

## Minutes

### Q3 Active Norfolk Board Meeting

Wednesday 10th December 2025

Start: 10.00am End: 12.30pm

Venue: County Hall Basement Room 6 plus Microsoft Teams

<b>Chairperson:</b>	Kevin Revell (KR)
<b>Minute Taker:</b>	Claire Ford (CF)
<b>Actions:</b>	Highlighted in yellow. Actions & Matters Arising status listed on the Board Action Planning SharePoint page.

No.	Item
1.	<p><u>Welcome &amp; Apologies</u></p> <p>Present: Kevin Revell (KR), Eve Dewsnap (ED), Hayley Mace (HM), James Heale (JHe), Mark Madden (MM), James Hale (JM), Margaret Dewsbury (MD), Andrew Summers (AS), Ian Castle (IC), Annie Hawkes (AH), Sadie Parker (SP), Kieron Tuck (KT), Rebecca Tuff (RT), Phil McSweeney (MS)</p> <p>Apologies: Ryan Hughes (RH)</p> <p>NB. James Heale present for agenda items 1-6</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>N/A</p>
4.	<p><u>Re-election of Chair</u></p> <p>HM explained that KR's re-election as chair would be postponed to the March board meeting to allow time for her director review and to collect board feedback. This is slightly out of sync with the governance cycle.</p> <p>All agreed</p>

5.	<p><u>Sub-Committee Updates</u></p> <p>Finance: (n.b. meeting not quorate)</p> <ul style="list-style-type: none"> <li>• Forecast &amp; budget was presented and discussed in detail. MM was not present, but papers were read ahead of the meeting and queries noted &amp; answered.</li> <li>• Draft surplus of £12K to be used for consultancy work, exploring independence due to LGR (IC noted that this is not much money)</li> <li>• MM queried the recent re-grade of partnership roles from grade H to I. ED gave explanation that there was a historical imbalance across the teams and was unable to resolve the disparity between Health &amp; CYP officer grades prior to the re-structure. Financially the overall difference is relatively small at £3K.</li> <li>• MM asked why the disability work had less income for next year. KT explained that more funding is likely to be secured, but it is not confirmed and therefore not in the budget. Additional SE money will be used to cover that role. This is in line with the principal that 'core role' officers do not have the pressure of subsidising their own role.</li> </ul> <p>26/27 Budget agreed: Proposer MM, seconder HM</p> <p>NOMs:</p> <ul style="list-style-type: none"> <li>• KT, KR &amp; IC to discuss internal process reviews. KT noted that an external audit is not due for another two years, but internal auditing remains relevant</li> <li>• The recent skills audit, noted improvements in finance, governance, and risk management due to recent recruitment, but highlighted ongoing weaknesses in VCSE, planning, fundraising, and safeguarding, with suggestions to address these through targeted recruitment. KR noted that there is still one Board vacancy.</li> <li>• KR and KT agreed to seek input from Chris Pringle, a new member of the Active Partnerships Network, to provide an external perspective on board effectiveness</li> </ul> <p>Strategy &amp; Business Planning:</p> <ul style="list-style-type: none"> <li>• A draft strategy has been created and to be presented to the Board, outlining a timetable with a view to launch in April 2026.</li> <li>• Business Planning &amp; KPIs: focusing on SE theory of change. Business Plan is continual work in progress.</li> </ul> <p>AS: how do we know that individual KPIs are attached to key objectives?  KT noted that additional context is required &amp; further work required.  SP provided update of ICB and suggested a link of alignment between ICB &amp; AN strategic framework.  Opportunities and risks of strategic implications also discussed</p>

