

Item 3 Attachment 1

Private and Confidential

Active Lancashire Limited

Minutes of the Board meeting held on Tuesday 23rd July 2019 at 2.00pm at the Active Lancashire office

Present

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

In Attendance by Phone Link

Ms M Still (MS)

In Partial Attendance

Ms J Blomeley (Sport England Local Delivery Pilot)
Ms C Ramwell (Blackburn with Darwen Council)
Mr M Stephenson (Active Lancashire Senior Relationship Manager)

In Attendance

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

1. Welcome and Update from the Board Chair

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 Ms Amanda Parker, Ms Z Coupland and Ms C Platt.

There were no declarations of conflicts of interests.

Ms Justine Blomeley from Sport England was in attendance as an observer and also to present agenda item 7. The Chair welcomed Ms Blomeley to the meeting.

3. Minutes and Matters Arising from the Board meeting

held on the 5th May 2019.

The Minutes from the Board meeting held on 5th May 2019 were reviewed

Resolved: The minutes of the Board meeting held on 5th May 2019 were approved as an accurate record of the meeting.

4. Update from the Audit and Finance Committee meeting held on 4th July 2019

Mr D Edmundson (Chair of the Audit & Finance Committee) and Mr S Oliver provided an update to the Board of the main points and items discussed at the Audit & Finance Committee meeting held on the 4th July 2019.

Highlighted as discussed in detail at the Committee meeting was the MPT funding position with the current funding now reaching an end and the opportunity to submit an application to apply for further funding (MPT2) by the deadline of the 12th August. Mr Leather added that it is hoped that approval of the application would be provided by October but there is a risk that a response may drag on later than that date. Board members were reminded that the October Audit & Finance Committee would review the financial scenarios again with and without further MPT funding.

The Audit & Finance Committee had reviewed the annual audit report and the 2018-19 report and accounts with the Audit partner Tracey Johnson from Moore and Smalley in attendance. It was reported that it was a clean audit with no adjustments to the accounts and the Audit & Finance Committee recommended approval of the Annual Report and Accounts by the Board.

Resolved: The Board approved the 2018/19 Annual Report and Accounts and the documents will be filed with Companies House.

The Risk Register was also discussed at the Audit & Finance Committee with a focus on the MPT risks. Also added to the risk register was the proposal to retender for the external audit contract and the risks of retaining the same auditors but also the risk of changing auditors

5. Update from the HR & Remuneration Committee Meeting held on 26 June 2019

Ms J Bell (Chair of the HR & Remuneration Committee) provided an update to the Board of the main points and items discussed at the HR & Remuneration Committee meeting held on the 26th June 2019.

Ms Bell reported that the Committee had reviewed Safeguarding and recommended that training was provided to the Board members regarding their safeguarding responsibilities.

Also discussed at the Committee meeting were additional committee members and also a very positive staff survey that had been subsequently issued to Board members.

6. Engagement with the Lancashire Local Industrial Strategy

Mr A Leather provided an update to the Board regarding the engagement with the Lancashire Local Industrial Strategy (LLIS) led by the Lancashire LEP.

Mr Leather explained that in engaging with the Lancashire LEP and the Chief Executive group and the Integrated Care System he was emphasising and influencing how sport and physical activity could help with a LEP strategic priority of health and wellbeing that leads to improved health and increased productivity and socio economic outcomes. Mr Leather continued by explaining that it was an aim to achieve a common narrative across these decision making groups and the various strategic plans that are being developed.

Mr Leather was pleased to report that the Chief Executive group had signed off the strategic narrative on the 16th July and the next iteration of the Lancashire LEP Local Industrial Strategy was being developed with 'enabling health & well-being' as a strategic priority. He had been asked to input to the LLIS with regard to the business case for this priority and asked what is needed to gain traction with this priority and application and this is viewed as a big opportunity for the organisation to shape priorities and resourced. The green light had also been received to engage with a consultant (funded by the NHS) to write the policy narrative and business case for the health and well-being strategic priority. It was recognised that for the longer term there was significant shaping of policy and strategic priorities required to ensure adequate prioritising and resourcing.

