Board Notes

Meeting	Active Kent & Medway Board Meeting	Date	8th July 2025
Location	Teams	Time	10.30am-12.30pm

Board Members	**Graham Razey** (Chair), **Gurvinder Sandher, Derek Lewis, Chris Morgan**, **Liu Batchelor, Kathryn Edwards, Claire Shelton**, **Barbara Grogan**, **Caz Conneller**, **Liz Davidson** (AP Director), **Tom Marchant** (Kent County Council – Host Representative),
Board Members Present	Graham Razey (GR), Liz Davidson (LD), Tom Marchant (TM), Derek Lewis (DL), Chris Morgan (CM), Claire Shelton (CS) and Barbara Grogan (BG),
Attendees Present	Andrea Murphy (AM), Sophie Ward (SW), Elise Rendall (ER), Karen Bird (KB), Selina Baker (Notes) (all Active Kent and Medway)

<table>
<tr><th>Item No.</th><th>Item</th><th colspan="3">Comments</th></tr>
<tr><td rowspan="3">1.</td><td>Welcome and Apologies for Absence</td><td colspan="3">Apologies were received from Kathryn Edwards, Gurvinder Sandher, Liu Batchelor and Caz Conneller.

It was confirmed that the last Board meeting had been Adam Lawrence’s last, with him serving for the maximum of two terms on the Board.</td></tr>
<tr><td rowspan="2">Action Items</td><td>Action</td><td>Assigned To</td><td>Due Date</td></tr>
<tr><td>Write to Adam Lawrence to thank him for his contribution to the Board</td><td>LD / GR</td><td>01/08</td></tr>
<tr><td>2.</td><td>Declarations of Interest</td><td colspan="3">None were received.

GR confirmed with SB that annual declaration of interest forms issued to all Board members in May had been received.</td></tr>
</table>

	Action Items	**Action**	**Assigned To**	**Due Date**
		-	-	-
3.	Minutes of the last meetings held on 21.01.25 and 20.05.25 including any confidential minutes	Board notes from the meeting held on the 21st January 2025 were signed off as accurate. Board notes from the meeting held on the 20th May 2025 were signed off as accurate. GR addressed the actions from the January Board meeting notes and identified that writing to Medway and Kent councils was outstanding, which he noted was particularly pertinent now with the new leader of KCC. A further outstanding action GR noted was outstanding was the communication with Paralympians. LD advised that Callie-Ann Warrington had contacted AK&M regarding the 50m pool she is lobbying for, noting the engagement in this area. The final outstanding item was a Devolution risk item for the Audit, Risk, Finance and Nominations Committee, which was assigned to DL to follow up. Looking at the actions from the Board away day, GR asked whether any further work had been undertaken by the SMT regards the strategy exercise. LD confirmed there were dates scheduled to understand the wider landscape as it settles. LD advised that the major piece that came out of the day was technology, and how this is a gap in our current strategy. As a result of the away day, AM has also been looking into a stakeholder engagement in terms of perceptions of the partnership as a measure of our efficacy. GR then addressed the budget and referenced how the budget is set by KCC after the year has started, but how our process must be to set the budget in advance, and questioning when the next finance meetings were to ensure this is addressed. It was confirmed that the 26/27 budget and spend would need to be considered at the Audit, Risk, Finance and Nominations Committee meeting in December. KB confirmed this would be possible, it would just be the underspend figure that would not be available at that point.		
	Action Items	**Action**	**Assigned To**	**Due Date**
		Write to leader of KCC	LD and GR	01/09
		Devolution risk item	DL	24/09

4.	Matters Arising not covered by this agenda:	GR advised that, as discussed during the away day in May, the Board needed to be more engaged with the team as well as providing support and guidance. Additionally, there will be a more structured approach going forward, which will be clarified over the next couple of months. During the meeting the following were proposed and agreed: **Pillars Board Links:** • Supporting Sport - DL, CM • Connecting Communities - GS, CS • Children and Young People - GR • Active Environments - CC, TM • Health and Wellbeing - KE, BG **Place Board Links:** • Gravesend - DL, GS • Thanet - GR, CS • Swale – CC, BG • Medway - TM

