



active
partners trust

Business Plan 2024-2027

Introduction

Our APT Business Plan sets out who we are, why we are here, how we operate and how we are funded.

Contents:

- Making Our Move
- Our vision
- Our purpose and priorities
- Our culture, values and behaviours
- Who we are
- How we work
- Who we work with
- How we are governed
- How we are funded
- How we capture progress and understand change

...but before going into who we are, some important context that drives our work.

Making Our Move – *a shared vision for Uniting the movement in Notts and Derbyshire*

Sport England launched a national strategy, 'Uniting the Movement' (UtM), in January 2021. It sets out a 10 year vision to transform lives and communities through physical activity, and its mission is clear – to tackle the deep-rooted inequalities and unlock the advantages of being active for everyone.

Informed by hundreds of people and organisations in Derbyshire and Nottinghamshire, Making Our Move is our local response to UtM, setting out the future priorities and actions needed at a local level from us, our partners, and communities across our geography.



Our Vision

Active Partners Trust (APT) is a charitable organisation with a vision that aligns to Making Our Move:

'to address inequality and empower everyone to be active in a way that works for them'.

To have the greatest impact, we focus our efforts and resources on where we can make the biggest difference; empower our communities; and shape action.

We base our approach on insight, gained through working closely with people and communities experiencing the greatest inequality.

We work with a wide range of partners and stakeholders across many different sectors, who share our vision and desire to address inequality and empower everyone to be active in a way that works for them.



Underpinned by **core values** and ways of working

VALUES:

We will **MAKE A DIFFERENCE**

by being **COLLABORATIVE**

INCLUSIVE

PASSIONATE

and acting with **INTEGRITY**

OUR VISION:

WORKING TOGETHER, WE WILL ADDRESS INEQUALITY AND EMPOWER EVERYONE TO BE ACTIVE IN A WAY THAT WORKS FOR THEM

OUR PURPOSE

APT is here to **CONNECT, COLLABORATE, INFLUENCE** and help create a **CULTURE** where everyone can be **ACTIVE**

OUR Priorities

Understand

- Understanding people and communities
- Building our insight and learning with partners
- Sharing insight and learning to inform decision making

Enable

- Creating opportunities
- Developing People
- Advocating and influencing for change in policy and practice
- Creating conditions for change

Invest

- Seeking investment to support the work
- Targeting resources to where they are most needed
- Aligning existing resources

Healthy, well governed organisation that understands its impact

our Culture

At APT, we aim to create a culture where we **support, trust and learn** from each other. We **all take responsibility** for developing our culture and helping to make the organisation one that we want to be part of. One where we feel **valued and empowered**.

We **value diverse perspectives** and seek to bring these into the organisation and our work.

Trying new things is encouraged and it's ok to make mistakes – we learn from them. We allow time for **learning** and reflection and we seek to **grow and develop** as individuals and as an organisation.

Leadership is important and distributed throughout the organisation. By that, we mean that everyone is a leader and takes responsibility for leading their respective work areas.

The **wellbeing** of our team is important too – we are open to ideas and do what we can to support this, including actively encouraging flexible working and a healthy work/life balance.

And we care about the **environment**, doing what we can to reduce our carbon footprint and adopt sustainable forms of travel.



our values and behaviours are key to helping us build this culture.

our values and behaviours...and what they mean to us

Our values and behaviours define us as an organisation – they are who we are and what we stand for. Our values are simple to grasp, motivational, aspirational and authentic.

We work hard to ensure that we all live our values day to day and they are embedded in all that we do.

Make a Difference. We seek to positively make a difference through movement, physical activity and sport. We add value through insight and learning, influencing relationships, strengthening our networks and connections and embedding what works well.

Integrity. We will act with integrity in all that we do, being open, honest and trusted. Encouraging this culture with others.

Collaborate. We commit to collaborate, giving time and space to develop relationships, to listen, to reflect and to build shared purpose. We take collective responsibility and learn together to inform our work.

