



Item 4 Attachment 1

Private and Confidential

Lancashire Sport Partnership Limited Board

Minutes of the Board meeting held on Tuesday 27th February 2018 at 9.30am at the Farington Lodge Hotel, Stanifield Lane, Leyland PR25 4QR

Present

Ms L Lloyd (Chair)	(LL)	Dr A Ibbetson	(AI)
Ms J Bell	(JB)	Mr D Edmundson	(DE)
Mr G Bean	(GB)	Mr C Standish	(CS)
Ms C Platt	(CP)	Ms M Still	(MS)

In Attendance

Mr A Leather (Chief Executive Lancashire Sport)	(AL)
Mr S Oliver (Company Secretary and Finance Manager)	(SO)

In Partial Attendance

Ms C Ross (Service Development Manager Lancashire Sport)	(CR)
Mr M Stephenson (Relationship Manager Lancashire Sport)	(MS)

1. Welcome

All attendees were welcomed to the meeting by the Chair

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

Apologies for absence were noted from Dr S Karunanithi, Superintendent A Barrow and Professor H Tierney-Moore.

There were no declarations of conflicts of interests.

The Chair reported that Professor Heather Tierney Moore is stepping down from the Board after 5 years on the Board. The Chair explained the reasons and passed on thanks and appreciation from Heather Tierney-Moore to the organisation and to the Board. The Chair and the Chief Executive had personally thanked Heather for her valuable contribution to the Board during her time as a Director.

The Chair also reported that Dr Sakthi Karunanithi was stepping down from the Board. It was noted that Sakthi had not been able to attend meetings due to other commitments within Lancashire County Council (LCC) and meets at least monthly with the Chief Executive Mr Leather. It was noted that there were still two Board members from LCC on the Board so still will be quorate.

The Company Secretary reported that with 2 Directors stepping down there were three potential Board vacancies to be filled that would be considered as part of the Board development day taking place after the Board meeting.

3. Minutes and Matters Arising from the Board meeting held on 24 November 2017.

The Minutes from the Board meeting on 24 November 2017 were reviewed.

Dr A Ibbetson asked that the minutes should include his statement during the meeting that there should be wider consultation with the wider partnership network on the branding and name change. Mr Leather reported that there had been three partnership network events held across the County that included consultation about the change of name. Dr Ibbetson also added that there needed to be consideration of why does the organisation exist.

Action: Mr Oliver to amend the minutes.

Resolved: The minutes of the Board meeting held on 24 November 2017 were approved as an accurate record of the meeting.

All actions related to the action plan to progress to full compliance with the UK Code of Governance for Sport were considered complete with the exception of the external review for which a tender had been published and the Board skills and effectiveness review which will take place as part of the Board strategy development day.

It was confirmed that Lancashire County Council had approved the name change to Active Lancashire and also had formally approved the recommended changes to the Articles which had been circulated to Board members. Mr Oliver confirmed that Companies House had also accepted the Article changes but confirmation was awaited from the Charities Commission.

The succession plan and the staff skills and capacity review had been presented, reviewed and approved by the HR & Remuneration Committee at the meeting on the 24th January.

The Equality & Diversity Commitment statement and action plan had been amended taking on Board member comments and also external advice and would be circulated to Board members.

Action: Mr Leather to circulate the Equality & Diversity Commitment statement and action plan to Board members for information

Minutes of the Audit & Finance Committee meeting held on 23rd January 2018

Mr D Edmundson, Chair of the Audit & Finance Committee presented the minutes of the meeting held on 23rd January 2018.

It was reported that there was comprehensive discussion on reviewing the new Risk Register and the process for review.

Minutes of the HR & Remuneration Committee meeting held on 24rd January 2018

Ms J Bell, Chair of the HR & Remuneration Committee presented the minutes of the meeting held on 23rd January 2018.

The staff capability and skills review and succession plan were the main items reviewed and discussed by the Committee.

4. Finance, Performance & Governance

MPT Performance

Dr A Ibbetson presented the More Positive Together steering group update report that had been issued with the agenda.

It was reported that the data capture system was now picking up the output numbers achieved by partners that could be measured against the targets set.

Dr Ibbetson reported to the Board that there was a good Consultant in place in Steve Hoyle and that the steering group was well facilitated. The data portal that had been implemented was innovative and partners were starting to use this communications tool effectively.

Cash flow was voiced as a concern with the DWP delaying the approval of the Project Inception Visit (PIV) and grant claims as they were implementing a new e-claims system. Concern and frustration had been communicated to the DWP by both the organisation and the Lancashire LEP regarding the impact on cash flow of this sort of decision particularly for smaller and voluntary sector organisations.

Discussion took place around the need to look at the longevity and sustainability of the delivery beyond the current project. Mr Leather reported that this was being considered in terms of what funding might be around post Brexit.

