

Minutes

Q1 Active Norfolk Board Meeting

Tuesday 11th June 2024

Start: 2.00pm End: 4.30pm

Venue: County Hall Basement Room 6 & Microsoft Teams

Chairperson:	Kevin Revell (KR)
Minute Taker:	Kieron Tuck (KT) (from recording)
Actions:	Highlighted in yellow. Actions & Matters Arising status listed at end of minutes

No.	Item
1	<p><u>Welcome & Apologies</u></p> <p>Present:</p> <p>Eve Dewsnap (ED), Kevin Revell (KR), Kieron Tuck (KT), James Heale (JH), Ian Roberts (IR), James Hale (JHa), Hayley Mace (HM), Annie Hawkes (AH), Mark Madden (MM), Ian Castle (IC)</p> <p>Apologies:</p> <p>Cllr Margaret Dewsbury (MD), Phil McSweeney (PM), Bob Rose (BR), Sadie Parker (SP), Natasha Hayes (NH)</p>

	<p>KR: Reminded Board members of attendance requirements in governance framework. All Board NEDs should be attending three out of four meetings in the Active Norfolk financial year.</p>
2	<p><u>Minutes of Last Meeting/Matters Arising</u></p> <p>Minutes agreed, actions reviewed and updated.</p>
3	<p><u>Conflicts of Interest (relating to agenda items)</u></p> <p>No conflicts raised for the main meeting</p>
4	<p><u>Sub-Committee Updates</u></p> <ul style="list-style-type: none"> • Finance report: <p>Finance report and Finance committee meeting minutes presented to the Board by IR.</p> <p>Budget position: £240k deficit budgeted but forecasting already has reduced this to £120k. First forecast of the year will be available in next month or two.</p> <p>Outline budget for 2025-26 is the bigger concern with HAF dropping off.</p> <p>KT: Still no 'big win' in terms of funding despite lots of funding activity.</p> <p>IC: Need to balance structure and strategy now</p> <p>KR: We know this position and we do have reserves</p> <p>ED: Job for her will be outlining a way forward and communicating with team. Very obvious that most other organisations we work with are facing equally difficult financial challenges.</p> <p>Year End 2023-24.</p>

	<p>Surplus (£99k) was inflated by some funding that could not be accrued – challenge required to NCC with MM / IC / ED / KT. Will meet with Tom Galer (Finance Business Partner) True picture is a surplus of £20k.</p> <p>Challenges remain around the presentation of accounts, fitting together Sport England / DCMS requirements, NCC data and our own needs. Still possible to look at specialist accountancy – take as action</p> <ul style="list-style-type: none"> Nominations Committee Report: <p>KR: Vacancy has been advertised in line with skills we were looking for and 7 good applications. 4 have been shortlisted. Interviews being set up for July. Those not taken on may be on the shortlist for the charity trustees.</p> <ul style="list-style-type: none"> Strategy & Business Planning: <p>ED: Business Plan completed and agreed. Will be producing a dashboard of 8-10 key organisational measures for next meeting which will be the basis of our performance discussions.</p> <p>ED: Also discussed planning for next 5 year strategy – more in Director report.</p> <p>KR: Impact report completed and published. Thanks to Caitlin and Sian for their work on this. Recommend inviting feedback from Board ahead of future releases</p> <ul style="list-style-type: none"> Places & Partnerships: <p>No update. Not a mandatory committee – HM, KR & ED to discuss future of this group (Action)</p>
5	<p><u>Policy Reviews</u></p> <p>5 policies updated & reviewed as per report.</p> <ul style="list-style-type: none"> Col policy – updated in line with SE governance recommendations Enironmental Policy – no updates required Business Continuity – Plan updated and test exercise completed People Planning – agreed through Director report – point 8. Governance Framework – updates provided to meet compliance requirements. <p>All approved unanimously</p>
6	<p><u>Sport England Audit Actions & Governance Assurance</u></p>