6.	<p><u>Policy reviews</u></p> <ul style="list-style-type: none"> <li>Policy Update Summary document: reviewed by NOMs committee. KT flagged the equality policy requires an update, to be reviewed by EV &amp; KT in Jan, and will be ready for Q4 Board. Safeguarding Policy Statement: SP highlighted that the 2<sup>nd</sup> bullet point needs to be specific to AN. <b>KT to liaise with Safeguarding Officer and re-phrase.</b></li> </ul>
7.	<p><u>Standing items</u></p> <p>Board and Compliance report shared. Update of the Foundation provided. Low level funding to get financial history and impact.</p> <p>HM: Great to see progress and worth noting as a success.</p>
8.	<p><u>Development of new strategy 2026-2030</u></p> <p>ED offered opportunity for comments and thoughts from the Board re draft strategy.</p> <p>AS: improvements following comments from Strategy meeting are great. Place-based work is a core theme and very important moving forward. Small changes have made it clearer to the reader.</p> <p>KR: Pg 3 to link in with ICB plans</p> <p>IC: Core themes, are these purely based on SE rather than our themes as an organisation</p> <p>ED: SE is important but agree that the wording needs changing to focus more on AN rather than SE.</p> <p>PM: add in neighbourhood focus.</p> <p>ED: can emphasise this in the place section.</p> <p>HM: would be useful to incorporate short impact case studies to bring things to life and show impact</p> <p>JHa: agree to visualise 'what does winning look like'.</p> <p>AS: will there be a period of engagement with partners to show draft?</p> <p>ED: yes, but it will be targeted conversation with only select partners to get feedback.</p> <p>MM: have we got a priority for SROI to maximise return?</p> <p>ED: it is mentioned in the strategy, however, important to share appropriately. SROI not relevant for all stakeholders.</p> <p>IC: how do we track if we are successfully fulfilling the strategy</p>

	<p>ED summarised that the final revised strategy will be available in advance of Q4 Board meeting, aiming for a conference launch of the new strategy in Apr 26.</p>
<p>9.</p>	<p><u>LGR &amp; Devolution updates</u></p> <p>Devolution is paused but MD confirmed that conversations are still ongoing.</p> <p>ED: devolution could bring opportunities for AN. Can pause all that work for now. LGR is progressing which has implications for AN governance and hosting arrangements. Agreed that consultancy support for a business case of independence is required. APNO are keen to support and contribute financially. Nigel Harrison, recently retired ex-CEO of Yorkshire Sport Foundation, has been suggested as someone who could provide this consultancy. This would be jointly funded 50:50 between APNO and the Active Partnerships.</p> <p>Board all agreed to move forward with consultancy support.</p> <p>IC: recommend stress test</p> <p>KR: do you require more active involvement from Board?</p> <p>All agreed to offer extra support if required</p>
<p>10.</p>	<p><u>APNO conference</u></p> <p>KR: full attendance. Active Somerset interested in AN Place Work. Link of coastal deprivation areas. Inspirational speech from Michael Marmot.</p>
<p>11.</p>	<p><u>Directors Report</u></p> <p>Section A: update on Business Plan taken as read.</p> <p>ED: highlighted Active Lives Survey data, showing improvement of physical activity, this is an important measure that SE use. Also to note re budget have secured additional funding from PH. Re place partnership work, full awards have been submitted for GY &amp; WN and development award for Breckland. Thank-you to RT for all her work. In total AN have bid for £2.7M which will be a significant investment into sport and physical activity across the county.</p> <p>RT shared theory of change which is underpinning place partnership awards</p> <p>AS: impact of KPIs to map in with theory of change.</p> <p>SP: link in with Marmot Place Programme. Can clearly see connections with primary care network, social prescribing, care co-ordination etc.</p> <p>RT: ED on advisory Board re Marmot.</p> <p>KR: is the community seen as a partner?</p> <p>RT: full award purpose is to link up at community level</p>

	ED covered update on SMT improvement priorities. Noted that the appendix includes ways of working based on the blue heron work
12.	<p><u>AOB</u></p> <p>JHe: CPSU review, positive rating and no further action required, special thanks to Anita &amp; Aggy.</p> <p>AH: SD&amp;W looking at development opportunities for the team. Would the Board be happy to share skills at a future team meeting?</p> <p>All agreed</p> <p><u>Date of Next Meeting</u></p> <p>12<sup>th</sup> March 2026 2.00pm-4.30pm</p>

Board Actions (available on the Board Action Planning Sharepoint Page)

- Link KPIs with theory of change  
 28/02/2026 
- Contact Nigel Harrison re consultancy work  
 28/02/2026 
- Amendment to safeguarding policy statement  
 2nd bullet point re-phrase  
 28/02/2026 
- Forward Road Safety team reports when available  
 28/02/2026 