The report issued with the agenda compared the actual figures compared to the project targets. The Board accepted these

comparative figures as read but felt that stories and case studies were vital to record the impact on the lives of individual participants.

Mr Leather reminded that the project required Research & Evaluation to be undertaken and there was a budget for this purpose. With this in mind a funding bid in conjunction with Lancaster University had been made to the Knowledge Transfer Partnership (KTP) to deliver this evaluation and insight. The Board discussed this and asked that a plan B be developed in case the KTP bid was unsuccessful.

The Board were also informed that there would be a one year celebration event on the 20th April and Board members were invited.

Resolved: The More Positive Together update report was noted.

Action: Mr Leather to provide the Board with assurances around the KTP funding bid and a Plan B for the Research and Evaluation if the KTP bid is unsuccessful.

Action: Mr Leather to issue invites to Board Members for the one year MPT Celebration event

Finance Update Report

Mr Oliver presented the Finance update report as issued with the agenda.

A chart was included in the report that highlighted the growth in total income over recent years compared to Sport England funding, other income and local authority contributions. This was noted by the Board and requested that it would be useful to also see a net income position. Particular note was taken in the reducing Sport England funding.

Action: Mr Oliver to produce figures around net income for Board members.

Mr Oliver highlighted the revised forecast that had been produced and the forecast surplus of £18,675 but this was dependent very much on the MPT Partners grant claims and also provisions for re-branding and additional governance costs.

Mr Oliver referred the Board to the updates on project funding and reminded that Sport England core funding was reducing by 7%.

Discussion took place around the pressure on core funding with the Sport England reduction, Local Authority contributions reducing and the reducing of Sport England project funding that contribute management fees to core funding.

The Board stated concern over the reducing Sport England funding highlighted in the diversification KPI where Sport England income is 39% compared to 77% in the prior year. This concern was reinforced for the Board by the influencing on decisions and activity of County

Sport Partnerships by Sport England in terms of the increased Governance as well as the Primary purpose role. Discussion evolved to Business Development opportunities which would be considered as part of the Board Business Strategy Development day later in the day and it was stated that there was a need to consider these opportunities but also why the organisation exists and avoid mission drift.

Resolved: The Board noted the Finance statements for the 10 months to January 2018 and noted the project funding information.

Risk Profile Update Report

Mr Oliver presented the Risk Register update report and the Risk Register as issued with the agenda.

Mr Oliver reported that the Audit & Finance Committee had reviewed the new Risk Register at its meeting on the 23rd January 2018. Mr Oliver explained the background to the new Risk Register being produced and also the process going forward for the Senior Leadership team and the Board to review and update the risk register.

Mr Oliver talked through the high level risks and these were discussed by the Board. These included:

- Sport England funding reductions and the new Primary role including the UK Code of Governance compliance requirements,
- Staff and infrastructure risks, including loss of key staff, office accommodation and GDPR compliance.
- The More Positive Together project and particularly cash flow risk through delays by the DWP
- The CSI Recovery project sustainability once Sport England funding ending and the various funding opportunities that were being explored to sustain the successful project.

Resolved: The Board noted and approved the updated Risk Register

Mr M Stephenson and Ms Carol Ross attended the meeting from this point.

Operational Updates

Mr Stephenson presented the operational update report that had been issued with the agenda.

It was highlighted that there were delays in the launch of the “Cumbria and Lancashire Physical Activity Framework” and the “Lancashire Walking and Cycling Strategy” awaiting Council Member approval.

Mr Stephenson updated on the Digital Health activity and the pilot that had engaged 20 schools using wearable technology and rewards to increase physical activity. The digital partner Flexi have facilitated a relationship with Garmin with a meeting taking place in March. The Board felt that this activity was very positive with lots of potential.

The update continued with an update on the CSI recovery project. It was noted that this funding from Sport England ends at the end of May 2018 and other funding opportunities were being explored as a priority. Two small grants had been awarded and small ESA activity pilots were being launched by some Districts using the CSI project model and the project was also very influential in the successful Place Based Pilot award by Sport England to the East Lancashire Alliance.

Progress was reported on the Active Ageing Alliance and the Bettercare development fund consultation work.

The report continued by updating on the More Positive Together and the 5 ways to wellbeing offer being developed to support delivery partners.

Under the Workforce Development section of the report it was reported that there had been successful academies with BRFC Community Trust Girls Football, One Voice BAME Community group netball and Girl Guides leadership in sport activity. It was also highlighted that for the DWP and Job Coaches training was being rolled out to develop understanding of working with people with mental health conditions.

