



**ACTIVE LANCASHIRE LIMITED (“the Company”)  
MINUTES OF A MEETING OF THE BOARD  
HELD AT TOGETHER AN ACTIVE FUTURE OFFICES AND VIA VIDEOCONFERENCE AT  
2.00PM ON 17<sup>th</sup> MAY 2022**

<b>Present</b>	Mr Brian Cookson Mr Roger Davies Ms Sherry Kothari Cllr Peter Buckley Cllr Michael Green Cllr Rob Bailey Mr Ken Masser Ms Zuleika Chikh Ms Lynne Horner	Director/Trustee (Chair) Director/Trustee Director/Trustee Director/Trustee Director/Trustee Director/Trustee Director/Trustee Director/Trustee Director/Trustee	BC RD SK PB MG RB KM ZC LH
<b>In attendance:</b>	Mr Adrian Leather Mr Stuart Oliver Mrs Elizabeth McClure Mrs Sarah Walton Ms Carol Ross Ms Claire Lovick Mr Steve Whiley	Active Lancashire Chief Executive Active Lancashire Director of Finance Company Secretary for Bridgehouse Company Secretaries Director of Business, Active Lancashire Director of Operations, Active Lancashire Personal Assistant, Active Lancashire Brand and PR Officer, Active Lancashire	AL SO EM JB CR CL SW
<b>Part Attendance:</b>	Ms Jane Moody Mr Andy Churchill Ms Gemma Avery	CSI and Operations Manager, Active Lancashire Director, Network for Europe Marketing Manager, Active Lancashire	JM AC GA

<b>1.</b>	<b>Welcome, Quorum &amp; Apologies for Absence</b>	<b>Action</b>
1.1	The Chair confirmed a quorum was present and opened the meeting. Apologies were received from Robin Richardson, David Clarke, Justine Blomeley and Amanda Parker.  The new board members introduced themselves.	
<b>2.</b>	<b>CSI Update</b>	
2.1	JM presented and began by noting that the past two years had been difficult due to restrictions surrounding social contact. JM reported that the Active Lancashire activities and sports programmes were often seen as an ‘add-on’ or ‘instead of’ by some organisations. JM outlined the positive benefits from engaging and working with mentors and noted that it was important to demonstrate the power of the programme, to connect with new partners and increase the number of volunteers.	

	JM reported that there had been a setback regarding funding from probation, but that work was still underway with the football trust. JM added that the team were happy and comfortable and that 48 activities were being delivered each week across Lancashire whilst 'Build the Guild' would hopefully be launched over the summer.	
2.2	JM outlined the work of the Shop, which during Covid became click and collect. This had proved successful, and it was overrun with donations. The Shop whilst very successful had become a little quieter recently due to wider economic issues. JM noted that the original manager had relapsed and after difficulties finding a replacement a new manager had now been found. JM added that people doing community service were involved with the Shop. JM further noted that sports equipment, as was originally intended, was being focused upon.	
2.3	In response to KM, JM reported that funding, whilst always being sought, was now being provided via areas such as CGL, Public Health etc. because of the positive reputation and name. JM confirmed that geographically, Lancashire was covered albeit West Lancashire was difficult to gain access to. Spaces for activities were being actively sought and considered.	
2.4	AL noted that at the outset, people in alcohol recovery had the poorest health outcomes in the community with 43% of Lancashire's Public Health budget spent on people in recovery. AL noted that this had reduced significantly after CSI's work and that it was the only authority in the country to update its policies to require all people in recovery to engage in physical activity. SK raised the marketing value of such an achievement. JM confirmed that going forward it would be included in a marketing plan. It was noted that the CSI programme was a model used by Sport England due to its success. SK noted that the positive difference being achieved needs to be 'out there'.	
2.5	KM asked how the hands-on nature of CSI was compatible with the ethos of the organisation. AL responded by noting that it started as a test and learn project but that the risk of working with individuals who require considerable risk management, support and engagement was swiftly identified. Up-skilling was in progress, but partner organisations to-date had not wanted to take on the risks.	
3.	<b>Declarations of Conflict of Interest</b>	
3.1	There were no new conflicts of interest declared in respect of items discussed at the meeting.  KM confirmed that his organisation receives funding from BHM.	
4.	<b>Minutes of the Previous Meeting</b>	
4.1	It was proposed that the minutes of the Board meeting held on 22 <sup>nd</sup> February 2022 were a complete and accurate record.  <i>It was resolved that the minutes of the Board meeting held on 22<sup>nd</sup> February 2022 be approved as an accurate record of the meeting.</i>	
5.	<b>Matters Arising</b>	
5.1	Noted - all complete. Item 9.1 date to be amended to 28 June 2022.	EM

