

ACTIVE LANCASHIRE LIMITED (“the Company”)

MINUTES OF A MEETING OF THE BOARD OF DIRECTORS / TRUSTEES

Held at Lancashire Football Association, Leyland, on the 17th January 2024 from 14.00-17.07

Present:

Brian Cookson	Director / Trustee - Chair	BC
CC Rob Bailey	Director / Trustee (<i>left meeting at 16.22</i>)	RB
Zuleikha Chikh	Director / Trustee (<i>left meeting at 16.35</i>)	ZC
Roger Davies	Director / Trustee	RD
Bryan Jones	Director / Trustee	BJ
CC Michael Green	Director / Trustee (<i>left meeting at 16.50</i>)	MG
Ken Masser	Director / Trustee	KM
Kathryn Moffitt	Director / Trustee (<i>joined meeting via Teams</i>)	KMo
Dannielle Roberts	Director / Trustee	DR
Amanda Thornton	Director / Trustee	AT

In attendance:

Adrian Leather	Chief Executive, Active Lancashire	AL
Paul Blythin	Interim Operations Director, Active Lancashire	PB
Amanda Forrest	Training and Development Manager, Active Lancashire (<i>attended item 10 only</i>)	AF
Claire Lovick	Company Secretary and Executive Assistant, Active Lancashire (<i>minute taking</i>)	CL
Sarah Walker	Director of Business Development, Active Lancashire	SW
Stuart Oliver	Director of Finance, Active Lancashire	SO

Apologies:

Justine Blomeley	Strategic Lead – Place, Sport England	JB
David Clarke	Director / Trustee	DC
CC Scott Smith	Director / Trustee	SS

ACTION

1 Board Chair Welcome

- 1.1 The Chair welcomed everyone and confirmed a quorum was present.

2 Apologies

- 2.1 The Chair noted apologies (as listed above).

3 Declarations of Interest

- 3.1 It was noted that Lancashire County Council (LCC) Board members (MG, RB, SS) have a declaration of interest in relation to item 7.2 **REDACTED**
- 3.2 It was also noted that BJ has a declaration of interest in relation to the BHM project as he works for UCLan.

4 Minutes of the Previous Meeting

- 4.1 It was proposed that the minutes of the Board meeting held on the 11th October 2023 were a complete and accurate record. The Board approved.
- It was resolved that the minutes of the meeting held on the 11th October 2023 be approved as an accurate record of the meeting.***

5 Action List

- 5.1 AL confirmed the action list has been updated and included in these Board papers.

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 Q3 2023/24 and the following points were highlighted:

7.2 **REDACTED**

7.3 If significant funding is not secured in the near future we will need to consider the impact on staff size, capability and capacity based on the funding which we can secure. There were conversations around the importance of securing funding at our recent Team Development Day and staff are becoming increasingly aware of the pressures we are facing.

7.4 A concern moving forward is our ability to service both the universal need and that of the 15 district authorities as this is likely to be significantly impaired. We are engaged with local leadership and development activity on various projects in the most deprived areas of Lancashire, but areas where we have limited project work like the Ribble Valley, Fylde and Wyre are becoming increasingly difficult to support without funding.

7.5 The WorkingWell piece of work around keeping people fit and well so they can engage with work is going well. This is what our MPT and BHM projects are about. This again though is focused on the more deprived areas of Lancashire and we might struggle to have a presence in the more affluent areas of Lancashire.

7.6 Conversations are progressing around Physical Activity strategies, both at district and county level, and these are going well.

7.7 Discussions are taking place with Sport England around Place Based pilots. Together an Active Future (TaAF) is one of the national Place Based pilots and recently Blackpool has become one too. We are committed to working with Preston and West Lancashire over the next 12 months, particularly Skelmersdale and the more deprived areas of Preston, to support them towards becoming Place Based pilots also.

7.8 Linking with Arts Lancashire and the support we have from a number of partners including the Arts Council and LCC, we are working to form a long term collaborative relationship to shape where we can potentially bring the two organisations closer together.

7.9 Due to our current financial pressures we are seeking increased contribution from local authorities so we can continue to support communities. We acknowledge it is not the best timing for this as many of them also have financial pressures and AL asked the Board for their thoughts on this.