Inclusive. We ensure we are inclusive in everything we do. We are open-minded and equitable, encouraging others to reflect on how they think and act. We are a committed ally to inclusion.

Passionate. We believe in what we do. We are energetic, curious and aspire to think creatively. We are bold in our thinking, not afraid to try new things.

We do this by focusing on our behaviours which are set out and guided by our values – they are the practical application of our values.

In our behaviours, we will....

- Seek to understand and add value
- Be open and honest
- Be mindful of others and show emotional intelligence
- Lead by example, adapting our style as required
- Take collective responsibility and be accountable for our actions
- Give time and space to developing relationships
- Be open-minded and equitable
- Commit to being an ally of inclusion
- Be willing to learn and grow
- Believe in what we do
- Bring energy, curiosity and courage to our work
- Positively and professionally challenge views



Who we are

People are at the centre of everything we do, whether that be in our work or within our organisation.

We are a small, friendly team of 33 people, all of whom are dedicated and passionate about what we do.



Christine Gregory
Business Support



Pat Wynne
Business Support Lead



Ilana Freestone
Active Partners Trust Lead



Margaret Blount
Operations Lead



Michelle Skinner
National/Local Relationships



Kerryn Chamberlain
Active Notts Lead



Stuart Bachelor
Active Derbyshire Lead



Katie Crockett
Strategic Lead (Marketing)



Edwina Archer
Funding Lead



Tamasha Wickramarachchi
Marketing and Insight Lead



Nikki Sargeson
Marketing and Insight Lead



Adam Davenport
Marketing and Insight Lead



Cath Cooke
Sports Welfare Lead



Naomi Jones
Strategic Lead (Young People)



Sophie Cope
Place Lead



Franky Boyland
Sports Welfare Lead



Sarah Vaughan
Young People Lead



Sarah Rodgers
Place Lead



Jade Gresham
Strategic Lead



Craig Homer
Strategic Lead



James Cook
Strategic Lead



Helen Davies
Strategic Lead



Rachael Dyer
Strategic Lead



Will Hughes
Strategic Lead



Heather Clarkson
Strategic Lead - Walk Derbyshire



Caron Fellows
Workforce Lead – Walk Derbyshire



Melissa Morrell
Strategic Lead – Walk Notts

Sara Davies
Strategic Lead – Walk Notts

Laura Armitage
Strategic Lead – Walk Notts

How we work

“There’s not a single solution or intervention. Implementation requires a collective and co-ordinated response across all settings where people live, work and play – by all relevant stakeholders, at all levels to ensure a more active future” WHO 2020

Our approach is based on a strong insight and understanding of peoples' motivations and barriers to being active, gained through working closely with people and communities experiencing the greatest inequalities. Our people and resources are focused on where we can make the biggest difference.

We build trusted relationships, work collaboratively with communities and a wide range of partners, using our insight to influence policy and strategy, and change practice - informing the design, development and delivery of opportunities for people to be active.

Wherever possible, this is done through co-production – bringing people, communities and partners together, enabling and empowering communities to themselves, create ways to be active that are right for them.

Our team is organised by area, with a focus on a city, district or within a community; by theme, with a focus on a shared aim in Making Our Move; and by cross-organisational support functions or priorities.

Underpinned by core values and ways of working

VALUES:

We will **MAKE A DIFFERENCE**

by being **COLLABORATIVE INCLUSIVE PASSIONATE**

and acting with **INTEGRITY**

Champions:
Rachael Dyer, James Cook,
Will Hughes

Shared Aims Making our Move

Cross-cutting themes

Create a culture where everyone can be active
CYP have a positive experience of physical activity
People and communities experiencing greatest inequality
Safe, accessible and inclusive places and environments
Maximise the potential to improve physical and mental health
Walking, climate change, covid 19

Katie Crockett
Naomi Jones
Rachael Burton-Dyer
Stuart Batchelor
Kerryn Chamberlin
Jade Gresham

organisational Leads

Understand

Monitoring Evaluation and Learning
Michelle Skinner/Ilana Freestone/Scott
Hartley/Margaret Blount

