



## Item 4 Attachment 1

### Private and Confidential

#### Active Lancashire Limited Board

**Minutes of the Board meeting held on Friday 4th May 2018 at  
9.30am at Active Lancashire, Farington House, Lancashire  
Business Park, Leyland PR26 6TW**

#### **Present**

Ms L Lloyd (Chair)	(LL)	Dr A Ibbetson	(AI)
Ms J Bell	(JB)	Mr D Edmundson	(DE)
Mr G Bean	(GB)		

#### **In Attendance**

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

#### **In attendance as an observer**

Mr S Hoyle (Orchard Insight Consultant)	(SH)
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#### **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.

The Chair welcomed Mr Steve Hoyle from Orchard Insight Consultants who were successful in winning the tender to conduct an external independent review of the Governance effectiveness of the Board as required by the UK Code of Governance for Sport and Sport England.

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

Apologies for absence were noted from Superintendent A Barrow, Ms M Still, Ms C Platt, Mr C Standish.

The Chair updated Board members that she had attended the MPT one year celebration event and thanked all those who attended and been involved in the arranging as it was a very successful and inspirational event.

The Chair continued by informing the Board that conversations had been held with Adrian Ledbury from CSPN and she had been asked and agreed to chair a North West CSP Chair's meeting. However the Chair has asked Mr Ledbury to address the question about where funding for Sport would be coming from as this was a concern.

The Chair updated the Board on GDPR compliance and that the Business Development Manager Sarah Walton had been leading this project and the detailed policy was available if Board members wished to see it.

There were no declarations of conflicts of interests.

### **3. Board Governance Review**

Mr Steve Hoyle from Orchard Insights was introduced again.

Mr Hoyle explained to the Board that the organisation he represented Orchard Insight is made up of a number of associates with a significant number of years of executive experience and skills in evaluation, compliance, bid writing and governance review.

Mr Hoyle continued by explaining the specification of the governance review to look at the UK Code of Governance for Sport as well as the Charity governance compliance, look at the administration and format of the Board and conduct interview of Board members as well as the Company Secretary and Chief Executive.

Mr Hoyle informed that the aim was that by mid-June a report would be ready with recommendations and suggested best practice and benchmark measures to help ongoing Board effectiveness evaluation. The Chair and Chief Executive will receive the report and it will be an agenda item at the next Board meeting scheduled for the 18<sup>th</sup> July 2018.

### **4. Minutes and Matters Arising from the Board meeting held on 27th February 2018.**

The Minutes from the Board meeting on 27 February 2018 were reviewed.

***Resolved: The minutes of the Board meeting held on 27 February 2018 were approved as an accurate record of the meeting.***

## **5. Minutes of the Audit & Finance Committee meeting held on 25<sup>th</sup> April 2018**

Mr D Edmundson, Chair of the Audit & Finance Committee presented the minutes of the meeting held on 25<sup>th</sup> April 2018.

It was reported that there was comprehensive discussion and challenge on the Bettercare Active Ageing Alliance development project that was presented to the Committee at the meeting.

Mr Edmundson informed the Board that there were lots of aspects to consider with this proposal including the impact that it could have on sustaining the Business with a contribution to infrastructure costs, a significant opportunity to position the organisation and integrate sport and physical activity solution and assets into the proposal but also risks to be assessed, ensuring that the proposal was aimed at changing the system rather than becoming part of it.

Discussion continued and Mr Leather reported on his meeting with the Bettercare Steering Group and the need to pull together the existing voluntary sector provision, timeframes, cashflow support and realistic expectations and measures. Board members reminded of the need to ensure there wasn't mission drift and be clear about the physical activity and its benefits within this proposal and the need of the organisation to lead rather than deliver. It was recognised that there was a need to consider the lead role within the Active Ageing Alliance but appreciating that by Active Lancashire being the lead organisation it had the opportunity to influence and ensure sport and physical activity was an integral part of the offer as well as the financial benefits. Communication was seen as key.

***Resolved: The minutes of the Audit & Finance Committee were noted***

## **6. Implementation Plan and Proposed Measures**

Mr Leather referred to the report issued with the agenda and talked through a power point presentation.

The Board were reminded of the Sport England strategic priorities and the CSP Primary purpose from Sport England and the 5 outcomes of the DCMS strategy; physical health, mental wellbeing, individual development, social development.

