Board Notes

Meeting	Active Kent & Medway Visioning Session and Board Meeting	Date	20th May 2025
Location	**Kenward Place, Yalding**	**Time**	**9.30am - 3.30pm**

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

Item No.	Item	Comments		
1.	Welcome and Apologies for Absence	Apologies were received from Kathryn Edwards and Adam Lawrence. Luke McCarthy was also not in attendance, who this week advised of his resignation from the Active Kent & Medway Board. There were no declarations of interest.		
	Action Items	**Action**	**Assigned To**	**Due Date**
		-	-	-
2.	New Board Members	GR sought agreement from Board members to accept Caz Conneller, Barbara Grogan and Claire Shelton on to the Active Kent & Medway Board. Approval was received from all members.		
	Action Items	**Action**	**Assigned To**	**Due Date**
		Send out Board meeting invites to new members	SB	21/05/25

3-9.	Visioning Session	This portion of the day was facilitated by TB, and his introduction covered issues such as Devolution, with the potential changes to local government structures to consider as well the NHS England restructure that has been announced. TB then lead an initial individual exercise asking all present to think about what is going on in the system around us which impacts their work. The thoughts were put down on a sheet of paper through a rich picture exercise before being presented. The second part of the exercise comprised answering the question of "when did physical activity become important to you?". The sheets of paper were assigned a position based upon the answer given to the second question along a piece of string that was held to represent a timeline. The second session comprised a group exercise in four groups looking at the following questions: - What will be the future need, and what changes will have greatest impact on us? - How closely aligned to our strategy are the future changes in context / societal shifts we're foreseeing? - What networks and relationships do we have that we can tap into? - What funding or partnership opportunities exist? The groups rotated so everyone had a chance to consider all the questions. A separate document lists the ideas generated, to which an internal PESTEL exercise for the SMT is proposed. To close the visioning session TB asked the group to reflect on what had been the themes from the exercises and what might AK&M need to do differently. As part of the reflections from the session, GR posed the questions of what do Board members ask the executive team? And in turn focus how and where we measure performance. Highlighting the importance of understanding how are we perceived as an organisation and how this in turn impacts our ability to influence? SMT to consider. CM appreciated the value of getting people in the room to understand challenges and also stressed the point that had been mentioned in a presentation earlier, that that journeys through life with sport are not linear. GR finished by saying there has previously been a them and us mentality with regards to the Board, but that it is the Board's role to support and challenge – it is a shared endeavour. Continuing, GR recognised that as a Board we need to do more to encourage that, particularly with the Place work, as well as the issue of ~20 employees working meaningfully with roughly 120 partners.

Action	Assigned To	Due Date
Internal exercise for SMT	LD	01/09/2025

		SMT to look at how we measure AKM profile and reputation with stakeholders.	AM	
10.	Minutes of the meeting held 21.01.25 including any confidential minutes	GR asked if there were any comments regarding Paper 2. None were received.		
	Action Items	**Action**	**Assigned To**	**Due Date**
		-	-	-
11.	Director's Report	GR asked if there were any comments regarding Paper 3. None were received.		
	Action Items	**Action**	**Assigned To**	**Due Date**
		-	-	-
12.	KPI Update	GR asked if there were any questions regarding Paper 4. DL asked if AK&M had any revised targets? GR commented that AK&M should be more qualitative rather quantitative in terms of analysis. LD mentioned the recent Annual Report that was issued on social media as well as the fact that on the funding acceptance form, which by signing they are pledging to join Move Together. However, acknowledged it was still the 'so what' of that number of signing up. GR responded by saying it still requires additional work to understand how we are making an impact, and that notable organisations are not a part of those who have pledged. Recognising that the commitment of the pledge was a good idea, GR concluded by identifying the issue of how do we follow up in monitoring that they those who have pledged are in fact actioning it? AM commented that we showcase the organisations and their work in order to keep momentum going, but admitted it was difficult. GR requested that a discussion was required around 25-26 KPIs, and perhaps the new committee could look at this. LD rounded out the conversation up by commenting that the Place work is a major investment and should not be measured in a separate/ stand alone way. Internally work will need to be done to embed.		
	Action Items	**Action**	**Assigned To**	**Due Date**

