

## Active Together

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

Held on Friday, 28<sup>th</sup> October 2022

No.	Item	Action	Owner & Due Date	Progress /Update
1	4.1	Skills Analysis – all Board Members to complete this as soon as possible.	NH	Now complete
2	4.2	LA to advise JB of the programme of when job fairs are taking place.	JB	Ongoing
3	4.3	Discussion outside of the meeting to explore agency and apprentice costs	JB	Not yet progressed

**Active Together  
Minutes of the Board Meeting  
Held on Friday, 28<sup>th</sup> October 2022 - Hybrid Meeting (SportPark)**

**Board Members Present:**

Mike Sandys	Chairperson Designate
Dr Mary Hardwick	Board Member
Nicky Collett	Board Member
Joanne Cholerton	Board Member (Teams)
Aysha Rahman	Board Member
Natasha Mina	Board Member (Teams)
Andrew Beddow	Board Member (Teams)

**Advisers to the Board Present:**

Stuart Lindeman	Specialist Adviser (Teams)
Bill Cullen	Specialist Adviser
Barry Thompson	Specialist Adviser – Left at 11.00 am

**Observer**

Tracy Bingham	Oadby & Wigston BC – Joined at 9.30 am
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**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)
Teresa Dalby	Business Support Manager (Teams)

<b>Item</b>	<b>Owner &amp; Due Date</b>
<p>1</p> <p><b>WELCOME, INTRODUCTIONS &amp; CHECK IN</b></p> <p>Welcome to the meeting given by MH who advised that a new Chairperson needed to be appointed at this meeting.</p> <p>MH as the Senior Independent Board member, along with JB as AP Director have reviewed a range of scenarios and options. MH outlined: the consultation process with other Board members; the commitment and support MS has given to AT but more importantly the expertise and networks, both local and national that he brings to the table.</p> <p>MH proposed that we appoint MS as Chairperson. The Board Members in attendance agreed the appointment of MS as Chairperson of the Active Together Board. (Note due to UK Code of Governance guidance, MS term as Chairman will end in Feb 2024).</p> <p>MS thanked the Board for his appointment advising that there were three important areas: Board Member recruitment; succession planning in relation to future board members and Chairperson role, and navigating the Health/sport future funding landscape .</p> <p>TB welcomed to the meeting at 9.30 am in an observer capacity.</p>	
<p>2</p> <p><b>APOLOGIES</b></p> <p>Apologies were received from Colin Cook, Andy Reed, Ben Solly and John Sinnott.</p>	

3	<p><b>MINUTES OF THE LAST MEETING</b></p> <p>Minutes of the 20<sup>th</sup> May 2022 were approved by the Board with one small change to item 6, last point, to show that Board members approved the 23/24 business plan not the 22/23 Business Plan.</p> <ul style="list-style-type: none"> <li>- Reserve Policy has now been amended.</li> </ul>	ALL
4	<p><b>MATTERS ARISING</b></p> <ul style="list-style-type: none"> <li>- Recruitment, JB advised that we are taking a more flexible approach and working with Leicestershire County Council re their recruitment platform to explore ensuring that we attract the best possible talent.</li> <li>- UK Prosperity Fund – DS</li> </ul> <p>There have been some successes in LAs ie. Hinckley, Blaby &amp; Melton where a number of physical activity and health related schemes will be developed over the next 2-3 years. BC confirmed that submissions had to be in by early August, which then triggered a business case which had to be prepared. There is no action flowing at present as no funds are yet available. We are expecting confirmation in October 2022, but this may happen in the Autumn budget.</p> <ul style="list-style-type: none"> <li>- <b>Page 4 – The Skills Analysis</b> form was circulated in February to Board Members but there are some responses outstanding from Board members. NH asked those that had not yet completed if they could do this using the links provided. The forms to be completed are the Declaration of Interest, Skills Analysis and Equal Opportunities questionnaire. Hard copies are available if anyone needs them.</li> </ul> <p><b>4.1 Action:</b> MS encouraged Board Members to complete this as soon as possible.</p> <p>JC asked what would happen with the skills analysis results? JB advised that primarily it would be to look at where we need to support with additional knowledge/training. We are currently exploring the Leading for Renewal programme and are now engaging with Inclusive Employers about an inclusion session for Board members but only if this is identified as a need and where we can add value.</p> <p><b>Page 6, Item 7 - Youth Engagement Activators</b></p> <p>GM updated Board and advised that three YEAs have left their roles recently but they have moved across to Leicestershire County Council on their 11+ programme which is a positive, but this leaves a gap within the YEA programme. We are not proposing to recruit to these roles as the programme has until March 2023 to run. We have however, received confirmation from Public Health that we can use the remainder of the funding to extend the programme until July 2023. We will need to ensure that we have countywide coverage and look at how we can service schools.</p> <p><b>Work with Refugees (DS)</b></p> <p>DS stated that we are using some funding from the Sport England Together Fund for work in North West Leicestershire where there are a large group of people seeking asylum/refugees. We have a combined programme which will include the LA, Parish Council, cricket and football club to provide twice weekly physical activity. This will run for 6 months to see what the impact and outputs look like and whether this is sustainable. We have a number of other projects</p>	ALL

