Key Outcomes

- Trustees approved the audited End of Year Accounts and Report for signature.
- The appointment of Dean Woodham onto the Board was approved following his nomination by the SNSC.
- Current financial position was noted.
- Partner Survey Findings were discussed and noted.
- Health and Well Being priorities were discussed and will be fed into planning and consultation processes.
- Dates of 2020 meetings were confirmed.

1. Welcome & Declaration of Interests

Chairman: Alan Webb

Trustees:
Donna Husband, Stuart Henshaw, David Smith, Kirsty Goldie-Brammer, Dean Woodham; Amanda Pearce Higgins; Ian Davies

Apologies:
Margaret Peggie; Richard Venables; Deborah Astles; Mark Gallagher; Claire Sweeney

In Attendance:
Paul Brivio, Annie Holden and all Staff for the AGM.
Graham MacPherson (Sport England)

Alan Webb welcomed everyone to his first meeting as Chair of Active Oxfordshire Trustees and the first AGM of the new organisation. Trustees were asked to declare any interests prior to the production of a standard template for everyone to complete which will be issued before the next meeting ready for use.

Donna Husband declared her interest as the Head of Commissioning in the Public Health Department at Oxfordshire County Council.
David Smith works for two CCGs outside the County.

Dean Woodham heads the School Sport Partnership who are currently employed on contract to help deliver the Active Children Conference in November.

2. AGM

David Smith and the Chair of FRRAG spoke to the accounts, report and governance statement that had been prepared by the external auditors working with the staff team and which had been closely scrutinised by FRRAG at its most recent meeting.

This is Active Oxfordshire’s first report and set of accounts at the end of a difficult and protracted transformation and transition. They cover only part of the financial year from July 2018 when the organisation was incorporated until the end of March 2019. The accounts have been audited by a firm of chartered accountants and registered auditors who have been prompt in addressing a number of questions raised by Trustees in the process.

Active Oxfordshire is required by law to prepare an annual report and set of accounts which must then be lodged with the Charity Commission. As such the report is a high-level summary of what AO is here to do and what it has achieved during the financial year which ended on March 30 2019 following incorporation.

The auditor’s opinion is clearly set out on Page 8 of the report -namely that the financial statements give a true and fair view of the state of the charity’s affairs; that they have been properly prepared in accordance with best practice and meet the requirements of the Charities Act 2011.

The figure of £264,601 on Page 10 of the report show the amount finally transferred from Oxford City Council after protracted debate and some difficulties. These accounts have now been closed following these final discussions and agreements.

The figures on Page 17 of the report show AO’s income and expenditure account do show a net surplus in this period but Trustees should be aware that this figure does include over £70,000 of restricted funding which has been rolled over into the 2019/20 financial year.

The figures on Page 15 of the report show that the organisation had a good level of unrestricted reserves and restricted funds which are under close scrutiny on an ongoing basis to ensure the organisation has sufficient designated funds to continue its operation for at least 3 months and is using its unrestricted reserves to develop and sustain the business by delivering effectively on its core purpose and vision.

To that end the auditors have reached a clear conclusion that AO is an ongoing concern and there are no material uncertainties that cast doubt on the charity’s ability to trade.

In addition to the work undertaken by the external auditors and CS staff had produced a Governance Statement as best practice in terms of Tier 3 Sports Governance compliance. There had been checked by APH/SH and would be
communicated both internally and externally via the website in due course. The Governance Statement will be continually updated as a live document and will be scrutinised by FRRAG on an ongoing basis.

On this basis it was recommended that Trustees approved the accounts and report so they could be formally signed off.

Claire Sweeney was thanked for her outstanding work on the accounts and throughout the difficult transfer process.

Amanda Pearce Higgins and David Smith were also thanked by PB doe their diligence in providing the internal check and challenge needed over this period leading to the production of the accounts.

**Action:** PB/CS would arrange for the accounts to be signed off by AW and DS and then to put the Report and Governance Statement on the website.

Graham MacPherson from Sport England provided a very informative overview of current thinking around the development of a new 5-year Strategy in 2021. The thrust is more evolution rather than revolution with a maintained focus on activity/tackling inequalities and place-based working. This would which would hopefully build confidence in the new more collaborative relationship between Sport England and its partners/stakeholders including the Active Partnership Network. Consultation would begin in earnest soon with the end of the current funding round in March 2021 in mind. Tim Hollingsworth would be present at the APN AGM in November which Stuart Henshaw and Paul Brivio would be attending.

Graham was thanked for his presentation and all his help and support over the last 18 months.

New Trustees gave their initial perceptions of the organisation based on their observations and discussions to date.