		-	-	-
13.	Finance Update	GR asked KB for highlights on Paper 5. KB responded that the key point was the large underspend in 24/25. Moving on to talk about this financial year, KB talked about the increase in staff numbers with vacancies now having been filled, and advised that that the 25/26 budget had accounted for a full year of these staffing costs. Returning to underspend, KB advised that AK&M have until the close of the funding cycle in 2027 to spend the money. GR stressed that AK&M do have the responsibility to have an impact, and requested that the Board need to be more sighted on underspend. GR also requested that authorisation from the Board is sought if underspend is being repurposed as an approval system needs to be in place. To follow up on the 25/26 budget, LD commented that there have been changes to NI which means there will see significant extra spend on staffing moving forwards. GR queried when the final 25/26 budget would be received, to which LD confirmed it would be circulated ahead of the next Board meeting.		
	Action Items	**Action**	**Assigned To**	**Due Date**
		Circulate 25/26 budget	KB	08/07/25
14.	Governance Maturity Matrix and Governance Calendar	DL advised that AK&M are currently reviewing committee structures including amalgamating the Nominations Committees and the Audit, Governance and Risk Committee. Continuing, DL proposed that a new Strategic Programmes and Project Committee be established. To meet c. three times a year, potentially online. Secondly a Chair's Committee being set up, to look at the implications of LGR and Devolution for the partnership and options available to us. Finaly, a Remuneration Committee , which will provide evidence to the Board in regards to approval for LD's position, as well as potentially around the senior team in the future too. This will meet annually. DL informed that we will need to see on which committees Board members would like to sit. (Next Board Meeting) Additionally, DL advised that training is available from the APN and SGA to assist with gaps in existing knowledge. To conclude, DL mentioned the governance calendar that is in place for the Board will be developed for the new committees.		

		DL then explained we would work through Paper 6 as a group exercise, looking at the maturity matrix and identifying where we think AK&M currently are, and where we think we would like to be. **Function 1 – Clarity of role and understanding of the governing body** GR commented that he believed AK&M were somewhere between Developing and Mature and that we should be Advanced, and could achieve Vanguard with a lot of work. **Function 2 – Agreeing AK&M's vision, ethos and strategy** GR commented AK&M have achieved Mature but not Developing, but will soon have Developing covered. **Supporting function: Leadership** GR commented that AK&M are Compliant and Advanced too. The recently published Annual Review should be a Board document but it didn't mention the Board, so queried Stakeholders understanding that AK&M have a Board. GR and LD discussed whether it should be called an 'Impact Report'. **Function 3 - Holding the Chair / Partnership Director / leadership team to account** GR advised that the Chair's appraisal process and Board member interviews for all will be covered in the next six weeks. Adding that GR and TM have moved on regards LD's appraisal which is a joint Board and KCC process – confirming AK&M are Mature for governance. **Supporting function: Performance monitoring** GR commented that AK&M are currently fulfilling elements at all levels – with a clear set of KPIs set to objectives, both internal and external data. Continuing by questioning that the issue is, is it making a difference, and that this had been a thought for a couple of years. AM responded that she agreed and that AK&M need to be more qualitative in analysis, adding that we collect a lot of qualitative data, but the issues we are finding is how do we report it back to the Board. LB suggested using AI to condense the information AM commented that AK&M uses evaluation forms that go out regularly, that the ME framework asks the same questions across the piece, and has a quarterly impact across the programmes. GR added that AI was good for longitudinal data, but important to keep it in a closed environment.

Function 4 – Financial performance and solvency
GR commented that AK&M has been in a reasonable financial position since he has been on the Board, and as such has not had to concern itself with money which can lead to complacency. GR suggested that this is a topic for the Audit and Governance Committee to look at.

DL advised he will bring an item to the next Board meeting regarding risk management. GR added that the risk register will also be needed at each Board meeting too. LD concluded by saying that a risk register has been created one for each of the Places as well.

Function 5 - Stakeholder Engagement
GR began by saying everyone contributes with individual engagement, but questioned do we systematically engage as Board? BG queried whether a stakeholder mapping exercise had been done? GR confirmed it had been done during his first year. Closing on the point, GR added that helping the senior team to become more strategic is one of the Board's goals.

Function 6 - Transparency and accountability
GR commented that AK&M are not good at engaging stakeholders and telling them what we're doing, however the strategic plan was good, but is only once every five years.

CS questioned if issues are around the number of stakeholders or how we're communicating? GR responded by saying the root cause was due to KCC operating methods. LD adding that was issues around sharing strategy. GR finished up by saying that AK&M's position has improved vastly from when he joined, and questioned if KCC wasn't driving us who might be.

Supporting function: Probity
GR commented this was a strong area for AK&M, but queried the annual basis and policy. DL confirmed he would resolve.

		Action	Assigned To	Due Date
	Action Items	Send out new committee ToRs	SB (with DL & LD)	01/07/25
		Risk management item for next Board meeting	DL	01/07/25
		Resolve conflicts of interest policy query	DL	01/07/25
15.	AOB and Date of Next Meeting	Next Board meeting 8th July via Teams.		