



## Private and Confidential

### Active Lancashire Limited

#### 1.30pm Satellite Clubs project presentation by Ronan McMahon (Active Lancashire Clubs Link Maker)

The main Board meeting was preceded by a presentation from Ronan McMahon (Active Lancashire Club Links Maker) to Board Members on the Satellite Clubs project.

Mr McMahon clearly explained that the project was funded by Sport England and highlighted the change of strategy for the funding to target the hard to reach communities that are inactive and disadvantaged.

In attendance: Ms L Lloyd (Chair), Mr D Edmundson, Ms J Bell, Dr A Ibbetson, Mr G Bean, Mr B Cookson, Mr R Davies, Ms R Lowry

#### Minutes of the Board meeting held on Monday 10<sup>th</sup> February 2020 at 2pm at Burnley Football Club

##### Board Members Present

Ms L Lloyd (Chair)	(LL)	Dr A Ibbetson	(AI)
Ms J Bell	(JB)	Mr G Bean	(GB)
Mr C Standish	(CS)	Mr B Cookson	(BC)
Ms R Lowry	(RL)	Mr D Edmundson	(DE)

##### Board Members In Partial Attendance

Mr S Burnett	(SB)	Mr R Davies	(RD)
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##### 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

Ms J Blomeley	(Sport England)
Denise Richards	(NSPCC National Child Protection in Sport unit)

## **1. Board Safeguarding Training**

Denise Richards from the NSPCC National Child Protection in Sport unit provided a training session on safeguarding for Board members.

The training provided various scenarios for Board members to consider and highlighted the key responsibilities of Board members with regard to Safeguarding.

It was also reported that a review and audit of the organisation's safeguarding policy and procedures had been undertaken with no issues to report.

Ms Richards was thanked for the informative training session

*Ms Richards left the meeting*

*Mr S Burnett joined the meeting*

*Ms J Blomeley joined the meeting*

## **2. Welcome and Update from the Board Chair**

All attendees were welcomed to the meeting by the Chair.

It was acknowledged at the start of the meeting that this would be the last board meeting for Dave Edmundson who had served the 8 year tenure as a Board member and also Dr Adrian Ibbetson who had served 6 years as a Board member. Both Board members were thanked for their enormous commitment to the organisation and their valuable input not only at Board meetings but also from Mr Edmundson as Chair of the Audit & Finance Committee and a member of the HR & Remuneration Committee and Dr Ibbetson as a member of the Audit & Finance Committee and the ESIF MPT Steering Group.

The Chair reinforced that both Board members would be missed and there was a need for other Board members to step forward as members of the Governance sub-committees. This would be addressed later in the agenda.

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

Apologies for absence were noted from Ms A Parker, Ms C Platt

**Conflicts of interest.**

Mr S Burnett and Mr C Standish declared conflict of interests with regard to item 7 on the agenda ESIF Project developments as they both worked for organisations that were partners in the More Positive Together (MPT) ESIF 1.4 project and therefore recipients of funding.

**3. Minutes and Matters Arising from the Board meeting held on the 5<sup>th</sup> November 2019.**

Ms Lloyd explained that Ms Laura Sales, Lancashire County Council's (LCC) Head of Legal should have been attending the meeting as an observer but due to a last minute conflict had sent apologies. Ms Lloyd continued that various discussions with LCC had taken place in order for them in their role as sole member of the organisation to:

- 1) Undergo a review of and approve the Articles
- 2) Provide Legal and Company Secretarial support

The Minutes from the Board meeting held on 5<sup>th</sup> November 2019 were reviewed

***Resolved: The minutes of the Board meeting held on 5<sup>th</sup> November 2019 were approved as an accurate record of the meeting.***

**4. Update from the HR & Remuneration Committee Meeting held on 28<sup>th</sup> January 2020**

Ms J Bell reported to the Board an update from the HR & Committee meeting held on the 28<sup>th</sup> January the minutes of which had been issued with the agenda.

