

ACTIVE LANCASHIRE LIMITED (“the Company”)

MINUTES OF A MEETING OF THE BOARD OF DIRECTORS / TRUSTEES

Held at Lancashire Football Association, Leyland, on the 17th July 2024 from 13.00-15.45

Present:

Brian Cookson	Director / Trustee - Chair	BC
Zuleikha Chikh	Director / Trustee (<i>left meeting at 16.35</i>)	ZC
Bryan Jones	Director / Trustee (<i>joined meeting at 13.14</i>)	BJ
Kathryn Moffitt	Director / Trustee (<i>left meeting at 15.00</i>)	KMo
CC Scott Smith	Director / Trustee	SS
Amanda Thornton	Director / Trustee (<i>joined via Teams – left meeting at 15.05</i>)	AT

In attendance:

Adrian Leather	Chief Executive, Active Lancashire	AL
Paul Blythin	Director of Operations – Health and Skills, Active Lancashire	PB
Lauren Davies	Marketing and Events Officer – Active Lancashire (<i>attended item 14 only</i>)	LD
Claire Lovick	Company Secretary and Executive Assistant, Active Lancashire (<i>minute taking</i>)	CL
Joanna Robinson	New Director / Trustee (<i>observing this meeting whilst position is approved by Board and Lancashire County Council – joined meeting at 13.23</i>)	JR
Lucie Unsworth	Strategic Lead Place Relationships – Sport England	LU
Sarah Bennett	Director of Business Development, Active Lancashire	SB
Darren Wright	Director of Operations – Communities, Active Lancashire	DW

Apologies:

CC Rob Bailey	Director / Trustee	RB
Roger Davies	Director / Trustee	RD
CC Michael Green	Director / Trustee	MG
Ken Masser	Director / Trustee	KM
Stuart Oliver	Director of Finance – Active Lancashire	SO
Dannielle Roberts	Director / Trustee	DR

ACTION

1 Board Chair Welcome

- 1.1 The Chair welcomed everyone and confirmed a quorum was present. There was a special welcome for LU as this is the first Active Lancashire Board meeting. LU is attending as an observer from Sport England.

2 Apologies

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

3 Declarations of Interest and matters arising

- 3.1 There were no Declarations of Interest or Matters Arising to note.

4 Minutes of the Previous Meeting

- 4.1 Board members approved the minutes of the 10/04/24 Board meeting as a complete and accurate record.

5 Action List

- 5.1 Outstanding actions were discussed. Please refer to the action log for updates.

6 CEO Report – Questions from Board

- 6.1 AL provided an update and there was a detailed discussion. Main points discussed:
 - Place based approach – Sport England.

- Active Lancashire's strategic leadership role continues to develop, and a meeting has recently taken place with LCC around this.
- We are continuing to focus our partnership activity in Pendle, Preston, Rossendale and Wyre and this is developing momentum.
- Active Travel.
- We have just held three School Games events (Burnley, UCLan and Blackpool) and these localised events have been successful. Thank you to DR who attended the Blackpool event. A review is taking place over the next few weeks with the School Games Organisers and there will be further changes to the school games format.
- Following feedback received from Board members, our Board reports are now shorter and split into two packs; the core pack of papers and an optional reference pack.

BJ JOINED THE MEETING AT THIS POINT.

7 Integrated Performance Report (IPR) – Questions from Board

- 7.1 PB provided an update and there was a discussion around this report. Highlights to note:
- Active Madrassah work, in partnership with Together an Active Future (TaAF), is expanding into other areas. There is a possibility this may be taken forward nationally.
 - Active Schools – the School Leaders Programme is proving successful.
 - School Games – in addition to the main three events, 40 local events have also taken place involving 3500 young people.
 - The Learning Zone has launched and the first courses have taken place.
 - Rossendale Works continues to have high engagement and has exceeded its yearly target.
 - The Active Cycles pop up shop in Burnley was in place for 11 weeks and sold 150 bikes. It also helped foster partnerships in the Burnley area.
 - Three projects are scheduled to finish at the end of the year; Rossendale Works, Opening School Facilities and Health Training contract.
 - The Health Coaching Project to deliver health coaching with five partners is due to finish at the end of September and a business case is being worked on to extend this.
 - The County Sport Welfare Officers are doing well and speaking people in our network.

8 New Board Member Appointment

- 8.1 Following a rigorous interview process, the Chair asked the Board if they are happy to approve for JR to become an Active Lancashire Board member, replacing the role previously held by David Clarke, pending approval from Lancashire County Council (LCC) also. The Board confirmed their approval. CL will liaise with LCC for approval.

CL/8.1

JR JOINED THE MEETING AT THIS POINT.

- 8.2 Introductions took place around the table.

