



## Private and Confidential

### Active Lancashire Limited

## Minutes of the Board meeting held on Tuesday 26<sup>th</sup> May 2020 at 2pm - held using Microsoft TEAMS

### Board Members Present

Mrs L Lloyd (Chair)	(LL)	Ms J Bell	(JB)
Mr C Standish	(CS)	Mr B Cookson	(BC)
Mrs R Lowry	(RL)	Mr S Burnett	(SB)
Mr R Davies	(RD)	Mrs A Parker	(AP)

### Active Lancashire Officers In Attendance

Mr A Leather	(Chief Executive Active Lancashire)	(AL)
Mr S Oliver	(Company Secretary and Finance Manager)	(SO)
Mrs C Ross	(Service Development Manager)	(CR)

### Also in Attendance

Mr R Richardson	(UClan - proposed Board Member)
Ms J Blomeley	(Sport England)

### Active Lancashire Officers in Partial Attendance

Mr D Holroyd	(Children & Young Peoples Development Officer)	(DH)
Miss S Riley	(Marketing & Events Officer)	(SR)
Mrs J Moodie	(CSI Project Manager)	(JM)
Mrs B Kay	(Operations Manager - Sport & Workforce Development)	(BK)
Mr P Blythin	(Operations Manager - Workplace Health)	(PB)

## 1. Welcome and Update from the Board Chair

All attendees were welcomed to the meeting by the Chair.

The Chair noted that these were unusual times with the Covid pandemic lockdown and thanked Board members for attending the meeting being held by TEAMS and also those Board members who had attended the informal board updates that the Chief Executive had conducted over this period. Mr Leather was also thanked for the regular Board risk and communication updates that he had sent out.

The Chair continued by summarising that the organisation was in a reasonable position despite the circumstances with currently no employees on furlough.

## **2. Introductions, apologies for absence, declarations of conflicts of Interest**

Apologies for absence were noted from Ms C Platt, Mr G Bean and Ms Z Coupland

Mr Robin Richardson from UCLan was welcomed as a proposed new Board member of Active Lancashire.

***Resolution: Mr Richardson was proposed and accepted as a Director of Active Lancashire Limited.***

**Conflicts of interest.**

There were no conflicts of interest declared.

## **3. Minutes and Matters Arising from the Board meeting held on the 10<sup>th</sup> February 2020.**

The Minutes of the Board meeting held on the 10<sup>th</sup> February were reviewed and agreed as an accurate record of the meeting with no amendments required.

***Resolved: The minutes of the Board meeting held on 10<sup>th</sup> February 2020 were approved as an accurate record of the meeting.***

***There were no matters arising.***

## **4. Update from the Audit & Finance Committee Meeting held on 11<sup>th</sup> May 2020**

Mrs Ruth Lowry explained that the meeting had been held remotely by TEAMS and it had been her first meeting as Chair of the Audit & Finance Committee.

Mrs R Lowry continued that the minutes of the meeting issued with the Board meeting agenda were an accurate record of the meeting but in summary highlighted that:

- The company was in a good position financially after the end of the 2019-20 financial year and the 2020-21 Budget was approved but with a heavy reliance on ESIF funding for the MPT project and the expected workplace health 2.1 project
- The review of the strategy would be undertaken over coming months and it had been discussed how that needed to feed into the Sport England strategy and joint consultation was proposed with the Partnership network

- There was concern regarding cover and resilience for the Finance team during this period with sudden illness and an existing vacancy leaving a heavy reliance and workload on the Finance Manager. Recruitment was going to take place to fill the vacancy and provide finance administration cover and the Finance system SAGE was going to be upgraded to provide wider and more up to date access.

***Resolved: The minutes and update from the Audit & Finance Committee meeting held on the 11<sup>th</sup> May were noted.***

## **5. Financial Performance and Risk**

### **Finance Update Report**

Mr Oliver presented the Finance update report as issued with the agenda. The accounts presented were for the 12 months of the 2019/20 financial year to March 2020 and reported a surplus of unrestricted reserves in the year of £42,935.

Mr Oliver reported that the external audit was still being undertaken as scheduled during the last 2 weeks of May, all be it remotely.

Mr Oliver highlighted key points from the report as discussion in detail had taken place at the recent Audit & Finance Committee meeting.

