

## Active Together

### Summary of Actions/Key Points to Note of the Board Meeting

Held on Friday, 25<sup>th</sup> February 2022

No.	Item	Action	Owner & Due Date	Progress /Update
4	1.6	Some declarations of interest are outstanding, if these could be completed as soon as possible it would be appreciated.	All	Reminders sent
4	2.8	Review sessions for Board Members, this will be arranged over the coming months and a schedule of meetings put in place. JB	JB	Dates agreed with BS/MS and TD confirming with board members
6	2	BS would like to see the outcome of the BOAC meeting or feedback to the Board on the Reserves Policy on the 20 <sup>th</sup> May 2022.	NH/BT	On the agenda

**Active Together**  
**Minutes of the Board Meeting**  
**Held on Friday, 25<sup>th</sup> February 2022 – Hybrid Meeting (SportPark)**

**Board Members Present:**

Bev Smith	Chair
Mike Sandys	Vice Chair
Dr Mary Hardwick	Board Member
Nicky Collett	Board Member (Teams)
Natasha Mina	Board Member (Teams)
Joanne Cholerton	Board Member (Teams)
Linda Taylor	Board Member
Aysha Rahman	Board Member
Colin Cook	Board Member (Teams)

**Advisers to the Board Present:**

Andy Reed OBE	Specialist Adviser (Teams)
Stuart Lindeman	Specialist Adviser
Bill Cullen	Specialist Adviser
Barry Thompson	Specialist Adviser

**Leicester-Shire & Rutland Sport Team in Attendance:**

John Byrne	Active Partnership Director
Noel Haines	Assistant Active Partnership Director
Jo Spokes	Sports Development Manager
Geoff Maltby	Sports Development Manager
Dave Stock	Manager (Strategic Relationships)
Ali Clements	Economy & Sport Growth Manager
Teresa Dalby	Business Support Manager (Teams)

<b>Item</b>	<b>Owner &amp; Due Date</b>
<p><b>1 WELCOME, INTRODUCTIONS &amp; CHECK IN</b></p> <p>Welcome given to everyone at our first face to face meeting and to Aysha Rahman as a new Board member.</p>	
<p><b>2 APOLOGIES</b></p> <p>Apologies were received from John Sinnott, Julia Debenham &amp; Andrew Beddow.</p>	
<p><b>3 MINUTES OF THE LAST MEETING</b></p> <p>Minutes of the 5<sup>th</sup> November 2021 were approved by the Board.</p>	
<p><b>4 MATTERS ARISING</b></p> <p>1.6 Some declarations of interest are outstanding, if these could be completed as soon as possible it would be appreciated.</p> <p>2.8 Terms of Reference – contributions have been made and some small amendments made to the document. Request that NH make amendment to 1.4.1 leadership and shared protected characteristics. Once this amendment has been made the TOR are agreed.</p> <p>2.8 Review sessions for Board Members, this will be arranged over the coming months and a schedule of meetings put in place. JB</p>	<p>ALL</p> <p>NH</p> <p>JB</p>

