

ACTIVE LANCASHIRE LIMITED (“the Company”)

MINUTES OF A MEETING OF THE BOARD OF DIRECTORS / TRUSTEES

Held at Lancashire Football Association, Leyland, on the 11th October 2023 from 2.00-4.35pm

Present:

Brian Cookson	Director / Trustee - Chair	BC
Bryan Jones	Director / Trustee	BJ
David Clarke	Director / Trustee	DC
Ken Masser	Director / Trustee (<i>joined meeting at 2.30pm</i>)	KM
CC Michael Green	Director / Trustee	MG

In attendance:

Adrian Leather	Chief Executive, Active Lancashire	AL
Amanda Thornton	New Director / Trustee (<i>observing this meeting whilst position is approved by Board and Lancashire County Council</i>)	AT
Claire Lovick	Company Secretary and Executive Assistant, Active Lancashire (<i>minute taking</i>)	CL
Dannielle Roberts	New Director / Trustee (<i>observing this meeting whilst position is approved by Board and Lancashire County Council</i>)	DR
David Redmond	Research and Insight Lead, Active Lancashire (<i>attended item 12 only</i>)	DRe
Justine Blomeley	Strategic Lead – Place, Sport England	JB
Kathryn Moffitt	New Director / Trustee (<i>observing this meeting whilst position is approved by Board and Lancashire County Council</i>)	KMo
Paul Blythin	Interim Operations Director, Active Lancashire	PB
Stuart Oliver	Director of Finance, Active Lancashire	SO

Apologies:

CC Rob Bailey	Director / Trustee	RB
Roger Davies	Director / Trustee	RD
CC Scott Smith	Director / Trustee	SS
Zuleikha Chikh	Director / Trustee	ZC

ACTION

1 Board Chair Welcome, Quorum and Outline of Session

- 1.1 The Chair welcomed everyone and confirmed a quorum was present.
- 1.2 The Chair especially welcomed our three new Board members, AT, DR and KM, and confirmed they are joining this meeting as observers whilst we await final approval from Lancashire County Council (LCC) for them to join the Active Lancashire Board.
- 1.3 The Chair informed the Board that we received a high level of applicants for these positions and there were some tough interviews. We are pleased we have found three excellent appointments. The Chair asked the Board if they were happy to approve the three new Board appointments, pending LCC final approval. It was noted that ZC (apologies at this meeting) has confirmed her approval for the three new Board appointments in an email to the Company Secretary on 10/10/23.

The Board approved the three new Board appointments, pending LCC final approval.

- 1.4 The Chair asked everyone at the table to introduce themselves, as we have three new Board members attending this meeting, to give everyone chance to get to know each other.
- 1.5 The Chair confirmed that the rebrand has now been in place for a few weeks and that the new logo and brand look great. Thanks was noted to Steve Whiley for all his hard work with the rebrand.
- 1.6 The Chair confirmed that there is likely to be some staff related issues discussed later at this meeting and staff will be asked to leave the meeting at this time. The Chair asked Board members to let him know if at any time during this meeting they would like staff members to leave the room.

2 Apologies

- 2.1 The Chair noted apologies (as listed on the front page of these minutes). KM joined the meeting at 2.30pm when his earlier meeting finished.

3 Declarations of Interest

- 3.1 The following conflicts of interest were declared in respect of items discussed at this meeting and were noted by the Board:
- 3.2 BJ informed the Board that UCLan have an operational relationship with Active Lancashire on Business Health Matters. BJ is not directly involved in this but does line manage staff members who are involved in this project.
- 3.3 AL highlighted he will be referencing the health checks contract with Lancashire County Council (LCC) later in this meeting and does not want to put MG in a difficult position which is why this is being raised. MG confirmed he is fine with this as he is not directly involved in this decision, but asked the Board to note that he will not be commenting on this item as he is a LCC County Councillor and Cabinet Member.

4 Minutes of the Previous Meeting

- 4.1 It was proposed that the minutes of the Board meeting held on the 19th July 2023 were a complete and accurate record. The Board approved.