7.10 **REDACTED.** With regards to asking local authorities for further funding contributions, as already acknowledged many local authorities have financial pressures too but our challenge remains the same, and the Chair asked if our Board members who work in district authorities and at LCC could try to address and minimise the impact on Active Lancashire to allow us to continue doing the work we are here to do.

7.11 MG highlighted it is a very challenging time financially for local authorities and the Integrated Care Board (ICB), but noted it is worth asking the ICB if they are able to provide a financial contribution to Active Lancashire as our agenda is in their interest moving forward.

7.12 AL has had conversations with the Provider Collaborative Board and has received feedback from their Chair (Mike Thomas) about us potentially putting forward a business case where we can evidence a return on investment to reduce the number of people coming through the doors of A&E. We have had great conversations with Burnley around

falls prevention and have received some funding from their disabled facilities grant. Discussions have also taken place re pre hab, where people with cancer treatment scheduled improve their level of fitness pre treatment so they are better able to recover from treatment and leave hospital sooner. AL confirmed we are not likely to receive funding in this area over the next 12 months, but it is a possibility over the next 24 months.

7.13 DR highlighted a lot of work is being commissioned currently on Social Return On Investment (SROI). If we are unable to support certain areas of Lancashire as outlined by AL in this update, in terms of our strategy is there a contingency built in so we can eventually cover all areas and what is Sport England's view on this? AL confirmed conversations have taken place with Sport England through national Forums and via JB as our local lead. Sport England are keen for us to focus on inequalities and we feel the universal offer is likely to be positioned as an online tool covering data, research and evidence of best practice. This is likely to form the majority of the non place based priority offer which we feel is in our capability given the constrained funding we have.

7.14 AT and BJ would be keen for a conversation to take place between Active Lancashire and the CEO of the ICB, then once we know their response we can make decisions on what the future holds. AT/AL will discuss how this meeting may be taken forward, possibly by the Integrated Care System (ICS) commissioning us to write a paper on what the level of resources available may look like moving forward without securing additional funding.

AT/AL/7.14

7.15 BJ suggested that as well as enquiring with the ICB regarding funding, could we also approach Sport England for additional funding support? RB confirmed he sits on certain Boards with Sport England and doubts they would have additional funding to support the whole country. RB and DR both feel Sport England would be reluctant to set a president by supporting Active Lancashire with additional funding as they will not have the funding available to protect all the Active Partnerships.

7.16 **REDACTED**

7.17 During the last 10 years the requirement from Sport England has become significant on governance, operations and standards, with regards to the amount of reporting the organisation is required to do, so these costs have increased alongside inflation.

7.18 **REDACTED**

7.19 AL advised that the Executive Leadership Team have set deficit budgets which have been approved by Board in the past, and we have historically been successful in securing funding. The operating environment is extremely challenging this year and the deficit budget feels a bit high.

7.20 AL asked if the Board would like to nominate a Lead Board Member to support the organisation with the final budget. KM offered to assist from a financial aspect and KM/SO/AL will meet to discuss the organisations finances in further detail. AL offered that if a further Audit and Finance Committee meeting is required we can arrange that.

KM/SO/
AL/7.20

7.21 The Chair highlighted that the Board are now all aware of the scale of the challenge we are facing and requested that all Board members help in whatever fields they operate in to support Active Lancashire.

7.22 MG highlighted the reference in this report to LCC and the Devolution Deal. MG confirmed he is happy to take any questions and he will share the link with CL so this can be circulated to all Board members. MG encouraged Board members to participate in this consultation if they feel it appropriate, as this is a great opportunity for further funding for Lancashire. The consultation period closes next week and this will be considered in March before going to Government. It is likely to go through before the end of the parliamentary term.

MG/CL/7.22

8 Active Lancashire Awards

- 8.1 BJ and MG recently attended the Active Lancashire Awards. BJ confirmed the Awards were excellent and the event was a great opportunity to see the range of people nominated and the impact this has on people. The people we are trying to help are the people who were there receiving the awards. BJ strongly recommends Board members attend these awards in future if their diaries allow. The food and entertainment was also of a high standard.
- 8.2 MG echoed BJ's comments and added that these awards are also a great opportunity to talk to people, and it helps people to feel valued when Board members are present. The event was professionally organised.
- 8.3 The Chair was unable to attend this time but usually does attend these Awards, and agreed it is a great event and nice to see people from all backgrounds being awarded for the voluntary work they do. The Chair acknowledged special thanks to the staff team who run these awards.

