# MINUTES OF THE ACTIVE PARTERS TRUST (APT) BOARD MEETING

**Company limited by guarantee 10876876   Registered Charity 1180787**

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| **Date:** | 09/12/2025<br>17:00-18:50 | **Venue:** | Dryden Enterprise Centre, Nottingham |
| **In the chair:** | Jane Laughton | **Minute recorder:** | Margaret Blount |

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| | **Working together, we will address inequality and empower everyone to be active in a way that works for them** | | |
| 1 | **Present**<br>Fiona Callaghan (FC)<br>Sarah Fowler (SF)<br>Carol Hart (CH)<br>Chris Hassell (CHs)<br>Jane Laughton (JL)<br>Rachel North (RN)<br>Gemma Poulter (GP)<br>Michael Rich (MR)<br>Mark Shardlow (MS) | **In attendance**<br>Ilana Freestone (IF)<br>Stuart Batchelor (SB)<br>Kerryn Chamberlin (KRC)<br>Michelle Skinner (MS)<br>Margaret Blount (MBl) | <br>CEO<br>Strategic Director<br>Strategic Director<br>Strategic Director<br>Ops Lead |
| 2 | **Apologies**<br>Louise Bainbridge, Graham Feek, Adam Hill | | |
| 3 | **Declarations of interest**<br>No declarations of interest received relevant to the agenda items. | | |
| 4 | **Minutes of the last meeting held on 24 September 2026**<br>The minutes were approved as a true record. | | |
| 5 | **AGM**<br>**Annual Report and Financial Statements 2024-2025**<br>Approved<br><br>**Appointment of Trustees**<br>Reappointment of trustees for a further term of 3 years (December 2028) approved<br>Jane Laughton<br>Danny Bouckley<br>Mark Shardlow<br>Since the meeting Danny Bouckley has resigned due to family reasons.<br><br>Appointment of new trustees for a first term of 3 years (December 2028) approved<br>Gemma Poulter<br>Jo Bishton<br><br>Rachel North signed the Ordinary Resolution in Writing for the above appointments | | |

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| | **Trustee succession plan**<br>Reviewed and approved<br><br>**Appointment of chairs of committees and panels**<br>The following were reviewed and approved.<br>Finance, Audit & Risk committee - Stephen Jackson<br>People & Resources committee - chair to be chosen from trustees in attendance<br>Nominations committee - approved chair chosen from trustees at each meeting<br>Active Derbyshire Panel - Rachel North<br>Active Notts Panel - Graham Feek<br><br>**Trustee membership of committees/panels**<br>All approved as detailed below<br><br>Finance, Audit & Risk committee<br>Louise Bainbridge<br>Chris Hassell<br>Michael Rich<br>Stephen Jackson (external expert)<br><br>People & Resources committee<br>Fiona Callaghan<br>Mark Shardlow<br>Jo Bishton<br><br>Nominations committee<br>Fiona Callaghan<br>Mark Shardlow<br>Chair (when recruiting)<br><br>Active Derbyshire panel<br>Rachel North<br>Gemma Poulter<br><br>Active Notts panel<br>Graham Feek<br>Chris Hassell<br><br>**Trustee lead responsibilities**<br>All approved as detailed below<br><br>Safeguarding Lead (CYP and adult) - Graham Feek<br>Welfare and Safety Lead - Graham Feek<br>Sustainability Lead - Adam Hill<br>EDI Lead - Mark Shardlow/Jo Bishton<br><br>This was the final meeting of two long standing trustees Sarah Fowler and Carol Hart who had both been trustees for the maximum allowable term (9 years). Trustees and staff members thanked them for their valuable time and insightful contributions over the years. | |
| 6 | **CEO's report**<br>IF took the board through her presentation which had been circulated in advance.<br><br>Highlights between September - December 2025 included: | |

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| | Place work<br>• 2 new SE awards (Bassetlaw Place Partnership funding and Place Universal offer)<br>• System maturity assessments, by external consultant completed in the 4 Place Partnership locations – a Sport England requirement.<br><br>Events<br>• Successful Active Environment conference attended by 130 people from all areas of the Active Environment system from strategic to community level.<br><br>Team development<br>• Whole team development day held focusing on psychological safety.<br><br>Board recruitment<br>• Two new trustees recruited<br><br>Monitoring Evaluation and Learning<br>• The approach is evolving. MEL lead appointed to support this work, working alongside Press Red. Both internal and partner perspective of changes happening is being captured.<br>• Theories of Change being produced for 4 Place Partnerships places and for MoM themes Health, Young People, Active Environments. Innovation Unit successfully facilitated a partner session on the health theory of change and now been commissioned to support the production of the others.<br><br>On the horizon:<br>• Meeting with the EMCCA's Mayoral Chief of Staff taking place to hopefully set up a meeting with Mayor Claire. Since this board meeting, a meeting with the Mayor had taken place.<br><br>IF presented findings from the latest staff survey completed by the team in September. 75% completion rate. Recently recruited members of the team were not asked to complete. Tables presented compared results of 2025 survey to previous surveys. 91% of team would recommend APT as an employer (NPS score).<br><br>Indicators of APT's organisations health was also presented with a question to the board as to whether these are the indicators they want to see and what else should be included.<br><br>Key points raised in discussion:<br>• 2025 staff survey results are excellent.<br>• Given the changes that APT is going through now (in terms of growth, new large funding awards) and the fact the current SE system partner funding will come to an end March 2027, include a question in 2026's survey about how the team feel about the changes taking place. How nervous or confident do they feel? Due to this uncertain period the results for the 2026 survey may be less positive. | IF/KC |
| 7 | **Finance, Audit and Risk Committee report**<br>CH reported back from the recent Finance, Audit and Risk committee meeting.<br><br>Key points discussed at the FAR meeting:<br>• The management points raised by the auditor Bates Weston for the 2024/25 accounts were reviewed, are all considered minor and actions are in place to address.<br>• 2025/26 management accounts were reviewed and no new issues were identified. FAR welcomed a paper presented at the meeting explaining the significant | |