It was noted that unrestricted reserves in the year were increased in the year by £42,935 which was higher than forecast with higher than profiled partner claims on the MPT project. The unrestricted reserves now totalled £413k to be carried forward to the new 2020-21 financial year. The reserves policy had been recalculated at £254,000 so there was coverage of 1.63:1

Total income was reported as £2,934k with 28% of total income from Sport England and 57% from the ESIF funding for the More Positive Together project. The income trend chart was highlighted in the report showing the steady growth over recent years.

It was reported that there was a bad debt provision of £1500 for an invoice to Burnley Council for their annual contribution that hadn't been paid and there was no response to any debt collection activity.

The FRS101/102 annual accounting pension scheme valuation results had been delayed by the Actuaries and would now be received in June. Mr Oliver explained that this was still required to complete the financial audit and the annual finance statements before the Board could approve them.

Mr Oliver reported to the Board the Covid 19 pandemic response and risk. It was explained that the finance function was fully operational working remotely from home and despite staff shortages due to a vacancy and illness all deadlines and requirements were being met. It was also noted that no current funding streams had been withdrawn or reduced.

It was highlighted in the report that Sport England had been particularly responsive over the crisis turning round grant claim payments faster than usual and also launching a Tackling Inequalities fund through Active Partnerships with £110,000 for the Lancashire local networks.

***Resolved: The finance statements and updates for the 2020-21 financial year were noted by the Board***

***Resolved: The Board noted the Covid 19 response and risk update***

### **2020/21 Business Plan**

Mr Oliver explained that the 2020-21 Budget had been discussed in detail and approved at the Audit & Finance Committee meeting so this report was included for information for the wider Board.

Mr Oliver explained that the start of the Budget report summarised the recent financial trends notably reducing Sport England funding and the introduction of the European funded More Positive Together project. The income profile had altered therefore from the heavy reliance on Sport England to European funding being the prominent source of funding.

The Budget indicated an income of £3,718,400 for the 2020/21 financial with the major assumption included that the application for the ESIF 2.1 funding for a Workplace Health project would be successful and start in September 2020. This would generate a surplus on unrestricted funds in the year of £115,455 although as the year progressed some of this surplus would be utilised to invest in I.T and Marketing and business resource support.

It was highlighted that in the event of the ESIF 2.1 Workplace Health funding not being successful there would be a budget deficit of £5,000.

***Resolved: The Board note the Budget report and the approval of the Budget by the Audit & Finance Committee***

### **Business Development Plan**

Mr Leather discussed the Business Development plan that had also been presented to the Audit & Finance Committee emphasising the need to pump prime the development of projects in order to then be able to upscale.

It was agreed that the Business Development plan would be brought to the Audit & Finance Committee twice a year for discussion as well as part of the strategic review by the full Board.

Mr Leather continued by highlighting the current emerging pressures particularly from the Covid 19 pandemic with local authorities bearing the brunt of the Covid response. Mr Leather added that with local authority districts only paying £1500 per year to Active Lancashire he had been hoping to increase these amounts supported by the increased demand from local

Authorities. However under current circumstances he felt he should proceed with the same amount.

It was also highlighted that the National Joint Council (NJC) Pay Scales were still under negotiation for an increase and increased staff costs continued to be a pressure and concern.

The key growth area in the Business Development plan was the European (ESIF) funded 2.1 Workplace Health project and Mr Leather reported that there was extremely strong feedback from the local Enterprise Partnership (LEP) and the local DWP that the project submission would be approved and start in September or October.

Also under the Workplace Health workstream Mr Leather continued that he had previously reported that the phase 1 of the ISCF (Industrial Strategy Challenge Fund) had been awarded to build the business model and was hopeful that this may lead to significant phase 2 funding later in the year.

Mr Leather continued his report by highlighting the success of the United Together Tackling Reoffending project working with the Probation and Prison Service and indications were strong that further funding would be made available.

The confirmation of an extension of 12 months to the Primary Purpose funding by Sport England was welcomed by Mr Leather all be it slightly reduced.

Mr Leather added that he felt that there was a strong relationship with the Lancashire LEP and Health sector but that the voluntary sector and local authority sectors were increasingly under pressure, however the recent Tackling Inequalities £110,000 funding issued by Sport England was a help all be it small when spread across all of the Lancashire districts.

