

Thursday 25th February 2021
Virtual

Meeting Minutes

Key Outcomes

- Active Oxfordshire Operational Plan presented with feedback and actions shared by trustees.
- The Budget Plan was agreed including the proposed remuneration of staff for 21/22.
- Updated Diversity and Inclusion Action Plan was noted and will be followed up with a Trustee Briefing Session on March 29th.
- Learning and Evaluation portal demonstrated to trustees with feedback and actions discussed.
- The Chief Executive's Report and Presentation was noted.
- The Scheme of Delegation was noted and final comments will be absorbed into a final document to be signed off by the Chair and Vice Chair.
- Jane Leaman and Sarah Magill have been nominated as Associate Trustees

Actions

- Chairs of sub-groups to report back by next Board meeting in May.
- External Auditors to be formally appointed at next FRRAG meeting.
- Supporting document to be created to identify main investments in and across the three Pillars linked to revised set of management accounts.
- Helen Mariner to develop the Operational Plan into a public facing format that can be shared with stakeholders.
- Meg Potter to review designated reserve levels at end of March 21.
- Paul Brivio to produce a business case to employ a business graduate.
- Trustees to feedback to Paul Brivio and Yemi Magara on areas to cover in the Diversity & Inclusion Trustee Briefing on the 29th March.
- Trustees to identify what information they want to see reported to Board meetings through the Learning & Evaluation Portal.
- It was agreed the Risk Workshop would be delayed until the next meeting in May.
- Trustees to send any amendments to the proposed Scheme of Delegation to Paul Brivio so this can be signed off before the next meeting.
- It was agreed to set up a Task and Finish Group to help formulate the business plan to Sport England for the next funding cycle.

1. Welcome & Declaration of Interests

Chair: Alan Webb

Trustees:

David Smith; Dean Woodham; Amanda Pearce Higgins; Ian Davies; Richard Venables; Mark Gallagher; Kate Longworth; Sarah Magill; Yemi Magara.

Associate Members

Rob Coles and Carl Davis

In Attendance:

Paul Brivio; Meg Potter; Richard Claydon; Lucy Disley; Matt Roebuck; Annie Holden; Josh Lenthall; Helen Mariner; Guy Price and Andy Folwell (from Sporting Change).

Apologies:

Tim Hamp, Donna Husband.

Alan Webb welcomed everyone to the Meeting and confirmed that items 3 and 6 have been switched on the agenda.

There were no additional Declaration of Interests at this stage and it was confirmed that all Trustees, apart from one had now updated their returns for 2021.

2. Minutes

December Board meeting:

The minutes of the last Board meeting in December had been circulated for comment and these were accepted as a true record.

- The annual accounts had now been signed and sent off to the Charities Commission and posted on the website.
- There is still work to do to construct an effective budget report format for future FRRAG/Board meetings and this will be taken forward with the new Finance Manager once appointed.
- The Board Evaluation Report and proposed actions have been shared with Sport England.
- The Skills Audit report was discussed, and Sarah Magill confirmed that she would circulate this via SharePoint, with appropriate security

February FRRAG meeting:

The minutes of the FRRAG meeting in February had been circulated for comment. One point of accuracy was raised by Paul Brivio, asking for the following change in the final paragraph of item 7 on Remuneration to be noted **'David Smith agreed to take on board comments and to have a further discussion with the Chair, so**

that a recommendation can go to the next Board meeting as part of the Budget Plan’.

- Our current auditors, Richardson Jones, would be re-appointed at FRRAG subject to confirmation on costings for next year.
- The FRRAG Terms of Reference are under review as part of the Scheme of Delegation.

December HPS Steering Group meeting

The minutes of the established Healthy Place Shaping Steering Group meeting in December and the Healthy Place Shaping report to Sport England had been circulated prior to the meeting for information.

Ian Davies outlined the key areas that were discussed, including:

- The Oxfordshire wide perspective of Health Place shaping, and how it is embedded in Oxfordshire, especially through the Growth and Health and Wellbeing Boards.
- The role of the Steering Group in overseeing the investment made into the County by Sport England to support the development of the policy and now the alignment between the work and the new Sport England Strategy- and specifically the theme around Active Environments.
- Moving the thinking and practice on in light of Covid-19 and the increased focus on Active Travel and the issue of health inequalities.
- The support Active Oxfordshire is providing through HPS Partner role, to local authorities
- The role of the steering group for partner engagement, shared learning and new ways of working around bringing together the built environment, community activation and new models of care.