	<b>PERFORMANCE</b>	
<b>6.</b>	<b>CEO Report</b>	
6.1	AL presented and the paper was taken as read. AL reported that the loss of ESIF funding from December 2023 and the transition to UKSPF starting in October was a key focus. It was proving a very intense period of discussions and involved a lot of lobbying work for the team. Local Authority annual contributions would be increased for the first time since 2009. Updates on work concerning Skills and Economy, Lancashire ICB, Sport England and Sport and Active Leisure were noted. AL noted the work undertaken regarding project change requests and thanked SO and the team. Downscaling of the BHM funding from the DWP was due to the current adverse economic environment.	
6.2	AL talked through the Staffing Update and reported that the current net promoter score was back up to 67 post Covid. A consultant had been engaged to assist with ensuring Active Lancashire was an “Anti-Racist Organisation”. Sport England had appointed BDO to undertake a UK Code of Governance review to start in June with a report to be presented to the Board in November.	
6.3	RD noted, following the success of the development day last week, the importance of the Board remaining mindful and active with regard to culture.	
6.4	PB requested a list of the participants in relation to the new Lancashire Culture and Physical Activity Network in order to work collaboratively.	<b>AL</b>
6.5	RB asked about the overlap with NHS work. AL responded by explaining that it was only a part of the provision. The Board discussed work undertaken in conjunction with the NHS to monitor both physical and mental health. ZC asked if learnings could be discussed at the next meeting.	<b>AL</b>
6.6	<p>KM questioned if, due to some hard decisions regarding focus /priorities the relationships with Local Authorities should be re-examined. AL noted that timescales were problematic and that the Local Authorities themselves were under economic pressure. Danger of recession meant an increase in the demand on services provided by Active Lancashire. Cash-flow between new and old projects was expected to be 18 months. The DWP was anxious not to lose projects as it would leave people unsupported, thus proving a risk for Lancashire in general.</p> <p>SK asked what the likelihood was of success of receiving funding from UKSPF to replace existing sources. AL opined that the success rate would be between 50 and 76%. A mindful and considered approach to ensure that funding obtained was maximised for the benefit of Lancashire was discussed in relation to other the work conducted by other charitable organisations. The timeline for bidding was discussed.</p>	
<b>7.</b>	<b>Integrated Performance Report (IPR)</b>	
7.1	AL presented and the paper was taken as read. The key areas were outlined as follows;-	
7.2	<ul style="list-style-type: none"> <li>• Safeguarding - contained some amber areas concerning courses.</li> <li>• Marketing and PR material - Active Lancashire profile remained high. Social media presence was strong but not as strong as during Covid.</li> <li>• Recruitment and staff turnover position - Information and Governance Officer being sought. Staff satisfaction was very positive and staff development was underway.</li> </ul>	