	<p>in the system to cover other areas but NWL has started recently. We are working with the St Philips Centre engaging faith audiences and overlapping with asylum seeker and refugee communities. The St Philips Centre provide funding to support faith organisations work in their communities to be more active mainly in the city.</p> <p>We are in very early discussions and have not moved forward with United Leicester but are focusing on small pockets of refugees and asylum seekers with a number of schemes where we are actively using funding to make a difference to the group.</p> <p>Inclusive Healthcare Partnership and Leicester City of Sanctuary have been funded through Together funding with £6k to retain their delivery of football at St Margaret's Pastures Sports Centre.</p> <p>There are 1400 asylum seekers on the books at Inclusive Healthcare, covering 40 different languages and this shows the challenge that the system faces. MS – for those in hotel accommodation are there short term and long term solution for those asylum seekers that have been dispersed across the county and city? DS indicated the challenge in engaging Circo as they have the contract for managing the housing of refugees but we will continue to pursue this but it is complex work with the range of operation partners involved.</p> <p><b>Recruitment Challenges</b></p> <p>JB - we have lost 8 members of staff, but those that have left have progressed their careers or gone travelling. Other organisations at SportPark are advising of the same issues as well as the challenges of recruiting high quality candidates into vacancies. For one particular role the first time we had 25 applications and the second time we have had 10 apply.</p> <p>There is real challenge with people moving across agencies and we are working with LA partners and other organisations to explore how we present opportunities for career paths across LLR. We have met with the Skills Improvement Board which feeds into Chamber of Commerce funded by DWP and other sectors are reporting similar issues. We haven't got a world class supply chain but profess to have world class opportunities. We are trying to work with the Skills Board and CIMSPA to join up the thinking on this issue.</p> <p>We have taken actions as an organisation, spending time on Job Descriptions and working with Leicestershire County Council re flexibility on how we can recruit. Capacity at present is satisfactory and we have been filling our vacancies. There are no easy answers and we are speaking with LA partners who are all having similar issues with recruitment. Historically we have never had a recruitment issue but we are now having to compete more.</p> <p>There is little flexibility re pay scales with Leicestershire County Council, as well as affordability, at present other than the national pay awards. BC advised that around the county we do facilitate jobs fairs supported by DWP which over the last few months have been supported by businesses and this has been working successfully.</p> <p><b>4.2 Action:</b> LA to advise JB of the programme of when job fairs are taking place.</p> <p>JC asked whether we have used recruitment agencies to fill any vacancies. JB advised that this is an expensive option and have never felt that we could add what we needed to get the roles out there. The Graduate Trainee programmes have previously underpinned these roles however, graduates are leaving after 6</p>	<p>LA partners</p>
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	<p>months into jobs which have come available with other partners.</p> <p><b>4.3 Action:</b> JB/JC to have a discussion outside of the meeting to explore agency and apprentice costs.</p> <p>SL questioned whether pay and work conditions are influencing these decisions. JB advised that the exit interviews have shown that career progression is the leading factor and that anyone leaving has been positive about the organisation 'best place I've worked' with the majority having ticked salary as an indicator on this. We estimate that we sit in the top 25% of salaries offered by Active Partnerships and are still one of the better payers relative to our peers. We do need to get better at presenting the whole package, e.g. learning opportunities, pension, etc.</p>	JB/JC
5	<p><b>DECLARATIONS OF INTEREST</b></p> <p>None.</p>	
6	<p><b>(HYPER LOCAL) PLACE BASED WORKING – OPPORTUNITY &amp; CHALLENGE</b></p> <p>Presentation given by GM/DS.</p> <ul style="list-style-type: none"> <li>- MH it would be good if the public moving forward could see an example of this work with some tangible outcomes ie. Case Study.</li> </ul> <p><b>Action:</b> DS/GM confirmed that they would pull together the National Partner Survey information into a case study and circulate it out to the Board.</p> <ul style="list-style-type: none"> <li>- SL questioned the tariff that you put around this work, New Parks has probably got small numbers and the investment of this money in this programme perhaps does not see the value back. JB confirmed that there is a stretch on officers and to build trust officers can get pulled into other community development work. New Parks has had a spate of suicides and our officer was part of that conversation but had to say this was not our area of expertise and signposted to other services. Place based working can be highly complex and the measure of value can be subjective. A learning paper has been developed following our input at New Parks</li> </ul> <p>Sport England have invested heavily into local delivery pilot areas. We have raised the question re how do we scale up hyper local working, while also acknowledging our principle role is reducing physical inactivity. It is extremely difficult not to take on other agenda areas that impact on that community. JB not expecting answers but sharing with the Board the challenges of this work.</p> <p>GM advised that delivery in New Parks is driven by the Together Fund which ends in March 2023. There needs to be further discussion about the long term sustainability of place-based working.</p> <p>SL this is the most exciting development we have seen for a long time. The very basis of place based working is to take on board a whole systems approach which is what we have done and fundamental to this role is about how we facilitate delivery, rather than funding direct delivery. Voluntary organisations are not skilled up for proper place based working and are taking a different approach, listening to what communities want and not the activities that we believe are important ie. yoga, zumba, They are at the cutting edge in influencing and touching people that really need to be touched. It is nothing to do with funding but a core role moving forward, if we are getting the funding then fantastic but it is about changing cultures and attitudes.</p>	DS/GM