Highlighted in the update was a safeguarding incident that had been reported which had tested the safeguarding processes that were in place and which had been found to be robust. Mr Leather added that the safeguarding review held that morning with Ms Denise Richards from the NSPCC had also supported the reporting process that had been undertaken. There is no further action to be undertaken with this issue and the matter was resolved satisfactorily.

The Board Member recruitment and information pack had been reviewed and approved at the Committee meeting and had led to discussion regarding a replacement Board member with the H.E. sector skills and knowledge to replace Dr Ibbetson. As well as UClan the other Lancashire H.E. organisations had been contacted to offer any potential candidates.

The staff Q3 Skills and Capability report had been discussed and accepted and Mr Oliver had presented a report summarising the equality and diversity statistics of the Active Lancashire staff.

At the meeting Ms Lloyd had informed that as part of the Governance compliance requirements a Board skills and experience review would be undertaken again and this may inform future Board member recruitment.

***Resolved: The minutes and update from the HR & Remuneration Committee meeting held on the 28<sup>th</sup> January 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 9 months of the financial year to December 2019 and reported a surplus of unrestricted reserves in the year of £56,755. The forecast for the full annual year is £31,637

Mr Oliver highlighted key points from the report including an income chart indicating that Sport England funding was 30% of total income and Mr Oliver reminded that 4 years ago this figure was 77% and the Board were concerned at that point of the reliance on one funder. However, the chart also highlighted that ESIF funding for the More Positive Together project was 57% of total income so there was now a heavy reliance on the European funding stream. Discussion took place by Board members recognising the importance of the continuing ESIF funding to the organisation but also to ensuring that the project increased the sport and physical activity targets with participants.

The Board discussion evolved with an emphasis on the need to report the impact and target achievement of the projects on individuals and communities. Mr Leather reminded that in the former strategy there was a target of 55000 individuals and 78000 were achieved in getting individuals involved in sport and physical activity projects. However there was a recognition that the sustainability of activity was not measured and the strategy now is to target those individuals and communities that are the hardest to reach and this involved working with local partners. The Board expressed a concern that not all participants in the More Positive programme had a sport and physical offer. Mr Leather responded that as the new extended funding was now approved they would be working with the partners to increase the physical and mental health offer.

Mr Oliver continued by highlighting the current Sport England funding which was largely aimed at Children and Young People and reported additional unbudgeted funding awarded for Satellite Clubs delivery, Active Lives School Survey, Dfe volunteering and coaching as well as a new project working with schools on how they use their facilities for community use. The importance of the Sport England core funding was emphasised.

The report continued with Mr Oliver highlighting that 63% of expenditure was on project grants and activity and 33% on staff costs with 35 staff members (28.1 FTE) 16 of whom are part time.

Mr Oliver had reported updates to project funding in the finance update report and highlighted in the meeting the Tackling Reoffending project pilot that was a project funded by and working in partnership with the United Together Football Trusts funded, Toward

an Active Future local delivery pilot (TaAF), Community Rehabilitation Company (CRC) and the Police Commissioner. Mr Leather added that there was a lot of extremely positive feedback from the early stages of this project and hoped to hold a future Board meeting at one of the prisons involved in the project.

In conclusion Mr Oliver reported that the 3-year actuarial valuation on the local government pension scheme had concluded and from April 2020 the employer contribution rate increases to 12.3% from 10.3%.

***Resolved : The Board noted the Finance statements and the project updates***

### **Risk Register Report**

The risk register report and revised risk register had been issued with the agenda and Mr Oliver highlighted key points.

Mr Oliver explained that the Audit & Finance Committee were concerned about the complexity of the format of the risk register and that it was difficult to easily ascertain increasing and high level risks as well as a recognition of the heavy workload to keep updating the risk register. A heat map version had been recommended and Mr Oliver had used a heat map within this report to highlight key risks.