9 Committee Minutes

- 9.1 BJ (Nomination and Remuneration Committee Chair) provided the following update on the Nomination and Remuneration Committee meeting of 30/05/24:
- The Welfare Report was reviewed and the Committee looked at some of the key cases to ensure processes are being followed. The Committee were assured the team are doing things as appropriate.
 - The Digital Safeguarding Policy, Safeguarding Communications Strategy and Safeguarding Policy were all discussed and approved.
 - There was a detailed discussion on EDI and we have received acknowledgement from Sport England around this.
- 9.2 ZC provided an update on the DIAP Plan (which received 'good' in the independent review), including the areas we can expand on. It is important we continue to update this document.
- 9.3 The Welfare and Inclusion Group (WIL) are currently meeting monthly / every six week to look at Safeguarding, Health and Safety, data sharing and DIAP, as these areas are connected.

- 9.4 In the absence of the Audit and Finance Committee Chair (RB), AL provided the following update on the Audit and Finance Committee meeting of 24/06/24:
- The Committee discussed whether or not to continue in the Local Government Pension Scheme (LGPS) due to the high costs. LCC recommended we remain in the LGPS and the Committee agreed to this.
 - The Committee recognised the organisation is starting to establish itself in terms of producing a portfolio of grants and funding opportunities we can apply for.
 - The Active Partnerships Annual Finance Review was discussed.
- 9.5 In SO's absence, CL advised the Board that the Audit and Finance Committee recommended the Annual Report and Accounts 2023-24 and Letter of Representation were brought to Board for approval. The Board approved both these documents. CL to inform SO. *CL/9.5*
- 9.6 Discussions have taken place with LCC around our budget and forecast position and we expect to receive feedback on our proposal by the end of August. AL will update the Board on LCC's decision, and whether we need to hold an additional Audit and Finance Committee meeting. *AL/9.6*
- 9.7 The Chair asked Board members if they are happy for us to use Otter AI (GDPR compliant) for the next Committee minutes. The Board agreed we will test this at the next Committee meeting and CL will liaise with Adam Walton. *CL/9.7*

10 Board Development Session Feedback

- 10.1 The paper was taken as read and AL provided the following update:
- Thanks was acknowledged to Board members for their support at the Board Away Day on 20/06/24. The Senior Leadership Team have reflected on the feedback received.
 - The Business Development discussion has influenced our direction of travel and we are very clear as an organisation that our focus is on physical activity. We will strengthen our partnerships and our place based approaches to deliver on this.
 - There was recognition that Sport England funding, whilst a crucial contribution, is limited in terms of the scale of ask we receive across the county and we need to undertake business development and income generation activity.
- 10.2 The Chair thanked everyone who attended and contributed to the Board Away Day.

11 Board Governance Plan Update

- 11.1 The paper was taken as read and AL provided the following update:
- We need to be compliant with a UK Sport Code of Governance to ensure we receive future funding from Sport England.
 - Our Sport England governance review showed there are two areas we are only partially compliant on, and we need to be fully compliant in both these areas by the end of this financial year (March 2025) to ensure future funding is secure. These areas are:
 - Board member annual reviews.
 - Board member diversity and skills review (Board surveys).
 Following a discussion on this, Board members confirmed their commitment to be fully compliant in both these areas by end of March 2025.
- 11.2 The Chair reiterated the need for all Board members to comply with undertaking an annual board member review and the annual Board surveys. The Chair will contact the Board members who have not yet completed this. *BC/11.2*
- 11.3 The Chair will also discuss this at the National Active Partnerships Chairs meeting. *BC/11.3*
- 11.4 AL/CL to collate feedback from Board member annual reviews and circulate to the Board. *AL/CL/11.4*

12 Place Universal Offer

- 12.1 AL presented on Sport England's Place Universal Offer and the presentation is in the optional Board paper pack. Main points to note:

- Sport England, through its Uniting the Movement Strategy, is focusing on communities with the highest inequality to improve physical activity. This takes place through Place Partnerships (previously Place Based Pilots). TaAF was the first of these in East Lancashire.
- The Place Universal Offer (PUO) is Sport England's place based approach. Blackpool and East Lancashire have the full PUO. There is also a Supported PUO (bespoke support and resource for some areas) and Self Service PUO (access to online resources for other areas).
- We aim to work with Preston on the full PUO and Preston are keen to take this forward.
- We would like to work with Skelmersdale in West Lancashire, Fleetwood and the West End of Morecambe for the Supported PUO. West Lancashire have indicated their interest but are restricted by a lack of capacity. AL will discuss this with West Lancashire Council.
- A conversation has taken place with Blackpool around potentially doing some support and knowledge transfer work with Fleetwood and the West End of Morecambe.

