



## Private & Confidential

### Minutes of the Active Lancashire Board meeting held on Tuesday 24<sup>th</sup> November 2020 from 2:00 p.m., using MS TEAMS.

#### **Board Members Present:**

Mrs Lesley Lloyd (Chair).	Mrs Ruth Lowry.
Ms Julie Bell.	Mr Geoff Bean.
Mr Brian Cookson.	Mr Simon Burnett.
Mr Chris Standish.	Mrs Amanda Parker.
Mr Richard Richardson.	Mrs Clare Platt.
Mr Roger Davies.	

#### **Active Lancashire Officers in Attendance:**

Mr Adrian Leather.	(Active Lancashire Chief Executive)
Mr Stuart Oliver.	(Active Lancashire Finance Manager)
Mr David Owen.	(Active Lancashire Company Secretary)

#### **Also in Attendance:**

Ms Hanna Chandisingh (Transformation Lead for Race Equality at the University Hospitals of Morecambe Bay).  
Ms Justine Blomeley (Sport England).

#### **Active Lancashire Officers in Partial Attendance:**

Mr Paul Blythin (Active Lancashire Operations Manager - Health).  
Ms Jane Moodie (Active Lancashire CSI and Operations Manager).  
Ms Beth Kay (Active Lancashire Operations Manager - Sport).

### **1. Welcome and outline for the session.**

All attendees were welcomed to the meeting by the Chair.

## **2. Introductions, Apologies for Absence, Declaration of Conflict of Interests.**

No apologies for absence were received, but it was noted that due to prior commitments Mr Christopher Standish and Ms Justine Blomeley could only attend for circa 1 hour, respectively.

(Mr Geoff Bean was in attendance from the end of Item 4 to Item 10).

The Chair explained that further to discussions with Mr Robin Richardson and Mrs Ruth Lowry - to protect against any potential and/or perceived conflict of interest for either UCLan or Active Lancashire (AL), in respect of the Better Health Matters (BHM) initiative, it had been agreed that;-

- Mrs Lesley Lloyd, as Chair, will only have sight of BHM at Active Lancashire (AL) and will remove herself from any UCLan Committee or Board session where it is discussed.
- Mrs Ruth Lowry (Audit Chair for UCLan and AL): will remove herself from any UCLan and AL Committee or Board session where it is discussed.
- Mr Robin Richardson will remove himself from any AL Committee or Board session where it is discussed.

This further means that Active Lancashire will need to find a new board representative on the BHM project board to replace Mr Robin Richardson; and that the Audit & Finance Committee will need to appoint someone else to stand in for Mrs Ruth Lowry if/when BHM is being discussed.

There were no conflicts of interests declared.

## **1. Minutes and Matters Arising of the Board meeting held on the 18<sup>th</sup> August 2020.**

The minutes of the Board meeting held on 18<sup>th</sup> August 2020 were reviewed and agreed as an accurate record.

There were no matters arising.

***Resolved: The minutes of the Board meeting held on 18<sup>th</sup> August 2020 were approved as an accurate record.***

## **2. Update from the Audit & Finance Committee Meeting held on the 22<sup>nd</sup> October 2020.**

Mrs Ruth Lowry presented the minutes from the Audit & Finance Committee Meeting held on the 22<sup>nd</sup> October 2020, highlighting;-

- External Audits
- Risk Register
- Projected outcome of programmes

**Action:** Mr Adrian Leather and Mr Stuart Oliver to bring a further paper to the next Audit and Finance Committee to discuss and agree our forward policy on restricted and unrestricted reserves and our approach to any potential project surplus funding.

**Resolved:** The Board received and noted the report.

### **3. Update from the HR & Remuneration Committee Meeting held on the 3<sup>rd</sup> November 2020.**

Ms Julie Bell presented the minutes from the HR & Remuneration Committee Meeting held on the 3<sup>rd</sup> November 2020, highlighting;-

- Digital Safeguarding Policy
- Q3 HR Staff Skills & Capability Review 2020; and benchmarking
- Equality and Diversity (including Training)
- COVID-19 Update

**Resolved:** The Board received and noted the report.

### **4. Update on Governance Improvement Plan.**

Mrs Lesley Lloyd presented the Board with an update report on the Governance Improvement Plan, highlighting the Red, Amber and Green “traffic light” methodology, with particular attention being drawn to the small number of issues that were recorded as Red or Amber, all of which are in hand and will soon be actioned.

Noted as an action emerging from the above, the Board ratified that Mr Geoff Bean had been appointed as the new Senior Independent Director (SID).