Enable

James Cook

Will Hughes – community and voluntary sector
Place team – as appropriate

Invest

Helen Davis

Edwina Archer/ Wendy Riley/Kirsty Malone
Place Team as appropriate

All supported by:

Comms & marketing: Katie Crockett/Adam Davenport/Nikki Sargeson/Tamasha Wick
Funding: Edwina Archer
Diversity & inclusion: Margaret Blount/Adam Davenport/Rachael Dyer/Ilana Freestone
Team culture & development: Ilana Freestone/Michelle Skinner

Underpinned by a healthy, well governed organisation that understands its impact
Margaret Blount/Ilana Freestone/Pat Wynne/Christine Gregory

Place Team

Derbyshire

Stuart Batchelor

High Peak

Craig Homer
Sarah Rodgers

Derbyshire Dales

Will Hughes

North East

Will Hughes

Chesterfield

James Cook

Bolsover

Jade Gresham

Amber Valley

Craig Homer
Sarah Rodgers

Erewash

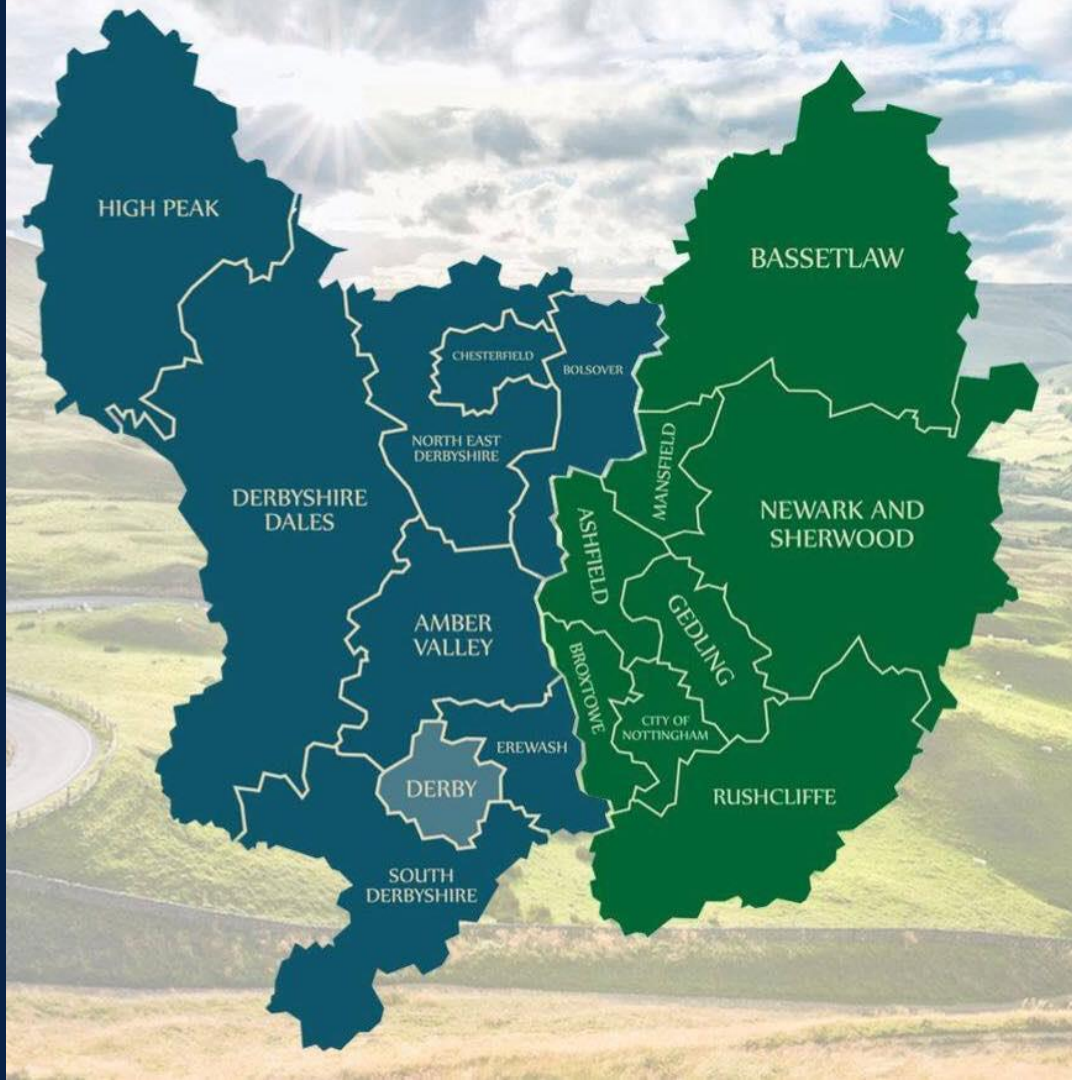
Jade Gresham

South Derbyshire

Jade Gresham

Derby

Stuart Batchelor
Sophie Cope



Place Team

Nottinghamshire

Kerryn Chamberlin

Bassetlaw

James Cook

Mansfield

Helen Davis

Ashfield

Helen Davis

Newark and Sherwood

Will Hughes

Gedling

Rachael Burton-Dyer

Broxtowe

Rachael Burton-Dyer

Rushcliffe

Rachael Burton-Dyer

Nottingham

Kerryn Chamberlin

Sharen Morgan

Rachael Burton-Dyer

Who we work with

Relationships are key to all our work. We work together with a wide range of stakeholders, service providers and organisations, at all levels of the system, who share our vision and have a part to play in Making Our Move - Uniting the Movement.

This includes (but is not exclusive to) partners working within:

- Health and social care
- Transport
- Housing
- Sport and leisure
- Community and voluntary sector
