainly travel & subsistence) | | 5.4K |
| 3.7K | Mktg & Communications (spending down) | 3.7K | |
| 9.8K | Improvement & Development (spending down) | 9.8K | |
| 1.5K | Governance (all meetings via internet) | | 1.5K |
| (0.2K) | Other small variances | (0.2K) | |
| 9.3K | Core variance | (0.2K) | 9.5K |
| 6.1K | Business Development | | 6.1K |
| 0.2K | Workplace Movement | | 0.2K |
| 16.1K | Schools Opening project (no 3rd party costs) | 16.1K | |
| 22.4K | Non-Core variance | 16.1K | 6.3K |
| 236.2K | surplus per Actual Q1 | 15.9K | 15.8K |

- 3.2. The main budget variances were (13.5K) AP subscriptions under budget. 6 AP's not supplied PO numbers for invoicing at 30.06.20, however, they have all been invoiced as at 29.07.20. The major expenditure variance to budget was 16.1K Schools Opening project under budget due to Covid, project re-configured and 3rd party costs to be reviewed & confirmed in Qtr2.
 - 3.3. Amanda sought clarification that we would be adapting and still be expecting to deliver value over the course of the year, despite early underspends as per the budget and linked to the circumstances arising from Covid. Adrian explained that the major expenditure item (over and above staff costs) was the improvement programme budget and plans were in place to procure a major systems leadership programme. Other in-year savings were likely to occur, however, we have a number of growth plans which we would look to activate. **The group can review these plans when we do the re-forecasting exercise at the end of Q2, and we will need to make decisions soon about the format of the AGM and convention.**
- 4. Cash Management Review (See options appraisal)**
- 4.1. AP currently hold in excess of £600K in a single bank (Barclays, as at 30.06.20) and the funds are split over a current account and 2 savings accounts. There are potential risks of holding high amounts of cash in one bank, and given the uncertainty over covid, it would be prudent to spread the risk.
 - 4.2. The paper shows the various options, and from those presented, it was agreed that using the Flagstone platform presented the most economical and efficient option.
 - 4.3. **Sarah was asked to investigate further (e.g. references from other uses and ease of cash management) and report back to the committee before making a final recommendation to board.**
 - 4.4. **We also may want to consider approaching Flagstone for a group offer if other APs are interested (SS).**
- 5. Audit Update**
- 5.1. **Sarah to review the comments made by Ian and Amanda on the accounts and report back.**
 - 5.2. **Lee to forward the draft accounts and narrative report to the Sept full board meeting for comments and then sign off. It was noted that the narrative report should put more emphasis on the work of the national team.**
 - 5.3. **The audit report will be circulated to the network prior to the AGM in November – date TBC.**
 - 5.4. **Lee to produce a separate report concerning Active Partnerships as a 'going concern reference covid' for the board.**
- 6. AOB**
- 6.1. **The new Social Prescribing Project Manager is in the process of being appointed on a 12 month contract for 3 days per week, with an expected start date of 7th Sept. We expect the overall budget to be higher than the £20K agreed, however, this will be spread of 2 financial years. Adrian to circulate the outcomes of the project.**
 - 6.2. **Lee to circulate the current risk register and we agreed to review it, alongside the TofR of the sub-group, at the next meeting.**
 - 6.3. Lee mentioned that we were currently working on a solicited bid to London Marathon Trust for a 'engagement of homeless people through sport' project, which if successful, would generate income of circa £600K. Details will be confirmed in September with a 6-12 month delivery period from October 2020.
- 7. Meeting Dates for 2020**
- 1.1. Friday 6th Nov (Q2)
 - 1.2. All meetings to take place at 9.30am via webinar