**Resolved:** The Board received and noted the report.

### **7. Strategy update & review of Articles of Association**

Mrs Lesley Lloyd presented the Board with the Strategy update & review of Articles of Association.

In respect of the Strategy, Mr Adrian Leather summarised consultations undertaken via workshops and the intention to bring forward a draft headline strategy to Board members before Christmas and thereafter a final, full draft version for discussion and ratification by the Board in April 2021.

**Action: Mr Adrian Leather to bring a draft headline strategy to Board members before Christmas and thereafter a final, full draft version for discussion and ratification by the Board in April 2021.**

Mrs Lesley Lloyd reminded the Board that the Articles of Association (which underpin the joint Charity and Company Limited by Guarantee activities undertaken by Active Lancashire), required annual review. In light of the likely impact of potential significant changes on Active Lancashire, Mr Adrian Leather supported the report with a slide highlighting;-

Change to the “*areas of Benefit*” from the North West (expanding beyond Cheshire and Manchester) to the United Kingdom in line with Challenge Through Sport Initiative (CSI) and Industrial Strategy Challenge Fund (ISCF) activity developments.

Under the objects of Active Lancashire (section 16.2) to extend the activities to include “*trading of goods and services which provide a material benefit to individuals which enables them to be physically active and engage in sporting lifestyles*”.

[All approvals need to be considered by Company owners as Lancashire County Council]

In response to a question from the Board, Mr Leather confirmed that the above would be subject to discussion and consultation with key stakeholders, including;- Lancashire County Council, Sport England, UCLan, the Charities Commission and the network of partnerships, etc., which will be reported back to the next Board meeting in March 2021.

**Action: Mr Adrian Leather to report back to the Board in April 2021 on the outcome of consultations with key stakeholders regarding potential changes to the Articles of Association.**

**Resolved:** The Board approved the report.

## 8. Board Development Session (Equality, Diversity and Inclusion).

Mrs Lesley Lloyd welcomed and introduced Ms Hannah Chandisingh, Transformation Lead for Race Equality at the University Hospitals of Morecambe Bay where she is leading the agenda to become actively anti-racist. As well as taking an equality and diversity role, Ms Hannah Chandisingh is a network lead for the Trust's BAME staff network, who have this week been named winners of the North West Parliamentary Award for Wellbeing at Work. Prior to this, Ms Hannah Chandisingh has also worked with medical schools and charities and continues to work with charity leaders across the country to create greater equity.

Through an authoritative combination of slides, video presentation and descriptive account, Ms Hannah Chandisingh engaged the Board in a detailed, thought-provoking and challenging equality, diversity and inclusion training discussion.

In response to questions and comments from Board members, Ms Hannah Chandisingh emphasised the level of challenge required to underpin key actions needed, via personal responsibility, to achieve diversity and development throughout the organisation.

Copies of Ms Hannah Chandisingh's slides and video presentation (including further reading and references) are available to the Board on Active Lancashire's shared drive and will be used to cascade the training to staff within Active Lancashire.

On behalf of the Board, Mrs Lesley Lloyd thanked Ms Hannah Chandisingh for sharing her experience and expertise.

**Action:** Mr Adrian Leather, via Senior Leadership Team and other appropriate teams to arrange for the Equality, Diversity and Inclusion training to be cascaded to staff within Active Lancashire.

**Resolved:** The Board received the verbal report.

## 9. Business Development Review.

Mr Adrian Leather, via screen share, led the Board through the details of the Active Lancashire developmental activity summary (in development/funding being secured) - illustrating actual and/or potential "movement" or cessation of funding using a traffic light system of Red, Amber and Green to

indicate “risk”; and “timescales” of short-term = this year; medium-term = over 2 financial years; and long-term = up to 5 years.

The report provided the Board with vivid and clear evidence of the challenges to Active Lancashire’s diminishing traditional funding sources, but also new emerging opportunities illustrated by weighting changes in sources of financial support (some via new funding). The report highlighted the pressures on previous core funding as well as wider agendas, such as the financial impact of COVID-19, local government reorganisation and Brexit, etc.

Further to questions and comments from Board members, and linked to the on-going Strategy Review and Active Lancashire’s succession planning, it was recommended that the Business Development Review (Active Lancashire’s developmental activity summary) becomes a standing item for future meetings of the Board; the Audit & Finance Committee; and the HR & Remuneration Committee - and be utilised to help assess an overarching cost/benefit analysis.

**Action:** Mr Adrian Leather to arrange for updates of the Business Development Review (Active Lancashire’s developmental activity summary) to be included on the next two scheduled meetings of the Board; the Audit & Finance Committee; and the HR & Remuneration Committee.