- Environment and planning
- Children and young people and Education
- Crime reduction and community safety
- Economic regeneration



How we are set up

We are a charitable organisation and role we play is similar to that of an infrastructure or backbone organisation. By that we mean we exist to support the work of others, rather than deliver directly ourselves. There are many organisations that deliver physical activity opportunities directly – we support them. Support them in their work, to develop their workforce, to access funding, rather compete for it ourselves. Our core funding from Sport England enables us to operate in this way.

This brings with it some key organisational risks as there are very few organisations who fund this type of role. These include:

- Reliance on Sport England funding
- Limited number and reduction in capacity of local partners who are able to contribute
- Demonstrating direct organisational impact can be hard
- Change in direction of Government or national policy



How we are Governed

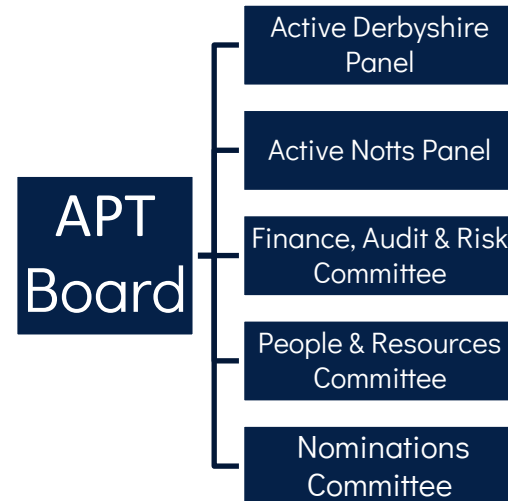
APT aspires to the highest standards of governance and outstanding leadership.

The Board has met Tier 3 of the UK Code for Sports Governance and is currently working towards the revised criteria, published December 2021. In line with this, we aim to act as an exemplar organization with respect to Diversity and inclusion and safeguarding standards.

APT is a registered charity and a company limited by guarantee, governed by a non-executive Board of Directors. It is supported by an Audit Committee and two Panels, one overseeing the work of Active Derbyshire and the other Active Notts.