It was resolved that the minutes of the meeting held on the 19th July 2023 be approved as an accurate record of the meeting.

5 Action List

- 5.1 The Chair confirmed the actions are listed as tabled for the meeting, are ongoing and will remain on the action list, or they have been completed and will be removed from the action list ahead of the next meeting.

6 Matters Arising

- 6.1 There were no matters arising to report.

7 CEO Report – Questions from Board

- 7.1 AL presented and the paper was taken as read. This report covers Q2 2023/24 and the following points were highlighted:
- 7.2 As already mentioned by the Chair, the rebranding exercise has gone very well and AL noted his thanks to the team. Things are being rebranded in stages as it is not possible to rebrand everything all at once. AL asked Board members if they could share LinkedIn and Twitter social media posts on our new branding with their networks.

- 7.3 AL provided an update on the Physical Activity Strategy Report which was included in the Board papers. A piece of work has been carried out to assist LCC Public Health and the districts with Physical Activity Strategy Leadership and we have been working to identify opportunities which are important / appropriate to each area. Opportunities have been highlighted for collaboration and extending the scope and reach of physical activity. We are aiming to get people to reflect on where physical activity contributes to communities, peoples' lives and other strategic plans. We have conducted a review of the key strategic documents which includes local area plans, education plans, transport and infrastructure, health and wellbeing, and have concluded that physical activity is thriving in many cases, i.e. sustainable transport. There are areas where there is little or no reference to physical activity and sport, notably the Children and Young People Plan. We have been working with Local Authority CEO's and Leaders discussing how we can feed into the system and influence the leadership groups which are driving policies and decisions to hopefully influence the new Devolved Authority for Lancashire.
- 7.4 The Chair asked if AL needs any decisions or guidance from the Board on this at the moment. AL asked if the Board felt it appropriate (as we are a non-political body) for us to seek to communicate the findings of this research and where it may be considered through council strategic planning and areas where physical activity looks to be missing (i.e. physical activity and sport not being included in the Children and Young People Plan). The Chair confirmed our role is to advocate on behalf of physical activity, sport and healthy lifestyles for Lancashire and we must move that forward at every opportunity, ensuring our views are known to all relevant people and institutions working on strategy. The Board agreed that with AL's tact and diplomacy they are happy to support him taking forward discussions in this area, and AL will bring an update on the Physical Activity Strategy Review to the next Board meeting, detailing priorities and feedback received from conversations.
- 7.5 DR asked if the purpose of this document is for information and AL confirmed it is for internal communications and also so we can present our position and decision making. We will have a differential use of our resources in some areas and officers will seek to focus opportunities and partnership activity in areas where we can get a density of activity, ensuring we still put wider opportunities together for impact.
- 7.6 MG suggested the LCC Place Based Hubs which have been launched across the county may be something we can tap into as resource at place level. AL confirmed we are working with Place Based Hubs through the Health and Wellbeing Groups and we are starting to forge those relationships. AL will contact MG for support and guidance in this area.
- 7.7 MG also asked to what extent are we trying to influence the Integrated Care Board (ICB) across Lancashire and South Cumbria. AL confirmed that on the prevention agenda he sees clear evidence of discussions but not yet of commissions and procurement opportunities which we could assist with shaping. AL is hoping we can influence this area through population health. AL will speak with MG for guidance and connections re Place Based Hubs and ICB prevention agenda.
- 7.8 JB confirmed that Sport England are looking at what is already taking place and how the system joins up. This is interesting with the ICB - being better connected so what is available makes sense to people in the communities is important. JB acknowledged this is not easy to achieve.
- 7.9 The Chair asked how often we review our long term approach on these issues. AL confirmed we have a Ten Year Strategy and this is usually reviewed in Q4 where there will be a review of our strategic priorities and how we make an impact. AL highlighted that our core offer is about strategic leadership and bringing partners together and we will continue to do this at all levels.