	Action Items	**Action**	**Assigned To**	**Due Date**
		Confirm future Board link structure	GR	01/10

5.	Chair's Report	GR thanked Board members who had attended their recent annual appraisals with him, and noted the useful feedback received during these. Elaborating on the feedback, GR commented that members had advised him that they would prefer Board meetings to be in person, allowing for more discussions to utilise the skills they have. GR acknowledged that there are aspects required from a governance perspective the Board must achieve within the meetings too. GR reflected that it preferable to meet for longer and in person as at the recent away day, as this had proved to have been a very positive and beneficial day for the Board, and is the vision he has for the Board. GR will to look into the structure of this going forward. GR then moved on to talk around the Board's engagement with the SMT and the five pillars, and that a greater involvement is desired. Further conversation is required between LD and GR to ensure SMT utilise this relationship. GR also to prepare a schedule of events for Board members to use to aid engagement. GR took the opportunity to remind

		members of the annual conference date of the 15th October and then queried if we could move the next Board meeting to this date instead of the 14th as would assist with attendance. This was agreed by LD in terms of logistics. LD and GR met with LD's equivalent from the Hampshire AP where they discussed how they transitioned from being hosted to becoming a charitable organisation for interest.. [redacted] GR to contact APNO to see what support for there is for Boards regarding the challenge organisations now face regarding Devolution. GR interviewed last week for the Deputy role which AM has accepted.
	Action Items	**Action** / **Assigned To** / **Due Date** Schedule of events for Board members / SB / GR / 01/09 Contact APNO regards support for Boards and Devolution / GR / 15/09 Review how future Board meetings are structured / GR / 15/09
6.	Directors Report	LD began by touching on recent developments, including the NHS 10 Year Plan, meeting with GR and Hampshire and IOW AP director and attending a session with the outgoing SE Chief Executive. Moving on to talk about hearing from Adam Conant (Head of Sport at Department for Culture, Media and Sport) that there is appetite to hear more from APs to help shape and inform future direction and policy. Updating on School Sport and the School Games and recent Dept for Education announcements more broadly, LD advised that this will not be the same model as previously, but will still allow for the some of the same initiatives including the primary premium work and school games, but will also allow for further work to encourage pupils to move more throughout the day, potentially called an Active Schools Network. Moving on to talk about the health space, LD mentioned that through the place work we will have opportunities to start demonstrating our value in this space and upskilling and supporting the healthcare sector and utilising our flagship EDA campaign, linking this back to the NHS 10 Year Plan and the themes of prevention. LD concluded by mentioning the recent increase in team numbers to 25, as well as the extended connector network to ~35. Continuing to address that whilst this was exciting for the Partnership, it also meant that we need to be mindful

Action	Assigned To	Due Date
Schedule of events for Board members	SB / GR	01/09
Contact APNO regards support for Boards and Devolution	GR	15/09
Review how future Board meetings are structured	GR	15/09

		about wider policies – specifically reserves, and the need to be picked up with Audit, Risk, Finance and Nominations Committee. BG commented that the NHS 10 year Plan presents great opportunities, particularly in the digital space to, which LD responded by asking BG for assistance with her skills in comms in this area, namely around partners perception of the Partnership. BG mentioned Charing surgery which featured in AK&Ms recent EDA video, and where BG had recently spoken to one of the GPs regarding the couch to 5k programme. Continuing to comment on how it's a great example which can be promoted and replicated elsewhere, particularly in terms of looking at reducing type two diabetes, cardiovascular problems. DL asked LD about place based funding initiatives and her thoughts on the pace of it and followed up with a second question about Sport England being a consultee in the planning process, and what risks are perceived in that space. [redacted] Moving on to address the second question, LD confirmed that SE are currently a consultee on developments where there is a risk of losing green spaces and that a conversations were had last week with GR on how we look to mitigate this on a more local level, as this is where the decisions are actually made. LD advised that AK&M are looking to undertake training with planners this autumn and SW has shared a paper internally on how this could be achieved. [redacted] [redacted]