An external Board Evaluation was completed towards the end of 2021. On the back of this and the revised code of governance we are currently:

- Reviewing the Terms of Reference of the Panels in the context of Making Our Move
- Establishing a People and Resources Committee (this will oversee the revised Diversity and Inclusion action plan) and the development of a People Plan.



How we are Funded

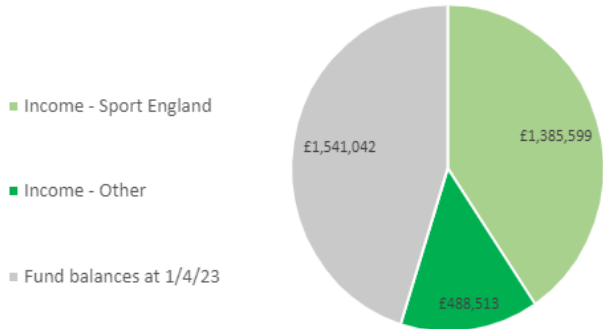


The majority of our income is from Sport England. We have secured core funding as a 'System Partner' for the period 2022-2027 to support the implementation of 'Making our Move'

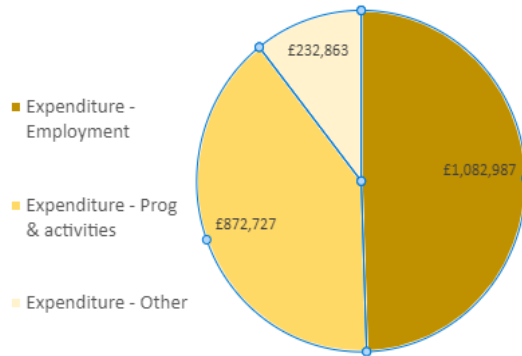
Other income comes from Local Authorities and other partners who are investing in work that we are doing together locally.

The majority of the end of year balance is either restricted (programme funding) or committed and the unrestricted funding (our reserves – estimated at £461,616) will be allocated to identified priorities in our annual action plans, over the funding period 2022-2027.