Mr Leather was asked about Brexit and the potential impact on the More Positive Together project. Mr Leather explained that the current approved European funding was underwritten by Government to pre-existing European standards until December 2023 so didn't perceive any risk until that point.

***Resolved: The Business Development Plan update was noted by the Board***

## **6. Governance**

The Chair presented the results of the Board Equal Opportunities and Skills review that had been issued to all Board members. Mrs Lloyd added that it was disappointing that only 50% of Board members had responded to the review.

In summary the results of the review were not surprising. As a Board we have a 50/50 gender representation between male and female. We have 1

Board member from a BAME background so 10%. Discussion evolved around the difficulty in encouraging Board member applications from the wider network to create a greater diversity on the Board and maybe a more targeted approach supported by Board members was needed.

Mr Cookson and Mrs Bell emphasised that the Covid 19 crisis had shone a light on the inequalities in the communities and the poor health outcomes of disadvantaged and BAME communities. It was reiterated that the Board needed to reflect the communities and work of Active Lancashire.

Mrs A Parker repeated the disappointing response from Board members to completing the review and suggested that in future maybe the survey should be brought to a meeting for Board members to complete there and then. The Chair agreed this was a good idea and would in future take this approach.

***Resolved: The Board Equal Opportunities and Skills review results were noted***

The Chair updated the Board on the Company Secretarial function which was being reviewed to free the Finance Manager up to focus on the financial management of the organisation with its projected growth.

Discussion had taken place with Lancashire County Council legal team but there had been no further progress with the current Covid 19 issues being the obvious priority with LCC. A specification of the role would be produced and Board members were encouraged to put forward anybody or organisation that may be interested.

## **7. Staff Satisfaction Survey**

Ms Carol Ross presented the results of the annual staff satisfaction survey that had been issued to Board members with the agenda.

There were 31 responders (out of a possible 34) to the survey with 29 responders classed as enhancers and 2 detractors. This resulted in a net promoter score of 87 compared to last year's 83. This was a very high score particularly as this was undertaken as the Covid lockdown started.

Ms Ross talked through the various questions and highlighted some of the positive points particularly around a strong team culture, positive learning and development and strong partnership working engaging the inactive. Areas to focus on were highlighted as the accommodation and hot desking was still difficult for some in the pre-covid environment and therefore may be an issue when covid restrictions relax and staff can start returning to the office. Communications with too many meetings and emails were highlighted in some responses from staff and ensuring the planning and prioritising resources was considered.

Ms Ross summarised that there was a positive feel from the staff team with a strong stable team in place.

The Board discussed the results and were strongly encouraged by the very positive results. Accommodation was expressed as a concern and would it

be for purpose with a potentially growing team and changes that may be required from the Covid crisis.

Mr Standish encouraged the Board members to visit the office or work from it as he felt the strong results of the survey reinforced what he had experienced when he had worked from the office from time to time.

***Resolved: The Board noted the staff survey results***

## **9 Timeline for new Strategy development**

Mr Leather explained that the current strategy ran from April 2017 to March 2021 and was in line with the Sport England strategy timeline which was currently under consultation and review. Mr Leather added that he felt the Sport England strategy would be more evolution rather than revolution.

Looking forward for Active Lancashire Mr Leather stated that he felt areas to consider in the strategy were ;

- Digital engagement and enablement
- Workplace health
- Sustainability of a rate of growth
- Opportunities to extend geographically

Mr Leather explained that the consultation, some of which would be done in collaboration with Sport England would commence in the Autumn and it would be a 5 year strategy with the draft strategy planned to be developed by February 2021.

Mr Standish stated that the Shaping our Future update document from Sport England was very impressive and worth reading. Mr Standish added that the consultation needed to be an inclusive process comprehensively influenced by a range of partners. Partners needed to see themselves in the strategy and to have a sense of ownership. Mr Standish continued by stating that the Board need to be supporting Mr Leather and the Active Lancashire team in the consultation process.

Mrs A Parker asked for clarity on the fact that Sport England were delaying their new strategy by 6-12 months because of the Covid crisis. Mr Leather explained that there would be a rollover period between the current strategy ending in March 21 to extend the current strategy until the new strategy started.

