

**Private & Confidential**

**Minutes of the Active Lancashire Board meeting held on Thursday 17th June 2021 from 2:00 p.m., using MS TEAMS.**

**Board Members Present:**

Mrs Lesley Lloyd (Chair). Mr Geoff Bean Ms Julie Bell Mr Simon Burnett Mr Brian Cookson Mr Roger Davies

Mrs Ruth Lowry Mrs Amanda Parker Mr Robin Richardson

Mrs Andrea Smith Mr Chris Standish

**Active Lancashire Officers in Attendance:**

Mr Adrian Leather. (Active Lancashire Chief Executive)

Mr Stuart Oliver. (Active Lancashire Finance Manager–Acting Company Secretary)

**Also in Partial Attendance:**

Ms Justine Blomeley (Sport England)

Mr Graham MacPherson (Sport England)

Mr Howerd Booth (LEP Health Sector Working Group) Mrs Sarah Walton (Active Lancashire Director of Business)

Miss Gemma Avery (Active Lancashire Marketing Manager)

Beth Kay (Active Lancashire Operations Manager)

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

All attendees were welcomed to the meeting by the Chair.

1. **Introductions, Apologies for Absence, Declaration of Conflict of Interests.**

There were no apologies for absence.

There were no conflicts of interests declared.

The Chair introduced the meeting and gave a recruitment update on the new Board Chair and Member and Company Secretary.

1. **Minutes and Matters Arising of the Board meeting held on the 15th April 2021.**

The minutes of the Board meeting held on 15th April 2021 were reviewed and agreed as an accurate record.

***Resolved: The minutes of the Board meeting held on 15th April 2021 were approved as an accurate record.***

Mr Leather updated on the outstanding actions.

* Mr Leather reported that the strategy along with the 5-year plan and the Integrated Performance Report (IPR) were on the agenda of this meeting
* The 5-Year financial plan was noted as having been considered at the recent audit and finance committee meeting and was also on the agenda for information for the full Board.
* Mr Leather explained that the potential changes to the Articles of Association would evolve from continuing discussions with the Executive Business Health Matters steering group particularly around the trading position and advice was being received to this group from the UCLan corporate legal team.
* It was confirmed that Equality, Diversity and Inclusion training for the staff team was in hand.
* Mr Leather clarified that the updates of the Business Development Review (Active Lancashire’s developmental activity summary) will be included in two Board meetings each year.
* The HR & Remuneration Committee meeting in May 2021 considered and agreed the process for the recruitment of a new Chair, Board members and Company Secretary. The Chair has updated the Board on the progress and process to date.
* The HR & Remuneration Committee had reviewed and supported the revised Organisational Structure and Recruitment Plan as issued with the People Report at the last Board meeting.
* Mr Roger Davies was thanked for his support in reviewing the Strategy launch video and a new video was being prepared.
* The final draft of the strategy consultation document had been circulated to Board members on the 15th April 2021
* Mr Leather noted that the IPR report was on the agenda of this meeting

Mr Leather informed the Board that the annual staff satisfaction survey had been undertaken and the results were being compiled and reviewed and would be brought for consideration by the Board. It was apparent from the survey that during what had been a year of significant activity as well as difficult working circumstances there were concerns raised regarding work life balance and ongoing working arrangements.

***Action: Mr Leather to present the findings of the annual staff satisfaction survey to the Board.***

1. **Board briefing on partner Strategic developments**

Mr Leather introduced this agenda item explaining that it was about positioning and aligning the organisation with the Lancashire LEP Health and Inequalities and Economic Performance strategic objective and the Sport England Uniting the Movement strategy.

The Board were reminded that Lancashire faces major issues regarding serious illness conditions higher than the national average and subsequently productivity and economic indicators were below the North West and national average. It was increasingly recognised that physical activity and movement improves mental and physical health and improves economic capability. The LEP commissioned Lancashire economic review and the LEP Health Sector Working Group all recognise that improving health will improve productivity and economic outcomes and Active Lancashire are significant partners on these groups.

**Justine Blomeley and Graham MacPherson from Sport England** were introduced and presented slides on the Uniting the Movement strategy from Sport England.

Ms Blomeley highlighted that this strategy was not just about Sport England but about uniting the wider network including Active Partnerships to collaboratively work together over a 10-year period. The strategy was described as being underpinned by the entire sector collectively living the values and being inclusive, collaborative, ambitious and innovative.

Sport England want to focus resources and time on being advocates for movement, sport and physical activity and to join forces to tackle some recognised big issues and be catalysts for change.

The big issues were presented and explained including the recovery and reinvention of the sector after COVID, connecting communities, creating positive experiences for Children and Young People, connecting with the Health & Wellbeing agenda and creating active environments. Addressing inclusivity was featured throughout these big issues and collaboration and working with the Local Delivery Pilot in East Lancashire was emphasised as well as engagement with listening to local need.