AL/7.4

AL/7.7

- 7.10 KM said he is really pleased to see this being shared with the Board; it is the right direction of travel for us to be going in and articulates what we have been doing for many years. KM advised it is important as we approach places to be careful of nuances with our wording in documents; the place based model is about supporting their work in their place rather than focusing on what Active Lancashire think is important. This is what we are doing and it is important we ensure it comes across to others in the right way.
- 7.11 We have been undertaking Children and Young People work for many years to drive up safeguarding awareness. Engagement and training has not performed as well as it could since Covid and we are in a recovery phase. We are pleased to report the NSPCC and Ann Craft Trust reviews have been successful. However, some recent incidents have highlighted that more can be done on tracking DBS checks, and skills and opportunities to work with partners to ensure we are providing and supporting the best quality provision that we can. Safeguarding will become increasingly important as we gain two new Welfare Officer roles which have been funded by Sport England.
- 7.12 We have an internal working group focusing on Environmental Social Governance (ESG) and a workshop has already taken place. The ESG Statement was approved by Board earlier this year. We are refining our action plan and we have our Social Return on Investment (SROI), so we have the tools to measure our impact. This will be articulated in our annual plan, and a number of public sector tenders and procurement exercises are requesting ESG as a mandatory requirement for applications. SW's team have been working on this and have great traction with Interfloor in Rossendale who are sponsoring our Active Lancashire Awards.
- 7.13 Move Forward and the work we are doing with UK SPF in Pendle and Preston replaces our European programmes. This is going well and receiving positive impact but at a reduced scale. It does signal to the LEP Skills and Employability Board that we are still able to provide opportunities to engage people from disadvantaged backgrounds to improve their health and wellbeing and in many cases move to employment.
- 7.14 We are also preparing ground for the LCC Health Checks tender and recognise all the work PB and his team have put into this.

8 Integrated Performance Report (IPR) – Questions from Board

- 8.1 The IPR was taken as read and SW highlighted the main areas as follows:
- 8.2 Marketing and PR is on target. The Active Lancashire Awards are coming up and we are confident they will go well. Marketing and Digital Management is also on target.
- 8.3 People - there was less than 3% sickness and all end of year appraisals are complete. The staff satisfaction survey has taken place for 2023 and has fallen from 63% to 51% due to financial insecurity.
- 8.4 BHM has seen some positive performance. We have exceeded target with our Level 2 Workplace Health Champion training and Level 3 Workplace Health Champion training is on target, with significant training booked in before the project ends. We have received our largest client to date on BHM Health Checks - Svitzer have booked 400 health checks with a value of £28k. The sales pipeline is also strengthening. Customer Satisfaction from those who have received a health check and completed the feedback is at 9.8 from 10. DR asked if the high Customer Satisfaction rating on BHM is being used in communications and SW confirmed that it is. It was noted though that there is a £28k deficit on this project. DC confirmed he is encouraged by the traction BHM is now getting and asked how much it will cost us to deliver the £28k Svitzer health checks. PB confirmed the delivery cost will be approximately £14k.

- 8.5 Sport - the new approach to the Lancashire School Games has been shared and this has helped us secure funding again with SPAR who have agreed sponsorship for the next 12 months.
- 8.6 Communities - 97 young people have been supported by the Pendle YES Hub and this is on target.
- 8.7 CSI - the Active Cycles development plan is in place and we have won the BBC Make A Difference Award for the Green Project.
- 8.8 Finance - there is concern relating to reduced funding following the end of the ESF project, but this is being mitigated by the NHS funding and also opportunities in the sales pipeline.
- 8.9 The Chair thanked SW for this update.

9 Appointment of new Board Members

- 9.1 The Chair confirmed this has already been covered in item 1 of this meeting (see item 1.3 for approval information).