In response to a question from Amanda Pearce Higgins it will be important to support existing policy and practice in the County but with Active Oxfordshire developing its own approaches to place based working.

It was agreed that both sub-groups and the Steering Group will report back for the next Board meeting in May.

3. 2021/22 Operational Plan and Budget

The draft 2021/22 Operational Plan was circulated prior to the meeting, Paul Brivio gave an overview and posed the following questions:

- Do you think the alignment is right with Sport England?
- Are the messages right and clear around ‘Fighting Inactivity, Tackling Inequality’ and ‘Building back better and fairer’?
- Are the priorities clear and do we have the resources in place?

Feedback and suggested improvement included:

- Information is clear and good visuals (with some tweaks).
- Including 'transitions' as an intervention for Children & Young People.
- Changing the 'Inactivity is a Ticking Time Bomb' text to red font to signal severity.
- Look at the balance between headlines and detail for different audiences
- Provide more budget information on investment in each pillar.
- There may be additional spend on staff capacity to deliver what is in the plan
- Reference to available evidence could be set out in the Plan.
- More focus on 'tackling inequality' and detailing the areas of deprivation would be helpful.
- Concerns about capacity of team given complexity of the work so there is an ongoing need to prioritise in the right areas given our size.

Paul Brivio confirmed that the Operational Plan will continue to be discussed with the rest of the team and our key partners for further feedback and to ensure alignment around our priorities. Each team member will have a consultation with partners as part of their relationship management roles to gather further feedback over the coming weeks. We will develop versions for the public, for stakeholders and for the organisation as we did last year.

The Chair raised his concerns about the challenges Trustees might face in understanding what interventions/investments are taking place or planned across the three pillars against priorities. He suggested a supporting document that provides headline information on the budgets/resource/outputs and outcomes that will help create a line of sight with the 4 year Strategy.

Paul Brivio responded by identifying work that is planned to develop a business plan for the new Sport England funding cycle by September, the Learning and Evaluation Portal and work on the management accounts and budget reporting which is all in hand. The new Sub-Group structures would also help provide clarity and facilitate more detailed discussion.

It was agreed to refine the Plan on the back of feedback and consultation before it is re-issued by the end of March.

Budget Plan

Meg Potter introduced the 2021/22 budget plan and made the following points:

- A review of our auditors and costs has taken place. If we used a new set of auditors, the costs would increase significantly so a recommendation will be made to FRRAG to re-appoint

- Meg Potter outlined the salary recommendations in the budget that all staff get a 1% salary increase and additional performance related payment up to 2% within the budget limit set estimated at total annual salary increases of £3,300 consolidated leaving £5000 available for non-consolidated performance related payments. Paul Brivio and Meg Potter have waived their rights for performance related bonus.
- Core funding has reduced by £25k, however an expression of interest submitted for Sport England School Facilities funding includes £30K capacity.
- In the budget plan there was a funding gap for the Healthy Place Shaping role but Sport England have now confirmed that they will fill this gap for February/ March 21. Monies for the following year(s) would be addressed in the bid for the 22-25 funding cycle
- The budget assumes we will get our £50K Public Health grant. This is not confirmed but considered safe. Only existing committed CCG funding has been included in the budget. Department of Transport Active Travel funding and OAI funding have been allocated over two financial years.
- The break-even budget includes a new external funding revenue target of £25K which reduces the impact on unrestricted funds next year.
- Office costs are included in the budget, but this may be an area to review in the longer term given the impact of COVID on working practices. There is a break clause in the lease in late 2022 and there may be an issue around dilapidations to take into account alongside the impact on designated reserves.
- The budget plan includes a number of adjustments to planned spending of Sport England delivery budgets and these will need to be cleared using the new flexibilities afforded to us. This allows new spending on the Chances Fund in Oxford City with the Council and Oxfordshire Youth as well as some re-directed support for walking/cycling interventions in Bicester and Witney,
- Unrestricted reserves at end of 2021/22 are forecast to be £61K, based on achieving £25k revenue target. Commitments of £17-18K have been made so there is an option to bring new business cases to the Board to increase capacity or undertake new work with partners. In response to questions posed it was agreed to review levels of reserves in March in line with current policy and best practice so that further proposals could be brought forward once our liabilities/commitments have been scrutinised.

