

Active Devon Board

Notes of the meeting held on 3rd December 2021 at 1500

Board Members Present (virtual via Teams):

Karen Cook, Angie Scott, Simon Kitchen, Hannah MacDonald, Diana Crump, Jim Nye (from 1530), Andy Martin (until 1630), Jon Govender (until 1600),

Also in attendance:

James Watmough (Sport England Strategic Lead for SW*, (for item 4), Matt Evans (Chief Executive), Claire Beney (Director – Operations and Core Programmes), Tim Howard (Insight & Evaluation Manager), Gareth Dix** (Director – Strategic Relationships), Jo Colin** (Director – Strategic Relationships), Hannah Worth (Director – Tackling Inactivity)

*for items 1-4

** for items 1-5

1. Chair's Welcome and Opening Remarks

KC took the Chair and opened the meeting in JN's absence since he would need to join slightly late.

2. Apologies

There were no apologies but AM and JG's need to leave early was noted.

3. Declaration of Interests

There were no new DOIs beyond those held on the register.

4. Update on Sport England Strategic Context

ME welcomed JW to the meeting and gave a presentation summarising Sport England's journey to date and progress with the new 'Uniting the Movement' (UTM) strategy. In particular he focused on the new implementation plan which had been published the previous day. He gave positive feedback about the obvious alignment between the local strategy work and UTM and this was a good reflection of the intent upon which Sport England's strategy was based.

In response to questions from various Board Members (shown bracketed), JW shared his insight into specific areas of the strategy:

Place Partnerships (SK): this is the biggest single investment area of the strategy (c25%). He described the intent to build on local approaches tested in the previous strategy (eg Local Pilots, Core Cities etc) and work in a greater number of local places. It was not yet clear if/how investment may get prioritised between and within regions.

Join up between 'Big Issues' eg CYP & Active Environments (AS): JW reflected on previous 'programmatic' investment approaches and the intent to inform and connect issues from bottom up that is implied in the community focus of UTM.

Breadth of strategy and prioritising themes (JG): he recommended that we should take a 'ground up' perspective and listen to what local people and partners are telling us, then respond to that insight.

Cross-governmental advocacy (ME): he reinforced the need for partners such as AD to continue sharing local insight and summarised the potential approach which SE may take to advocating for the change the sector wants/needs to see.

Measurement (AS): he described the more complex nature of measurement and evaluation of system change approaches which is more nuanced and difficult than simple metric measures and more iterative by nature. SE has learnt through piloting place based approaches that 'you can't always count what counts'. HW reinforced that these are common challenges shared by Active Partnerships and other local partners.

JN joined the meeting.

Ref:	Decisions
211203 ADB A	<i>The Board thanked James Watmough for his presentation and noted its content and the Q&A responses</i>

5. Active Devon 2022+ Strategy

To provide context for the discussion on strategy, ME gave a presentation summarising the detailed implementation and transition planning that was underway in parallel with the production of the Strategy Framework. He covered: the connections to the parallel SE System Partner investment process and implications; the headline approach of building on that core resourced system partner role to galvanise wider local commitment to the physical activity agenda; the work done by SLT and wider Management Team on alignment of strategy to 'Place' and the implications for organisational design and team composition, and; plans and requirements for launching the strategy in Q4.

He also focussed significantly on the logic model approach being adopted as a key basis for operationalising the strategy and understanding the social impact we are seeking to achieve. He explained that this is a recognised methodology, commonly used across non-profit organisations.

ME also introduced the report which had been previously circulated summarising the feedback received from conversations and written responses with over 60 local partners.

Discussion and responses focussed on the following:

Need for clear implementation planning (JN): ME agreed and this also mirrored partner feedback. He confirmed that publishing supplementary delivery plans, in similar way to SE's approach is intended and also forms a compliance requirement in line with governance code requirements. HW and TH would provide more detail on evaluation and performance in the subsequent agenda item.

Concern over number of priorities areas and that the strategy does not focus on a single unique role (JG): ME reminded the Board of: AD's unique role as a local system partner for Sport England, its inherent multi-dimensional nature, and the associated grant funding requirement to align closely with UTM; the strategic intent of utilising the Strategy Framework and our work to mobilise and align local commitment; the sharpening focus towards organisations and partners that enable others, and; the added value of our local delivery work and its mutually enhancing connection with the core place / system focussed work. JC/GD reinforced this latter point with examples from AD's work in Plymouth and with the Health system, both of which were driving

enhanced local partner engagement and commitment to the movement agenda. ME added that this example reflected the strong resonance with the Health & Wellbeing and Communities themes from partner feedback and demonstrated the value AD can add across multiple agendas.