Ms J Blomeley further explained that Sport England wanted to take their time with the consultation on their strategy to take people with them and were keen for engagement with a wide range of partners to ascertain who are we for? Who do we pay for? When we move we are stronger.

Mr Leather concluded that there were environmental considerations to be built into the strategy, more BAME engagement to tackle inequalities. Consultation events would be held with strategic themes discussed at the next Board meeting.

***Resolved: The Board noted the strategic development timelines***

## 10 Covid 19 Response Update

*Mrs B Kay, Mr D Holroyd, Mrs J Moodie and Miss S Riley joined the meeting*

Mr Leather reported that all team members were working from home and no staff were on furlough. There were obvious pressures and impacts on staff as they dealt with working from home and childcare responsibilities. Mr Leather highlighted the weekly update that had been sent to Board members since the crisis started focussing on emerging risks particularly around projects.

Funders of the projects had all been supportive and projects were adjusting the offer to digital engagement and activities. Mr Leather reported that the team had adapted to a digital offer extremely well and highlighted some of the work that had been undertaken by the CSI team.

Various members of the Active Lancashire team joined the meeting to present various aspects of the activity being undertaken as a response to the Covid pandemic crisis.

Dominic Holroyd (Children & Young People Development Officer) explained that the Lancashire School Games event scheduled to take place in July had had to be cancelled because of the pandemic. In response a virtual digital offer had been developed working closely with the School Games Officers. School Games Officers had been tasked to engage with the local community and familiarise with the virtual curricula being offered by schools and embed within the new campaign and there was close engagement with LCC. Mr Holroyd continued that there was a weekly programme of activities published and a weekly timetable and resources. There are developmental opportunities and resources with different focuses and challenges with fun resources for families.

Mr Holroyd continued by explaining that for secondary schools on line and local resources were being made available but not timetabled working closely with satellite clubs.

In summary Mr Holroyd presented some very positive and high engagement website and social media users and views statistics and reported that SPAR who partially sponsor the school games were very positive on how the games had been adapted in response to the Covid lockdown

Going forward Mr Holroyd informed that over the half term holiday there was a holiday at home campaign focussed on enjoying your local area and then in the weeks leading up to the 30<sup>th</sup> June there would continue to be a weekly timetable of challenges and resources. On the 30<sup>th</sup> June there was planned a virtual school games day starting with a wake and shake and with activities and challenges taking place all through the day.

Mr Holroyd reported on Satellite Clubs and highlighted that 3 new projects had started during lockdown, working with the One Voice organisation to address digital poverty, Preston United mentoring Penwortham Boxing club and Preston United producing video diaries for young people over Ramadan. Coaches and trainers were also producing short films for School games teenagers



Miss Sadie Riley (Marketing & Events Officer) presented to the Board details of the #ALittlebitmoreathome campaign that was being undertaken with the Active Lancashire team as a digital approach and response to the Covid crisis. Miss Riley explained that the campaign was centred around the 5 ways to wellbeing with a mental and physical wellbeing focus and had been launched on the website with resources and signposting and with strong social media engagement.

Miss Riley presented the social media engagement statistics that were all increasing with top stories including the NHS bike donation, Covid 19 support and the club funding webinar with Sport Structures. It was highlighted that there had been a very significant increase in activity across all communication channels.

Miss Riley concluded by reporting that the volunteer week was approaching with a focus on 'Giving' one of the 5 ways to wellbeing.

Miss Riley explained that the Sports Awards for 2020 would not be face to face this year because of the Covid pandemic and alternate plans for a virtual awards being investigated and a proposal will be considered with Collinson Construction who are the headline sponsors.

Mrs Jane Moodie (CSI Project Manager) described to the Board the engagement and activity that the CSI team had undertaken during the Covid crisis and presented the online 7 day a week timetable using tutors. Across Lancashire work was being undertaken with New You and Inspire and other partners with lots of feedback from participants. It was highlighted that the CSI support workers had had a big step to be able to engage digitally but had responded extremely well. Mrs Moodie highlighted the nutrition resources and 1 to 1 walk and talk sessions, on line old Skool sports day and particularly the Chit chat on line zoom sessions that had seen a massive engagement with increasing participants so they needed to run multiple groups in order to accommodate demand.