It was noted that this was a transition year and Sport England would be working with partners over coming months looking at effective investment models, realising the power of people and leadership, high quality data and learnings as well as good governance in order to implement the strategy and new funding from April 2022.

Mr MacPherson continued that the coming months would also be ensuring that the strategies of partners aligned with the Sport England strategy and ensuring that Sport England were seen as responsible investors but with a simpler standard based on relationships and trust.

Ms Justine Blomeley and Mr Graham MacPherson were thanked for their time and the presentation.

**Mr Howerd Booth from the LEP Health Sector working group** was introduced and he presented to the Board explaining that the group had a remit to look at how to address the economic productivity and poor health indicators of Lancashire which were currently the worst in the country.

Mr Booth highlighted that ‘Health’ is a new priority for the Lancashire LEP. In addition ‘brain drain’ of the Counties most talented students and professionals was also a key issue. The Health sector working group were adopting a multi partner approach engaging with wider partners rather than just the Health professionals and identifying the key issues, challenges and also business opportunities in order to create draft short, medium and long term priorities. Mr Leather was seen as a key part of the working group and Business Health Matters as a project was identified within the medium term priorities.

Mr Booth was thanked for his presentation.

Mr Leather emphasised the Lancashire LEP buy in to health and wellbeing. The LEP had commissioned the greater Lancashire plan and health and wellbeing was a significant theme in that plan to support economic improvement and prosperity.

In continuing Mr Leather reported that within the commissioned studies it was recognised that COVID had a greater impact in Lancashire than elsewhere because of health and inequality and that health education, skills, poverty and deprivation and expectations of its young people are key issues to be addressed by the LEP.

Mr Leather highlighted the various Active Lancashire projects that were supporting the Health and Wellbeing agenda and helped put the strategy into context.

It was noted that the links to the presentations were on the agenda.

1. **Final Strategy and 5-Year Plan**

Mr Leather introduced the Active Lancashire ’10 years of movement’ Strategy presentation as issued with the agenda.

It was explained that the strategy had strong links to the LEP Greater Lancashire Plan as well as the Sport England strategy.

The Vision, Mission and Objectives within the strategy were explained with the overall aim of helping people enjoy active and healthy lives. The presentation continued by explaining how the objectives summarised in enabling individuals, empowering communities and encouraging a whole system approach which was clarified in more detail. How this is all intended to happen was presented and explained in detail and involved collaboration with partners, using places spaces and opportunities, development of the workforce and fitness of the organisation to achieve its purpose and a focus on equality, diversity and inclusion.

Mr Leather continued by highlighting the 5-year financial plan which had been considered in detail at the Audit and Finance Committee meeting. Mrs Andrea Smith noted the Public Health income and advised Mr Leather to discuss further with Mrs Clare Platt from Lancashire County Council Public Health team.

***Mr H Booth, Ms J Blomeley and Mr G MacPherson all left the meeting at this point.***

Mrs R Lowry asked if there was a longer narrative and detail on the strategy as this was a headline strategy. Mr Leather confirmed there was and this was being finalised ready for communication to partners and the network. It was also discussed how the impact would be measured through the IPR report which was also on the agenda.

Mr Cookson observed that during the presentation the word ‘Sport’ had not been mentioned and we needed to ensure that participation in sport and supporting the clubs that provided the physical activity opportunities was not lost. Mr Leather agreed and stated that it was reported that 1 in 3 leisure facilities were at risk of closure.

***Resolved: The Headline Strategy and the 5-year finance plan were noted by the Board***

***Action: Mr Leather to issue the longer narrative and detail on the strategy to directors before it is launched outside of the organisation***

1. **Strategy Launch and Marketing Strategy**

Miss Gemma Avery (Active Lancashire Marketing Manager) was welcomed to the meeting and introduced as a new appointment to the organisation and along with Mrs Sarah Walton were explaining the plans for the strategy launch and the marketing strategy.

Miss Avery explained that initially there would be a soft launch before the end of June to encourage partners and internal Active Lancashire buy in to the strategy. This would be accompanied by animation on the strategy og the vision, objectives and values of Active Lancashire.

In August it was reported that there would be a ‘We are Lancashire’ full strategy launch running for a month and a focus on the values, function and arguments. A video would bring the strategy to life which was intended to be emotive and personal. This would be followed by case studies and meet the team opportunities and then a re-share of the strategy later in the year.

In early 2022 Miss Avery concluded that there was intended to be an Active Lancashire Partner Conference with partners, stakeholders and keynote speakers.

Mrs S Walton continued by highlighting that with the funding from Business Health Matters the marketing team had grown and was evolving from a Communications team to a Marketing team with Miss Gemma Avery as the Marketing lead.

It was explained that the organisation had a number of audiences including funders, partners and the public. Mrs Walton presented a number of slides discussing the stakeholder matrix, marketing channels, SWOT analysis of the organisation, headline messages to each audience and the desired outcomes. The presentation concluded with the one page Marketing strategy, priorities and KPI’s.