**Alan Webb** - focus on physical inactivity is strong and welcomed but will need to show our added value.

**Ian Davies** – change is happening and there is better alignment but there may be a need to rationalise further and to review role/positioning again

**Dean Woodham**- reputation is improving and people are good but there is a need to tell the story and define what success looks like

Alan Webb had now met with Ansaf Anwar, the new DPH; with Kiren Collinson, Clinical Chair of the CCG; Ian Hudspeth, Leader of the County Council; Hannah Farcombe (in lieu of Lucy Butler, the DCS) and Tim Chapman from PHE and he would be following up on these conversations. Alan is also committed to meeting
with each of the Trustees on a 121 basis over the coming weeks. An induction session with Lee Mason from the APN would also be scheduled.

3. **Minutes of Meetings**

- The minutes of the last Board Meeting on July 24\(^{th}\) were accepted as a true record and signed off.

- The minutes of the last Strategy and Nominations Sub Committee on September 25\(^{th}\) were accepted as a true record and signed off.

- The minutes of the last FRRAG meeting including the most up to date Budget Position (attached as Appendix 1 to the FRRAG minutes) were accepted as a true record and signed off.

- The minutes of the newly formed and independent Healthy Place Shaping Steering Group chaired by Ian Davies had been circulated for information and were noted.

**Matters Arising:**

3.1 The 2019/20 Budget was being closely scrutinized by FRRAG but current projections are that the budget will come in around the forecast which is for a net deficit of £33k which reflects the additional investment in staff this year agreed by the Board.

3.2 Further revisions to income levels and staffing arrangements would be reported to the next FRRAG meeting in January as part of a comprehensive budget review and planning exercise to be brought forward to the Board Awayday later that month. Our aim is to achieve a break-even budget next year if possible whilst signalling any areas where additional investment might be needed to deliver on top priorities.

3.3 A large amount of cash is still lodged in the CAF Bank and we are keen to spread risk so Trustees may well be asked to provide ID to help open new smaller savings accounts (under £85k) over the coming months. One new account has already been opened.

3.4 Progress has been made to secure a new tenant to help save office overhead costs and Emergency Nutritional Network will move in a licence arrangement from November 14\(^{th}\). At the same time, we should be in a position to sign off the lease on the office space we have occupied for the last year.

3.5 It has not been possible to secure enough local sponsorship to cover the cost of the Sports Awards Event, but we are pressing on as agreed on November 15\(^{th}\) and we will then conduct a review and report back to FRRAG. The estimated cost of the Awards Event will be around £5k based on current projections around ticket sales and staging costs. Trustees agreed that this
was an acceptable figure for this year only and that any proposals for 2020 would need to be critically reviewed.

3.6 Progress is being made to deliver on key priorities identified in the Risk Register and this should be the subject of discussion at the Board Awayday.

4. Chief Executive Report

Paul spoke to the report that had been circulated. There are a number of staffing developments at the moment which need to be resolved to ensure we continue at pace. This might impact on the staff formation tabled and Paul would update Trustees at the next meeting on decisions made. Matt Roebuck, our new Healthy Place Shaping Partner, will start in post formally on January 27th.

Communication folder was tabled updating Trustees on some positive developments over the last quarter with partners, at Events and through funding streams.

The decision not to proceed with a Quest external assessment as planned in December was one of timing in terms of engaging and involving the Trustees and staff in the process to maximum effect. Paul will bring forward a revised proposal to the next Board Meeting which could incorporate a self-assessment process as well.

Overall progress is good but the next quarter is particularly significant with two high profile events to be delivered alongside the roll out of the Healthy Place Shaping work with partners.

5. Partner Survey

The independent Partner “Deep Dive” Survey findings had been circulated in advance and were very positive overall providing the organisation with some re-assurance that we are on the right path but clearly identifying some improvement and development areas we can work on individually and collectively.

Information would be fed into the Balanced Scorecard and into ongoing discussions with our Top 12 Partners as well as our own discussions on strategy and direction

Actions:

5.1 Initial “management” response attached as Appendix 1 to these minutes for comment by Trustees and discussion with staff in November.

5.2 Feedback to be provided to each Partner by December 1st

5.3 Partners to be invited to attend and contribute to our Strategy Discussions in December and January to further develop our collaborative working style.
6. **Strategy Development**

Annie Holden spoke to the report which had been circulated in advance. The paper is an attempt to clearly identify our priorities as an organisation going forward in the wider context of the Draft Oxfordshire Prevention Framework now signed off by the Health and Well Being Board.

