

ACTIVE LANCASHIRE LIMITED (“the Company”)

MINUTES OF A MEETING OF THE BOARD OF DIRECTORS / TRUSTEES

Held at Witton Park Arena, Blackburn, on the 16th October 2024 from 13.00-16.00

Present:

Brian Cookson	Director / Trustee - Chair	BC
CC Rob Bailey	Director / Trustee	RB
Zuleikha Chikh	Director / Trustee	ZC
CC Michael Green	Director / Trustee (<i>left meeting at 15.55</i>)	MG
Dannielle Roberts	Director / Trustee	DR
Joanna Robinson	New Director / Trustee (<i>joined meeting at 13.33</i>)	JR
Amanda Thornton	Director / Trustee – (<i>left meeting at 15.50</i>)	AT

In attendance:

Sarah Bennett	Director of Business Development, Active Lancashire	SB
Paul Blythin	Director of Operations – Health and Skills, Active Lancashire	PB
Adrian Leather	Chief Executive, Active Lancashire	AL
Claire Lovick	Company Secretary and Executive Assistant, Active Lancashire (<i>minute taking</i>)	CL
David Redmond	Research Manager – Active Lancashire (<i>attended item 17 only</i>)	DRe
Stuart Oliver	Director of Finance – Active Lancashire	SO

Apologies:

Roger Davies	Director / Trustee	RD
Bryan Jones	Director / Trustee	BJ
Ken Masser	Director / Trustee	KM
Kathryn Moffitt	Director / Trustee	KMo
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 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 17/07/24 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’s Performance Review Form

THE CEO AND STAFF MEMBERS LEFT THE MEETING AT THIS POINT.

- 6.1 Following a private discussion, the Board approved the CEO’s performance review form.

THE CEO AND STAFF MEMBERS RETURNED TO THE MEETING AT THIS POINT.

7 CEO Report – Questions from Board

- 7.1 The report was taken as read and AL provided an update. Main points discussed:

- We are currently operating in a challenging financial environment.
- Emerging opportunities with Sport England and the Supported Place Universal Offer (PUO) could be a significant area of work for us moving forward.
- We have made Sport England aware of the health and economic inequalities within Lancashire, but funding allocations will be based on place needs classification 3.

- Areas we see as priority; Preston, Fleetwood, West End of Morecambe and Skelmersdale.
- Allocation of funding for the Supported PUO will be a joint agreement between Sport England and Active Partnerships. Any successful funding is likely to be April-May 2025.
- We are seeking full Place Partnership status for Preston, similar to Together an Active Future (TaAF).
- Looking at potential Supportive PUO funding for West End of Morecambe and Fleetwood.
- Work Well is a DWP project which funds ICB's work with local partners to improve health and wellbeing for those economically inactive. Preston City Council have confirmed they would like us to be their primary contractor for this work. Operating the project will bring a contribution to organisational management costs.

7.2 It was agreed at the Board Away Day in June that Active Lancashire would focus on physical activity. However, the Work Well agenda for Preston allows us to bring physical activity into the core strategic priorities that Work Well is aiming to achieve. The Board confirmed they are happy for us to move forward with the Work Well project, providing AL and Darren Wright (DW) demonstrate the physical activity element of the project at a future Board meeting.

AL/DW/
7.2

8 Integrated Performance Report (IPR) – Questions from Board

8.1 The report was taken as read and PB provided an update. Highlights to note:

- The Active Cycles project has won a BASIS Community Impact Award. This is a national award and fantastic recognition for the Active Cycles team.
- Over the last quarter the Operations Team have looked at how they report on our impact, with input from DRe in our Research Team. Sport England are moving in the direction of reports focusing on how and why, which we will reflect.
- Links with places – we currently have a few staff seconded part time to TaAF in Burnley and one staff member seconded part time to Blackpool.
- Children and Young People (CYP) – SPAR have confirmed their sponsorship for another year for the Lancashire School Games. They were happy to continue with the smaller events which we held this year providing a few small amendments are made.
- The Middle Leaders Programme is in collaboration with TaAF. 150 people attended a school conference in September and they are now going to cohorts 4 and 5.
- Empire Fighting Chance combine boxing and therapy to help address young people's mental health. We are currently the only Active Partnership they are working with. We have done a lot of work around Lancashire and are now looking to expand in Preston.