One risk was highlighted as a high likelihood of occurring and would have a serious impact on the organisation. This risk was 'a heavy gearing toward ESIF funding could result in significant income reduction when that funding ended, envisaged as 2024'. Mr Leather reported that this risk would be addressed in item 7 of the agenda. Board members recognised the importance of the current streams but encouraged diversifying to other funding as long as it met the strategy and articles of the organisation.

Four risks were viewed as a small probability of occurring but would have a very serious impact on the organisation if they did occur.

- A reduction in Sport England Core funding would have a serious impact on the infrastructure of the organisation. Mr Leather reminded Board members that the current Sport England strategy concluded in 2021 and consultation on the new strategy was taking place. MPT clawback and
- Two risks impacted the More Positive Together project in terms of clawback risk and sustainability. Mr Leather reported that there had been no clawback to date and there was a positive relationship with the LEP and the DWP emphasised by the award of the extended funding however a DWP audit at the end of February would test the process and the compliance in place. The sustainability of the MPT project is addressed in item 7 of the agenda.

- The 4<sup>th</sup> risk in this category was the risk and impact of LCC no longer wishing to be the owner of the organisation both on the governance structure and the financial profile. Mr Leather reported that he felt that there was a positive and mutually supportive relationship with LCC at this moment in time but recognition that this needed to be maintained.

There were other risks that had a small probability of occurrence but would have a significant impact. These risks were noted.

***Resolved: The Risk Register and the update report were noted***

## **6. Operational Activity - Team update**

The infographic reports had been issued with the agenda and Ms Carol Ross presented the key points.

Highlighted by Ms Ross under the infographic heading of 'Inspiring the Working Age Un-employed' were that 2800 participants registered on the MPT project eclipsing the 2250 target. The Cycle Recycle element of MPT had seen 52 workshops delivered and a lot of positive PR. 80 Participants have entered education or training from the project. Mr Standish emphasised the impact that the project was having on Housing Association communities. Dr Ibbetson stated that he hoped that as it continued there were more participants with a physical activity involvement.

Ms Ross also highlighted the Tackling Reoffending prison project delivered in collaboration with the Football Trusts and a case study of the story of and impact on one of the individuals had been included with the report. This was seen as a real example of changing behaviour through the project. The continuing CSI projects maintain real impact and positive results but sustainable funding remains a key challenge. Rossendale Works continues as a project working with Rossendale Council looking to extend by a further 2 years and be part of the MPT project going forward.

The infographic headed 'Energising Children & Young People' was presented by Ms Ross highlighting the School Games which was again to be sponsored by Spar and Sport England. Ms Ross reported that discussions were taking place around the vision of the School games with a meeting with the School Games Organisers and the Local Organising Committee facilitated by Sport England and Active Lancashire to look at ensure the games had a diverse approach and were open to an equality agenda to enable young people from all communities were given an opportunity for participation

The report continued by reporting that the Dfe volunteer fund training of volunteers to offer pickleball as a cultural offer at the

School Games finals and additional funding secured to focus on supporting leaders from areas of deprivation.

The Primary School sport premium funding was reported next by Ms Ross highlighting that 15 schools were provided with one to one support to be Ofsted ready to report on their use of the funding. The childhood obesity trailblazer in Pennine Lancashire in partnership with the Blackburn with Darwen Public Health team is impacting 28 schools in the area. The daily mile destinations resource is being rolled out to 150 schools.

The Opening Schools Facility was explained by Ms Ross as new funding in this academic year to look at how schools can develop community links by opening up their facilities and understanding the barriers that are preventing this to happen. Early findings show that capacity and insurance are barriers but also the new facilities are expensive but there is a big need.

*Resolved: The operational update report was noted*

## **8. ESIF Project Development**

Mr Leather introduced this part of the agenda by reminding of the strategic themes of Children & Young People, Working Age, Age Well. The gearing of the strategy, in line with Sport England and also the DWP was toward the disadvantaged individuals and communities.