Mr Leather stated that measures for the new strategy from Sport England had been awaited for a couple of years and latest communication was that these measures and targets are best identified locally, specific to local priorities and it was felt that these measures should be used in a focussed way on investment and impact on behaviour change.

Mr Leather continued by reminding of the Active Lancashire strategy and the three strategic themes of Healthy Lives, Empowered People

and Inspired Communities. Following the Board strategy development session and internal discussion on how to enable implementation of the strategy three delivery themes had been developed focussing on:

- Energising the lives of Children and Young People (ages 5-25 years)
- Narrowing the gap - improving health and work opportunities (adults aged 25-50)
- Active Ageing - 50 years+ with one long term health condition

The presentation continued and Mr Leather highlighted the Active Lancashire role to lead and facilitate joint work across the Partnership to enable an effective delivery system for Sport and physical activity within the County and the team role to support and facilitate an effective 'delivery system' on behalf of the County wide "Partnership". It was explained that the organisation will do this through a Place based approach, targeting resources based on insight and achieving effective joint outcomes with partners and through our leadership, development and support to delivery networks.

The Primary role for Sport England was highlighted again with the emphasis on a granular understanding of the local place and people, brokering and facilitating, supporting Sport England projects and working with local authorities by consent. Mr Leather also talked through the local health priorities and the demands.

The presentation continued with the inactive journey model with the objective of improved health and wellbeing outcomes and Mr Leather talked through the leadership, development and delivery through partners roles and then how do we measure the impact.

Lengthy discussion evolved on the measuring of the impact of the organisation and using sport and physical activity as the tool to effect behaviour change and improved outcomes for individuals and communities and for Partners the benefits and cost savings that can be gained by supporting the engagement in sport and physical activity by the measuring of the impact through return on investment, social return on investment, cost benefit analysis, case studies and 12 month self-assessment. It was noted that this impact measuring may need some academic rigour.

The measures proposed to assess the impact of behaviour change:

- **Impact measures** - looking at Social return on Investment, Return on investment and Cost Benefit analysis
- **Journey Travelled** - self reporting questionnaires and digital tracking
- **Quality** - satisfaction survey using tools such as trust pilot and survey monkey

The focus on target group profiles for Active Lancashire were presented as :

- Inactive - moving people from sedentary to less than moderately active

- Looking at barriers to engagement
- Aged 5 years +
- Engaging more women than men
- Looking at the difficulty in gaining momentum

Mr Leather continued the presentation highlighting the 4 key implementation areas of healthy lives, empowered people, enabled communities and quality improvement and how the operating team and at project level would fit into these key focus areas.

The Board discussed the need to have appropriate and consistent measures at a local level. It was noted that Sport England have not supplied measures do not have the resource to launch a national review of measures. It was stated that it was important to ensure that there were measures for outcomes delivered through partners and reminding that our tool is physical activity and sport so when measuring satisfaction are we measuring the all-round service or satisfaction with sport and physical activity. It was agreed that Partnership is a joined up approach but satisfaction measures area really difficult. The documenting of 'my journey' is the best measure and also looking at happiness and resilience measures.

The next steps were agreed to:

- Continue with development of the measures
- Look at academic partners
- Continue the work with digital partners to support measures
- Look at robust and consistent measures beyond the one year and investigate innovative simple ways of collecting data.

**Action:** *Continue to develop the impact and satisfaction measures and bring back for updates at each board meeting*

**Resolved:** *The Board agreed the proposed delivery themes to support the implementation of the 2017-21 strategy.*

*Mr Stephenson and Ms Ross joined the meeting at this point on the agenda*

## 7. Finance, Performance & Governance

### Sport England Core Performance Q4 Report

Mr Leather presented the Q4 update report with all performance areas rag rated as green.

It was noted that the Sportivate programme that has run for 7 years has now successfully completed with no further funding available from Sport England.

The report was taken as read and there were no questions from the Board.

***Resolved: The Q4 performance report was noted***

## **Operational Updates**

Mr Stephenson presented the Operational Activity update report that had been issued with the agenda. The report was taken as read but a number of points were highlighted.

Under the **Healthy Lives section** Mr Stephenson highlighted the **Commonwealth Games celebration** held at UClan Sport Arena opened by Lord Shuttleworth and attended by over 500 people trying a variety of school sport competitions. It was felt to be very successful with a media presence and a real showcase for the partnership.

The **Digital school pilot named Active Ants** has engaged 600 children across Burnley and 8 schools in Blackburn are taking part in a phase 2 pilot. A GP surgery has been engaged with the workplace pilot.