8.2 The Chair acknowledged staff numbers have decreased from 58 last year to 42 currently. These are likely to reduce further if funding streams come to an end.

9 Sport England Annual Review – Risk and Non-Compliance

9.1 AL provided the following update:

- We need to comply with the UK Sport Code of Governance, Tier 3, to ensure we continue to receive Sport England funding. We have bi-annual governance reviews with Sport England and periodic external governance reviews undertaken by an independent auditor of Sport England's choice (BDO carried out the last external review).
- We have been proactive with our governance work and the work of our Board, Company Secretary and organisation is where it needs to be.
- The following areas need 100% completion by Board members so we can be classed as fully compliant; Board Equal Opportunities Survey, Board Skills Survey, and Board Annual Review meetings. We are seeking 100% return from Board members on this.

9.2 The Chair and AT requested Board members complete these surveys. Following a detailed discussion, it was agreed AL will look for an alternative route which allows compliance.

AL/9.2

10 Terms of Reference Annual Review

10.1 SO provided the following update:

- Our Board, Audit and Finance Committee and Nomination and Remuneration Committee Terms of References (ToR) are each reviewed annually, in line with requirements to comply with the UK Sport Code of Governance.

- No amendments are suggested for the Board or Audit and Finance Committee ToR's.
- There is one proposed amendment to the Nomination and Remuneration Committee ToR to reflect the decision made by that Committee earlier this year for the Board Safeguarding Lead to be a member of the Nomination and Remuneration Committee (shown as point 4 under Constitution and Membership). Currently DR is our Board Safeguarding Lead and a member of this Committee.

10.2 The Board approved the amendment to the Nomination and Remuneration Committee ToR. CL to finalise document. *CL/10.2*

11 Articles of Association

11.1 AL confirmed since the Articles of Association was last shared with Board at the 10/04/24 Board meeting the following has been agreed with LCC:

- 6.3 – this has been worded to reflect that LCC nominate their own members and therefore when they seek those nominations and appoint those members as LCC they seek to reflect the UK Sport Code of Governance around the diversity and inclusive nature of the appointed members, but they are not bound by them. Whereas for our public nominated Board member appointments we are seeking to reflect diversity, skills and experience.
- 16.6 – The Liability of the members is limited to £1.

The words have been negotiated with Andy Milroy on behalf of Heloise MacAndrew's office and we are currently awaiting final sign off from LCC.

11.2 The Board approve the above suggested amendments to the Articles of Association. AL/CL to finalise and share with LCC. *AL/CL/11.2*

12 Mid-term Strategy Refresh

12.1 The paper was taken as read and AL provided the following update:

- Active Lancashire's 10 Year Strategy (A Decade of Movement) was developed in autumn/winter 2020.
- Currently our Strategy has three E's – Engage, Empower and Enable individuals. With the Environment becoming an increasing priority and Sport England now having their Active Environment document we are proposing adding Environment to our Strategy refresh.
- We are considering a series of stakeholder consultations towards autumn/winter 2025 to pick up the national agenda and prioritise how we incorporate that into our Strategy refresh and future business plans.

13 Environmental Policy

13.1 PB shared a presentation on the Environmental Policy and highlighted the following:

- We are looking at leadership in terms of collaboration, advice and guidance, and conversations have taken place with the Chamber of Commerce around low carbon work and there could be opportunities for us to work with clubs to help them in this area.
- This also contributes to our Social Return on Investment (SROI) work.
- Sustainable transport – walking, wheeling and cycling – fits well with our Active Cycles project. We are having discussions with LCC around the Levelling Up Fund and how we can connect physical activity as part of Active Travel.
- We are focussing on outdoor activity being part of physical activity along with TaAF – i.e. Burnley #OutdoorTown.
- Next steps – if Board approve for Environment to be added to our Strategy refresh we will do some consultation work with our networks.