10 Appointment of Board Roles

- 10.1 The Chair confirmed we require a Board member to take on the role of Senior Independent Director (SID), a role which was previously carried out by Sherry Kothari (SK) then Lynne Horner (LH) before they retired from our Board. It was proposed one of the new Board members takes on this role and AT was asked if this was something she would be happy to consider. AT confirmed she will have a conversation with SK, who she knows well, and will then consider this. AT will let the Chair and AL know at the Board Induction meeting on 09/11/23 if she is able to take on this role. AT/10.1
- 10.2 The Human Resources, Remuneration and Nominations Committee recommended that Board approves for BJ to take on the role of Committee Chair following LH's recent retirement from the Board.
The Board approved for BJ to take on the role of Chair of the Human Resources, Remuneration and Nominations Committee.
CL will update all relevant documents to show BJ is Chair of the Human Resources, Remuneration and Nominations Committee. CL/10.2
- 10.3 The Chair confirmed we have a vacancy for the Vice-Chair role for the Human Resources, Remuneration and Nominations Committee. This role has been vacant since Amanda Parker (AP) retired from our Board. Following a discussion, it was agreed AL/CL will liaise with Board members to see who would like to take on this position. AL/CL/10.3
- 10.4 The Chair also confirmed we are looking for two new members for the Human Resources, Remuneration and Nominations Committee and suggested the new Board members may like to consider this. AL/CL will liaise with the new Board members to see if they would be happy to take these roles on. AL/CL/10.4
- 10.5 For the benefit of our new Board members, AL explained that we have had three female Board members retire during 2023, each with very understandable reasons, which is why we have recruited for three new female Board members to ensure we are compliant with UK Sport Code of Governance guidance around gender equality.
- 10.6 The Company Secretary confirmed the next Human Resources, Remuneration and Nominations Committee meeting is taking place on 06/11/23 so it would be good if we have one or two new members confirmed for that Committee in time for this meeting. DR suggested she joins this meeting as an observer so she can gain more understanding of what this role would involve before confirming becoming a member of the Committee. The Board agreed with this suggestion and CL will invite DR to attend the 06/11/23 Human Resources, Remuneration and Nominations Committee meeting. CL/10.6

11 Articles of Association Update and Committee Terms of References

11.1 AL provided an update. At the last Board meeting we referenced the work we have been doing with Bridgehouse Company Secretaries. CL as Company Secretary has been liaising with Bridgehouse on a redraft of the Human Resources, Remuneration and Nominations Committee Terms of Reference and the Audit and Finance Committee Terms of Reference, plus we are also looking at redrafting the Articles of Association into a Terms of Reference format and updating the wording.

11.2 Bridgehouse Company Secretaries have dealt with the query we had on the roles of our three LCC Board members as company owners, in terms of decision making and potential to veto decisions, and where and when that will take place. It was confirmed that any opinions of the company owners need to be exercised during their attendance at Board and Committee meetings and not subsequently. This will feed into the revised Articles of Association and Committee Terms of References and if Board are happy to approve for these to be adopted as outlined we will be a step further on compliance to UK Sport Code of Governance, plus we will also have modernised our governance documents for the management and leadership of the organisation.

The Board approved for the Articles of Association and Committee Terms of References to be updated as outlined.

AL/CL will finalise these documents then seek approval from Heloise McAndrew, Legal Director at LCC.

AL/CL/11.2

11.3 It was also acknowledged that once the Audit and Finance Committee and Human Resources, Remuneration and Nominations Committee Terms of References are finalised, due to the increase in numbers from two to three members to be quorate (one to be LCC) we will be looking to find an additional member for both Committees so we can ensure we have enough members in attendance to be quorate, as inevitably there is regularly a Board member who needs to send apologies as meetings approach due to their diary demands. The Board agreed to this suggestion, and the Chair reminded the Board of the importance of ensuring their commitment to Board and Committee meetings once dates are confirmed in diaries. CL will liaise with Board members to see who would like to join both Committees and the additional attendees.

CL/11.3

12 Active Lancashire Board Skills Matrix and Equal Opportunities Surveys

12.1 DRe joined the meeting at this point and presented findings from the Board Skills Matrix and Equal Opportunities Surveys from the summer, and the main points to note are as follows:

12.2 DRe emphasised these findings are purely so we understand the makeup of the Board and what the skills and strengths are.