Action Items	Action	Assigned To	Due Date
	-	-	-

7.	Review of 24 – 25 Health and Physical Activity work (Incl. relationship with Public Health)	ER advised her report focused on AK&M's health and wellbeing pillar, covering the period 24/25, adding that AK&M have worked in partnership with the KCC Public Health team under an MOU since 2021. Confirming that the funding of £300k received in the last financial year has been confirmed again for 25/26. ER noted that significant progress had been made in this area, with new connections made and opportunities to influence, as well as the two new team members in this strand, which has, and will continue to support the development. Focussing next on the actions in the MOU, ER spoke about the successes and achievements, which included the EDA campaign and its website development, more EDA champions recruited and workshops. Also mentioned was the active aging work and LLB network, collaboration with the Public Heath team and the postural stability transformation programme work for those over fifty, concluding that good progress has been made across the wider work of the team too. Moving on to talk about opportunities and areas of focus for the next 12 months, ER advised there was a paper going to the Adult Health and Social Care Cabinet Committee today regarding the postural stability transformation programme, the result of which we should know in ~10 days. Essentially AKM's role in this work will be to oversee the delivery of a local grants programme, which should provide more opportunities for test and learn and collaboration with those services and teams in that space. Additionally, the place work would again offer more test and learn opportunities as well the potential for more targeted, more focussed work. ER then highlighted one of the risks, which is the short term funding agreement with the KCC Public Health which is only one year, which aligns with their grant agreement with central government. ER closed out by commenting how the relationship with the KCC Public Health team has been strengthened through collaborative working and the achievements of the MOU, and requested that Board members note the updates and if they can assist in any way with their skills or areas of work. DL acknowledged the achievements, further asking how these were measured, particularly to ensure we are using investment most cost effectively in the best way for the future. ER responded that there are progress measures in the MOU, and reporting revolves around sharing and learning. For the postural stability work and community grant there will be significant M&E to demonstrate value.

<table>
<tr><td></td><td></td><td colspan="3">CS queried whether we are measuring everything we need to, in terms of items that aren't in the MOU but may be useful for us as a partnership. ER responded that there is an ongoing conversation around this particularly our EDA work, and we welcome ideas on this.

TM asked how much attention would be given to the targeting of workplaces and businesses with workplace activity challenges in the next 6-9 months as the profile has been raised through recent cabinet committees.

LD advised that we have engaged with KCCs wider work on The Get Kent & Medway Working plan and that we also recognise that Kent Coastal region Marmot work will have a focus on employment. CS advised if you need a contact at DWP Thanet that she could assist.

GR clarified whether the community grants for postural stability is for 12 months, whereby ER clarified it's a 3-year programme commencing in April 26.</td></tr>
<tr><td></td><td rowspan="2">Action Items</td><td>Action</td><td>Assigned To</td><td>Due Date</td></tr>
<tr><td></td><td>-</td><td>-</td><td>-</td></tr>
<tr><td>8.</td><td>Plans for 25 – 26 – Supporting Sport.</td><td colspan="3">SW began by commenting that the work in this pillar had continued to provide strong support for local organisations to better understand their communities in order to deliver activities that are appropriate for their needs and motivations. Discussing the funding available to them, SW commented there were various options available, both internal (such as the FANS) and external streams.

SW also shared information on wider work the team has been involved in over the past 12 months, including the Multi Sport Facilities Fund pilot – alongside three other APs. Through which we were we were allocated £130,000 in funding with an additional capacity funding of £13k funding for this work. This enabled us to deliver 13 projects across the region, focusing on previously funded sites that are high quality, with a particular focus on Football Foundation sites, with multi-sport officer to work with local groups.