9 Integrated Performance Report (IPR) – Questions from Board

- 9.1 The IPR was taken as read and PB highlighted the main areas as follows:
- 9.2 A number of staff have moved on due to the restructure, and PB acknowledged how professionally the team have dealt with this. Team members have been willing to work in different areas and it was noted that many staff members are now picking up tasks which are new to them.
- 9.3 Both ESF projects have come to an end and the team are working through the closedown process. The MPT project has exceeded the majority of its targets. BHM has ended with 70% of its level 2 and 60% of its level 3 original targets. It was highlighted the risk of clawback does remain for the next 7 years but we believe this risk is low.
- 9.4 The Active Madrassah work with Together and Active Future (TaAF) is growing momentum. We are considering work in other areas which we are doing in partnership with TaAF, looking at how we can evolve this into our own place working, and Preston is likely to be the first area we move forward with this.
- 9.5 We are looking at ways we can measure the work we do in place and we have a session with Emily from TaAF to look at guide evaluation work and the 10 conditions Sport England have recently issued around working in place.
- 9.6 The School Games launch has taken place and we have a new approach to the games this year, as discussed in detail at a previous Board meeting. Week commencing 24th June is School Games week and there will be lots of events taking place in different areas rather than the one large event which always took place in Blackpool. Board members were encouraged to attend the School Games to offer support if their diaries allow.
- 9.7 We have recently undertaken a small piece of research work for Fylde Council around their swimming provision and one facility which has closed. This has now turned into a £30k commissioned piece of work around community and provision of swimming.
- 9.8 The two County Sport Welfare Officers are now in post and there is funding from Sport England for these roles for three years. The two team members who were successful in securing these roles are Gwen Hughes and Nathan Moulds. Having these two Welfare Officers in place will enhance our safeguarding capacity.
- 9.9 We have had mixed success with the UK Shared Prosperity Fund (UKSPF), mainly due to a number of local authorities doing this work inhouse due to their financial challenges rather than funding us to take on this work for them.
- 9.10 The Board noted this IPR and the Chair thanked PB for this update.

10 Learning Zone

- 10.1 AF provided an update on the Learning Zone which has been set up to create and collate resources which could be accessed through an elearning platform, for partners and club communities. The purpose of the Learning Zone is to support communities and embed physical activity and health and wellbeing.
- 10.2 The Learning Zone is split into five key areas on the platform:
- Learning Zone Courses (aiming to launch in April 2024)
 - Workplace Health Champion (WPHC) Hub (aiming to Launch in April 2024)
 - Active Cycles / Active Travel (being launched in quarter 2)
 - Junior Learning Zone (being launched in quarter 2)
 - Staff Learning Zone (being launched in quarter 2)
- 10.3 AF confirmed that the Staff Learning Zone will be a great opportunity for staff learning to be brought onto a platform where we can share and learn from each other.
- 10.4 All training will be accessible through Thinkific which is a user elearning platform.
- 10.5 The Learning Zone will host a range of free and commercial courses which support Workplace Health Champions, partners, clubs and organisations across communities.
- 10.6 Courses have been split into the following four areas; Physical Activity, Wellbeing, Welfare and Workplace Development.
- 10.7 We are collaborating with experts such as Warren Larking who has been at the cutting edge of health care innovation and reform for over a decade.
- 10.8 We are being supported in the development of Trauma Informed Awareness and how this will help to connect and continue to support clubs, organisations, partners and communities.
- 10.9 We will continue to engage leadership across communities in understanding how to work and support colleagues with lived experience. We have a large amount of knowledge and experience in this area which we can share with organisations.
- 10.10 Follow up support is being offered to Workplace Health Champions via the WPHC Hub.
- 10.11 Active Cycles / Active Travel is helping to get more people cycling across Lancashire and engaging with physical activity. This improves health and wellbeing for individuals and also reduces our carbon footprint. Development work is taking place looking at other opportunities in this area, possibly linking with primary schools to run bike workshops and/or expanding our Active Cycles shop to cover online sales.
- 10.12 Next steps:
- To develop an internal tutor workforce and this will be dependent on capacity.
 - We are working on the platform development for Q1 roll out of courses in April.
 - We will collaborate on the development of Trauma Informed Awareness.
- 10.13 BJ confirmed this is a fantastic platform for people to access and develop themselves. As well as safeguarding and bid writing courses, BJ suggested AF looks to include more enterprise type courses as there are many available which could be added. This is an area organisations are likely to pay for to bring value to their organisations and it could generate income for Active Lancashire.
- 10.14 AL confirmed we are also adding some free courses to the Learning Zone, linking with organisations like Sported and Selnet.
- 10.15 DR highlighted that a large proportion of this work is voluntary, so it is a big commitment to ask people to pay for these courses themselves and there may be a way we could use marketing to target organisations to pay for volunteers to be trained. AF confirmed we