Uniqueness of Devon (AM): ME agreed that this was an aspect where the insight section needed to be refined. It reflected other partner feedback. AS suggested that the use of imagery intended for the published draft would be an opportunity to reinforce the strategy's Devon focus.

[JG left the meeting]

Strategy development process (SK): positive feedback about the Strategy and more importantly the process of developing it. ME and GD agreed it was encouraging to hear since there had been a deliberate aim to foster engagement with the team and partners through the process, in line with the AD's values. SK agreed with suggested changes to terminology around 'affluence'.

AS also considered the Strategy set out a strong, clear framework for the agenda in Devon and AD's intent within it. The changes suggested in response to the feedback were sensible and she gave her endorsement.

ME agreed that the insight section presented an opportunity to create a stronger narrative flow' through the document and thanked AS and JN for their offers of providing further input at iterative stages of the final draft.

Board Members were unanimous in the support for the Strategy Framework and the next steps.

Ref:	Decisions		
211203 ADB B	The Board noted the supportive feedback received for the draft Strategy Framework from consultation with partners and their endorsement of the aims, themes and intent expressed within.		
211203 ADB C	The Board noted the update on the implementation planning for the strategy and endorsed the direction of travel		
211203 ADB D	The Board approved the draft Strategy Framework, including strategic aim and priority themes, as the basis for: <ul style="list-style-type: none"> o Completing implementation planning and FY23 business planning o Production of a final draft for the Board's approval in Jan 2022 		
Ref:	Actions	Who	Date
211203 ADB-01	Production of a final draft for the Board's approval	ME	e/o Jan 22
211203 ADB-02	Completion of implementation planning and FY23 business planning	FLT	Feb 22

6. Evaluation and Learning

TH and HW provided a presentation which summarised the differing evaluation requirements of the future strategy, highlighted the potential mix of qualitative and quantitative methodologies that may be applied and would enable evaluation activity to focus beyond simple monitoring and reporting towards deeper learning and understanding of AD's work. They explained how the logic modelling approach proposed to business planning would underpin the future evaluation framework.

The proposals received positive endorsement from Board Members. AS and AM recognised the potential complexity of the requirements and suggested that care should be taken to avoid the risk of losing sight of impact for people and communities. JN welcomed the iterative nature of proposals which would be appropriate for approaches to our work which would be regularly refined during the course of the strategy. DC and HM were very supportive the approach which they felt was comprehensive. They endorsed the use of logic models which provided opportunities to learn from what has changed and what has not worked. The commitment to narrative / reflective approaches demonstrated the intent to hear the voices of people and communities for whom we are seeking positive social outcomes. ME suggested this was another of the significant changes in our approach that will be necessary going forward and he thanked TH and HW for their work so far on this important issue.

[AM left the meeting]

7. Directors' reports

ME summarised the new information shared in the addendum report since the postponement of the original meeting including up to date financial metrics for the Business Growth and Sustainability agenda. Thanks to continued success of the team's work he confirmed that AD remained on track to achieve annual targets. JN put on record the Board's thanks to Sam Williams whose role with AD had now come to an end. ME also clarified the recommendation to pause work on the CIC business case.

In response to KC, CB clarified the nature of the low level safeguarding reports received and that they had been satisfactorily responded to with partner organisations involved. DC sought clarification that safeguarding procedures were adequately linked in for onward referral to statutory agencies, which CB provided. AS provided feedback that it was positive that safeguarding queries were being raised.

Ref:	Decisions
211203 ADB E	<i>The Board noted the contents of the FY22 Q2 Enterprise Report</i>
211203 ADB F	<i>The Board decided that work with DCC on the CIC Business Case should be temporarily paused</i>
211203 ADB G	<i>The Board noted the contents of the Operations' Director's report including the FY22 Q2 Risk Report</i>
211203 ADB H	<i>The Board noted the contents of the FY22 Q2 Performance Report</i>
211203 ADB I	<i>The Board noted the contents of the FY22 Q2 Finance Report</i>

8. AOB

CB, HW and TH left the meeting in order that the Board could review the notes of the confidential meeting held on 23rd September. KC then stepped out of the meeting while other Board members considered the proposal to extend her term of Board Membership.

Ref:	Decisions
211203 ADB J	<i>The notes of the (part 2 - confidential) meeting held on 23rd September 2021 were agreed as a correct record.</i>
211203 ADB K	<i>The Board approved an extension to the Board Membership term of Karen Cook</i>

Future Meeting Dates

24th Feb 2022 2.30-5.00pm

28th Apr 2022 2.30-5.00pm

21st Jul 2022 2.30-5.00pm

I agree these minutes are an accurate and true reflection of the Active Devon Board Meeting held on 3rd December 2021



24/02/2022

Chair, Active Devon

Date