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| | variances in income and expenditure against budget and requested that this is produced for every meeting.<br>• Main points raised in the discussion held at the September board meeting about the impact on APT of £6.5m additional Place Partnership funding were fedback.<br><br>Both at the FAR meeting and this meeting the following points were raised:<br>• APT needs to review its processes to check if they are suitable for this growing organisation.<br>• Policies and procedures may need revising to be fit for purpose. It is normal to be slightly behind with these when in growth mode but the organisation does have to catch up.<br>• APT is very risk adverse. Should some decisions be taken ahead of the curve? MR is to facilitate a session at a board meeting to explore the board's risk appetite. This was to take place at the March 2026 meeting but now will be on the agenda for the June 2026 meeting. | MR/MB |
| 8 | **Active Derbyshire and Active Notts panels**<br>RN reported back on the recent Active Derbyshire panel.<br><br>Key points were:<br>• New members have joined the panel, bringing more diverse views into the conversations<br>• Good discussion had about Active Environment work.<br>• In the risk register review the risk of a reduction of services via the voluntary and community sector is still high.<br>• The panel is keen to be involved in the Place Universal Offer process.<br>• A question was raised about how to join up Making our Move (MoM) messaging and how to equip panel members to communicate it.<br><br>KRC reported back on the recent Active Notts panel meeting which took place at Evolve, a CIC serving residents across Strelley, Broxtowe and Aspley.<br><br>Key points were:<br>• The panel heard about work of Evolve in their community which was described as very impressive and very well attended.<br>• The panel noted that there are remarkable people representing communities; however, their organisations and roles are very vulnerable and fragile. This was noted as linking to the risk register.<br>• Local authority funding for the voluntary and community sector has reduced significantly, which has forced organisations to become more competitive but also more agile and resilient.<br><br>Points raised by board members:<br>• There is a need for policy to be translated into practical support for organisations rather than remaining at a strategic level.<br>• The question of whether the board hears community voices sufficiently was raised in the context of a future away day discussion. The board's view was that this is being achieved through the panels. | |
| 9 | **Review of the year**<br>JL and IF went through the review of the year presentation that had been circulated in advance. This pulled out the new and/or most significant changes in/from the work of the team in 2025 and also the new and/or most significant discussions/decisions from the board meetings. | |

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| | Feedback from the one-to-one trustee review conversations was also shared. Trustees were positive about their involvement in the board and believe the board works well, addressing strategic and governance issues.<br><br>Identified topics to be considered further:<br>• Build on the showcase events to increase profile and influence – need to show off more and share more what we have learnt<br>• The importance of stakeholder mapping<br>• How do we provide more support to VCS organisations as delivery partners?<br>• Need to have more of a focus on our influence and impact on the system.<br><br>Trustees were asked to feed in what they would like to discuss at the February away day and at future board meetings.<br><br>Items put forward:<br>• There is a good open relationship between trustees and SLT. How does the board maintain and develop including holding the SLT to account?<br><br>• The future growth of APT in 2026 and beyond. We need to understand the context the change is happening in to be able to make the best decisions. What are the risks associated with these changes? Can we project forward 1 year, 3 years, 5 years?<br>• Who are our stakeholders and who will they be in 1 year, 3 years, 5 years?<br><br>• How do we support VCS organisations as we grow? If this is about us passing down funding to VCS organisations, how do we do this so that the organisations in receipt of funding via us, meet minimum criteria but we maintain a partner/equal relationship with them and are not seen as 'just a funder'. Who else is or will be funding at neigbourhood level?<br><br>• Which are the organisations and/or who are the individuals in the system who are going to make the changes. We need to identify these as part of our stakeholder mapping.<br><br>IF and JL to pull together the agenda for the away day and future board meeting discussions | JL/IF |
| 10 | **Annual trustee forms**<br>MB circulated paper and electronic copies of the forms trustees need to update annually. All to return to MB. | All |
| 11 | **AOB**<br>Quran copy sent to JL to be recorded on the gift register. | MB |
| | **Dates of future meetings**<br>Wednesday 18 March 2026 5 - 6.30pm<br>Tuesday 23 June 2026 5 - 7.45pm<br>Thursday 17 September 2026 5 – 7.45pm<br>Wednesday 9 December 2026 5 – 7.45pm<br>Tuesday 16 March 2026 5 – 7.45pm | |