Further issues to think about will be the Call to Action (and a proposed summit of key movers and shakers in 2020); the ongoing discussions around the current Exercise Referral programme; strategic alignment around health inequalities and healthy weight whole systems approach; making links with the environmental agenda around climate change as well as how we engage both the healthcare workforce and the voluntary sector.

The paper is an internal one although it will be shared at the next Leadership Forum event to help inform and consult but there is further work to be done around building the wider business case for investment and our own decisions on investment in staff and supporting resources including local delivery pilots around Referral schemes and the possible role of GP Champion(s). This would be addressed at the next round of meetings.

Trustees broadly welcomed the paper as a basis for further discussions with key partners before our Planning Awayday in January.

7. **Events**

Stephanie Hall briefed Trustees on the Sports Awards which are going well in terms of ticket sales and local coverage of shortlisted candidates for the 12 awards. Mike Diaper from SE will be in attendance and will speak at the VIP Reception which starts at 5pm. Ian Hudspeth will be invited to open proceedings and Richard Venables will close proceedings on behalf of Active Oxfordshire.

The Active Children Event is selling reasonably well, and we will need an additional push after half term to reach our stretch target of 140 paying delegates (currently on or around 100). Alan Webb will speak at the Conference which will involve Early Years providers and Secondary Schools for the very first time.

8. **Board Matters**

Succession Paper prepared by Donna Husband was tabled and we have another 4 Trustees standing down in 2020 (albeit we have a couple of potential Trustees in the pipeline) so this would be referred to the SNSC to agree a process.
Other related matters including induction, communication and championing/mentoring roles will also need to be discussed in December/January.

The Board discussed and agreed the idea of an Awayday in January to cover a variety of topics including developing and refining our strategy, looking at priorities and reviewing the risk register. The Board agreed that Alan and Paul would work on this together and circulate a draft proposal before Christmas.

After a discussion it was agreed that the Board would look at alternatives to the proposed Campbell Tickell External Review proposal put forward by the APN. It was agreed that Paul Brivio and Stuart Henshaw would look at other options and providers and bring back a proposal to FRRAG in January given budget implications (we have to conduct an External Review as part of our Tier 3 requirements by March 2021). In the interim Alan’s 121 meetings will provide us with an internal perspective building on our previous work to date.

9. **Schedule of Meetings in 2020**

These were agreed as follows with provisional timings which will be confirmed each cycle along with the venue(normally the Kidlington HQ):

**Board**
- 23 January 9am-3pm at Chinnor Rugby Club
- 21 May 10-1pm
- 24 September 10-1pm
- 17 December 10-1pm

**SNSC**
- 18 December 10am- 12.30pm at Kidlington HQ
- 22 April
- 3 September
- 2 December

**FRRAG**
- 10 January 10-1pm- provisionally at Bisham
- 7 May
- 7 September
- 11 December
Appendix 1

Partner Survey- Management Response (for discussion with the Board and Staff)

Positive Report provides us with some confidence that we are working in better ways to deliver on our primary purpose as defined by Sport England and our own stated aim of helping people in the most need across Oxfordshire. We do this by working pro-actively around key work areas that include:

- Insight- understanding people and place
- Partnership and Collaboration
- Advocacy and Influence
- Policy and Investment
- Collaborative Leadership
- Community Engagement
- Learning

Key Points for Response:

1. We need to clarify and define our purpose around “in need”
2. Key relationships with Oxford City and Aspire need to be strengthened
3. The links with other third sector organisations could be developed further.
4. We need to develop our understanding of other people’s agendas and priorities including local politics as well. Embedding is helping here
5. Our relationship management can be improved so it is more pro-active and developed across the wider team (although deployment of Annie Holden/Matt Roebuck/Josh Lenthall is helping here)
6. Board Champions can support relationship management work through mentoring and briefings particularly around LAs, Education/Children’s Services and key themes such as monitoring/evaluation and insight/use of data. We are “green” in some of these areas
7. We need to continue to develop our influence and reach at the most senior levels including local politicians, MPs and senior leaders/decision makers but we have established more credibility in the last 12 months and can articulate our offer more clearly now (although there is still work to do in this area)
8. We are working with our contacts to develop a Local Authority Network Group meeting informally every quarter to support the established Leadership Forum from early 2020.
9. The HPS Steering Group is extending our reach to senior directors and will provide a route into the Growth and HWB Boards if well managed.
10. We need to measure our value and impact with partners/stakeholders closely as well as the outcomes/impact we help generate for the County.
11. We should feed the whole report and our considered response to the 12 key partners in the next month to be open and collaborative
12. We should involve the 12 in our next Board Awayday and Business Plan development if possible.