The **ESA CSI extended projects in Pendle and Rossendale** are just started but already making significant impact.

Under the **empowered people and enabled communities section** the **Positive Together** project has had funding confirmed again by the Police Commissioner.

The **More Positive Together (MPT) one year celebration event** was reported with over 100 people attending at Brockholes. The feedback was extremely positive with some inspirational case studies presented on the day. The explorer package held in the afternoon around the Nature Reserve was enjoyed by the participants who appreciated the chance to walk and talk and network as well as adding a little competitiveness into the day.

Also under the MPT banner Mr Stephenson reported that the sport and wellbeing offer included the bicycle recycling project and a pilot had been undertaken in Blackburn with some great feedback.

Under the **Sport England Programmes section** the **Satellite clubs project** had again been green rag rated, the **Lancashire school games** had held the disability swimming gala in March and attached to that had been a new wheelchair sports festival in partnership with the Youth Sport Trust. The Summer Games will be held on Tuesday 3<sup>rd</sup> July in Blackpool again heavily supported by SPAR and VIP invitations will be issued shortly. The Primary Schools Premium is funding a July conference with 150 registered to date and also supports the Active Ants activity.

Mr Stephenson continued with reporting that **National Governing Body (NGB)** work is limited as they focus on their new Sport England role with focus on a small number of key impact NGB's that best fit

Active Lancashire's priorities and to lead and grow sport opportunities. This includes swimming and also working with Lancashire United which is a collaboration of football trusts across the County. It was agreed that Mr Edmundson and Mr Stephenson would meet to have a chat about the football league trusts outside the Board meeting.

The Board asked that a future plan of events would be useful so that they can plan to attend.

***Action: Mr Leather to organise a plan of future events to be circulated to Board Members***

**Resolved: The Operation update report was noted**

## **MPT Performance**

Dr A Ibbetson presented the More Positive Together steering group update report that had been issued with the agenda. Dr Ibbetson added that he felt the report may need change to be more relevant and would talk through with the steering group.

It was reported that there were delays with some partners getting started particularly delays in recruitment. Lancaster Council are viewed as a concern who had been very slow in recruiting and Mr Leather had contacted the Deputy Chief Executive of Lancaster Council to highlight the concerns. The Board emphasised the need to choose partners carefully and Lancaster need to be pushed on a decision as to whether they are in the project or opting out so that alternative partner(s) can be sought in good time.

It was reported that the first claim was about to be submitted which would be welcomed by all partners but was being submitted using the manual process rather than the new e-claims process from the DWP as that was still not functioning correctly.

Dr Ibbetson provided assurance that the project was now engaging with participants and there is a strong pipeline that will accelerate as the project moves out of the set up phase.

It was discussed that the sustainability of the activity once the current funding ended would increase in focus as the project progresses with organisations and individuals having raised expectations. Cross cutting themes would need to be looked at and the Consultant Steve Hoyle is progressing with the compliance audits.

The Board were informed that there was a tender being issued for an interim evaluation of the project to assess progress and help to shape and measure the remainder of the project and also provide tangible evidence to help in exploring and supporting new funding. It was reminded that case studies to support the outputs and reflect experience would be valuable.

Mr S Hoyle updated on possible ESF funding that may be available from the ESIF Lancashire administrating authority but would be essential to demonstrate positive success and impact of the MPT project. The Board felt that there should be some positive Comms issued from the MPT celebration day aimed at stakeholders both political and technical demonstrating the positive partner's comments and participants impact.

***Action: Mr Leather to arrange for Communications promoting the success of MPT to date using the Celebration day content to be issued to the network and to stakeholders political and technical who may influence future funding.***

***Resolved: The MPT progress report was noted***

## **Workforce Development Submission**

Ms Carol Ross presented the Workforce development submission paper as issued with the agenda.

It was explained that a one year plan for workforce development had been requested by Sport England as a transition to a 2 year plan for the period 2019-21. It was felt that there would be a requirement going forward for collaborative working with other County Sport Partnerships.

Ms Ross continued that the landscape from Sport England was confused with various strategies on Coaching, volunteering and workforce development.

The plan included working with UCLan on a pilot of CIMSPA and standards of qualifications, investment into insight and learning and growing training and development opportunities working with Street Games and other providers.

It had been communicated that there would be Sport England workshops held in the Summer before the next 2 year plan had to be submitted later in the year.