***Resolved: The Board note the Strategy launch plan and the Marketing strategy***

***Miss G Avery and Mrs S Walton left the meeting at this point.***

1. **Integrated Performance Report**

Mr Leather presented a draft integrated performance report as issued with the agenda and explained that this was to help focus the ongoing reporting to the Board with cross references to the risks in the risk register as well as performance linked to the strategy.

Mr Leather requested feedback from Board members.

***Resolved: The Board noted the IPR report format***

***Action: Board Members to feed back to Mr Leather their comments on the Integrated Performance report***

1. **Key Activities**

Mrs Beth Kay (Active Lancashire Operations Manager) was welcomed to the meeting and presented the key activities report as issued with the agenda.

Mrs Kay explained the new format of the operations report which had been revamped and simplified and asked that Board members provide any feedback on the format.

Highlighted from the report by Mrs Kay was the Training Centre which was part of the ESIF 2.1 Business Health Matters project conditions. This was recognised as more public facing and therefore liabilities to be recognised on the risk register. Work was being undertaken with other training centres to mitigate risks. There is an assessment date on the 29th June and assuming that is successful will allow the delivery of the Workplace Health qualifications.

The CSI Young People Forward Homelessness project (funded through Sport England) was developing a number of volunteers and work was being engaged with Lancaster University Masters students to develop a dedicated platform to track and support volunteers.

Working alongside Common Purpose with a focus on 18-25 year olds and BAME young people the youth leadership programme has developed an opportunity for up to 100 young people to work with various community groups.

Ms J Bell commented that she was pleased to see the collaboration with Common Purpose.

Mr Leather added that he wanted to minute the massive commitment and contribution of the staff team over recent months in not only continuing to successfully deliver projects and make an impact but also responding to a number of tight funding request deadlines resulting in many of the team working above and beyond. However, with that commitment he was well aware that a number of the team needed a break. Mr S Burnett echoed those comments from Mr Leather as he was working with various members of the team.

***Resolved: The Board noted the key activities operations report and noted Mr Leathers comments regarding the staff team.***

***Mrs Beth Kay left the meeting at this point***

1. **Minutes of the HR & Remuneration Committee Meeting**

Ms Julie Bell presented the minutes of the HR & Remuneration Committee meeting held on the 6th May 2021.

One matter arising approved was a change of pay in lieu of notice in the contracts to be issued going forward to all new starter probationary periods; amended from 1 months paid notice to 1 week paid notice in line with market standards.

It was noted that the establishment of a Health and Wellbeing group within the staff team was seen as good practice by the Committee.

***Resolved The Board received and noted the minutes***

1. **Minutes of the Audit & Finance Committee Meeting(s)**

Mrs Ruth Lowry presented the minutes from the Audit & Finance Committee held on the 7th June.

Mrs Lowry reported that the Committee had reviewed the 5-year Finance plan and considered the budgeted surpluses and their investment. There was also ongoing work looking at the charges and retention of surpluses.

The Committee had received an update on the audit which was ongoing and the accounts from the financial year 20/21.

A review of the risk register had been undertaken and discussion held on the continuing pressure and workload on staff and therefore a need to consolidate within the existing work streams but recognising that the loss of funding on some projects could result in job losses. The risk register discussion had also focussed on the increasing risk of cyber-crime and Board members should receive an invite to training and also Active Lancashire email addresses.

***Resolved The Board received and noted the minutes***

**11.** **Finance and Risk Register Update**

The Chair asked that the Board take the report as read. Mr Oliver explained that the report was a summary of the reports that had been considered by the Audit & Finance Committee the previous week.

Mr Oliver reported that the 20/21 audit was still ongoing with no issues raised with him to date and reported to the Board the key figures and information from the final accounts for the year. Mr Oliver asked that any Board members who had not responded to the related party information request would respond as soon as possible as this was an outstanding request with the audit.

Mr Oliver updated the Board on the 5-year plan focussing on the latest forecast for the current Budget year explaining that as a result of a number of funding opportunities that had arisen in recent weeks and Active Lancashire actively encouraged to submit applications the forecast for the current year had increased income and budgeted surplus. The Audit & Finance Committee had considered these budget changes.

***Resolved: The Board received and noted the report and noted the latest forecast for the 2021/22 financial year.***

***Resolved: The Board noted the risk register updates***

1. **Any other business.**

There was no other business raised

**13. Date and time of next meeting.**

The next meeting of the Board has been set for 2:00 p.m. on Thursday 30th September 2021.

**Closing comments**

The Chair thanked everyone for their attendance and contribution to the Board meeting.

**ACTION LIST for future meetings.**

* Mr Adrian Leather to continue with the ongoing discussions with the Executive Business Health Matters steering group and report back to the Board as required regarding potential changes to the Articles of Association.
* Mr Leather to present the findings of the annual staff satisfaction survey to the Board***.***
* Board Members to feed back to Mr Leather their comments on the Integrated Performance report
* Mr Leather to issue the longer narrative and detail on the strategy to directors before it is launched outside of the organisation

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