	<p>NCC Hosting agreement is awaiting sign off by Steve Miller and leader of council – all completed. All elements of what the Board had raised (eg SLA and escalation routes) have been addressed within the new agreement.</p> <p>Partner mapping – agreed through Director report (point 8). KT to submit completed plan / assurance to Sport England.</p>
7	<p><u>Standing Items</u></p> <p>Operations & Compliance report read & complete. No further questions raised.</p>
8	<p><u>Directors Report</u></p> <p>Presented in advance and taken as read.</p> <p>Section A & B.</p> <p>ED highlighted Active NoW referrals and the wait list (1000+). Risk being managed.</p> <p>ED also highlighted Breckland role (funding from LA not committed) despite numerous conversations. Role would go if funding not confirmed as would jeopardise other funding relationships. IR: would this scenario also jeopardise other funding arrangements? ED – we have been clear on what they get and what they might lose. Relationships better in most areas so less concerned. HM – felt that this was the right move and other LA's would appreciate this approach.</p> <p>Section C covers an update on priorities:</p> <p>JH – happy in principle with the priorities</p> <ul style="list-style-type: none"> • Financial sustainability • Business Planning • Place Expansion <p>KR – might People planning be one of these in the future especially if team changes are required? Will be an essential part of the strategic planning that is coming up.</p> <p>KT – could Place expansion now be removed as Rebecca Tuff has such a good handle on it? ED – yes possibly – will discuss with KR</p>

People Plan: ED outlined process and end result with 6 themes and priority actions.

JHa: how would we perform against the 6 themes at the present time? That is a baseline. ED – will add this in.

JHa: Who is the champion for the plan? Needs a lead. ED felt this needs to be her bearing in mind the challenges ahead.

HM – liked the part about owning mistakes.

IR: How does this work in the context of staff changes that might happen. KT – this might help us monitor any issues if and when that happens.

KR: This states that if there are tough times, we are not going to compromise on these cultural and people elements.

IC: Must continue to invest in people even in tough times. Just care needed over exact timing with restructures and strategies.

IC asked where performance management sits within this? Only a tentative nod to this – needs to be more explicit.

AH: Felt that development budget should be included as a principle – agreed.

Stakeholder mapping

Paper produced by Charlotte Collins.

HM – should the exercise communicate the end users as well as organisations.
KT – more important to focus on the partners for this exercise.

Discussion around the importance of the partners listed. Generally felt this was about right and a good indicator of how things are.

JHa: looks like a lot. Can it be managed and prioritized. We must focus messaging on the priorities, not necessarily the others.

ED: Agreed – this should provide those priorities – used examples of ICB and Public Health where importance the same but current benefits and engagement different.

KR: Always worth considering the perspective of the partners – how would they view us if they were doing the exercise? Useful to consider in strategy planning.

Agreement that this can now be used.

ED: Could the Board help with engagement with Business Community.

IR: But what would we be trying to do with that sector?

Charitable arm update:

	<p>Planning is progressing with working group supported by Claire Coghlin from Salesforce (CSR time). Deadline set if for December to have this ready.</p> <p>ED: We have to present a business case to NCC (cabinet).</p> <p>IC: How much funding needed for it to break even.</p> <p>KT: issue is staff time. But we will set revenue targets.</p> <p>IC: Need awareness of our time spent from a charity reporting or audit perspective.</p>
9	<p><u>AOB</u></p> <p>KR and the Board noted their sincere thanks to Ian Roberts and Bob Rose who have completed their terms and are stepping down after 9 years. IR – thanks to all and the organisation as it has been thoroughly enjoyable.</p>
10	<p><u>Date of Next Meeting</u></p> <p>Wed 11th Sept, 2pm</p> <p>KT to send out poll as to preferred times – evenings?</p>

Actions / Matters arising

May be carried forward with agreement

Completed items will be removed after 1 meeting

Initial meeting date	Action	Who	By when	Status
14.12.22	CI group Chair training to be delivered plus Board members to attend and mentor those meetings. Booked for July 1 st with JH	KR/ Group Reps	July 2024	In progress

20.06.23	Create appendix of names for Succession Plan and consider adding Insight & Evaluation and Marcomms Lead as key roles – UPDATE: to wrap up in People Plan	KT/ED	June 2024	Completed
13.03.24	Share HAF insight	ED/RC	Sept 2024	In progress
13.03.24	Interim finance meeting to be arranged	KT	End of April	Completed
13.03.24	Meeting to discuss Places & Partnership Sub-Committee moving forwards	HM/KR/ KT / ED	July 2024	In progress
13.03.24	Keep Board updated on charitable arm research	KT/RW	13 th March 2024	Completed
13.03.24	Special thank you to JM for his recent work	KR	13 th March 2024	Completed
13.03.24	Bio template to be created	AH	July 2024	In progress
11.06.24	Restart investigations in to accountants to complete year end accounts	KT / ED	Sept 2024	In progress

Away Day Actions from 13.09.23

Topic	Action	Who	By When	Status
Board self-assessment	Chair to conduct NED reviews in autumn based on provided questions	KR	Dec 2023	Complete
Board self-assessment	SID to conduct review of Chair's performance	HM	Dec 2023	Complete