Stakeholder engagement, local groups demonstrated their activities to encourage engagement. We organised a community roadshow that travelled across the county, addressing a range of topics relevant to local communities. Board members were encouraged to attend these events to gain firsthand insight into the work being done on the ground.

We also undertook a review of our funding processes to ensure that applications were more accessible and better aligned with the most appropriate funding sources. We also worked with Public Health with the Stop Smoking Fund to organisations that may not have previously been aware of its availability. Additionally, we secured ~£2 million in</td></tr>
</table>

		investment through the PlayZone initiative, which should link well with place work, which was specifically targeted at supporting low socio-economic groups. To strengthen our partnerships and address issues of inequality, we introduced local National Governing Body (NGB) drop-in sessions. These sessions were designed to be more localised and reignite conversations around inequality, at a more local level – focusing on our context and challenges.The first session was recently held and received positive feedback. In terms of resourcing, the Workforce Officer role had remained vacant for 18 months, however the new officer is set to begin in August. SW also commented that the sport welfare team had now come into this pillar after restructuring, and that the pillar was now well resourced. Member reports have been submitted quarterly, enabling us to provide snapshots of events and funding recipients in member areas. We continued to facilitate networking opportunities at both local and national levels to ensure our work remained reflective of community needs. There was also a strong emphasis on shared learning, allowing us to continuously improve our practices. SW Finally, we have recently initiated a consultation exercise focused on the use of sport in addressing crime and anti social behaviour. Our Community Development Officer is leading on this work, which aims to influence policy through initiatives such as "Take Back Our Streets." SW closed out by requesting the Board to review the progress made in this area, particularly with the growth in the team, and if there are any ways in which you could assist, particularly with sport welfare, crime and sport and key stakeholder engagement. TM mentioned strands of work with KCC Libraries and Public Rights of Way where there is work underway regarding physical activity and prisons, which he would be able to offer connection. SW agreed there was definitely an appetite for this work particularly in the place based work. DL asked SW how the impact of the work was measured. SW responded that a lot of M&E revolved around what stakeholders required, noting that we're still in the initial stages of the criminal justice work whereas the sport welfare work has more established systems in place along with elements they need to adhere to. Closing out by saying that the M&E Officer is also involved with the calls with the leading consultancy organisations. GR questioned the resourcing element SW spoke about, and whether the Board should be concerned about this, and why this happened. Additionally, now that the team is fully resourced, what difference will be we be seeing in twelve

		months time compared to now? SW advised the recruitment challenges were due to quality of candidates and going out to recruit more than once.. GR discussed supporting sport and that DL and CM as the Board member links for this strand going forward, and that anything that needs to be reported back goes through them.		
	Action Items	**Action**	**Assigned To**	**Due Date**
		-	-	-
9.	Introduction to Risk Appetite and our Approach.	GR began by giving some context to the piece, commenting that the 24 months ahead are a challenging time for the partnership and we need to start to thinking about our appetite for change; concluding by saying that now is the time to think about where the partnership goes from here. DL commented that there is a need for the Board to further explore appetite for risk. And what collectively we are comfortable in taking and we need to get to place where we all agree. DL asked whether members had had an opportunity to review the paper he had circulated on this? CS commented that, as a new Board member, she did not have a deep enough understanding of the risk appetite of the Board yet to which DL responded by saying that we've never had the discussion, so it would be useful to understand where members individually feel is a comfortable level. Adding that it might be useful for members to see the Risk Register as well as part of the exercise, which LD confirmed could be circulated. LD also commented that the risk appetite could change over time dependent on factors, which DL agreed with, saying it was a live situation. This may well change over time as our competence does over time. Initially looking to hear individual thoughts regarding the risk appetite document via a form within a couple of weeks, as CM commented he would benefit from more time looking through it, it was decided that a section at the Board meeting in October would be appropriate to look at how we're going to operate as a Board, with risk being one element. DL proposed sending out some generic questions ahead of this to assist with the process. The Board's response could then be confirmed at the Audit, Risk, Finance and Nominations Committee meeting in December.		
	Action Items	**Action**	**Assigned To**	**Due Date**