are looking at different marketing strategies and the training needs of the community and organisations. We may need to adapt things so they are bespoke.

- 10.16 KM asked if AF has spoken with any of the VCSE organisations as they are supporting organisations and clubs with bid writing and volunteering. AF has spoken with Alliance and they were interested in collaborating and sharing ideas and training on this platform.
- 10.17 AL confirmed we are seeking to fill gaps and not go into competition with organisations. The Learning Zone is a platform to support participants, clubs and communities. The courses on workplace health will build on what we know and do well.
- 10.18 RB asked who our typical customer is for this. Who will be paying for it and what channel are we using to reach those people from a commercial aspect. SW confirmed there will be a marketing strategy and the training centre also has a strategy. Workplace health will have targeted campaigns to drive traffic to the Learning Zone.
- 10.19 AT asked if there is a resource which new Board members can easily follow as there are so many areas of work taking place which are all commissioned differently. AL/AT/AF will look at this and take forward. AL/AT/
AF/10.19
- 10.20 RD asked if the face to face qualifications we have been doing for some time are still the right qualifications. AF confirmed the coaching qualifications are the most up to date on legislation and work for the coaches. We still have demand for these, but AF will look at other awarding bodies to see if we can add to our portfolio in this area. AF/10.20
- 10.21 RD confirmed there could be opportunities to work with after school clubs as some schools have funding to spend. Active Lancashire would not necessarily need to deliver, we could sub-contract to a partner. If we put forward a concept idea showing what we would like and the reasoning behind it they could write the qualification for us. AL/SW/AF will explore this opportunity. AL/SW/
AF/10.21
- 10.22 DR asked about Active Cycles and whether we receive ex offender bikes. AL confirmed we provide employment to ex offenders and Kirkham Prison are also working on our bikes. We receive bikes from the police and Lancashire County Council (LCC).
- 10.23 The Chair thanked AF for this update.

11 Committee Minutes

- 11.1 BJ (Nomination and Remuneration Committee Chair) provided an update on the Nomination and Remuneration Committee meeting of 06/11/23 and the main points to note are as follows:
- Safeguarding was the substantive item at this meeting, and the Board Safeguarding Training which has taken place earlier today (17/01/23) was agreed at this Committee meeting.
 - Ronan McMahon is now the Safeguarding Lead for Active Lancashire, and a new Board Safeguarding Lead is on this Board meeting agenda (see item 12 where the new Board Safeguarding Lead is approved).
 - It was agreed the Board Safeguarding Lead will also be a member of this Committee going forward to ensure consistency on this important matter and give assurance to the Board.
 - There was an update on the restructure.
 - Succession planning in terms of the Board member skills and responsibilities was discussed and it was agreed it is important we review this annually to ensure we always have the right people in place.
 - Employee Handbook policy and procedures were discussed and the Committee approved.

- Equality, Diversity and Inclusion (EDI) was discussed. BJ is the EDI Board Lead and a lot of work has taken place recently to ensure we are doing the right things to maintain an inclusive approach.
- The Health and Wellbeing at Work Policy was approved and the Committee also looked at the Health and Wellbeing Terms of Reference where one minor amendment was requested. The Terms of Reference was then approved.
- The Committee recommend a Board member takes on the Board Lead role for Health and Wellbeing (see item 12 where the new Board Health and Wellbeing Lead is approved).
- There was also a discussion on the NJC pay scales.