13.2 The Board requested we weave into our Environmental Policy how this contributes to helping with physical activity. *AL/DW/13.2*

13.3 The Chair confirmed we need to be clear what our Strategy is and the Board approved for Environment to be added to our Strategy refresh. *AL/DW/13.3*

14 Finance and Budget Update

14.1 The presentation was taken as read and SO provided an update. Main points to note:

- We are on track for the first six months of the financial year in terms of income. We are in a deficit budget, but in a better position than what we budgeted for.
- Efficiencies have been achieved through not replacing staff members who have left.
- Restricted and unrestricted reserves are better than budgeted, but we are still expecting to use the approved unrestricted reserves.
- The Local Government Pension Scheme (LGPS) valuation is currently in surplus.
- Comparing the approved budget against what we are now forecasting – internal income is expected to be similar but with some volatility. These figures do not include the NJC pay scale increase as that is not currently confirmed.
- We are not offering increment pay increases to staff this year on the basis of affordability.
- The Preston Work Well project is confirmed funding, and we have received confirmation that funding will continue for School Games and Active Lives.
- There are projects where future funding is at risk; Rossendale Works, Opening School Facilities, the Health Training offer, and future UKSPF funding post 31 March 2025.
- Possible increased NI contributions for employers in the upcoming budget is a risk.
- The Executive Leadership Team (ELT) will look at the budget in detail once some funding decisions have become clear over the next 4-6 weeks.

14.2 TaAF have commissioned and funded Rachel Fowler of Strategic Leisure Limited to do a series of consultations with stakeholders from Active Lancashire, TaAF and the wider stakeholder group. This is currently in very early stages and an update will be provided in due course.

14.3 The Chair thanked SO for this comprehensive update, and the Board requested AL/SO keep them up to date with any significant financial changes around funding.

AL/SO/
14.3

15 **Advisory Paper: 2025/26 Forward Position**

15.1 The paper was taken as read and AL provided the following update:

- Funding scenarios may change quickly and we are keen to retain activities and the integrity of the charity and our business, whilst taking care of staff.
- The Business Development Plan is starting to show signs of income but that may only emerge in the medium to long term. We have uncertainty regarding funding in the short term and have already used most of our reserves.
- Discussions have taken place with our company owner, LCC, around additional financial support as a one-off payment. This is not possible due to their financial pressures.
- LCC have recently confirmed they would now be supportive of our Board considering the option of Active Lancashire exiting the LGPS. The possibility of pension strain support for staff members over 55 if we were to make them redundant was discussed with LCC, but this is not something they could support given their current financial pressures. Following a brief conversation around LGPS options, it was agreed AL/SO will look at this in detail, including discussing with LCC where liabilities fall, then present an options paper to the Audit and Finance Committee on 24/03/25 then to Board at the April 2025 Board meeting.
- Active Lancashire staff members who are currently seconded part time to TaAF will be returning full time to Active Lancashire in the near future when those secondments end.
- The ELT have identified staff members at significant risk. A review has taken place on staff skills and contribution to the business, along with a SWAT analysis.
- An outline of how the team may look moving forward, including worst case scenarios, will be shared with the Nomination and Remuneration Committee on 05/11/24.
- The Risk Appetite has been reviewed and that will be considered at the Audit and Finance Committee meeting on 25/11/24.
- The ELT propose informing the team in November 2024 that there could be some individuals and projects at risk if funding is not confirmed, then formally consulting with team members in early December 2024, with redundancy notices being communicated by the end of January 2025 (with staff contracts finishing at the end of March 2025). It is important we remain compassionate and supportive through this process.