| | |
|--|-----------------------------------|
| Active Partnerships Board Paper | Status: For Discussion |
| Meeting date: 26 th February 2020 | Agenda Item: 6c |
| Lead: Lee Mason | Time allocated: 45 minutes |
| Subject: AGM | |
| Purpose: To seek Board input and agreement to the format for this year's Annual General Meeting | |
| <p>Summary:</p> <p>As a member organisation and charity, we need to invite the 43 member Active Partnership to our AGM to, as a minimum, approve the minutes of the last AGM, approve the annual report and accounts, approve the appointment of the auditors, and note trustee appointments. We typically also use this as an opportunity to consider our plans for the year ahead, network priorities and the actions of the national team and Board in support of these. The AGM is usually held in November.</p> <p>This has always been a physical event, and in recent years, due to the travel involved for colleagues we have held the AGM as part of a wider network development event over either one or two days, and have also in the last few years encouraged AP chairs as well as CEO attendance.</p> <p>In the current context, we recommend we do not progress a physical event this year, but hold the AGM virtually. Most other organisations are doing likewise.</p> <p>We have considered whether we still try to wrap the AGM into a wider development event, but feel with the limitations of holding colleagues attention on line, and with other events planned or likely to take place during the period, including around the Sport England strategy, we arrange an AGM that is circa 1.5-2 hours in length, for CEO's and Chairs, where we conduct the usual AGM business, plus take some time to review achievements and progress in the last year, (the network and the national team), assess the landscape, and seek to agree the priorities for the year ahead. We will use Zoom to enable break to rooms and smaller discussion groups.</p> <p>There is an option for the Board and team, or representatives thereof, to be present in person, perhaps linked to a Board meeting, with delegates dialling in, if there was a desire to do this.</p> | |
| Recommendation(s): To hold the AGM as a virtual event on a date to be agreed in November in the format as set out above. | |
| Financial Implications: This will result in a saving to our budget on usual AGM venue & catering costs. | |
| <p>Risks:</p> <ul style="list-style-type: none"> This is one of only 3 events per year where we come together as a network, with last years convention and the summer think tank already changed to virtual events, and next years convention likely to be the same. These are key to galvanising a sense of network and developing new connections and relationships. However there are also benefits, and there feels little appetite for large scale events or unnecessary travel at this time. | |
| Equality Impact: None identified. | |
| Communications Requirements: We will communicate the plans straight fte the meeting to get the date in colleagues diary. | |

Paper 6d

| | |
|---|---------------------------|
| Active Partnerships Board Paper | Status: For Decision |
| Meeting date: 16 th September 2020 | Agenda Item: 6d |
| Lead: Doug Patterson | Time allocated: 5 minutes |
| Subject: Board Appointment | |
| Purpose: To seek Board approval to re-appoint Alison Shipway as a Trustee for a further term. | |
| Summary: In September 2018, Alison Shipway was appointed as an independent, co-opted Board member, specifically to fill a skills gap on the Board and provide experience and leadership in the areas of organisational development and learning, as a core area of our work. The co-opted trustee position was established to create flexibility for the Board to fill a skills gap, for a two year term, originally as a non-voting member of the Board, and amended to a full trustee in a subsequent change to the articles. Ali has been instrumental in establishing and chairing on behalf of the Board the new Network Development Group, which is in its early stages, as well as contributing to a number of related work areas including building a network learning culture and leadership development. Ali is an organisational development consultant and has worked with a number of Active Partnerships, as well as with Sport England as an assessor / facilitator for the PMIF process. Doug has spoken to Ali, and both are keen for Ali to undertake a second term on the Board. The current terms of office are attached for info. | |
| Recommendation(s): <ul style="list-style-type: none">• Board to consider and if thought fit, confirm the re-appointment of Alison Shipway for a second term of office of 2 years.• To note the need to proactively address diversity within the Board in the next round of recruitment. | |
| Financial Implications: NA | |
| Risks: Trustees have considered remuneration for Board members for work beyond their role as a trustee and will follow charity commission guidance to ensure transparency and that potential conflicts are managed. | |
| Equality Impact: To ensure we maintain and work towards our diversity targets for Board membership. <ul style="list-style-type: none">• We are committed to maintaining a minimum gender balance of 30% with an aspiration for gender parity. Our current make-up is 33% (4/12) female.• We don't have any known disabilities or non-white members on the Board and should therefore take the opportunity in future recruitment to proactively further our aim for broader diversity on the Board. BAME diversity is a particular concern, and is the subject of a separate paper. | |
| Communications Requirements: The action agreed will be reported to the members as part of the AGM | |

Trustee Terms of Office & Succession Planning Rotation

Updated: June 2020

Background: Board members can serve 2 x 3 year terms, except the co-opted Board member who can serve 2 x 2 year terms.

