ACTIVE LANCASHIRE LIMITED ("the Company")

MINUTES OF A MEETING OF THE BOARD OF DIRECTORS / TRUSTEES

Held in person in the Conference Room, 1st Floor: Global Renewables - Enterprise Business Park, Sustainability Way, Leyland, PR26 6TB on 29th January 2026, 1.00pm-4.00pm.

Present:

Brian Cookson OBE	Chair, Active Lancashire	BC
Dr Amanda Thornton	Independent Board Member / Trustee	AT
Alex Downard	LCC County Council Member	AD
Danielle Roberts	Independent Board Member / Trustee	DR
Kathryn Moffitt	Independent Board Member / Trustee	KMo
Nigel Murray	Independent Board Member / Trustee (j*oined via Teams)*	NM
Georgina Roby	LCC County Council Member	GR

In attendance:

Adrian Leather	Chief Executive, Active Lancashire	AL
Stuart Oliver	Director of Finance, Active Lancashire	SO
David Redmond	Research Manager	DRe
Rob Larkins	Preston City Council	RL
Simon Burnett	FMG Consulting	SB

Apologies:

Donna Rawding	LCC County Council Member	DRa
Joanna Robinson	Independent Board Member / Trustee	JR
Zee Jogi	Independent Board Member / Trustee	ZJ

1 Chair Welcome and outline of the session

1.1 The Chair opened the meeting and outlined the two-part structure of the afternoon. Part One would consist of a Board Briefing on Place Partnership inputs, while Part Two would form the formal Board meeting for which minutes would be recorded. It was noted that Nigel Murray would join the meeting online.

2 Place Partnership Input

Active Lancashire Impact Report 2024/25 – Briefing by David Redmond

The Chair introduced the briefing session and confirmed that apologies would be formally recorded later, noting that Nigel would be joining the meeting online shortly. David Redmond was invited to present the Impact Report for 2024/25.

David explained that the report had been structured in three parts and that Board members had already received a copy for review. He noted that this year's version retained a more traditional written format to meet stakeholder expectations, while the organisation continues to move towards more responsive and dynamic reporting approaches.

The report highlights key headline statistics across mentoring, support services, workforce development and sector-wide programmes. David also drew attention to the interactive elements within the online version, enabling readers to click through to case studies and supporting web content.

Looking ahead, David outlined the intention to move to three thematic impact reports per year, broadly covering:

- Spring: Health and Environment
- Summer: Children & Young People and Equalities
- Winter: System and Place Leadership

He emphasised that while themes provide focus, flexibility will be retained to include emerging priorities where needed.

Board members welcomed the continued focus on impact storytelling and visibility of workstreams.

It was suggested that, given the current period of uncertainty and change, the Board may benefit from a future overview of evaluation activity across the organisation, drawing on Board members' expertise where helpful.

David thanked colleagues who contributed to the report and associated programmes. The Chair expressed the Board's appreciation and noted the strong progress demonstrated during a challenging period.

Wellbeing Hubs & Preston Leisure Asset Review – Briefing by Simon Burnett and Rob Larkins

The Board received a draft briefing from Simon Burnett (FMG Consulting) and Rob Larkins (Preston City Council) regarding the emerging findings of the Preston Leisure Asset Review.

It was noted that the work remains in development and is subject to formal consideration by Preston City Council Cabinet. Accordingly, detailed proposals are not yet in the public domain.

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The presenters outlined the strategic context for the review, including the age and sustainability challenges associated with the current leisure estate, and the opportunity to consider a more integrated health and wellbeing model.

Board members discussed:

- the importance of accessibility and continuity for existing users
- opportunities for co-location with health and community services
- the need for strong partnership alignment across the system

The Board noted the direction of travel and welcomed continued engagement as the work progresses through the Council's formal decision-making process.

Tour de France / Grand Depart 2027 – Chair's Update

The Chair provided an update on Lancashire's engagement with the Tour de France 2027 Grand Depart.

He reported that discussions are ongoing with Lancashire County Council and Lancaster City Council, including Chief Executives and key officers. Significant opportunities were identified to link the event with Active Lancashire's ambitions around:

- Active lifestyles
- Cycling participation
- Legacy and behaviour change programmes

The Board briefly discussed potential links with Active Cycles, School Games, travel infrastructure, safety and long-term participation.

The Chair noted that, although 2027 seems distant, planning windows are relatively short and Active Lancashire should position itself proactively to ensure legacy ambitions remain central to strategic discussions.

Part Two: Formal Board

3 Apologies for absence

The Chair formally recorded apologies from Donna Rawding, Joanna Robinson, Zee Jogi. The Board formally thanked Roger Davies for his commitment and contributions to Active Lancashire. No declarations of interest were made for items considered at this stage.

4 Minutes of the Previous Meetings

4.1 Minutes of the last Board meeting held on 22nd October 2025

The minutes of the meeting held on 22 October 2025 were presented. The Chair noted that the original draft had been amended following feedback and that a final version had been carefully checked due to the existence of a related employment dispute.

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4.2 Minutes of the Nomination and Remuneration Committee 15th January 2026

The minutes of the Nomination and Remuneration Committee meeting of 15 January 2026 were also presented. Adrian thanked Cara for turning these around quickly and noted that the committee had focused heavily on the approach to recruiting a new Board member following Roger Davies' resignation. The Board agreed that the emphasis for recruitment should be on lived experience rather than purely technical skillsets, with particular reference to LGBTQ+ representation, disability and neurodiversity. Adrian confirmed that the advert would be amended to include these points and circulated once finalised.