	<p>GM we are trying to work with leaders in communities, it is not about parachuting people in. Three members of the local community are now actively in paid roles in those environments who would not have been in it previously.</p> <ul style="list-style-type: none"> <li>- BC – absolutely endorse SL and undeniable more focused joined up place-based working for communities is the way forward but post March is there sustainability of funding for this work? The question is how big do we want to scale up? The suggestion would be look at places across Leicestershire. If we want to target multiple deprived communities across Leicestershire we need to take a cluster approach. Some mapping is available for localised place-based work taking place and this could be the starting point rather than trying to do this fresh and overlay existing organisations. We could then use the cluster approach in multiple neighbourhoods in different areas and spread more thinly to enable this. We have some challenging neighbourhoods in the Hinckley &amp; Bosworth area which are getting worse. We could put community neighbourhood teams temporary locations and move them across and spread good practice.</li> <li>- NC – in the past the Braunstone Sport Action Zone, explored what neighbourhoods wanted, with officers based in the community and doing the work on the ground. Has there been impact on the community which has been recorded anywhere? Everyone felt this project made so much difference to Braunstone. It’s always the people in the area that make the difference.</li> <li>- JB the challenge to the Board is DS/GM/JS and everyone working in those areas but they also have day jobs – how do we spread the jam. DS to influence on a national level re future place-based investment for Active Partnerships. We get core funding and additional support from partners but Board need to help shape where we put these resources. There are easily 400 communities we could be working in.</li> </ul>	
7	<p><b>BUSINESS OVERSIGHT AND AUDIT REPORT INCLUDING FINANCIAL HEADLINES</b></p> <p>John Richardson has been recruited to the BOAC. Joanne Cholerton will join in in January 2023 alongside Tracy Bingham.</p> <p>NH reported the <b>Financial Headlines</b></p> <p>The current forecasted income for 22/23 is £3,173,661, an increase of £81,895 from the original forecast. The current forecasted expenditure for 22/23 is £3,394,877, an increase of £19,922. This deficit has decreased by £61,976 from the original planned deficit budget of £283,192 agreed by the Board in May 2022.</p> <p>Therefore, it is currently forecasted that £221,216 will be drawn from reserves.</p> <p>The main reasons for this variation are: Additional delivery of the Steady Steps programme (negative effect £37,000), Reduction in Strategic Commissioning Programme (effect £30,000 better), Reduction in Pre/Post-natal (effect £17,000 better), Reduction in Early years programme (effect £17,000 better), and a reduction in GP referral programme (effect £10,000 better). Additional staff costs relating to the anticipated 22/23 national pay award (negative effect £54,000). This has been offset by a higher than projected staff turnover (effect £75,000 better).</p>	