AL/SO/1
5.1

15.2 The Chair thanked AL for this update and the Board approved the proposal.

16 **Business Development Plan**

- 16.1 SB shared a presentation and report and provided the following update on Q1-Q2:
- We need to establish stability as a smaller organisation with multiple, sustainable income sources which align with our communities, partners and strategic objectives.
 - Ensure the business development strategy aligns with our strategic ambition for a future where every person in Lancashire can access and benefit from physical activity.
 - Pursue opportunities that align with our priorities and headline goals.
 - Created a five year pipeline and different income streams are currently £3,232,500.
 - In Q1 we submitted six funding submissions at a value of £803,000 and in Q2 we have submitted four funding submissions at a value of £782,000.
 - We have reached our target for the Active Lancashire Awards taking place on 15/11/24.
 - A review of lost bids is conducted to see what we can do differently moving forward.
 - We are attending 'meet the funder events' as these are crucial to the bid process and we have subscribed to Get Grants Platform so we are aware when bids are coming up.
 - We are upskilling team members on business development but there is limited capacity. There is a potential gap coming up in internal bid writing and we are looking at options.
 - Board Income Generation monthly meetings – so far one meeting has taken place and Board members are welcome to attend future meetings.
- 16.2 AT and DR confirmed their interest in joining the Board Income Generation monthly meetings and suggested SB extends invitations for future meetings to all Board members. *SW/16.2*
- 16.3 We are currently working with Spencer Clarke Group, a company with similar priorities to our Workplace Health. We are looking to build further corporate sponsorship packages and relationships in the business sector and Board are supportive of this.
- 17 Social Value Report**
- 17.1 DRe presented an update and the main points to note are as follows:
- Work started in April 2024, and the SROI was published in October 2024.
 - Taking costs into account, Active Lancashire's Social Value Ratio was £2.83 for every £1 invested in our Lancashire communities.
 - Project spotlights; Personalised Care (MECC), Active Madrasah, Rossendale Works, Pendle YES Hub and CSI.
 - We will focus more on volunteer data and environmental sustainability next year.
 - DRe is part of a working group to support national development of a new model to estimate the social value of community sport and physical activity.
- 17.2 The Board thanked DRe for this positive report and there was a discussion around how we can position this data in terms of leveraging future funding and investment. It is beneficial to demonstrate our Social Value in Lancashire when submitting bid information.
- 17.3 ZC confirmed Semetrica-Jacobs do a lot of work on Social Value. AL will look at this to see if there is any learning for us to draw on different methodologies. *AL/17.3*
- 17.4 DRe is working with our MarComms Team on how we can promote this report. The Chair highlighted it is important we share the benefit our Social Value has for Lancashire.
- 17.5 Board queried if we use the same data agreements for all our projects. AL/DRe will enquire. *AL/DRe/17.5*
- 18 2023/24 Impact Report**
- 18.1 The 2023/24 Impact Report was taken as read. SB provided the following update:
- There are QR codes throughout the document which link to different stories to demonstrate our impact across Lancashire.
 - Moving forward, we will issue a quarterly Impact Reports – the next one in January 2025.
 - We are sharing copies of our Impact Report with local MP's.
- 18.2 Board training and development to be included in the next Impact Report. SB/CL to arrange. *SB/CL/18.2*
- 18.3 SB will look at a programme which can offer an option on our website where the Impact Report can be narrated for visually impaired people to access. *SB/18.3*

19 Board reflection and any other business

19.1 The Chair reminded Board members of the following:

- The Active Partnerships National Network Support Sessions for Board members. CL will recirculate the email to Board members. *CL/19.1*
- The Active Lancashire Awards are taking place on 15/11/24. Board members have all been invited and there is still time to register if they would like to attend.
- The importance of making every effort to attend Board meetings.

19.2 There was no other business discussed at this meeting.

20 Date of next meeting

20.1 The next Board meeting will take place on 29/01/25.

Signed by

Chair of the Board:

Date:

DRAFT