4.3 Organisation Opportunities Meeting (formally Business Development Committee)

Adrian then introduced the update on the Organisation Opportunities Meeting (formerly the Business Development Committee). He explained that the organisation no longer had the capacity to support the former committee structure following staff changes and that operationally it made more sense to move to an as-required working group involving Board and team members.

This group would be able to operate within delegated authority when urgent opportunities arise. There was general agreement on this direction, and it was also noted that the proposed title may benefit from simplification.

4.4 Action list & Matters arising

Under matters arising, it was confirmed that most actions had been addressed during the course of the agenda, and the only remaining outstanding item related to the pension working group, scheduled later in the meeting.

5 CEO report

Adrian delivered a wide-ranging CEO report, outlining the current funding environment and strategic changes within Sport England, including reduced staffing levels and the ongoing review of system partners. He noted a likely shift towards Active Partnerships taking on a larger, more strategic role, particularly in connection with Place Partnership work. The Board heard that, following Sport England's anticipated review cycle through Autumn 2026, Active Lancashire could see an increase in turnover and commissioning responsibility from 2028 onwards, particularly as local Place Partnership and schools-based programmes are consolidated into single funding streams.

A significant portion of the discussion centred on Local Government Reorganisation (LGR) and devolution. Adrian emphasised the need for Active Lancashire to maintain a single Lancashire-wide footprint and confirmed that disaggregation would not be put forward as an option. The two viable pathways for the organisation were identified as either becoming fully independent or aligning formally with the Lancashire Combined County Authority (LCCA) and future Mayoral structure. Board members contributed views on the relative merits of each option, with several expressing a leaning towards alignment within the LCCA to retain influence and integration, while recognising the potential risks of political influence and pension implications. Nigel requested that a clear comparative paper outlining the pros and cons of each option be prepared for future discussion.

The CEO report also included an update on the development of a system leadership approach with the Integrated Care Board (ICB), noting that although the ICB values the contribution of physical activity and positions it highly within commissioning priorities, it currently does not provide funding for the system leadership function. The Board acknowledged the financial and capacity pressures associated with continuing this work unfunded, and endorsed Adrian's continued engagement and advocacy with partners while ensuring the Board is kept fully informed.

Adrian provided a confidential update relating to an ongoing employment matter. The Board noted the update.

Action: Comparative options paper to be brought back to the Board.

6 Operational Progress Update

Darren presented the operational update and highlighted strong delivery across several programmes.

Key updates included:

- The CGL contracts are progressing well, with full rollout commencing shortly.
- Recruitment is planned for a Place Manager (North) role and several support posts linked to new projects, including multi-sport delivery.
- Six roles have been ringfenced to support internal progression opportunities where appropriate.
- The Active Recovery Programme is due to relaunch with a refreshed contract and team.
- The WorkWell Preston programme has now been announced nationally, supporting people recently unemployed due to health conditions or disability.
- The partnership with CGL was reported to be strong and developing positively.

Darren noted that, due to programmes ending or awaiting funding confirmation, four staff members may receive at-risk notifications. Wherever possible, redeployment opportunities will be explored, although some skillsets may not directly transfer.

The Board noted the update.

7 Finance and Risk Update

Stuart reported that the organisation remained on target financially as the year-end approached, with income levels broadly where expected and a modest surplus anticipated. Staff expenditure was projected to be approximately 5.5% under budget due to vacancy management. Several programmes, such as Active Cycles, were performing strongly and generating higher-than-expected income.
The Board reviewed the updated risk register, with particular focus on strategic risks and any operational areas where risk levels had increased. The overall risk appetite remained unchanged from the position agreed in November 2024. Stuart also highlighted increased legal and professional costs, including around £3,565 spent on pension-related advice. Work had begun on the budget for 2026/27, with early indications suggesting broadly stable income levels. The Board noted the report.

8 Board Member Pensions Working group

Adrian provided an update on behalf of the Pensions Working Group, comprising Joanna, Donna and Nigel. A paper prepared by consultant Lisa Edwards outlined the risks, contractual considerations and staff implications. Importantly, there was no immediate pressure for the organisation to withdraw from the LGPS in respect of existing members, and decisions relating to scheme participation rested with the Board as Trustees. Stuart confirmed that the organisation's officer and trustee liability insurance had been increased from £250,000 to £1 million. He also reported that employer contribution rates had been maintained at 16% following the latest actuarial valuation. Current scheme membership stands at 27 employees in the LGPS, one in the new pension scheme, and four staff who have opted out entirely. Two recent leavers had moved into local authority roles, effectively transferring into comparable pension schemes

Nigel requested sight of the detailed indemnity cover, which Stuart agreed to provide.

The Board noted the update and agreed the working group will continue to monitor and report back.

9 Board Reflection / Any other business

Under Any Other Business, Darren invited Board members to take part in February's Climate Games Challenge, which aims to collectively reach 10 million steps in partnership with Climate Games and the Yorkshire Dales team.

Actions for the next meeting

CEO report LCCA / LGR item: A comparative options paper is to be brought back to the next Board meeting in April.

Date of next meeting

The next Board meeting will take place on 16th April 2026, 13:00-16:00pm in the Lecture Room, Lancashire Archives, Lancashire Record Office, Bow Ln, Preston PR1 2RE.

Signed by the Chair of the Board:

_____ **Date:** _____

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