	<p>As at period 6, <b>49%</b> of forecasted income has been drawn down. It is expected that Active Together will receive the Leicestershire County Council/Public Health contributions during period 7. Grant reconciliations to Sport England are on target.</p> <p>The total reserves position is <b>£1,397,986</b>.</p> <p><b>To note:</b> <i>The revised forecasted income and expenditure figures for 2022/23</i></p> <p><b>To note:</b> <i>The end of year revised deficit is £221,216</i></p> <p><b>Forecasting 23/24</b></p> <p>There is a reduction of Sport England funding, e.g. opening schools facilities and Together Fund £200-£240k. There maybe future opportunities to bid to Sport England for place-based working. MS what is the split with core from opportunistic programme funding? NH the approach taken over last couple of years looked historically at what income we had secured for the last 3 years and those things that we are reasonably certain of and taken out one-off funding secured.</p> <ul style="list-style-type: none"> <li>- JC is that five-year system part of that funding £½m funding from Sport England rate of inflation broadly? It is positive that Sport England have implemented 5 year funding for more stability.</li> <li>- BC – debate around the table in terms of ensuring that we use the reserves effectively to support our business but guess that for the medium term is how do we seek to have a plan to replenish reserves when we need to and recover for future challenging times. Need to regularly review reserves policy.</li> <li>- BT quick reminder is that we are not holding back on reserves, we have taken what we realistically need to fund. This is a conversation for future meetings re use of reserves.</li> </ul> <p><b>Notes:</b></p> <ul style="list-style-type: none"> <li>- Board noted the revised forecasted income and expenditure figures for 2022/23</li> </ul> <p><b>Governance/Internal Controls</b></p> <ul style="list-style-type: none"> <li>- Noted that Active Together comply with the UK Code of Sport Governance.</li> <li>- Board Members noted the requirement to produce a DIAP by Summer 2023</li> <li>- Board approved the Sponsorship Policy subject to the amendments suggested.</li> <li>- Board approved the reviewed Board Terms of Reference.</li> </ul> <p><b>Risk Register</b></p> <ul style="list-style-type: none"> <li>- Noted that the completed Risk Register is available to view on the Active Together Board Members area.</li> <li>-</li> </ul>	
8	<p><b>FEEDBACK ON DEEP DIVE INTO HEALTH SYSTEM WORKSHOP</b></p> <p>Presentation given by Jo Spokes.</p>	