The MPT funding was explained as being short term to Dec 2021 but other European funding had longer timescales and various options being discussed with the LEP regarding workplace health funding and also sustaining people in work through healthy lifestyles and sport and physical activity.

Mr Leather reported that he is working with Clare Platt regarding the Active Lives Healthy Weight Commission being decommissioned by LCC to see how the service could be reformatted. This involved using existing providers and facilities such as Leisure Centres for basic health checks and then engaging individuals in the services offered in the facilities to support a healthy life and physical activity. To progress further consultancy with wider partners is needed including UCLan School of Health & Medicine and ABL Healthcare particularly around quality of service and clinical governance.

Discussion evolved around a management fee and if 10% management fee was sufficient. It was explained that current MPT management fee has been increased from 6% to 10% and there is a fine balance to set a rate that covers costs but also doesn't upset the other partners in the project.

In the longer term it was recognised that it was significant to be able to have the opportunity in shaping policy and strategic priorities to help improve health, increase productivity of the working age population.

7. Towards an Active Lancashire (TaAF); Sport England Place based pilot

Clare Ramwell from Blackburn with Darwen Council joined the meeting and explained that she was seconded 2 days a week to help lead the Pennine Lancashire place based pilot. - Together in an Active Future.

Ms Blomeley introduced herself as the Sport England strategic lead for the local delivery pilots in Lancashire and Greater Manchester.

Ms C Ramwell and Ms J Blomeley from Sport England presented to the Board an update on the Sport England local delivery pilot based in East Lancashire informing that there were 12 local pilots nationally.

The board were informed that the aims of the pilot were a whole system approach with all of the partners in one place and to start with the people and place and test and learn with a focus on the inactive/under represented and then using learning to scale up in the other areas. It was noted that whilst evidence showed that there were more people in work poverty levels were increasing.

The presentation continued by reminding that the outcomes were targeted to improve the outcomes of physical wellbeing, mental wellbeing, individual development, social and community development and economic development.

It had become evident that population level change requires whole system approach and the presentation highlighted that this influenced **policy** in terms of local strategy and policy, **physical environment** in terms of facilities and transport links, **Organisations and institutions** such as schools, health care, businesses, VCFS organisations and clubs, **Social environment** related to individual and family relationships, support groups and networks and **Individual** attitudes beliefs needs and behaviours.

The term ‘Yes to the Mess’ was explained with recognition that traditional mapping of system can go on forever and not achieve much. However there is an emerging clarity on what to do in terms of planning for system change as a collaborative process of agreeing a shared purpose and the ways that people will work together and then doing system change and practically making a start somewhere and then adapting and responding to what is needed. “We are all playing a role, learning as we go and doing what it takes.”

The presentation continued by stating that there needs to be a focus on mind set and behaviours and system change needs a change in perspectives as well as how people work. We cannot solve problems in the same mind set we created them in.

It was emphasised that it was important to find ways to count/measure what is important, not always through traditional evaluation but pulling out the learning and working with partners so that learning and ways of working can be shared and used.

The presentation noted that the existing systems have got in the way sometimes and prevented that confidence to be able to change the system but there was also now a recognition that the new way doesn't have to be immediately perfect to be better, sometimes you just need to move forward.

Ms Blomeley stated that there was a lot of scrutiny on the local delivery pilots and the learning that can be used to support local delivery going forward.

Ms Ramwell emphasised that the importance of telling the stories and communications was becoming increasingly apparent. The local delivery pilot had focussed on growing the partnership with lots of conversations at a local level and building authentic relationships that had meant building and rebuilding trust that could then help the speed of progress. There had been a need to bridge the empathy gap with decision makers and to hold nerve at times. It was really important to demonstrate value with different ways to tell the story.

The Board were reminded that the Pennine Lancashire local delivery pilot covered 6 local authorities so was not Lancashire wide and was focussed on the improving health and wealth agenda ie. If people are healthier physically and mentally then they are likely to be more economically active.

Ms Ramwell continued that the pilot cannot be a stand-alone project but needs to be part of the system in order to change it but it was clear that addressing physical and mental wellbeing is a clear priority.