It was reported that a number of volunteering opportunities had been developed with UCLan including students working with School Games Officers in a number of districts, a club event with 65 attendees was held at UCLan with two workshops on Behaviour Change and Developing Talent which received very positive feedback

Mr Stephenson continued by reporting that the Positive Together project continues working with 10 projects involving under 16s in deprived areas with meetings to be held with the Police Commissioner to agree funding for the next year.

Mr Stephenson highlighted that the Sportivate project which has run successfully for a number of years through Sport England funding has now ended as Sport England have stopped funding this programme with their agenda now on behaviour change.

It was reported that the School Games launch is on the 2nd March at the Spar Headquarters and the Disability swimming gala is on the 20th March at Salt Ayre Sports Centre.

The report continued and Mr Stephenson reported on the Active Lives Survey commissioned by Sport England to engage Lancashire primary and high schools. This work is being undertaken with the support of the Head Teachers Alliance, PE Advisor team and SSPs.

Mr Stephenson reminded the Sport National Governing Body (NGB) work is limited now with NGB's focussing on new Sport England role and Lancashire Sport focussing on inactivity and growing physical activity opportunities. There has been a focus on a small number of NGBs that fit with LSP priorities as listed in the report and significant work with football developing Lancashire United with the Football Trusts and with Cycling with the Cycle/Recycle developments in collaboration with LCC, More Positive Together and British Cycling.

The report was concluded with an update that the online partnership portal is live and rolled out to More Positive Together delivery partners and is highly secure and GDPR compliant.

The final point was that the organisation had withdrawn from the Quest Accreditation process as it was expensive and felt that it didn't add value. The approach to Quality improvement going forward was being looked at and a methodology to develop a Quality improvement plan more relevant and aligned to the Business Plan. Dr Ibbetson expressed concern regarding the withdrawal from the Quest accreditation as he had recently heard that this was required from Sport England.

Action: Mr Leather to present the Quality Improvement Plan to the Board and to provide assurance that the Quest accreditation is not required by Sport England.

Resolved: The Operational update report was noted

5. Any Other Business

The one page Name Change and key messages communication document that had been issued with the agenda was discussed.

Concern was expressed that the document didn't align to the strategy and the purpose wording was questioned.

Action: Mr Leather to work with the Chair to ensure that the key note document was adjusted.

The next Board meeting is on Friday 4th May 2018 at the Lancashire Sport Partnership offices.

Action List

- July 2017 The Board and Chief Executive to progress the Action Plan to progress to full compliance with the UK Code of Governance
- April 2017 Mr Leather to continue discussions with Sport England regarding future funding that could be used for match

towards the ESIF project.

- Nov 2017 Mr Leather to amend the Equality & Diversity Commitment Statement and Action Plan as advised
- Nov 2017 Mr Leather to circulate the Strategy for Engaging with Stakeholders to Board Members.
- Feb 2018 Mr Oliver to amend the minutes from the 24th November 2017 Board meeting to reflect Dr Ibbetsons statement that there should be consultation with the wider partnership network on the branding and name change.
- Feb 2018 Mr Leather to circulate the final Equality & Diversity Commitment statement and action plan to Board members for information.
- Feb 2018 Mr Leather to provide the Board with assurances around the KTP funding bid and a Plan B for the Research and Evaluation if the KTP bid is unsuccessful.
- Feb 2018 Mr Leather to issue invites to Board Members for the one year MPT Celebration event.
- Feb 2018 Mr Oliver to produce figures around net income for Board members.
- Feb 2018 Mr Leather to present the Quality Improvement Plan to the Board and to provide assurance that the Quest accreditation is not required by Sport England.
- Feb 2018 Mr Leather to work with the Chair to ensure the key note document for the name change and re-brand is adjusted.

Board Development Day Action Notes

- AL and LL:** When recruiting for new Board members it was agreed that skills that should be a focus were Legal, national profile, schools, health and sport.
- LL and SO:** To appoint an external advisor to conduct the external Governance effectiveness review.
- AL:** Ensure clarity within Business Development model and proposals to ensure that they meet with the purpose (the why) of the organisation
- AL and Board** Seek new sources of funds to ensure that even though Sport England is reducing funding we can continue to support Sport across Lancashire.
- AL:** Identify Place Based interventions which support local (Neighbourhood) delivery
- AL and Board** Identify philanthropists / other funding streams to continue certain programmes when funding runs out. E.g CSI drug rehabilitation project

AL: Consider how do we make the most of the voluntary sector and recognise their input/ **involvement in delivering sport / physical activity**

AL: Position Active Lancashire as the ‘go to’ organisation. We define the agenda starting with the why we exist and be the difference to inspire the region

Approved: _____ Signature _____

Name _____

Date _____

Board Strategy Business Development Day

The rest of the development day was not an official Board meeting and therefore detailed minutes were not required, however some points for consideration and actions did arise from the discussions that took place

Business Development Context session

Graham Cowley from the Lancashire LEP and Sharon Riding from the DWP attended and facilitated a question and answer session to provide a clearer insight into the priorities of their organisations and how they might engage with the voluntary sector and Lancashire Sport.