AL/12.1

- 12.2 There was a discussion around ways to improve strength and balance through physical activity for people experiencing the onset of frailty. The ICB have produced a business case for this.
- 12.3 Sarah James from the ICB Population Health Team presented at our recent Lancs CPAN meeting on the individual priorities of Health and Wellbeing Groups and they vary widely.
- 12.4 AL and SB have taken part in the TaAF Executive Leadership Programme and it would be helpful to see how this sits alongside other Leadership offers. AL will request information on this from KM and will then share with the Board.

AL/12.4

KMo LEFT THE MEETING AND LD JOINED THE MEETING AT THIS POINT.

13 Active Lancashire Awards

- 13.1 LD presented on the Active Lancashire Awards, taking place on 15/11/24. Main points to note:
- Last year there were 320 attendees, 9 categories and 8 sponsors. There was good PR and social media coverage.
 - This year we are putting a portion of sponsorship money towards gifts for each category (as we did last year).
 - The programme has been outsourced again and we have obtained a discount.
 - Feedback received following last year's event was around a lack of car parking and child ticket prices. We have moved the event to Crow Wood Hotel this year where there is a children's menu and additional car parking.
 - We have introduced a Sustainability Award this year. The Contribution to Active Community Award has been renamed the We Activate Lancashire Award.
 - We have created a headline sponsor raffle with tickets costing £300 each for a chance of becoming the headline sponsor of the Awards. The Board liked this idea.
 - Crow Wood Hotel have donated one overnight stay for our raffle.

- 13.2 CL will circulate the Active Lancashire Awards slides and sponsorship brochure including link to Board members.

CL/13.2

- 13.3 BJ attended the Awards last year and encouraged Board members to attend if their diaries allow. BJ also confirmed UCLan will be a sponsor – LD to follow up with BJ.

BJ/13.3

LD AND AT LEFT THE MEETING AT THIS POINT.

14 Finance / Budget Update

- 14.1 AL presented the following finance update. These slides are included in the optional Board papers pack.
- Budget position for FY 23/24 was better than expected (£6.1m).
 - For FY23/24 we predicted a £64k deficit and turned that around to a £46k surplus.
 - The Pension Valuation is currently in surplus.
 - We received a clean audit.
 - FY 24/25 budget is £2.8m and we currently have 84% of that confirmed.

- Payroll costs have decreased as we currently have two posts on hold.
- Core overheads have also decreased.
- There was a discussion around the funding which is at risk this coming year and other funding opportunities we are taking forward. Potential risks were also discussed.
- We have asked LCC for additional funding for the next financial year – yet tbc.

15 Business Development Plan

15.1 The paper was taken as read and SB provided an update. Main points to note:

- One Income Generation Group meeting has taken place, another is being arranged.
- We have received sales via the Learning Zone in the last few weeks.
- Following feedback from Board members at the Board Away Day, we are looking at fewer bids and development opportunities which align with physical activity and our charitable status. We are averaging two bids per month.
- Our Phase 2 priority focus will be based on feedback from the Board Away Day.
- There are capacity issues in the team due to one staff member being on long term sick leave and Steve Whiley's role being put on hold since he left the organisation.

15.2 There was a discussion around bid writing and the best way forward for this.

16 Environmental Social Governance (ESG) Update

16.1 AL and SB presented an update and the main points to note are as follows:

- ESG is a requirement of the UK Sport Code of Governance.
- Our ESG Policy was approved by Board members last April and we used the UN Sustainable Development Goals (SDG's) for this.
- Environmental Policy: there are some key areas we are looking at – carbon footprint, grassroots sports, internal waste generation, Active transport.
- Social Policy: DIAP and promoting that within our organisation and across clubs etc.
- Governance Policy: ethical approach to sustainability via safeguarding and how we engage with partners around sustainability, development and growth.
- Our ESG Policy and ESG Action Plan are both on our website. Social Return on Investment (SROI) will be included in our Impact Report.
- Work is taking place on the various Sustainability Groups; SDG3 (Good Health and Wellbeing), SDG4 (School Games events and staff development), SDG11 (World Earth Day and Litter Pick Campaign, Trashion Show and upcycling initiatives). Further work is required around SDG4 (gender equality) and SDG8 (decent work and economic growth).

16.2 Active Lancashire is now a carbon neutral organisation, due to our Active Cycles project.

17 Board reflection and any other business

17.1 Board members to inform CL of any hours they work for Active Lancashire so they can be included in our SROI (other than Board meetings, annual reviews and interviews which will automatically be recorded).

17.1 There was no other business discussed at this meeting.

18 Date of next meeting

18.1 The next Board meeting will take place on the 16th October 2024.

Signed by

Chair of the Board:

Brian Cookson



Date: 16th October 2024