	<p>Items 3 and 4 will be discussed further under the agenda item.</p> <p>5 JS confirmed that the AT Framework and our new priority areas has been tied into the AT conference on the 7<sup>th</sup> April 2022. 72 delegates have signed up for the face to face conference to date. Places available have been increased to 100.</p>	
5	<p><b>DECLARATIONS OF INTEREST</b></p> <p>None.</p>	
6	<p><b>BUSINESS OVERSIGHT &amp; AUDIT REPORT INCLUDING FINANCIAL HEADLINES</b></p> <p>BC updated on the summary report for the meeting held on the 26<sup>th</sup> January 2022, and gave a brief recap on why the BOAC was set up. Its main function is to give oversight to governance of the operation of the Board. To take away a lot of the operational business of the organisation enabling the Board to concentrate on strategic items. The BOAC is made up of external partners, private &amp; public.</p> <p><b>BOAC Summary Report</b></p> <p><b>(2) Finance</b></p> <p>BT – BOAC have looked at the financial reports and data for the year with Chris Taylor who has a finance background together with NH/Richard Garner prior to the Board meeting so that figures can be reviewed. There is a good process in place with a dynamic team to ensure finance information is up to date and accurate.</p> <p>MH – based on the March figure is there background work/plans taking place if we are on this trajectory? NH advised that historically we have been quite prudent in income projections and BT/CT/RG will review the Reserves Policy at the meeting next week together with income projections for the next 5 years to look at worst case scenario. NH conscious that we have been through a pandemic and from Local Authority colleagues funding is a factor. We may lift our income projections to be more optimistic moving forward.</p> <p>JC asked whether AT are required to hold a certain level of reserves? Should we reduce our costs to live within our means instead of taking monies from reserves? NH advised that there was a local decision on the amount of reserves that we hold. In the Reserves Policy we should hold 3 month redundancy and wider costs. The Reserves Policy previously held 1 - 12 months costs and we as a Board agreed to reduce this from 4 months to 3 months to release an amount from reserves for Board to use at their discretion. If we felt in a position to reduce costs we would have to invoke a business review through SLT and then Board Members if we get to that risk point and there are not enough reserves. We are not at that stage yet and are happy with the position in reserves at present.</p> <p>BT is scheduled to have a formal review at BOAC shortly in April prior to the May Board meeting with an action to review the Reserve Policy. This meeting is for the BOAC to come forward with proposals. On the committee we have Adrian Allen, Business Manager from Leicestershire County Council and we have a cross check with their parameters for the Reserve Policy. Interestingly there is pressure from those members with a commercial background to reduce the reserves so we will have an interesting debate in their to review with a number</p>	

	<p>of aspects but not forgetting the prudence aspects. Feedback will be brought back to the Board in May to debate.</p> <p>JB advised that history tells us that finances and forecasting for 12 months is correct and despite our best efforts we have never got beyond this with our funders/partners. This may not change. Discussions at BOAC are a vibrant debate re finance. Austerity may be round the corner, equilibrium is a good check and challenge but we will discuss being braver and bolder with a more positive budget. Culturally we are turning in that direction.</p> <p><b>Action:</b> BS would like to see the outcome of the meeting or feedback to the Board on the Reserves Policy and moving forward with projections being more optimistic at the next Board meeting on the 20<sup>th</sup> May 2022</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• The end of year revised deficit is £10,979</li> <li>• It is currently forecasted that £315,165 will be required from operational reserves to present a balanced budget in 22/23.</li> <li>• That Sport England funding application has been successful</li> <li>• The Reserves Policy and medium term income and expenditure forecasts will be reviewed in April 2022.</li> </ul> <p><b>(3) Active Together 10 Year Framework</b> There was discussion about the progress of the AT framework. Following consultation feedback from the Board, partners and team, changes to the framework document have been made. The final version has ensured that reducing inequalities, tackling physical inactivity and being relevant to our places, are consistent themes that run throughout the document.</p> <p>The team is now working with local authority partners to achieve political endorsement of the Strategic Framework. There has been a good response from partners. There is a role for Board members in championing the document and encouraging our partners to utilise this document in a way that influences at a local level. Board members are encouraged to use this document to influence strategic policies, partners and using it to inspire local action.</p> <p><b>(4) Governance</b> Terms of Reference. See Item 2.8 under Matters Arising for update.</p> <p>(4.2) A skills analysis of Board Members and Advisers is due to be repeated and will be circulated shortly. It is important that we get a clear update on the skills base of Board Members and how this changes over time to make the best use of the skill sets on our Board.</p> <p>(4.3) The New UK Code of Sport Governance has now been released and Active Together continue to comply with the code.</p> <p><b>(5) Risk Register</b> – items 5.1-5.4 have now been resolved. It was reported that Together Active (the Active Partnership for Staffordshire &amp; Stoke) have challenged Active Together regarding the use of its organisation name, indicating they may take legal proceedings. BS met with their Chair and CEO and JB. Hopefully we have a way forward where we have pointed out that there is no conflict as we are not an organisation that is commercially minded and taking business form them. Agreement was reached that if someone contacted us believing we are Together Active we will refer them over. Nationally we would clarify to avoid any misunderstanding.</p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• Completed Risk Register available to view on the AT Intranet</li> <li>• The ongoing dialogue with Together Active.</li> </ul>	<p>NH/BT</p>
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- Awaiting further discussion/response from Together Active in relation to examples of detriment to their brand and further clarity re their intended course of action.