Mr Leather continued that conversation and discussion with Angie Ridgewell (Chief Executive of Lancashire County Council) were positive and supportive in terms of LCC's position as guarantor of Active Lancashire.

### **ESIF Priority 1.4 More Positive Together (MPT) proposed phase 2&3**

Mr Leather presented a report to the board as issued with the agenda outlining the potential opportunities for funding to extend delivery of the More Positive Together project funded by the ESIF 1.4 priority.

The Board were reminded that the MPT project had been funded and delivered since April 2017 working with partners from Housing Associations, Local Authorities and the Princes Trust with Active Lancashire as the prime contractor. The project enables engagement with some of the most challenging and disadvantaged Lancashire communities and implement effective interventions of which sport and physical activity are a significant component.

The Board were reminded by Mr Leather that following an open round for additional 1.4 priority funding we submitted an application to extend the existing project to December 2021 with £3mill additional funding across the partnership (phase 2). The application was converted to an existing project change control by the DWP and prior

to the meeting approval had been confirmed of the successful funding of £3mill.

The Lancashire ESIF team have also advised that nationally there is an ESIF underspend so there is the opportunity to apply for funding from the 'national pot'. Working with the Lancashire LEP an expression of interest has been submitted for an additional £3mill that would extend the MPT project to December 2023. (phase 3)

Mr Leather summarised the funding again highlighting the risks by explaining that delivery of the project would be largely through existing staff but those staff continue to accrue employment rights and by continuing the funding there continues the reliance on ESIF funding all be it give security to Dec 2023. Discussion from the Board again repeated that there should be targets regarding sport and physical activity across the partnership.

***Resolved: The Board supported the proposal to secure MPT ESIF 1.4 project funding to extend the project to December 2023***

***Action: Mr Leather and Ms Ross to report back to the Board with Sport and Physical activity targets to be integrated into the MPT project***

Roger Davies left the meeting.

### **ESIF Priority 2.1 “Building Blocks” proposed project.**

Mr Leather presented the report as issued with the agenda. It was explained a key strategic priority has been to improve the levels of activity of participation and volunteering in people of working age. To this end, working with the Lancashire LEP and Public Health and the NHS integrated care system (ICS) there are a number of pieces have work that have been led by Active Lancashire, including:

- A joint LEP and Health workshop to consider workplace health and its role to enable productivity and to enable the working age population to be able to work for 5 more years than current.
- The production and inclusion of a workplace health policy commitment now adopted by the ICS and the LEP
- Production of a workplace health proposition for inclusion in the Lancashire Local Industrial Strategy
- Submission to the Industrial Strategy Challenge Fund (USCF) for an Active Ageing workplace health development project award.

Mr Leather explained that all of this collaboration has created an opportunity for funding through ESIF priority 2.1 (workplace skills)

which would enable, through a partnership model similar to the MPT project to deliver a significant workplace health project. Mr Leather continued by explaining the model and the core partners including the District local authorities and including delivery of the LCC Healthy weight (using physical activity) as a core component. It was explained that the project will target SMEs by sector particularly where there is evidence of high levels of sickness and low productivity.

The deadline for submission of the application for the funding of c£6million is the 9<sup>th</sup> March and requires £4mill of match funding from the Partners. The funding timeframe is expected to be from approval by the DWP to December 2023.

Mr Leather explained the key risks as outlined the report particularly the increased ESIF funding but also highlighted that success with the ISCF award could support the workplace health and help to replace ESIF funding when it concludes. It was added that the workplace health area is a major opportunity and focus with growing demand for physical activity interventions at scale.

Mr Leather summarised by stating that ESIF 2.1 was an opportunity to deliver on the strategic goal of enabling working age health and prosperity through physical activity.

It was also proposed in the paper that to mitigate growing employment liabilities risks the organisation seeks to continuously grow unrestricted reserves and there would also be increased consideration by the Chief Executive and the Business Development Officer to explore and secure a wider range of income streams to mitigate the future conclusion of ESIF funding.