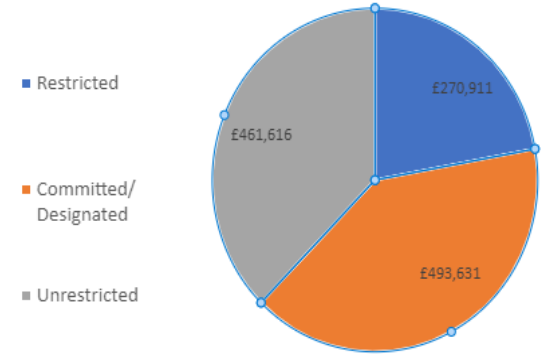
Income 22/23 £1.87m



Expenditure 22/23 £2.19m



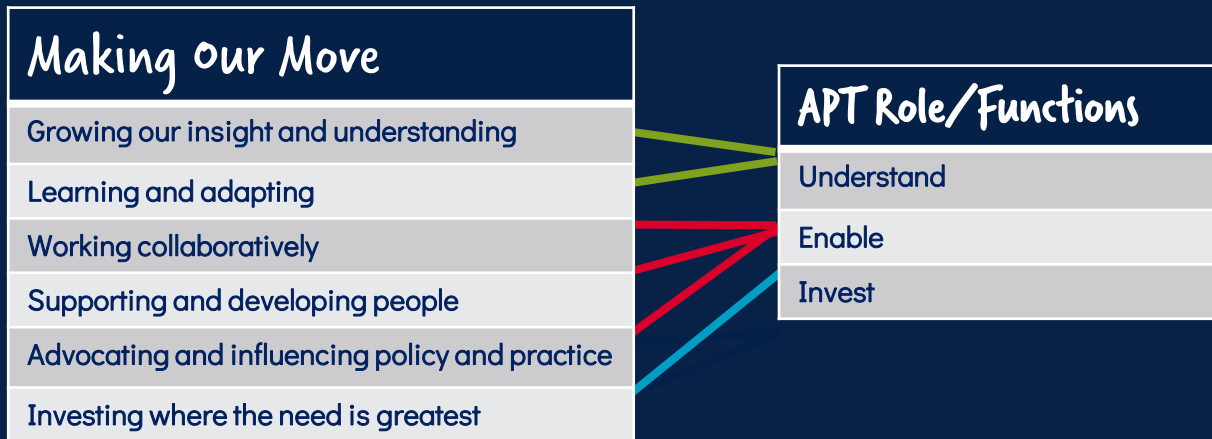
End of year surplus 22/23- £1.2m



How we understand progress and change

It's complex! We know that measuring our work is about much more than numbers. We are exploring with Sport England and other system partners, processes to capture, understand, learn and report progress and change in an informative and meaningful way.

The diagram below shows how our organisational functions support Making Our Move and the following pages set out the framework that the Board and partners will be using.



Understanding Change – capturing progress and Learning – **System** and **organisation**

Embedded evaluation

Making our Move

Uniting the Movement in Notts and Derbyshire – Shared purpose, shared vision, shared aims, shared approach
Progress against Implementation Plans and place priorities - quantitative and qualitative

Assess change through:

- KPIs and metrics
- Stories and narratives
- Learning and reflection (redesigned evaluation framework visual)

AD/AN
Panels and
system
partners

APT contribution to Making Our Move set out in an annual action plan, relevant to our purpose and – Understand, Enable, Invest

Measure through:

Progress against annual action plan – headline report and impact
Organisational health

APT Team

APT Board

Uniting the Movement (Sport England Strategy)

Collective impact measured using standard and bespoke indicators to understand change, progress and impact

Indicators and reporting requirements to be agreed

Sport
England

Capturing progress and Learning – System and organisation



Measurement framework for a healthy, well-governed organisation

	Measure	Number/ Rating/Date	Frequency	Change from previous
Finance	Money in bank(s)	Number	Every board meeting	xx
	Total budget income for financial year/% of total received to date	Number	Every board meeting	xx/xx%
	Total budget expenditure for financial year/% of total spent to date	Number	Every board meeting	xx/xx%
Team	Staff survey: No. of team members who report that our culture makes them feel valued No. of team members that would recommend APT as an employer	data with more detailed comment	Annual	
Governance	Compliance with Tier 3 Code for Sports Governance	RAG Rating	Annual	
	Progress against Board Evaluation Action Plan, including: <ul style="list-style-type: none"> Annual review with Board of Diversity and Inclusion action plan published (new part of above code) Annual review of APT People Plan (for APT employees) completed and shared with Board and team (new part of above code) 	RAG rate actions Date	Annual	
	Compliance with Safeguarding Young People standard	RAG Rating	Annual	
Stakeholders	<ul style="list-style-type: none"> Stakeholder feedback (2 net promoter type questions) 	Score and narrative	6 monthly	
Environmental impact	Carbon footprint	Carbon neutral organisation		

Metrics to support progress against Making our Move – Shared Aims and shared priorities (system measures)

Strategic Priorities	Measure (Active Lives Survey - annual)	Derbyshire	Notts	Current/ Change from previous
Being active is an easier and obvious choice for more people	% active adults (16+) (ALS)			
	% active adults with a limiting illness or disability (ALS)			
	% active adults from LSEG groups 6-8 (ALS)			
	% active adults from ethnic groups (Chinese, Black, Asian, other)			
Enable children and young people to have a positive experience of being active throughout their childhood	% active young people (ALYP)			
	% young people who enjoy sport and PA (strongly agree) in year groups 1-2, 3-6, 7-11 (ALYP)			
Maximising the potential of walking	% adults walking (16+) (ALS)			
	% young people walking (ALS)			
	% adults with a limiting illness or disability walking (ALS)			
	% adults from LSEG groups 6-8 walking (ALS)			
	% adults from ethnic groups walking (Chinese, Black, Asian, other)			