Mrs Beth Kay (Operations Manager) presented the Cycle Recycle initiative undertaken in partnership with Love to Ride, Connecting East Lancashire and Lancashire county Council. It had provided front line health workers with recycled bikes and 170 bikes had been given away across 5 NHS Hospital Trusts and ambulance service. A digital offer was being developed for the bike maintenance workshops. The challenge was now funding challenges and sustainability of the project.

Mrs Kay continued by reporting on volunteer support including two funding webinars with Sports Structures supported by Sport England and was very well attended. Two further on line workshops were arranged in June based on Planning for the future and Developing a Marketing Strategy.

Mrs Kay continued to present to the Board on the new Tackling Inequalities Funding from Sport England to Active Partnerships in response to the Covid 19 crisis. The funding was to target low income, BAME, disability and long term health conditions. Lancashire has been allocated £110,000 with the funding driven through the Chief Leisure Officers Group with links to the VCFS (Voluntary, community, faith and social enterprise) sector. There may

be further investment if there is a subsequent need. The funding is being apportioned by population with the delivery period to October this year.

***Resolved: The Board noted the operational update and the response to the Covid crisis***

*Mrs B Kay, Mr D Holroyd, Mrs J Moodie and Miss S Riley left the meeting*

## **11 Workplace Health portfolio of projects**

Mr P Blythin (Operational Manager - Workplace Health) joined the meeting to present the workplace health portfolio of projects.

Mr Blythin explained that there were a portfolio of projects being developed under the banner of workplace health:

- Industrial Strategy Challenge Fund (ISCF) Active Ageing Trailblazer
- ESIF 2.1 funded Workplace Health and productivity project
- Lancashire County Council Healthy Weight Commission
- Health Checks

Collectively they represent an opportunity to get thousands of people physically active.

Mr P Blythin highlighted to the board that Lancashire faced a number of challenges and pressures including significant areas of deprivation, a high proportion of over 50's with at least one long term condition limiting ability to work and workforce shortages in key areas. This therefore creates a significant 50+ opportunity to make an impact with these projects to improve workplace health, improve mental health and sustain and increase productivity levels.

Mr Blythin talked through some of the details of each strand of the workplace health project portfolio and the timelines of applying for and implementing the projects.

Mr Blythin concluded the presentation by explaining that there would be a workplace health steering group established to support the governance and partnership collaboration and Mr Robin Richardson from UCLan and Active Lancashire Board member will represent the Board on that steering group.

***Resolved: The Board thanked Mr Blythin and noted the contents of the presentation.***

## **12. Any Other Business**

The Chair reminded Board members that the next Board meeting is on the 18<sup>th</sup> August starting at 2pm again conducted by TEAMS.

The Chair also explained that there would also be an informal update meeting on the 20<sup>th</sup> July starting at 2pm conducted by TEAMS that Board members were welcome to attend

The Chair thanked Board members for attending the meeting.

## Action List

- July 2018 Ms Lloyd and Mr Leather to progress the action points from the Board Effectiveness Review. (May 2020 Board)
- Feb 2020 Mr Edmundson and Ms Lloyd and Mr Leather to develop the idea and name of an advisory Board further and develop a Terms of Reference with support from other Board members (May 2020). *On hold currently*
- Nov 2019 The Objects in the Articles to be reviewed and discussed with Lancashire County Council (Oct 2020)
- Feb 2020 Mr Leather and Ms Ross to report back to the Board with Sport and Physical activity targets to be integrated into the MPT project
- Feb 2020 Board members to be appointed to the Sub-Committees

### Audit & Finance Committee current Members

Mrs R Lowry (Chair)

Mr G Bean

Mrs C Platt

Mrs A Parker

Mr R Richardson

### HR & Remuneration Committee current Members

Mrs J Bell (Chair)

Mr C Standish

Mr B Cookson

Mrs L Lloyd

### ESIF More Positive Together Steering Group Board Representative - Mr C Standish

### Workplace Health Steering Group Board Representative

Mr R Richardson

Approved:



\_\_\_\_\_  
Signature

Lesley Lloyd \_\_\_\_\_ Name

21<sup>st</sup> August 2020 \_\_\_\_\_ Date