***Resolved: The Board noted the submission of the plan and the wider piece of work to be undertaken ready for a further 2 year plan to be submitted in October.***

## **Finance Update Report**

Mr Oliver presented the Finance update report as issued with the agenda and this report was taken as read.

Mr Oliver reported on the forecast for the 2017/18 financial year with an expected unrestricted reserves surplus of £25k and this reflected the significant costs for rebranding, GDPR compliance support and UK Code of Governance requirements. It was highlighted that all local authority partners had supported the organisation in the year.

The significant impact on the accounts was naturally the MPT project financial provisions. With no claims submitted yet the provisions were based on the latest profiles supplied by the MPT Partners.

The Reserves policy was recalculated at £189k and with the addition of the £25k surplus in the year this gives coverage of 1.9:1

Mr Oliver reported that the latest FRS17/IAS19 Pension Scheme accounting valuation had been recalculated by the pension actuaries as at 31 March 2018 and this valuation based on the actuaries assumptions had calculated a deficit of £891k compared to last year's calculation of £883k. The Board were reminded that this liability was indemnified each year by the Company owners Lancashire Council Year and they provide a letter of indemnity as evidence to the auditors. This letter has been applied for from LCC.

The Board were informed that the external audit of the finances of the organisation by Moore & Smalley was underway with auditors present in the office week commencing 21<sup>st</sup> May. The Audit plan had been issued with the agenda and there were no unusual items to highlight but the majority of the audit was likely to focus on the MPT project.

***Resolved: The Board noted the forecast financial performance for 2017/18***

***Resolved: The Board noted the FRS17/IAS19 Pension scheme accounting valuation results.***

***Resolved: The Board approved the Audit plan***

Mr Oliver continued the Finance report by highlighting key points from the 2018-19 Budget that had been discussed at the recent Audit and Finance Committee and recommended for approval to the Board.

Mr Oliver stated that the Budget was based on known contracts with an assumption that during year 1 that extended CSI Project funding would be approved from various sources. Years 2 and 3 were more speculative as most project agreements were short term with targeted income included to sustain activity.

It was noted that there was no inclusion of Bettercare funding and if any award was approved a separate business plan would be brought to the Board to clearly demonstrate the impact on the Business.

It was recognised that Sport England funding levels were dropping significantly and it was calculated would fall to 2011/12 levels in this Budget year. With MPT funding ending in December 2019 it was noted that there were significant challenges to sustain the business at current levels and that funding from the Bettercare proposals would support the financial sustainability as well as strategic objectives. It was noted that in the 2018-19 financial year Sport England was forecast to be 22% of total income compared to 76% in prior years.

Mr Oliver had highlighted graphically the increase in income that the organisation is managing during the MPT project but also that there is

not the same level of increase in infrastructure core business costs which were under pressure with falling 'core' income from Sport England, local authorities and reduced management fees.

**Resolved: The Board approved the 2018-19 Finance Budget.**

## **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 Risk Register and there were no significant change to the high level risks in the Risk Register.

It was recognised that the risks associated with Sport England particularly around funding levels were still very apparent. The MPT project and its scale of activity would always be prevalent on the risk register and it was important that grant claims were submitted and funding drawn down as well as momentum toward achieving the targeted outputs. The CSI project sustainability continued to be a risk with delays in funding being awarded but it was being sustained in a limited capacity over the Summer through small funding streams and through its engagement with MPT.

**Resolved: The Board noted and approved the updated Risk Register**

## **8. Any Other Business**

It was highlighted that there were a number of high profile sporting events in the near future and what could the organisation do to generate interest and stimulate engagement through these events.

**Action: Mr Leather to ensure these national events are added to the Comms calendar.**

Dr Ibbetson reported that UCLan had created a women's international cycling team and this would hope to promote positive role models for girls and had the chosen charity of NGO World Bicycle Relief

**The next Board meeting is on Wednesday 18th July 2018 at 3pm at the Active Lancashire 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
- 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 present the Quality Improvement Plan to the Board and to provide assurance that the Quest accreditation is not required by Sport England.
- May 2018 Continue to develop the implementation plan impact and satisfaction measures and bring back for updates at each board meeting
- May 2018 Mr Leather to organise a plan of future events (including high profile national events) to be circulated to Board Members
- May 2018 Mr Leather to arrange for Communications promoting the success of MPT to date using the Celebration day content to be issued to the network and stakeholders political and technical who may influence future funding.

### 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.
- 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