	<ul style="list-style-type: none"> <li>- JB we operate across different platforms, where we struggle to unlock opportunities at LLR System level for physical activity. We would like to champion physical activity its own right and for it not be diluted if it is attached to other platforms/places. Physical activity rarely gets recognised in its own right in the context of its contribution to wider community needs.</li> <li>- BC thanks given to the team and the partners that are involved in this. It is absolutely fundamental that we do have the influence and voice at the new Integrated Care Board because that is where decisions about resourcing and core priorities will be set.</li> <li>- MS – From an ICB point of view the NHS has challenges and is glad that we are pitching this as strengthening partnerships but is concerned that as the NHS becomes financially restricted that the first thing to go will be prevention.</li> <li>- DS – If you can find GPs who are pushing physical activity as a treatment and prevention with messages as a network this will send the message to the ICB. From the top down the ICB are saying that we need physical activity. We need to be in those spaces and having the conversation to advocate this work.</li> </ul>	
9	<p><b>LEADING FOR RENEWAL NEXT STEPS</b></p> <p>A 12-month CPD programme tackling diversity and inclusion funded by Sport England.</p> <p>We were successful in our application to get on programme which started in May 2022 and we are now half way through. There are 3 tiers of the programme, one Director/CEO, second SLT and lead officers, the third, targeting the wider workforce. There are workshops and webinars throughout the year.</p> <p>Sitting alongside those CPD sessions are 5 account manager meetings, the delivery lead of Inclusive Employers work to help us embed thinking into everyday practice or look at any identified issues we require extra support with.</p> <p>It will help the team address diversity across Leicestershire, Leicester &amp; Rutland.</p> <p><b>Diversity Inclusion Action Plan (DIAP)</b></p> <p>Every system partner to produce a DIAP within 12 months (date TBC) which we need to take forward as a Board and team. We have been appointed a consultant to help support us develop the DIAP - 2 days worth of time. The first step before the first session is to complete a self assessment and also a demographic evaluation of LLR and the Board as well to make sure that we are representative as a Board and team to represent the areas that we serve.</p>	
10	<p><b>COST OF LIVING</b></p> <p>Presentation given by John Byrne.</p> <ul style="list-style-type: none"> <li>- How do we use our funding – use reserves? Create a pot to look at individual funding for families that may need it for club fees etc. The Together Fund is doing some of this work and has been extended to the cost of living but it will not reach everyone.</li> </ul>	



	<ul style="list-style-type: none"> <li>- SL – is there any way that we can have some further thinking on helping the clubs in most difficulty. We need more research on who and where this might need be and whether this is something that we can fund from reserves to make meaningful contribution. Also how staff are doing during this period – where are we at with pay reviews for staff moving forward, package reviews. JB – we are part of the national pay award settlement conversation and are working with staff and their needs with flexibility to support where we can.</li> <li>- GM we are doing this but we have 4,500 clubs on the database. After a deep dive into this we have got this down to 55 linked to IMD. We are going out to them for solicited applications for this funding.</li> <li>- BC this is a challenge and we need to understand what our role is. Is this an opportunity to support and not just dole out cash ie. apprenticeships and organisations to do the social care. H&amp;B recently ran a cost of living event with partners in a group centrally based. This proved to be popular with a lot of people coming through and being signposted to access for support and help. Could we be a host of this moving forward?</li> <li>- JS – 1:1 with districts and we are linking in with that where we can and food banks/physical activity in schools.</li> </ul>	
11	<p><b>ANY OTHER BUSINESS</b></p> <ul style="list-style-type: none"> <li>- Format of future Board meetings? Board agreed to carry on with the hybrid meeting of physical attendance and Teams option. The annual September review meeting to be face to face.</li> </ul>	
12	<p><b>FUTURE BOARD AGENDA ITEMS</b></p> <ul style="list-style-type: none"> <li>- Recruitment</li> <li>- Health Meetings</li> </ul>	
13	<p><b>INFORMAL NETWORKING OPPORTUNITIES</b></p>	
14	<p><b>DATE &amp; TIME OF NEXT MEETING(S)</b></p> <p><b>AT Board</b>  Friday, 3<sup>rd</sup> March 2023, 9.00 – 11.30 am, SportPark  Friday, 19<sup>th</sup> May 2023, 9.00 – 11.30 am, SportPark  Tuesday, 19<sup>th</sup> September 2023, 3.30 – 8.00 pm – venue tbc  Friday, 3<sup>rd</sup> November 2023, 9.00 – 11.30 am, SportPark</p> <p><b>AT Business, Oversight and Audit Committee</b>  Wednesday, 26<sup>th</sup> April 2023, 2.00 – 4.00 pm, SportPark  Wednesday, 4<sup>th</sup> October 2023, 2.00 – 4.00 pm, SportPark</p>	