Discussion evolved with Board members concluding that there was a good opportunity to support physical and mental health in the workplace. Concerns were expressed about how local authorities who had outsourced their sports and development functions would be managed and also the sustainability within the current core structures would be a challenge. Mr S Burnett advised that in West Lancashire it was envisaged that free access to leisure facilities through a free month pass would be offered.

***Resolved: The Board supported the proposal to submit an application for 2.1 ESIF funding***

***Resolved: The Board supported the risk mitigation measures outlined in the report in the form of increasing unrestricted reserves to continuously cover employment liabilities and secondly support the increased focus of organisational leadership resources to diversify the income profile in anticipation of the loss of ESIF funding in December 2023.***

***Resolved: The Board delegated the responsibility to the Governance sub-committees to review staff and finance/risk implications as appropriate with a steering group to be established if the funding application is successful***

### **Proposed Outline structure changes required to deliver projects**

Mr Leather presented the report that led on from the discussion reports on the various funding opportunities.

The report highlighted the forecast funding profiles and the proposed staff structure and additional capacity requirements in order to be able to manage these projects effectively.

***Resolved: The Board supported the initial thoughts and proposals to develop the organisations capacity to lead and manage the projects with delegation to the Chief Executive (through existing delegated authority) and the sub-committees and steering group as appropriate.***

## **9 Active Lancashire Ambassadors Programme**

Mr Edmundson and Mr Leather presented the report as issued with the agenda outlining a draft proposal and terms of reference for an Ambassadors Programme to reflect and celebrate our grassroots and professional sport success and personalities.

It was explained that initially it was viewed as a youth and young people's advisory Board but had evolved into an Ambassadors programme who would assist Active Lancashire and partners to promote opportunities across communities and celebrate success. A steering group would support the development of the programme, recruit into a Hall of Fame and in communications across partners to ensure the programme is exciting and an engaging offer for all involved.

The explanation continued that the steering group would evolve the structure, tap into grassroots feedback and promote success. The Sporting Ambassadors would be viewed as inspirational role models. The idea of a youth panel was still viewed as important but the engagement of high level sporting ambassadors and unsung heroes could be linked to the lifetime achievement award at the Sports Awards.

The format of the Steering group was included in the report and was discussed.

The Board discussed the proposal but had questions regarding the role of the group and the administration of the scheme and how it fitted to the Strategy.

Ms J Blomeley from Sport England was asked for an opinion and responded that Sport England were particularly focussed on insight and behaviour change and targeting those in disadvantaged communities and individuals from those target groups in her opinion may see the level of elite athletes as unobtainable but would more align to and be inspired by those individuals who had overcome various barriers whether social, economic or physical to achieve.

*Resolved: The Board supported the draft terms of reference for the programme with a view that these may be refined in coming months taking into account careful consideration of who would be classed as an inspirational and appropriate Ambassador.*

*Resolved: The Board approved the use of Active Lancashire resources to help coordinate the programme and the steering group when established*

## **10 Board Member Committee appointments and roles**

Ms Lloyd stated that with Mr Edmundson and Dr Ibbetson stepping down from the Board both of whom had played important roles within the Governance sub committees it was important that other Board members stepped forward to take their place so that the Sub-Committees had enough members to be quorate and take decisions.

Board members would be contacted in coming days to be asked which committee they could offer to be on, either the Audit & Finance Committee or the HE & Remuneration Committee.

## **11 Any Other Business**

- There was no other business discussed

The Chair thanked Board members for attending the meeting.

### **Action List**

- Feb 2018 Mr Leather to circulate the final Equality & Diversity Commitment statement and action plan to Board members for information. (Feb 2020 Board)
- 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)
- 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

Approved: \_\_\_\_\_ Signature

\_\_\_\_\_ Name

\_\_\_\_\_ Date