11.2 ZC highlighted that with regards to the Diversity and Inclusion Action Plan (DIAP), equality standards are moving to an inclusion framework and one of our pillars matches one of their pillars. This framework has a website called Moving to Inclusions. AL/ZC will speak re the DIAP.

AL/ZC/11.2

11.3 The Chair thanked BJ for this update and CL for the minutes.

11.4 KM (Audit and Finance Committee Vice-Chair) provided an update on the Audit and Finance Committee meeting of 22/11/23 and the main points to note are as follows:

- The Business Development Plan and the various opportunities available were discussed, and it was agreed the Business Development Plan will be a standing item on Audit and Finance Committee agendas in future. A lot of work is taking place, but it is challenging and not without risk.
- There was a detail discussion on the Local Government Pension Scheme (LGPS) and we explored the possibility of moving to a defined contribution scheme if this would be cheaper and more effective. The Committee agreed we would speak with LCC re the implications if we were to potentially exit the LGPS. The Committee considered the option of leaving current staff in the LGPS to avoid exit fees, and setting up a new defined contribution scheme for new staff members, but as recruitment will be low in the coming years this is unlikely to be cost effective. Further work needs to be done to establish exit fee costs versus cost savings of moving to a different pension scheme.
- There was a discussion around increasing the contribution fee to local authorities as this has been static for some time, and it was acknowledged this will not be possible for all local authorities due to their financial challenges. There was also a discussion around us possibly needing to reduce support in some areas.
- The process of winding down the BHM project and the risk of clawback was discussed. Reputational risk with partners and local authorities was also considered if we were to pass on possible clawback costs to others.

11.5 AL included in his CEO Report (see item 7) a request for Board members to confirm if they are happy for Active Lancashire to increase contributions to local authorities by 50%. MG asked the Chair if it was appropriate for himself and RB to leave the room for this discussion, and the Chair confirmed they are welcome to stay at the meeting. MG agreed to stay but confirmed he will not contribute to this one discussion point.

11.6 RB asked what amount we are currently charging local authorities for the support we offer to them. AL confirmed local authority contributions have been in place for ten years and we have kept fees low and mitigated costs from the European funding. Now that European funding has ceased we are seeking £2k from local authorities and £16k from LCC.

11.7 The Chair highlighted that we need flexibility with this. Some local authorities will be able to pay and others may not, and the Board need to give AL flexibility to negotiate in this area.

11.8 BJ highlighted that we need to be entrepreneurial. Some organisations that have large corporate tax bills may be happy to offset that by giving money to a charity and this could be a substantial income. The long term view is that European funding will become available again though Horizon. The Chair acknowledged BJ has raised an interesting point to look at other entities who may be able to provide a contribution.

The Board approved for AL to seek increased funding from local authorities where possible.

11.9 AL will seek additional funding from local authorities where possible.

AL/11.9

11.10 The Chair thanked BJ and KM for these updates.

12 Appointment of New Board Members / Board Member Roles

12.1 The three new Board members (KMo, DR and AT) were provisionally approved at the October 2023 Board meeting, pending approval from LCC. The Chair confirmed we have now received approval from LCC and welcomed the three new Board members to our Board.

12.2 The Chair asked Board members if they were happy to approve the following five Board positions:

- Audit and Finance Committee member – KMo
- Nomination and Remuneration Committee Vice Chair – SS (it was noted SS is already a member of this Committee)
- Nomination and Remuneration Committee member – DR
- Nomination and Remuneration Committee member – AT
- Senior Independent Director (SID) - AT

The Board approved the above five Board roles.

12.3 The Chair highlighted that we still need a Board Safeguarding Lead and a Board Health and Wellbeing Lead, and BJ confirmed that the Board member who takes on the Board Safeguarding Lead role will also be required to be a member of the Nomination and Remuneration Committee (as recently approved by Board following recommendation from the Committee). Following a detailed discussion, the following Board roles were agreed:

- Board Safeguarding Lead – DR (it was noted DR is now a member of the Nomination and Remuneration Committee)
- Nomination and Remuneration Committee member – RD
- Board Health and Wellbeing Lead - AT

The Board approved the above three Board roles.