Objective: to manage the terms of office to enable good succession planning and ensure an orderly and gradual transition of Board members.

Resolution: July 2018 (updated September 2018, July 2019, February 2020)

To ensure we retain good balance of gender, independent/connected Board members, and exec/non exec, the revised terms of office have been agreed as in the table below. Board members are eligible to serve a second term.

| | Board member | | Term | Appointed / Re-appointed | Revised end of term |
|----|-----------------------|-----|-----------------|--------------------------|---------------------|
| 1 | Alison Shipway* | I | 1 st | September 2018 | August 2020 |
| 2 | Sue Imbriano | C | 1 st | April 2018 | March 2021 |
| 3 | Doug Patterson | I | 1 st | April 2018 | March 2021 |
| 4 | Adrian Leather | C | 2 nd | April 2019 | March 2022 |
| 5 | Adam Walker | I | 2 nd | April 2019 | March 2022 |
| 6 | Ian Hacan | I | 1 st | September 2019 | August 2022 |
| 7 | Mike Sandys | C | 1 st | September 2019 | August 2022 |
| 8 | Sue Storey | I | 2 nd | April 2020 | March 2023 |
| 9 | Nigel Harrison | C | 2 nd | April 2020 | March 2023 |
| 10 | Eamonn O'Rourke | € I | 2 nd | April 2020 | March 2023 |
| 11 | Dick Fedorcio | C | 1 st | June 2020 | May 2023 |
| 12 | Amanda Pearce-Higgins | C | 1 st | June 2020 | May 2023 |

C = Connected I = Independent

* denotes co-opted Board member – 2 year term of office

| | |
|---|---------------------------|
| Active Partnerships Board Paper | Status: For Decision |
| Meeting date: 16 th September 2020 | Agenda Item: 6e |
| Lead: Doug Patterson | Time allocated: 5 minutes |
| Subject: National Board Diversity | |
| Purpose: To initiate a discussion about the desire to increase diversity on the Board particularly in relation to people from Black, Asian & Minority Ethnic communities, and consider what actions could be taken. | |
| Summary: <p>Whilst diversity on the National Board, particularly in relation to people from Black, Asian & Minority Ethnic communities, is something we have discussed and targeted in recent recruitment exercises, and whilst the National Board has had members from these communities in the past, we current lack such diversity.</p> <p>The Black Lives Matter movement has shone a further light on this issue, the importance of diversity on Boards in the sector and our network, and the value of lived experience in decision making. The discussions being held across the network are showing a strong desire to take individual and collective meaningful action as part of a wider suite of measures to tackle racism in the sector, and improve the inclusion of BAME communities in our workforce, Boards, the wider sector and crucially participation levels in sport and physical activity.</p> <p>The National Board currently has no vacancies, and so there isn't an easy solution to this challenge, and we would like to discuss our options and approach further. Please note the current Board member terms of office in the earlier paper.</p> <p>Some options might include:</p> <ul style="list-style-type: none"> Recruiting a specialist adviser with lived experience to join the Board as a non-voting member. Recruiting a Board Apprentice or similar with a view to becoming a full Board member in future eg https://www.boardapprentice.com/ Targeting someone from the BAME community in future recruitment, whether as a member connected or independent Board member, noting the need to consider our skills needs and other diversity targets (ie we are at the minimum threshold to maintain our gender balance target). <p>Finally please note the Board diversity workshop we are running in October for Active Partnership chairs and Board equality champions.</p> | |
| Recommendation(s): <ul style="list-style-type: none"> This is a discussion item to solicit Board views on this matter and consider the options above alongside any further suggestions. Board to formally restate its commitment to diversity and equality and taking proactive actions to improve our diversity at Board (and staff) level. | |
| Financial Implications: NA <ul style="list-style-type: none"> Specialist support or recruitment services may incur a cost. | |
| Risks: <ul style="list-style-type: none"> That the Board is not seen to lead by example in our effort to promote increased diversity across the network. | |
| Equality Impact: Covered in the paper. | |
| Communications Requirements: None at this stage. | |