Wednesday 1 May 2019
Kidlington HQ

Meeting Minutes

Key Outcomes

- Agreed Structural/Budget Review timetable and process
- Noted the updated Risk Register following the Internal Workshop
- Noted the CE’s report and the developments around external funding, staffing satisfaction survey and progress on the Theory of Change Model.
- Agreed recommendations and next steps around Board Succession Planning
- Completed Safeguarding Training with CSPU

1. Welcome & Declaration of Interests

Chairman: Keith Johnston

Trustees:
Donna Husband, Stuart Henshaw; David Smith (Items 2/3 only), Kirsty Goldie-Brammer, Peter Cansell; Margaret Peggie; Amanda Pearce Higgins; Mark Gallagher.

Apologies
Richard Venables; Dylan Evans

Non-Attendance:
Helen Dawes

In Attendance:
Paul Brivio, Claire Sweeney (Items 2/3 only); Josh Lenthall (item 4 only); Kirsty Ingram (item 4 only)

KJ welcomed everyone to the meeting of Active Oxfordshire Trustees, especially Mark Gallagher at his very first meeting. Mark introduced himself to his colleagues. The Chair asked for any potential conflict of interests to be declared- Donna Husband’s position as a Commissioning Manager in the County Council was noted.

The new Active Partnerships corporate presentation was shown to Trustees and some consideration should now be given to developing a local Oxfordshire version
over the coming year. A briefing note for Chairs has already been posted on Sharepoint for information on the wider Network. It was agreed that Lee Mason and Sue Imbriano should be invited to the next Board meeting to further strengthen the links with the Active Partnerships Network. The Members Newsletter, recently received from the Network, is now attached to these minutes.

Any Trustees needing training on Sharepoint should contact Victoria Kabiru. Michelle North from the CSPU would provide training for Trustees and Staff on Safeguarding issues at the end of the meeting following the recent external audit process.

2. Previous minutes from 13th February 2019 – Actions & Matters Arising

2.1 The minutes of the last Board Meeting were approved
2.2 Keith had discussed matters arising with Paul and these had been completed
2.3 New staff are now in post following the decisions made at last meeting
2.4 It is now proposed to bring forward the structural review from October to July in light of recent staff changes
2.4 Mark Gallagher will undertake a review of the induction process between July and October as part of his programme of work for the Young Trustees Programme
2.5 Josh Lenthall and Paul will lead on the risk register on behalf of the core team.

SNSC

2.6 The minutes of the meeting held on 3rd April were noted.
2.7 Arrangements for the next meeting of the Leadership Forum on May 10th are in hand with a focus on Healthy Place Shaping and GO Active consultation.
2.8 Further work has been done on the Improvement Plan that came out of the PMIF process and Round Table and the SNSC will take on responsibility for monitoring performance using the Balanced Scorecard set out in the CE’s report.
2.9 The Board supported the recommendation to go ahead with a modified format for the Sports Awards to be held in November at BMW. The FRRAG are aware of the possible financial implications in the event that the sponsorship approaches to be made by Richard Venables prove unsuccessful.

FRRAG

2.10 The minutes of the meeting held on 18th April were noted. This includes the decision made to appoint external auditors and to begin the process of investing the designated reserves.
2.11 Given the positive developments around external funding and staff changes it was agreed to review the budget position and bring forward the proposed
structural review to July following discussion at the full Board.

2.12 The updated Risk Register was tabled at the meeting following discussion with Trustees on FRAGG. This identifies clear priorities for management action which will be included in the Improvement Plan and reported back to FRAGG.

3. Finance Report

CS tabled an updated report on the latest budget position and projections. However, these need to be re-worked once there is clarity on the external funding position with SE/CCG and internal discussion on a sustainable staffing/business model which does not draw on reserves.

We have now secured core and programme funding from Sport England through to March 2021. However, there is a need to look at an external funding strategy in order to diversify our income base, grow if needed and address local needs/priorities where appropriate. In the interim the board agreed the following:

- Vacant posts will not be filled
- Annie Holden’s consultancy arrangements may be extended from 6 to 12 months
- Insight services up to £12k may be commissioned to augment the recent Active Lives results. This will provide an opportunity to work more closely with partners including Public Health and the Local Authorities.

These changes should reduce the estimated call on reserves in 2019/20 to around £32,000. A current staff structure chart was tabled for information.

David Smith spoke in support of this approach and the next FRAGG meeting (now re-scheduled for June 28th) will provide an opportunity to get clarity and provide a rigorous review of budget options and recommendations before the next Board meeting in July. This review will consider:

- Full cost recovery of overheads and staffing costs
- Staffing mix between permanent/contracted posts
- Secondments to and from partner organisations
- Use of consultants.