12.4 CL will update governance documentation to reflect the above eight Board roles.

CL/12.4

13 Board Chair Review

13.1 The annual Board Chair Review will take place in line with the UK Sport Code of Governance. It is proposed the SID carries out the Board Chair Review, with support for the CEO (AL). AL suggests we follow the Nolan Principles Framework for this and the Chair and Board agreed.

AT/BC/AL
/13.1

14 Company Secretary Review

14.1 AL suggested that the Chair and CEO carry out the annual Company Secretary Review, reviewing their capabilities to provide effective Board administration and governance reporting. The Board agreed.

BC/AL/CL
/14.1

15 Sport England System Partners and UK Sport Code of Governance Returns

15.1 SO provided an update. A requirement of the funding we receive from Sport England is that we are compliant with the UK Sport Code of Governance. This is an evolving picture as we can be compliant one year, then additions are made to the code the following year and we need to ensure we put everything in place to remain compliant. We have a spreadsheet which is shared with Sport England, and which is continuously updated.

15.2 At the last review we were compliant in most areas. There were two areas where we did not fully meet requirements; one around revised compliance of new requirements which we need to adhere to, and one about continued compliance.

15.3 Revised compliance:

- We have been asked to include a standing item on agendas around welfare and safety of our employees, volunteers and Board members, and this is linked with the People Plan.
- We need to assess the risk around welfare and health and safety alongside financial risks and social and environmental risks and share that information with the Board.
- Environmental Social Governance (ESG) is becoming increasingly important to Sport England and we need to ensure this is on regular Board agendas.
- We currently do an annual review of Board member skills and qualifications, and likewise for staff. To meet revised compliance we now also need to fully assess the financial skills and qualifications of the staff finance team, which the Board feel we need, and this will be reviewed annually. A document on the skills of the finance team will be shared at the Audit and Finance Committee on 26/03/24.

SO/15.3

15.4 Continued compliance:

- When Board were last asked if they felt annual Board member review meetings were appropriate the Board decided they felt annual review meetings were too frequent, and it was agreed they would remain once every four years. Recommendations in the BDO report suggest these should be annual and we have enquired with Sport England to see how far that should be stretched for a voluntary board. We are not currently compliant in this area.
- The Declaration of Interest Register is updated annually, and more regular as required.
- When the two audits were undertaken by BDO (one governance and one finance) there was a recommendation on the finance audit for credit card management to be considered. This was taken to the Audit and Finance Committee who agreed to the recommendations and we have since expanded our Financial Controls Manual to show more detail in this area.
- We were required to expand our Risk Register and to develop a Risk Management Policy and Risk Appetite Statement. This will be taken to the Audit and Finance Committee meeting on 26/03/24 for approval. SO is currently working on these documents and welcomes advice from Board members who have experience in this area. AT confirmed she has a Risk Appetite template she will share with SO.

AT/SO/15.4

15.5 The Board were asked to confirm if they agree with these recommendations and to note the actions, as we need to reply to Sport England with this governance review by 19/01/24.

The Board approved these recommendations and noted the actions.

15.6 AT requested that Board members are calculated into the social value section of this governance review for the work independent Board members are doing as volunteers. SO will include this in the documentation.

SO/15.6

15.7 The Chair thanked SO for this update.

RB LEFT THE MEETING AT THIS POINT.