<table>
<tr><td></td><td></td><td>Circulate Risk Register</td><td>SB</td><td>18/07</td></tr>
<tr><td></td><td></td><td>Circulate generic questions regarding risk appetite</td><td>DL</td><td>15/09</td></tr>
<tr><td>10.</td><td>KPI Update</td><td colspan="3">AM confirmed that targets remain the same for this year, except for those around workforce training and development, for which the figure has remained the same for a number of years and that the target would be increased by 20% to 1500, adding that the suite of KPIs we have ensures we are targeting the audiences across our programmes.

AM commented that there was a session focusing on KPIs with the team last week during the monthly meeting, which will be factored in quarterly. Continuing, AM advised that the report is designed to show our contribution to tackling inequalities to increase participation, in terms of what we’re doing to upskill, as well as through funded programmes.

AM noted that there was ongoing work to create dashboards for real time reporting and help focus our work and look at resource. AM also advised that further to LB’s suggestion during the away day, we are also looking at incorporating the use of AI more into our work. Lastly AM spoke about the SE asking system partners to report back with more quantitative data and that SE were looking at producing a suite to facilitate this. AM advised that there was an opportunity for collaboration on this with SE and to choose the items we would report against, and we will ensure reporting aligns with what the Board receives. AK&M will ensure the Board is notified of any updates on this process.

CS reflected upon the NHS 10 year plan and AK&M’s ease of access to health data (suggesting access to EKHUFT and KCHFT), relating it to how we want to align our work to our impact regards long term health conditions. AM responded that it would definitely be a useful to continue the conversation, particularly with the postural stability programme.

GR asked AM if there had been any further insight from APNO or SE regards good practice on KPI reporting and demonstrating we are having an impact. AM responded that there had not been anything definitive, all APs report differently, adding that some have safeguarding or governance dashboards and that SE have a focus on Active Lives and there is the shift on qualitative. APNO were looking at Smartsheet but that hasn’t reached conclusion and concluding by saying that AK&M are looking into ripple effect mapping.

GR suggested that we should look at examples of what other Boards are doing which was assigned to the Projects and Programme Committee and add KPI reporting as an agenda item

CS commented that the prevention agenda is difficult to evidence and that challenges to communities are multi layered and queried whether there is scope in Swale and Thanet for Marmot work, particularly with the Institute of Health</td></tr>
</table>

		Equity. CS added there are potentially links with Gemma O'Grady and Ellen Schwartz at KCC who may be able offer connections into the Institute of Health Equity. LD added that through Medway work there have been conversations with HDRC. AM added that health is very focussed on intervention and measuring impacts. BG added it also revolved around the cost. CS commented on the poor financial situation of the NHS and questioned how much work we would therefore want to put in versus the results that could be achieved. GR concluded that we can't evaluate our performance alone, therefore we must work with partners to measure our impact.		
	Action Items	**Action**	**Assigned To**	**Due Date**
		Add KPI reporting as agenda item to Projects and Programme Committee	CS	01/10
11.	Finance Update	KB advised that the report was completed before June figures were received. Confirming that the first systemic and delivery payments had been received, which relate to our Active Lives and school games work, but that Public Health funding isn't received until later in the financial year. Continuing by advising we had also received the first payments for the Thanet and Gravesham place work and highlighting that the underspend relating to place work was due to the fact we apply for the funding before going out to recruit. KB also commented on the underspend which SW had already discussed around the Workforce role had now been addressed with the new appointment. Moving on to talk about Sport Welfare Officers, KB advised that the slow start on spending in this area was due to lack of guidance from SE, and that the officers have now been asked to develop a costed delivery plan, on which we would welcome guidance from the Board. DL queried that the funds received from the PE conference were received after the event, and asked if there would be any other situations where this would be the case. KB confirmed this was only due to the fact that the event came so late in the financial year and due to invoicing deadlines prior to the PE conference. DL responded by questioning the risk factor associated by non payment of invoices, to which KB advised this was very unlikely, also advising that this would be same situation this financial year with the PE conference.		
	Action Items	**Action**	**Assigned To**	**Due Date**
		-	-	-