**(6) Skills Accelerator Project** – Active Together have been commissioned by Loughborough College, who are being funded by the Department of Work & Pensions to undertake a needs analysis of local employers. 130 employers have engaged in this work to identify skills and the knowledge required to service their future business needs. Organisations have engaged across partnership area both in the private and public sectors. For us as a partnership this is ground breaking linking to economy work.

SL this works alongside the Skills Improvement Plan and links with employers. Software is being developed allowing employers to feedback on what their training needs are for future analysis in liaison with the Chamber. AC is working on this. A report will be made available by the end of March. Governance is being debated at the minute. BC confirmed that he is expecting to have guidance on how this can be used in the Spring with local authorities putting together an action plan in the summer for a financial commitment for a capital and revenue project. This is not a competitive pot of funding but Government will only sign off when they are happy with action plans.

BC there is a local Economic Recovery Group led by the Director General for levelling up. We need to start re-shaping education along the route of what businesses want and not what they think they want and we need relationships with colleges and businesses themselves as part of this work.

AC is working with Sally Coleman re Tourism and opportunities for the 2022 Commonwealth Games and Queens Baton Relay Route through this area.

**(7) HR** – the current Finance & Grant Management Officer, Richard Garner resigned August 2021. There have been 2 unsuccessful recruitment processes to replace the position. Richard has indicated that he will remain in post until 31<sup>st</sup> March 2022, whilst a replacement is found.

7.2 Bryany Cornish has left her position of Sports Development Officer on 8<sup>th</sup> February 2022. Dialogue is currently taking place regarding Active Together's future workplace health offer.

7.3 There is a phased return to work in the office. From 1<sup>st</sup> April, typically a full-time staff member will work from the office 3 days a week.

7.4 The building work to erect Pavilion 4 at SportPark began in November 2021. It is anticipated that the work will be completed by December 2022.

### **(8) Recommendations/Points to Note**

7.1 The revised deficit and use of reserves for 2021/22 is projected as £10,979. This is an overall improvement of £347,377 from the May 2021 Board. The reserve position at 01.04.22 is projected to be £1,358,25.

7.2 The current forecasted income for 22/23 is £3,163,396. The current forecasted expenditure is £3,478,561. We are therefore currently proposing to withdraw £315,165 from reserves to deliver the service.

7.3 The Sport England funding application for £2,900,500 was successful. This is primarily to support staffing and core costs over a 5 year period. It is anticipated that there will be future opportunities to apply for delivery funding, for example The Together Fund.