16 Sport England, Place Partner and Active Lancashire contribution to be a more Active Lancashire

- 16.1 AL provided an update and the paper was taken as read. Active Lancashire is the regional lead for physical activity and sport for Sport England. Sport England is investing in place based partnerships and within two years there will hopefully be four place based partnerships operating in Lancashire in the most deprived areas, where we have a greater focus.
- 16.2 We are subject to governance reviews and those partnerships are also subject to governance reviews, and may be considering their sustainability and longevity.
- 16.3 These place based partnerships are led by Active Lancashire through LCC. Sport England is considering an exit strategy from its current level of investment in this area and over the next two to five years we may see funding reducing as initiatives become more streamlined.
- 16.4 AL confirmed that Active Lancashire does not want to be in a competitive situation with partners, we want to be collaboratively trying to fit physical activity and its development and delivery across Lancashire as a system level approach. AL has spoken with JB at Sport England and with Andy Taylor (AT) at Active Partnerships on this subject, and asked the Board if they believe this is something which feels like a priority.
- 16.5 DR agrees this is an important thing to do and suggested it would be worthwhile AL speaking with JB for clarity around Sport England's planning around partnerships. AL/16.5
- 16.6 BJ highlighted that it is the legacy of share and practice which is important. One partner may do something very well which would work well in other areas, and we should be ensuring this is shared across the region as best practice.
- 16.7 AT noted that Sport England need to recognise we need to fit in with Active Partnerships, place partners and ICS places initiatives as well as Sport England requirements on place so we can protect our reputation. We need to ensure what we do fits with Lancashire's requirements and not just a national agenda.
- 16.8 KM highlighted that Active Lancashire is the central sharing organisation for Sport England in Lancashire, they see us sharing the learning as part of that role. The challenge we face is that Sport England see this role within our core funding, and not something we should be seeking additional funding for or extracting resources from places to fund us to support this.
- 16.9 The Chair highlighted that since attending the Active Partnerships Chair Network meetings he has seen how different the various Active Partnerships are. Active Lancashire is doing what our partners need us to do and this is a strength.
- 16.10 The Chair thanked AL for this update and noted this is a subject we will return to in the future.

ZC LEFT THE MEETING AT THIS POINT.

17 Business Health Matters (BHM) ISCF Finance Update

- 17.1 PB provided an update on BHM and ISCF. It was acknowledged BJ has a conflict relating to this item as he works at UCLan (see item 3).
- 17.2 ESF funding came to an end in December 2023 and ISCF health check funding finishes at the end of March 2024.
- 17.3 The deadline of 15/12/23 which we set for partners on the ISCF project (UCLan, ukactive, Lancashire Mind and GLL) did not bring the required results. Lancashire Mind had previously indicated they would not be taking this forward from 01/04/24 and UCLan

were unable to get the agenda to the Vice Chancellors Group until February which was too late for the decision which needed to be made. GLL and ukactive did not confirm their position, but we have since heard from ukactive that they will not be taking this forward from 01/04/24 due to a conflict of interest. AL/PB discussed this and sent a letter to these partners highlighting that due to the notice period for staff working on the project, if we did not reach a resolution we would begin close down of the project.

17.4 Following this letter, we repurposed a BHM ISCF Executive Committee meeting on 10/01/24 to discuss this in detail. At that meeting UCLan shared their desire to finance the continuation of the project for approximately 12 months and GLL then agreed this would give them longer to see if the project is successful, at which point they may be in a position to invest.

17.5 Workplace health is on the national agenda but investment in this area is challenging. Active Lancashire has invested a significant amount of money into BHM and we are unable to risk further funds. The sales pipeline is strengthening since Reem Naylor became involved and two contracts have been signed this week, but we are yet to see significant sales. BHM health checks are maintaining 9.86 out of 10 for customer satisfaction.

MG LEFT THE MEETING AT THIS POINT (MEANING THERE IS NO LONGER A LCC BOARD REPRESENTATIVE AT THIS MEETING FOR QUORACY).

To ensure any items the Board approve from this point onwards are quorate, CL will liaise with MG to seek his approval re those items.

17.6 PB asked the Board for their view on continuing BHM for 12 months with UCLan, GLL and Active Lancashire covering these costs (approximately £12.5k each for the first three months). If the Board agree to this way forward Active Lancashire will ask that any money which comes in would first go to cover the BHM Project Manager's role, otherwise we will need to give that staff member notice as he is on a two month notice period. Active Lancashire has received 50% grant rate throughout this project, whereas UCLan has received 100% grant rate with being an academic institution, so AL/PB felt this was a fair request. If we are not then achieving 75% sales after the first three months it may then be time to acknowledge we need to close down the project.

17.7 KM asked if we are asking UCLan and GLL to cover all costs for the first three months and PB confirmed that whilst UCLan have not confirmed a figure they would cover, they have indicated they could underwrite a reasonable portion of the project. KM highlighted we have struggled with confidence that this project is viable commercially and that position currently remains, and he queried if we are we likely to secure enough health check sales when the NHS does a downgraded version for free.