The challenge for the project was highlighted in the statistics showing that 28%, 106000 of Pennine Lancashire people are classed as inactive and it is those same people putting pressure on the NHS system. The figures highlight that there was a strong link between the inactive population of Pennine Lancashire and anxiety, depression and ESA claimants. The Together an Active Future audience was those people stubbornly inactive and with or at risk of having physical and mental wellbeing challenges often caused by the impact of life events.

Ms Ramwell presented the differentiated approach looking at the Pennine population as a whole then at local networks focussed on the inactive adults and then targeting the GP registers and DWP records.

Ms Ramwell talked through the Together an Active Future project local governance structure with Blackburn with Darwen Council as the accountable body and Sport England as funder and strategic partner. Themed meetings were held to energise attendees and Active Lancashire is well represented at those meetings through Mark Stephenson.

Ms Ramwell summarised that the aim is that more people become more active in Pennine Lancashire but on the way there is a better understanding of the true reasons why people are inactive, make it easier for people to be more active, deliver a learning pilot that is shaped by the people of Pennine

Lancashire and ensure there are strong lasting physical activity opportunities.

The next steps is the pathfinder which means delivery plans at a local level from the 6 authorities and solution finders and holding three weekly learning sessions and to continue developing the collaborative partnerships through testing and learning.

Ms Ramwell and Ms Blomeley were thanked for the presentation and there were no further questions from the Board.

Ms Blomeley and Ms Ramwell left the meeting

8. More Positive Together Phase 2 (ESIF Project) update

Mr A Leather provided the board with an update on the prospect of phase 2 ESIF funding for the More Positive Together Project.

The Board were reminded that the current ESIF funding ends in December 2019 although a Change control request to extend the deadline to March 2020 has been submitted. This extension was explained as helping partners to use underspend to continue the project and retain staff until phase 2 funding may start.

The prospect of further ESIF funding was available but required a full application to the ESIF Committee and the DWP and if successful would be expected to commence February/March 2020 and run to December 2021.

Mr Leather also informed that the ESIF steering committee had stipulated that they only wanted one application under the 1.4 priority and currently there were 4 projects running in the Lancashire area. However it was hopeful that the other projects were willing to join in with the MPT application and partnership.

The application deadline is the 12th August and the understanding was that a £3mill application would be submitted involving existing partners plus new partners from the other projects. The allocation of funding is proposed as based on the % of need.

Mr Standish added that there was strong support from the Housing Associations for the project which was seen as having a transformational impact.

Mr Leather added that depending on how many competitive applications there were for the available funding under this ESIF priority would impact how long it would be before the decision was heard but it could realistically be Christmas.

The Board noted that the application for MPT further funding would feed into the Committee and Board meetings in October and November when deliberations on staff and budgets would be considered further.

Mr Leather was thanked for his update.

9 Active Lancashire Advisory Board

Mr Edmundson presented a paper that considered the establishment of an advisory board to support the Active Lancashire main board and provide higher level and wider reach into the sporting and young people's networks. The advisory Board would aim to provide advice and guidance to facilitate stronger engagement with grassroots bodies and elite athletes.

It was discussed that there were lots of strategic and operational plans but at the heart s of it all sport and physical activity will improve the statistics and the wellbeing of the population. It was important to listen to young people and under-represented groups and not just hear them and to keep things simple rather than over complicating.

The Board recognised that there was already strong governance within the organisation and that the advisory board needed to not add to the governance bureaucracy but should be about adding a voice and informing the Board and getting things done. There was also discussion about having a different name than a "Board".

Recommendation: The Board noted the Advisory Board Report

Action: 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

Dr Ibbetson added a concern that after a strong Summer of Sport particularly for England's women and future local links with the Rugby League World cup was the organisation making the most of linking into these major sporting events to inspire the participation of the next generation.

It was felt that these events needed to be included in the strategic marketing plan to take advantage of these high profile opportunities.

10 Operational Activity

Mr Stephenson presented the operational updates using the infographic reports issued with Board papers.

Highlighted under the **Energising and Young People heading** was the recently held Lancashire School Games. Mr Stephenson reported that over 2000 children had taken part with great feedback on the day and since from those participating as well as SPAR who continue to be a valuable sponsor. Mr Stephenson also added that the collaboration with the School Games Officers had been very positive on the day. A review would now take place to plan for next year with the emphasis from Sport England who provide funding for the School Games on greater diversity and targeting under-represented groups.