It was agreed that the DWP would continue to engage with Lancashire Sport as opportunities arose and that the relationships was developing. It was also agreed that regular communication with Graham Cowley would be useful and beneficial.

Governance Review

Deborah Jones (Research & Insight Officer) led the Board through the results of the Board effectiveness and skills review questionnaire and detailed discussion was held.

There were 6 respondents out of the 11 Board members.

The assessment covered the following areas:

- General context issues, legislative and regulatory issues - ranked excellent
- Professional development experience - ranked excellent
- Personal Leadership competencies - ranked excellent
- Experience of setting organisational direction and goals, rules and responsibilities. 12 Areas - 9 ranked excellent and 3 good.
- Financial Overview - ranked excellent
- Key skills, knowledge and experience. 4 areas ranked excellent, 6 ranked good and 1 ranked as poor - this was Legal skills

Action point: When recruiting for new Board members it was agreed that skills that should be a focus were Legal, national profile, schools, health and sport.

Mr Oliver led the Board through the **action plan for compliance with the UK Code of Governance for Sport**.

- **The Amendment and Approval of Articles** - approved by LCC and Companies House and awaiting approval by Charities Commission (now approved) therefore action is complete.
- **Directors Recruitment and induction pack Review and Update** - including code of conduct and statement of good character. These were all issued and returned by Board members so action is complete.
- **Succession Plan for Board and Senior Executives** - approved by the HR & Remuneration Committee following independent support from HR Partners. Action complete
- **Appoint Senior Independent Director** - Mr Dave Edmundson was nominated and agreed at the July 2017 Board meeting. Action complete
- **Equality & Diversity Commitment and Action Plan** - External advice taken and reviewed by the Board. Action complete
- **Strategy for Engaging with Stakeholders/Partners**. Part of the Marcomms plan reviewed by the Board in November. Action complete
- **Board undertake annual self assessment of skills and effectiveness**. Undertaken at the Board Strategy Development Day. Action complete
- **External Evaluation of the Board (every 4 years)**. The tender has been issued and the respondents being assessed before an appointment is awarded to carry out this review. Action ongoing.
- **Annual review of the risk management and control systems**. Audit & Finance Committee have reviewed and updated the Business Controls Manual and the Risk Register and its process for review and update. Action complete.

It was recognised by the Board that there was a lot of work involved in this process and that some points required an annual review.

Action Point: To appoint an external advisor to conduct the Governance effectiveness review

Business Development Opportunities

The Board talked through a number of development opportunities that the organisation were currently involved or had the potential to become involved with.

Various members of Lancashire Sport presented areas of discussion that had been issued to Board members on a power point presentation before the day. These included:

- Local Authority relationships and offer as part of the Sport England offer and the wider demands/expectations.

- Community Sport and the withdrawn NGB presence, the need for wider partnerships to meet this area of work and continuation of some Sport England programmes
- The Sport England changing primary purpose role and the behaviour change focus and granular understanding of local need.
- The Leadership and influence role expected of the organisation and the need to look at scale of impact across sectors and regions and to be that strategic enabler and facilitator.
- Health and Well Being and the impact that physical activity can have in improving health and wellbeing but the difficulty in negotiating the complex health organisation
- Potential for wider geographical coverage than just Lancashire
- Better Care and the Active Ageing Alliance
- Voluntary sector leadership
- Internal skills and capacity

The discussions were comprehensive and detailed. There was recognition that funding for Sport was currently very limited and the focus from Sport England was about behaviour change and physical activity particularly in the disadvantaged communities.

There were points expressed that the organisation has to consider why it exists and the sport and physical activity focus cannot be lost and must continue to be fundamental in what the organisation offers. The point was continued that there needed to be more support to those existing sports clubs

It was also recognised that there needed to be a partnership approach to make that larger impact and to attract funding and particularly across the voluntary sector but it was stated that the sport and physical activity offer needed to be clear in those partnerships.

Action: Ensure clarity within Business Development model and proposals to ensure that they meet with the purpose (the why) of the organisation

Action: Seek new sources of funds to ensure that even though Sport England is reducing funding we can continue to support Sport across Lancashire.

Action: Identify Place Based interventions which support local (Neighbourhood) delivery

Action: Identify philanthropists / other funding streams to continue certain programmes when funding runs out. E.g CSI / drug rehabilitation project

Action: Consider how do we make the most of the voluntary sector and recognise their input / involvement in delivering sport / physical activity

Action: Position Active Lancashire as the ‘go to’ organisation. We define the agenda starting with the why we exist and be the difference to inspire the region