The Chair reinforced his view that there was a need to review the capacity in the team to achieve the challenging agenda set out in the Plan and asked that the employment of an apprentice or graduate to provide business support in the team be actively considered.

After discussion it was agreed to

1. Approve the budget plan.
2. Approve the salary increases proposed following discussion at FRRAG
3. Review the position on Reserves during March and report back on the revised proposal

4. Diversity and Inclusion Action Plan

The Diversity and Inclusion Action Plan had been circulated prior to the meeting, Paul Brivio and Yemi Magara provided an overview and context for the work that has taken place to develop the plan. The action plan will now be a regular item at our Board meetings.

The plan was well received and the planned March 29th trustee/staff briefing will provide an opportunity to hold a conversation about diversity and inclusion in our organisation with specific reference to and focus on culturally diverse communities and future training/development issues for all of us. There is need to make sure we are confident and comfortable with the whole spectrum of diversity and inclusion if we are to deliver on our purpose.

Carl Davis raised the question of our policies around whistleblowing and complaints. If there are issues that arise in the course of our business it was agreed that in the first instance this should be raised with Alan Webb or Yemi Magara but that our policies/practices should be made more accessible for Trustees as part of induction and briefings.

5. Learning and Evaluation Portal

Guy Price and Andy Folwell from Sporting Change provided an overview, update and first version of the Learning and Evaluation portal. This was welcomed by Trustees and it was agreed that as work progressed to the next stage that Trustees would identify what information they want to see at future Board Meetings in addition to the information provided for each of the 3 Pillars.

6. Risk Register

This was deferred to the next meeting with the agreement of Trustees.

7. Scheme of Delegation

The proposed Scheme of Delegation had been circulated prior to the meeting. The document provides a framework for decision making and accountability throughout the organisation and was one of the key recommendations coming out of the External Board Evaluation.

There was widespread Trustee support for the Scheme but a number of detailed comments on the first draft. There would need to be a sense check on compliance and alignment with Finance Policy and Procedures before sign off while final ToRs for the new Sub Groups and for FRRAG would also need to be checked off. Final comments and amendments should be sent to Paul Brivio as soon as possible so the Scheme of Delegation can be signed off by the Chair and Vice- Chair before the next meeting.

8. Chief Executive's Report

Paul Brivio spoke to the report that had been circulated in advance. Paul explained that feedback on the trustee bulletin would be appreciated to help shape the information provided going forward.

Paul spoke about the conversations with Sport England around capacity and scope which had involved Alan Webb and Meg Potter. There is a timeframe between February and September for further discussion with Sport England about future roles, relationships, and funding levels from March 2022 onwards.

Staff wellbeing and morale was a priority issue given the extra pressures of a second lockdown, home schooling and remote working. A team well-being workshop is being organised on March 8th and follow up individual sessions will be offered to everyone on the team the following week. There will also be a staff satisfaction survey in March/April conducted by the Active Partnership Network and results will be shared with the team and Trustees as soon as they become available.

Amanda Pearce Higgins suggested a separate task group is set up around Sport England funding and the development of the long term business plan/model. It was agreed that Amanda Pearce Higgins, Alan Webb, and Paul Brivio will discuss the next steps in creating this task group with those interested in supporting.

9. Any Other Business

Alan Webb – The Nominations Sub Committee has met and agreed to recruit a new Board member, Jane Leaman, who currently works for the Ministry of Justice and

Public Health in London. She is joining as an Associate Trustee and her CV is attached. This was agreed by the Board.

Paul Brivio – Sarah Magill has completed her year as part of the Young Trustee Programme and has been offered a place as an Associate Trustee which she has accepted. This was agreed by the Board

All trustees to do safeguarding training. It is online and Trustees will need to register and enrol here [Safeguarding Introduction Training](#). This needs to be completed by the end of March 2021 as part of our Action Plan.

10. Dates and time of next meeting

The proposed date/time for the next Board Meeting is Thursday May 27th at 6pm.