Still under the Energising Children and Young people heading Mr Stephenson reported that the Primary and Secondary School conference had also taken place in July and 140 schools had attended with very positive feedback. This conference is organised by Active Lancashire with strong partnership with LCC, Edge Hill University, Youth Sport Trust.

The Satellite Clubs project continues to be a strong performer and highlighted was a Parkour training club. Also reported was a pilot club working with Street Games aimed at gangs and knife crime in Preston.

Under the **Inspiring a Working Age - Unemployed** heading Mr Stephenson reported on the successful Cycle Recycle project with 40 workshops delivered and nearly 200 unemployed participants and other 600 bikes collected. Discussions with Lancashire police were being held regarding seized bikes to be fed into the cycle recycle project.

The Rossendale Works project continues to be very positive working with the local authority in that area to engage the unemployed and get them involved in activities and then volunteering or job placements.

The Tackling Reoffending project in collaboration with Lancashire United has had £30,000 funding from the Community Rehabilitation Company and helps continue that pilot work.

The Inspiring a Working Age - Employed update focussed on the internal team and the little bit more activity with organised physical activities well received by the team.

The Active Ageing update by Mr Stephenson highlighted the digital maturity and social prescribing research project with other 90 VCFS organisations completing a survey.

Mr Stephenson was thanked for his update.

Resolution: The Board noted the Operational updates

Mr Stephenson left the meeting

11. Financial Performance and Risk

Mr Oliver presented the Finance update report that had been issued with the agenda.

Mr Oliver explained that this report dealt with the current Finance position for the 3 months of the 2019-20 financial year. It was noted that the Audit and Finance Committee dealt in detail with the financial updates so key points were emphasised.

It was noted that the Police Commissioner funding that had been budgeted for was now not approved although applications for funding could be made through a new on line process. However the Community Rehabilitation Company had approved £30,000 to support the Tackling Reoffending pilot

It was highlighted that additional funding for the Rossendale works project had been approved by the DWP.

The funding and financial risks around MPT were reported now that the project was into its final 12 months and concern stated that the impact on cash-flow was regularly considered with the varying length of time that the DWP took to pay the financial quarterly claims. Mr Oliver explained the change control process and highlighted the changes in partners funding over the project lifetime.

It was reported that a further years funding of £20150 had been awarded by Sport England for the Schools Active Lives survey.

Mr Oliver reported to the Board the annual insurance renewal and coverage.

Resolution: The Board noted the financial statements and project and insurance renewal updates

Risk Register Update Report

Mr Oliver reminded the Board that the Risk Register was reviewed in detail by the Audit and Finance Committee and major updates or issues presented to the full Board.

It was highlighted that there were no major risks added to the risk register however the risks surrounding the MPT funding in terms of cash-flow and clawback still existed and as the project entered its last 12 months increased in prevalence to ensure the drawdown of funding available was maximised.

The other MPT related risk that was now increasing in priority was concerning sustainability and obtaining future funding for the project.

Resolution: The Board noted the Risk Register update

12 Any Other Business

- Dr Ibbetson reported that CIMPSA had awarded UCLan as a professional statutory Regulatory Body.
- Mrs Amanda Parker had asked for a contact list for Board members
 - ***Action: Mr Oliver to receive the consent of Board Members and then issue a contact list***
- Mr Leather reported that he has a regular monthly spot on Radio Lancashire on a Thursday between 7 and 8pm to talk about local grass roots sport and physical activity and the health and wellbeing benefits

The Chair thanked Board members for attending the meeting.

Action List

- Mr Leather to circulate the final Equality & Diversity Commitment statement and action plan to Board members for information.
- Continue to develop the implementation plan impact and satisfaction measures and bring back for updates at each board meeting
- Ms Lloyd and Mr Leather to progress the action points from the Board Effectiveness Review.
- Mr Leather to engage with and try to meet the new Sport England Chief Executive
- 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
- Mr Oliver to receive the consent of Board Members and then issue a contact list

Approved: _____ Signature

_____ Name

_____ Date