17.8 AT asked that if UCLan and GLL both provide financial support for the project to continue for three further months, does that remove the risk to Active Lancashire. PB confirmed that the system record data and ISO 27001 accreditation sits with Active Lancashire, so if we pull out of the project it loses that asset.

17.9 AL confirmed that WorkingWell for Lancashire, if successful, will be agreed in April 2024. There is £57m over 50 projects which lasts for two years from the starting position. A large proportion of research which has gone into this is from BHM and More Positive Together (MPT). The focus is to support people in retaining work. This would not be commercial, it would be a grant funded piece of work.

Board members at the meeting agreed (pending approval from MG as a LCC Board representative), for the ISCF project to continue for an additional three months, subject to UCLan and GLL guaranteeing the financial position to cover the first three months (April - June), whilst we do further work to see if financial commitment can be obtained

longer term from the partners who are showing interest in taking this forward post April. It was agreed that Active Lancashire should try to negotiate security for the longest period possible and can operate BHM for longer than three months on the condition there is zero financial risk to Active Lancashire. The continued operation of Business Health Matters is on the condition that UCLan and GLL confirm their position regarding a minimum of three months funding within the next two weeks.

17.10 CL will seek approval from MG for the BHM project to continue for an additional three months providing there is zero financial risk to Active Lancashire. CL/17.10

17.11 AL/PB will seek to negotiate with UCLan and GLL for BHM to continue for a further three months, providing there is no financial risk to Active Lancashire. AL/PB/17.11

17.12 The Chair thanked PB for this update.

18 Active Lancashire Environmental Social Governance (ESG) Action Plan

18.1 SW provided an update and the Environmental Social Governance (ESG) Action Plan was taken as read. This action plan follows on from the ESG Policy Statement which was approved by Board last year.

18.2 AL confirmed that Active Lancashire's ESG Policy Statement and ESG Action Plan have been picked up as national best practice by the Sport Coalition – the Sport Leadership Sector. We are the only Active Partnership which has currently connected this to a Social Return on Investment (SROI) tool, and we plan to use this as part of our Annual Report.

18.3 AT requested that Board members are included in this action plan as volunteers and SW confirmed she will include measures on the SROI in this action plan in terms of Board members SW/18.3

18.4 SW asked the Board if they are happy to approve this ESG action plan, then we can submit it to Sport England with the governance review documents on 19/01/24.

The Board approved the ESG Action Plan, pending approval from MG as LCC representative to ensure this decision is quorate.

18.5 CL will seek approval from MG re the ESG Action Plan. CL/18.5

19 Social Return on Investment (SROI) update

19.1 Social Return on Investment (SROI) was not covered at this meeting as the meeting was overrunning. CL will circulate David Redmond's SROI slides to the Board for their information. CL/19.1

20 Board reflection

20.1 Following a discussion around recent Board meetings overrunning due to full agendas, and Board members wanting to ensure items are covered thoroughly, the Chair suggested that going forward Board meetings will be three hours long (rather than the current two hours) to ensure there is enough time to cover all agenda items thoroughly. The Board agreed new timings as follows: Board lunches: 12.30-13.00, Board meetings: 13.00-16.00.

20.2 DR requested minutes are circulated ahead of the Board and Committee meeting papers where possible.

20.3 RD confirmed Active Lancashire Board and Committee minutes are greatly improved from what they were a couple of years ago. BJ echoed RD's comments regarding the high quality of these minutes and the Chair thanked CL for all her work on these.

20.4 RD acknowledged it is a difficult time for staff members following the redundancy, and highlighted it is a credit to the team that so much great work is still taking place. AL will pass this message to the team. AL/20.4

21 Any other business

21.1 There was no additional business to note.

22 Date of next meeting

22.1 CL is arranging FY 2024/25 Board meetings in the next couple of weeks and dates and diary invites will be shared with Board members. CL/22.1

Signed by

Chair of the Board:



Date:

10th April 2024

Update 19/01/24: CL sought approval from MG for the following two items which were approved by the Board at this meeting following MG and RB's departure (pending MG's approval also as a LCC Board representative). MG approved the below items in an email to the Company Secretary (CL) on 19/01/24. This ensures all approvals made at this meeting are quorate.

Item 17: BHM project to continue for an additional three months providing there is zero financial risk to Active Lancashire.

Item 18: ESG Action Plan.