**Resolved:** The Board received and noted the report.

## **10. Business Health Matters.**

Mr Paul Blythin (Active Lancashire Operations Manager - Health), via a series of six PowerPoint slides presented Business Health Matters, comprising:- Scalable Partnership Delivery; Key Innovations; Timeline; and ISCF Headline Risks. The SDV concept is still being developed and will probably not be needed from the outset as mentioned at the last meeting, but will be required post the trial period.

All of the points requested by the Board at the last meeting were actioned/presented.

Copies of Mr Paul Blythin’s PowerPoint slides are available to the Board on Active Lancashire’s shared drive.

**Resolved:** The Board received the report and agreed to proceed to the next stage in development of this programme. Updating the Board on this programme is a standing item for the Board Agenda from now on so PB/AL will present current status together with any issues/risks to Committees (if required) and to the next Board Meeting.

## **11. CSI trading activity and shop facility.**

Ms Jane Moodie (Active Lancashire CSI and Operations Manager), presented CSI trading activity and shop facility. Located in the Arndale in Accrington, the size and layout of the premises serve as a community hub to deliver sessions for those in recovery and operates as a charity shop. Active Lancashire will also sell via “eBay”, selling second hand sports equipment (nationally), and building on previous work of refurbished bikes from the Cycle/Recycle initiative.

Staff and officers from Active Lancashire have undertaken a 2-day course regarding trading as a charity organisation and have become members of the Charity Retail Association (which incorporates legal advice). Ms Jane Moodie briefed the Board on the budget for the initiative as well as projected income sources. There is no cost for the retail unit and AL confirmed that the necessary insurances were in place; the team have all had safeguarding training; staff were happy to work in this arrangement in a Covid world and that they were all aware of and taking the necessary precautions with PPE.

**Resolved:** The Board received and noted the report, supporting the “Active Seconds” facility to prepare for trading and engagement with the public from January 2021.

## **12. Operational Activity.**

For information, Ms Beth Kay (Active Lancashire Operations Manager - Sport), presented team updates on;-

- Engage in Sport - Infographics
- Improve Health - Infographics
- Inspire Communities - Infographics

Copies of the Infographics are available to the Board on Active Lancashire’s shared drive.

**Resolved:** The Board received and noted the report(s).

### **13. QUEST Assessment update and improvement plan.**

Ms Beth Kay (Active Lancashire Operations Manager - Sport), presented in the form of PowerPoint slides, a report on QUEST Assessment update and improvement plan, covering:-

- Organisational Effectiveness
- Strategic Outputs
- Timelines
- Onwards

Copies of Ms Beth Kay's PowerPoint slides are available to the Board on Active Lancashire's shared drive.

**Resolved:** The Board received and noted the report.

### **14. Any other business.**

Led by comments from Ms Julie Bell, the Board again commented positively on the equality, diversity and inclusion training discussion and were reassured that the content would be shared and cascaded with staff within Active Lancashire.

### **15. Date and time of next meeting.**

The next meeting of the Board has been set for 2:00 p.m., on Thursday 15<sup>th</sup> April 2021.

Furthermore, a full 2021 Calendar of meetings of the Board; the Audit & Finance Committee, and the HR & Remuneration Committee was also circulated.

### **Closing comments**

The Chair thanked everyone for their attendance and contribution to the Board meeting and wished everyone the compliments of the season.

The meeting ended at 4:30 p.m.

**ACTION LIST for future meetings.**

- Mr Adrian Leather and Mr Stuart Oliver to bring a further paper to the next Audit and Finance Committee to discuss and decide on any potential surplus funds. Update to be the same as above
- Add in the point about Business Health Matters
- Mr Adrian Leather to bring a draft headline strategy to Board members before Christmas and thereafter a final, full draft version for discussion and ratification by the Board in April 2021.
- Mr Adrian Leather to report back to the Board in April 2021 on the outcome of consultations with key stakeholders regarding potential changes to the Articles of Association.
- Mr Adrian Leather, via Senior Leadership Team and other appropriate teams to arrange for the Equality, Diversity and Inclusion training to be cascaded to staff within Active Lancashire.
- Mr Adrian Leather to arrange for updates of the Business Development Review (Active Lancashire’s developmental activity summary) to be included on the next two scheduled meetings of the Board; the Audit & Finance Committee; and the HR & Remuneration Committee.

**APPROVAL OF MINUTES.....DATE.....**

**David Owen (Active Lancashire Company Secretary)**