	<ul style="list-style-type: none"> <li>Operational performance - largely green. Health screening was on track.</li> <li>Sport England Funded Programmes and Work - good work being achieved.</li> <li>Communities - performance largely on track. Alert regarding volunteers.</li> <li>Finance: Standards and Risk - to be discussed later on the agenda.</li> </ul>	
7.3	The report demonstrated the complexities of the work being undertaken and the level of success being achieved. The Board discussed the merit and method of acknowledging the efforts and achievements.	
	<b>Governance</b>	
8.	<b>Audit &amp; Finance Committee Update</b>	
8.1	KM presented in DC's absence and summarised the minutes.	
8.2	The Budget was presented by SO as discussed at the previous relevant committee meeting. The Audit and Finance Committee recommended the Budget and Five-year plan for approval to the Board. SO summarised the paper.	
8.3	RD queried whether office space was value for money. AL responded that the costs of the current office space and suitability would be reviewed and reported back to the next Board meeting.  <i>It was resolved that the Budget and Five-Year plan be approved.</i>	AL
9.	<b>UK SPF Update (OPERATIONAL ACTIVITY)</b>	
9.1	AC presented on the subject of The UK Shared Prosperity Fund (UKSPF) and how best Active Lancashire should position itself. The Community Ownership Fund was outlined. Provisional allocations were explained. AC noted the complexities of deadlines. Basic Maths and its goals were explained. The method of funding allocation remained unclear and was an ongoing discussion which was important for third-sector organisations to become engaged in. Risks to local enterprises and community participants were outlined. Interventions and their iterations were referred to. Health and wellbeing across a range of areas in relation to the interventions were noted as being very detailed. A "cliff-edge" situation in relation to the loss of funding and potential action was referred to. The importance of ensuring that working with local authorities continued was underlined.	
9.2	AL noted that Active Lancashire had scored highly against the interventions and that they had a high degree of relevance. It was noted that all conversations with LA Chief Executives had been positive. A working party to ensure continued support was being sought.	
9.3	PB noted that conversations need to be held with leaders, not just the CEOs. AL responded that Chief Executives had been briefed so that they could pick up with the leaders.	
9.4	SK questioned if matched funding was required. AC confirmed that it was not and noted the need to leverage other connections.  AC left the meeting.	
10.	<b>HR, Remuneration &amp; Nominations Committee Update</b>	

10.1	AL presented and took the paper as read. It was noted that the committee was overseeing the Board Survey, that the staff satisfaction survey had been reviewed and that the committee was also in the process of reviewing safeguarding. The key decision to be considered by the Board was the extension of the probationary period for new employees from three to six months. This was recommended for approval.  <i>It was resolved to approve the extension of the standard staff probationary period from three to six months.</i>	
11.	<b>Conflicts of Interest Training</b>	
11.1	Deferred to next meeting.	
	<b>OPERATIONAL ACTIVITY</b>	
12.	<b>Marketing Strategy, Marketing Plan 2022-23 and Brand Update</b>	
12.1	SW introduced GA and SW.	
12.2	GA showed a presentation to the Board on the screen and introduced the Marketing Team. The four key areas of the 2022/23 Marketing Plan were detailed as: Brand and PR, Digital Management, Projects and Programme Support and Internal Communications. GA spoke to each slide of the previously circulated presentation.	
12.3	SW showed a presentation to the Board regarding the results of a Brand Consultation. SW spoke to each slide. SW noted that two surveys were conducted, one for the public and one for colleagues. The results showed that the benefits of the activities being conducted by Active Lancashire were not being recognised despite the brand being known and respected. SW consequently made the following specific recommendations to remedy the findings of the surveys:- <ul style="list-style-type: none"> <li>• To run campaigns including visuals on social media to identify the benefits of activities.</li> <li>• To utilise the power of Active Lancashire's people by way of brand ambassadors and interact with local media.</li> <li>• To improve communication of sub-brands.</li> <li>• To improve social media presence and encourage employees to interact on social media in order to boost social media presence.</li> </ul>	
12.4	ZC asked if there was any work being conducted on reporting and tracking metrics of sub-brands. GA reported that social media traffic was being tracked on a monthly and quarterly basis. The Board discussed the benefit of ensuring that sub-brands actively contributed towards the social media presence of Active Lancashire.	
12.5	RB questioned which other channels aside from social media were being utilised. GA reported that specific and targeted channels were being assigned to each line of the communications plan.	
13.	<b>Board Reflection</b>	
13.1	The Board agreed to report back any reflections.	
14.	<b>Any Other Business</b>	

14.1	There being no further business, the meeting closed.	
14.2	The meeting closed at 16.25	

Signed 

Date 13<sup>th</sup> September 2022

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Chair of the Board