12.3 Skills Matrix:

- The majority of Board members completed the survey showing partial or good competency to the various skills.
- Human Resources Management, Legal, Finance and Commercial are all areas where we would gain from increasing experience at the next Board recruitment stage.
- Marketing, Population Health, Private Sector, Third / Voluntary Sector were all areas where the majority of Board members have these skills.

12.4 Equal Opportunities:

- This is more developed than previous years due to the work Carol Ross and Andrew Tower have done, particularly around Equality Diversity and Inclusion (EDI) and working with Sport England to ensure we are capturing all the different areas.

- Board gender is a 70% - 30% split.
- The Board is predominately middle aged - some members are younger.
- Ethnicity is predominantly white. DRe emphasised there are many members of the community who are from other ethnic origins, so there could be some work required to ensure the Board is culturally diverse.
- Most Board members are heterosexual and that reflects the community.
- None of our Board members are disabled. This is something to consider for the future re EDI.
- Half of Board members are married, equally a portion are divorced or never married and this is reflective of the community.
- The majority of Board members have no religion and this is reflective of the community.
- Educational attainment - the majority of Board members have a degree.
- Socio-Economic Background is 60% - 40% split which is quite an even split. This suggests there are people on the Board who can give real life experience, whether themselves or parents/grandparents, and this is important when engaging with communities.

12.5 DR highlighted that three new Board members have joined since these surveys took place. CL confirmed these surveys are usually completed annually and for the last two years have been done in May-July. Historically these were completed in October so we are proposing completing these again in January 2024 so we can capture up to date information which includes our new Board members, then again in October 2024 and each October going forward. We would then be back on track for Board surveys to take place each October. AL explained that we only ever get partial return from Board members for these surveys and highlighted the importance of all Board members completing these as they assist us with our Board recruitment process. AL requested that all Board members complete these surveys when they are circulated in January 2024. CL/DRe confirmed that for the summer 2023 surveys, one of the surveys was completed by all Board members and the other survey was completed by all but one Board member, which is the best response to date.

The Board agreed the next Board surveys can take place in January 2024, then again in October 2024 and each October going forward.

CL will arrange for these Board surveys to be circulated for completion in January 2024.

CL/12.5

12.6 DR asked if the definition of disability was included in the survey and DRe confirmed that it was included.

12.7 KM highlighted that the only way to change the Board to increase diversity is when members leave and new members join and asked if we know when Board members terms are due to end. AL confirmed we have a Board succession plan which includes this information. KM also mentioned that if LCC choose to appoint three middle aged white men onto our Board that is outside of our control. AL informed the Board he has had discussions with the Leader and CEO of LCC on this area so they are aware of our Board profile, but ultimately it is a political decision.

12.8 DRe confirmed that a similar exercise has taken place with Active Lancashire staff who have also completed surveys. The Chair asked how the Board profile differs from the staff profile. DRe confirmed we have two groups at Active Lancashire - a middle aged and older cohort, and there are also some younger staff. There is a cohort of individuals with a working class background and one with a professional background. We have staff who are disabled, but DRe highlighted we need to bear in mind that the staff group is much

CL/12.8

larger than Board. CL will share DRe's slides on the Board Surveys and Staff Surveys with Board members.

12.9 The Chair thanked DRe for this update and DRe left the meeting at this point.

13 Business Development Plan

13.1 SW shared slides and provided an update on the Business Development Plan showing what we have done so far and where we are heading with Business Development.

13.2 Phase 1 (deep dive) looked at the Communication Strategy, branding and positioning for the organisation. The rebrand is now complete and we are currently looking at previous opportunities and the business development structures and processes currently in place so we can evaluate them.

13.3 Phase 2 (development stage) is to look at the opportunities identified and the Business Development and Funding Strategy.

13.4 Lancashire as a sub-region has historically secured lower levels of investment for sport and physical activity compared to national profiles. As we identify those profitable revenue streams as part of our business development plan, anything that we are seeking to secure will align with our communities, partners and overall strategic objectives.