	<p>7.4 That between Board meetings both the 10 year Active Together Physical Activity Framework and the Board Terms of Reference have received executive sign off.</p> <p>7.5 Together Active - see Item 5 above. Now resolved.</p> <p>7.6 That the Risk Register has been updated, reviewed and risks have been mitigated.</p>	
7	<p><b>BUSINESS PLAN 2022-24 WORKSHOP</b></p> <p>Presentation attached for information.</p> <p>Board moved into workshops for further discussion with a summary below.</p> <ul style="list-style-type: none"> <li>NM how are all of the programmes going? JS, some really working well Steady Steps, This Girl Can. The challenge is that we could grow so much more if we had the capacity, do we focus efforts on that and stop something or remain light touch? GM confirmed that all of the programmes which we run do work but there is never enough money, capacity on the ground or sustainability which is the challenge.</li> <li>CC in terms of the programme how do we choose which projects we run? – JS advised that there is a mixture in that we go for funding opportunities if pots are available throughout the year or through network meetings when we are sitting in on the right discussion. The Pre &amp; Post Natal activity is purely because we were sitting at the table and managed to secure funding. We are not good at looking at which opportunities to turn down and be more strategic with links to places/partnerships. Any that we think we can deliver we bid for. We should perhaps be a little more selective with what we choose and say No and really understand the needs before putting a programme in that we think might be relevant or not be?</li> </ul> <p>CC – the initial response would be better to be strategic and look at the community and get out there and assess it. Need to get the message out there that you can be approached for funding/help and we can train and deliver, strategy is so important in this area. GM we have started to do this with our place based working but nervous that we need support of Board to do less work.</p> <ul style="list-style-type: none"> <li>NM advised that she was saying yes to everything and spreading herself too thin but needed to have one focus. She has learnt to say No and trusting lots of people working in this industry that they will also specialise in areas she wasn't touching on. When she focused on one area things flourished.</li> </ul> <p>Focusing on women and girls then more and more coaches were literally being borne out of the project they were working on which created more staff and capacity with people growing from the project and delegating into other projects.</p> <p>JS our funders don't necessarily align. We can't work on a place based approach as they want a consistent offer across Leicestershire so there is a disparity with trying to balance it. GM no-one wants to fund capacity and it is a challenge and this is where workforce is key.</p> <ul style="list-style-type: none"> <li>NM lots of people wanted to do what they had been doing during lockdown and it would be good to promote or campaign the role of an Activator. How great life could be if they were .... What's it life to be</li> </ul>	

	<p>a .... They do not necessarily have experience so it is qualification v vocation. CC - volunteers are an essential and we need to incentivise them with what they are giving to a community and how people see you and giving something back. AR – it is all about experience and thinking about the sector but the balance has to be right. Its about what you stop doing and what the new stuff is.</p>	
8	<p><b>COACH CORE REVIEW</b></p> <p>Presentation given by Luke Green together with Aura Gudhoy, former apprentice and Stephen Squires, Rocket Holiday Camps.</p> <p>MS – is there a video that comes with this work. LG confirmed that there was together with stats/figures.</p> <p>BC - FE colleges and agencies what’s the agency involvement in this? The organisations that pushes people. LG – there is an educational element through Lifetime Training, with employment being solely with the organisation and we then facilitate the whole programme.</p>	
9	<p><b>ANY OTHER BUSINESS</b></p> <ul style="list-style-type: none"> <li>- JB updated on Baton Relay discussions with the East Midlands Steering Group where some provisional work has been explored. It is looking like Leicester, possibly Charnwood, exploring Rutland and advocating other side of the national forest. Not quite sure when we will hear details of the final route but this is moving rapidly now that the Group is in place.</li> <li>- Leicester City of Sanctuary – work is taking place with refugees and asylum seekers in the City. There is a meeting next week to support and potentially open doors to other organisations across LLR to explore this as a broad piece of work.</li> <li>- JB congratulated MS on his new appointment as Leicestershire Deputy Lieutenant.</li> </ul>	
10	<p><b>FUTURE BOARD AGENDA ITEMS</b></p> <ul style="list-style-type: none"> <li>• Skills Improvement Plan update</li> </ul>	
11	<p><b>INFORMAL NETWORKING OPPORTUNITIES</b></p>	
12	<p><b>DATE &amp; TIME OF NEXT MEETING(S)</b></p> <p><b>AT Board</b>  Friday, 20<sup>th</sup> May 2022, 9.00 – 12.00 noon, SportPark tbc  Friday, 28<sup>th</sup> October 2022, 9.00 – 12.00 noon, SportPark tbc</p> <p><b>AT Business, Oversight and Audit Committee</b>  Wednesday, 4<sup>th</sup> May 2022, 2.00 – 4.00 pm, SportPark tbc  Wednesday, 12<sup>th</sup> October 2022, 2.00 – 4.00 pm, Sportpark tbc</p>	