It may also be appropriate to look again at terms and conditions including hours and salary scales if we are to create a team of highly skilled and well-motivated team of people. The focus will remain on delivering our purpose/vision set out in the Operational Plan and the requirements set out by Sport England.

In response to queries raised by Amanda it was also agreed that FRAGG would look at the following:

- A clearer breakdown of the reserves position
- Presentation of the forecast figures to include an opportunity pipeline
• A review of fixed overheads including the office space now that one-off costs of transition/transformation have been incurred

PB/CS also plan to review the following:
• Marketing (where a zero-based budgeting exercise has already begun);
• Workforce activity (around income generation)
• CYP work area (where we do more than we are asked to by Sport England)

Actions:
3.1 Claire/Paul to develop a revised FY19/20 budget/forecast ahead of the July board
3.2 Staff Meetings to be held with Claire to agree service area/programme costs/budgets
3.2 Interim arrangements to be made with Press Red around insight services over the next 6 months with a maximum cost of £12,000
3.2 Paul/ Claire to develop a structure/budget options paper by the end of May for internal discussion
3.3 FRRAG to meet at the end of June to review the proposals and revised budget plan ahead of the 24th July board meeting
3.4 DH to forward the paper on the bid development/evaluation process to PB/FRRAG and decide how it should be taken forward.

4. Chief Executives Report

The CE report was noted. Supporting information on the results of the recent staff satisfaction survey; proposed Balanced Scorecard and draft Theory of Change model were tabled at the meeting. A communications folder was also presented by Kirsty Ingram providing information on:
• The GO Active consultation exercise about to be undertaken (Trustee comments are welcomed!)
• Information on the OVO Energy Women’s Tour which is coming to the County on Wednesday 12th June
• Calendar of key dates in 2019/20.

Trustees were very positive about external funding developments. These are the result of being in the right place at the right time but also reflecting the benefit of collaboration with our Active Partnership neighbours (Berks & Bucks) and with colleagues/partners in the County.

The staff satisfaction results reflect the recent period of change and uncertainty within the team. These were discussed at the meeting and will be revisited with staff in the coming weeks to help grow and develop as a team and organisation. The offer was made by the board that one or more of the trustees could be nominated as a
“port of call” for staff members to use when feeling challenged or particularly uncomfortable. This was welcomed by Paul and further work on this, alongside mentoring/championing of staff and work areas, would continue.

One area to address is the training and development of the staff team and the next priority is around relationship management and influencing skills. To this end a training day has been arranged on June 3rd and Trustees are welcome to participate if they contact Paul in advance.

Donna made some helpful comments on the Theory of Change which will be addressed in the next version before it is finally issued in June.

Paul updated the meeting on the latest Active Lives data/information now being provided to our partners and this is now on Sharepoint for information. If Trustees require further information, then this can be made available. A further review of trend data over the last three years will be available in June as and when more detailed information is released.

**Actions:**

4.1 Paul to consider the idea regarding a trustee acting as a ‘port of call’
4.2 Paul/Keith to develop a proposal for board champions/mentors for key work areas for review at the next SNSG
4.3 Trustees to inform Paul if they intend to participate in the staff training day

5. **Board Review - Succession**

Papers had been circulated previously and there now needs to be a focus on succession planning and developing the skill sets we need to support the effective operation of the organisation. This is impacted by the need to recruit a new Chair. Trustees need to network more proactively to help engage new people with the experience, skills and diversity we need for the future.

SH updated Trustees on the latest position regarding the Chair recruitment and he/Paul will provide more information following a discussion with Donna/David and Sport England next week.

Trustees accepted the recommendations made in the report and were asked to respond directly to DH on the 10 questions posed so that these can be addressed at the next meeting of the SNSC and decisions made.

**Actions:**

5.1 Trustees to identify potential future board members
5.2 Trustees to respond to Donna on the 10 questions regarding the Board
6. AOB

Stuart will work with Paul/Claire initially on a Governance Statement that will need to be produced with the Annual Report/External Audit. This provides guidance and demonstrates good practice so needs to be addressed as part of our work to ensure full Tier 3/CIO compliance. Work will be fed into FRRAG and provide the opportunity to tie up some loose ends and complete planned actions.

Paul is in touch with Sport England and their retained consultants around diversity in governance.

Keith asked for comments and score on the meeting and its value in terms of content and conduct. Trustees were largely positive with a couple of potential improvement areas:

- More opportunity to check and challenge what’s being presented (are we too cosy?)
- Non-attendance of Trustees.

Dates of future meetings in 2019/20- all 10am to 1pm

- Wednesday 24th July
- Thursday 31st October
- Wednesday 23rd January