13.5 SW shared an overview of the business development pipeline and how this has been created. A CRM system (customer relationship management tool) has been used which makes the pipeline more efficient for us to manage internally. This has been broken down into three areas; income generation, funding bids and sponsorship. There is one area still to be added and that is external contract. This is a five year pipeline and based on milestone probabilities of opportunity, 50% probability, 70% probability, 90% probability and known opportunities. The pipeline is being updated daily so figures will change, but currently there is a pipeline value of £1.1m on milestone probability. If we look at it based on 100% success we would then be looking at £2.5m but there are still areas to be integrated into the pipeline at this stage. Breaking this down into the three areas:

- Income Generation: based on new income generation and opportunities the current pipeline based on milestone probability is just over £1m. It is broken down to provide an overview and show when it is likely to be received and closed so it provides information which is easier to forecast. As an example, the online courses is in reference to the development of the training centre and e-platform we are looking to introduce for additional courses. This is a revenue of £60k over a 12 month period which would be £300k over a five year period at 50% probability.
- Funding Bids: current pipeline is £1.3m based on probability milestone. It includes information on when the bid was submitted, when the contract was awarded and is likely to be received, how many years the contract is for, so we can draw down on this information for forecast reports.
- Sponsorship: currently this is based on the Active Lancashire Awards and the School Games. We have secured £24.5k of sponsorship in the last 60 days.

13.6 AT asked who manages the CRM system and SW confirmed that currently it is herself but that it will be passed to the business development team once that is fully in place, and that the Senior Leadership Team (SLT) are also becoming involved in this.

13.7 The next steps in the funding strategy is to develop the business development team. It is proposed in the restructure this will consist of a full time grants manager, and bringing the marketing team and research and insight team together so we can pursue opportunities easier. We are also identifying income generation ideas and opportunities which align with our business objectives. We need to set targets and measures to track this and recognise we need to implement a funding matrix so we can set criteria for scoring potential bids, contracts, tenders and sponsorship.

13.8 The Chair thanked SW for this update.

14 Business Health Matters (BHM) ISCF Finance Update

14.1 PB provided an update and the following was noted:

14.2 Funding is due to finish for the ESF project at the end of December 2023 and for the ISCF project at the end of March 2024. One ambition Innovate UK have always had in terms of funding is for the continued delivery of BHM which can be via a commercial or commission route.

14.3 UCLan have helped us get access to two Entrepreneurs in Residence with expertise around business modelling and looking at financial forecasting. Work has taken place to develop three scenarios around the commercial model; worst, expected and best case. This was presented to the BHM ISCF Executive Committee in September 2023 and following that meeting UCLan and ukactive have indicated their commitment to the continued delivery and development of BHM from April 2024. Lancashire Mind have indicated that with being a charity this presents too much risk for them and they would like to step back, although they have expressed their interest in possibly being our sub-contractor of choice re mental health opportunities, but there would need to be a discussion around that before anything could be confirmed.

14.4 The worst case scenario is based over 12 months to reach a break-even point. For Active Lancashire that is based purely on the commercial side - it does not include anything we may get from commissions. There is a requirement for working capital from April 2024 to take this forward and this would involve each of the partners putting in resource. This looks likely to be Active Lancashire, UCLan and ukactive at this stage, but GLL are also interested in possibly being part of this.

14.5 The exact level of financial risk needs to be determined. It was requested for Board to delegate authority to AL as CEO to enter into these BHM commercial model negotiations and for a Board member to be a representative to support those negotiations and ensure it makes sense for the organisation. As highlighted in the Declarations of Interest section of this meeting (see item 3), BJ cannot comment on this agenda item due to UCLan connections, but was happy to confirm he thinks delegating responsibility to AL is important. BJ also confirmed he cannot be the Board representative for this with him working for UCLan. AT confirmed she supports the model and is happy to support any conversations in this area. The Chair also confirmed he is happy to support AL with this, but that he is happy to step aside for another Board member to be the Board representative if someone has a keen interest to become involved. KM confirmed he is unable to take on being Board representative for the BHM commercial model but that he would like to see the final proposals at a future Board meeting. It was agreed that AL/PB will bring the final proposals to Board once ready.