<table>
<tr><td rowspan="3">12.</td><td>Audit, Risk, Finance and Nominations Committee Update</td><td colspan="3">DL advised there were no updates in this area as the meeting due to have been held in June was not quorate.

Board members recently added to the committee in the were approved.
New ToRs were approved.</td></tr>
<tr><td rowspan="2">Action Items</td><td>Action</td><td>Assigned To</td><td>Due Date</td></tr>
<tr><td>Circulate meetings to newly approved members</td><td>SB</td><td>18/07</td></tr>
<tr><td rowspan="4">13.</td><td>Strategic Projects and Programme Committee Update</td><td colspan="3">CS advised no meeting has been held. LD noted that start / end of day had been seen as preferable times to schedule meetings.

Board members were approved for the newly established committee.

ToRs for the committee were approved</td></tr>
<tr><td rowspan="3">Action Items</td><td>Action</td><td>Assigned To</td><td>Due Date</td></tr>
<tr><td>Advise SB if any particular days are difficult with regards to scheduling meetings</td><td>Committee Members</td><td>25/07</td></tr>
<tr><td>Schedule meetings for upcoming year</td><td>SB</td><td>15/08</td></tr>
<tr><td rowspan="4">14.</td><td>Chair’s Structural Review Committee</td><td colspan="3">GR confirmed no meetings had been held.

Board members were approved for the newly established committee.

ToRs for the committee were approved.</td></tr>
<tr><td rowspan="3">Action Items</td><td>Action</td><td>Assigned To</td><td>Due Date</td></tr>
<tr><td>Advise SB if any particular days are difficult with regards to scheduling meetings</td><td>Committee Members</td><td>25/07</td></tr>
<tr><td>Schedule meetings for upcoming year</td><td>SB</td><td>15/08</td></tr>
<tr><td>15.</td><td>AOB and Date of Next Meeting</td><td colspan="3">LD advised that we are actively recruiting for a new finance Board member following Luke’s departure.</td></tr>
</table>

GR raised the issue of there being a gap in expertise from an HR/ Workforce Development perspective on the Board and asked for the Board’s approval to go out to recruit for a new member, which was given.

LD posed the question regarding the wider political landscape and KCC, and asked if TM was able to provide any insights from his perspective.

TM commented that local priorities are still unclear and that it will take a further 6-9 months for councillors to fully establish themselves. The second County Council meeting is this Thursday which he invited attendance to. TM advised that KCC are refreshing their medium term financial plan, which members will need to review as their priorities relate to funding commitments. Councillors will also need to release a strategic statement for the next 3/4 years which should emerge over the next month. TM reiterated that a letter to the leader and also to Cabinet Member was a good idea, but is confident we can build a relationship with him, adding that we should also be inviting him to our conferences.

LD advised that she had reached out to Deborah Benton yesterday regarding getting time with Paul Webb. CS also commented it was perhaps beneficial to reach out to councillors working in the place based areas, in terms of prevention, where we work with KCC prevention and where there has been talks of cuts as this could align with our postural stability work and active aging.

Next Board meeting now 15th October at the Kent Event Centre, after the annual conference.

Action Items

Action	Assigned To	Due Date
Update October Board meeting from 14th to 15th	SB	18/7
Send invite to Board members for AK&M Annual Conference	SB	18/7
Recruit new HR focused Board member	GR/LD	