AL/PB/14.5

The Board approved for AL to be given delegated authority to enter into BHM commercial model negotiations.

The Board also approved for AT to be the Board representative for the BHM commercial model negotiations, with input from BC as Board Chair where required.

14.6 DR requested that further information on this work is shared for wider context. The Chair confirmed that more detail on the BHM commercial model plans will be shared with new Board members at their induction meeting on 09/02/24. AL advised there is a 10 year evolution journey.

AL/14.6

- 14.7 JB, as a Sport England observer, requested we consider balance and focus and the size and scale of the piece of work. Active Lancashire are receiving funding from the Lottery and Sport England to provide support in the community and setting up a commercial vehicle has the potential to be a distraction. The Chair and AL confirmed they completely understand JB's concerns, and AL advised this piece of work plays strongly to the DCS Pivot to assist health direction of travel, which is something we have been anticipating for a number of years. We have been building resilience, skills and opportunities across the Lancashire network to deliver on this as a 10 year journey.
- 14.8 There is still a £28k deficit showing to the end of August, but we are seeing a number of positive signs and opportunities emerging. We have secured our largest contract with Svitzer and the sales pipeline is much stronger than previously. Utilising funding from UCLan we have been able to secure two days a week of support from a Health and Wellbeing Sales Specialist for six months and we are hopeful this will increase sales.
- 14.9 The Project Change Request (PCR) has been approved for Greenwich Leisure Ltd (GLL) to join the BHM ISCF Executive Committee. GLL have started work in Kendal and Barnet and are already enquiring about expanding delivery to Hertfordshire and some parts of London.
- 14.10 It is believed it is beneficial to look at a wider health brand for opportunities for future development and this is being investigated.
- 14.11 The tender is out to deliver NHS over 40's Health Checks in the community and we are currently working through this to ensure it makes business sense for us to submit.
- 14.12 The Chair thanked PB for this update and highlighted the important thing is to be clear this is not about chasing income but about securing investment to ensure the organisation is sustainable to allow us to do the things we are here to do at Active Lancashire. We have seen a substantial reduction in funding from European projects and we need to do something to try to gain funding from elsewhere. The Chair believes we have the skills and resources to take this forward, but there is risk and the importance for close management monitoring and governance from Board members was emphasised. AL added that if we do not take some form of commercial activity we would have a much smaller staff team, and by undertaking this activity we are increasing our capability to engage with partners and provide leadership across the system at locality level. Lancashire has some of the lowest levels of capital and revenue investment from the Lottery and Sport England outside the Together an Active Future (TaAF) funding which has been brilliant, and we need to invest in our networks and develop their cultures so they are resilient and robust to accommodate and support leadership and delivery for our communities.

The Board confirmed their support for Active Lancashire to pursue this plan to secure investment.

- 14.13 The Chair thanked PB for this update.
- THE CHAIR ASKED ALL ACTIVE LANCASHIRE STAFF TO LEAVE THE MEETING AT THIS POINT, WITH THE EXCEPTION OF AL (CEO) WHO REMAINED IN THE MEETING.*

15 Restructure update - including minutes from the additional Committee meetings

- 15.1 A full and comprehensive discussion was held and minutes of the additional Human Resources, Remuneration and Nomination Committee meeting (26/09/23) and Audit and Finance Committee meeting (06/10/23) were noted.
- 15.2 Board members agreed to note and support the report and recommendation of the CEO on the restructure.

15.3 Board members particularly wish to ensure that this difficult exercise is conducted with care and compassion for all involved.

16 Board reflection

16.1 Board Reflection was not covered at this meeting due to the amount of time taken up on the restructure discussion.

17 Any other business

17.1 There was no additional business to note.

18 Date of next meeting

18.1 The next meeting will take place on the 17th January 2024 at Lancashire Football Association, Leyland. Lunch will be served from 1.30-2.00pm and the Board meeting will take place from 2.00-4.00pm.

Signed by
Chair of the Board:



Date:

17th January 2024