

Monday 26th July 2021  
Virtual

## Meeting Minutes

### Key Outcomes

Discussion on Sport England Strategy and funding submission. Small group discussions to gain Trustee feedback using self-assessment diagnostic tool. Summary is attached incorporating staff views as well.

Risk Management Workshop completed. Top three operational and strategic risks identified for incorporation into new Risk Register which will be presented to FRRAG at August meeting.

Budget Report presented and noted.

EDI Action Plan was discussed and noted.

Chief Executive's Report was noted.

### Actions

Sub-Committee meeting notes to be amended to highlight the opportunities, risks, and funding opportunities to help with read-across.

Paul Brivio and Lee Mason to collate feedback from the self-assessment exercise and incorporate into the diagnostic tool for further comment and discussion set out in the project plan- both attached.

Paul Brivio and Richard Claydon to use feedback from Risk Management Workshop to produce a new Risk Register to be presented to FRRAG for discussion, rating and approval.

Bev Hampson to amend the Budget Report to include more precise detail on business development opportunities and any risks attached.

Paul Brivio and Bev Hampson to develop a business case to be utilised for future proposals to the Board, detailing the return on investment and alignment with our purpose and strategy.

Paul Brivio to design the next Equality, Diversity, and Inclusion workshop with input from key Trustees. Feedback welcomed from Trustees on subjects to cover. Paul Brivio to amend the EDI Action Plan following comments received by Trustees.

## **1. Welcome & Declaration of Interests**

**Chair:** Alan Webb

**Trustees:**

David Smith; Amanda Pearce Higgins; Richard Venables; Mark Gallagher; Tim Hamp, Kate Longworth.

**Associate Members**

Rob Coles, Carl Davis and Jane Leaman.

**In Attendance:**

Paul Brivio; Bev Hampson; Richard Claydon; Lucy Disley; Josh Lenthall; Helen Mariner; Lee Mason.

**Apologies:**

Dean Woodham; Ian Davies; Yemi Magara; Donna Husband; Sarah Magill.

Lee Mason was welcomed to the Board Meeting. Lee provided an introduction and overview of the work he will be undertaking with Active Oxfordshire, to include:

- 1- Development of the Access Sports business case and proposal
- 2- Support with Active Oxfordshire's Sport England submission.

There were no additional Declarations of Interest at this stage.

## **2. Minutes and minutes arising**

### **2.1 May Board meeting:**

The minutes of the last Board meeting in May had been circulated for comment and these were accepted as a true record. All matters arising were covered in the agenda.

### **2.2 Healthy Active Children Sub Committee meeting in July.**

The minutes of the Healthy Active Children meeting in July had been circulated for information. In the absence of the Chair, Josh Lenthall provided an update on the three highlighted areas that were discussed:

- 1- Active Oxfordshire have been distributing Sport England/DofE 'Opening School Facilities' funding, led by Richard Claydon. Despite a few challenges around timescales, the £83K delivery funding allocation will help to have a positive impact on activity levels for children & young people, including projects focused on SEND, food poverty and mental health.
- 2- Catch up swimming was discussed to overcome the impact of the pandemic on swimming lessons and water safety. The importance of water safety was expressed following the recent fatalities in Oxfordshire.
- 3- The School Games re-modelling with partners was discussed, with a new focus on inactivity and less on competition. There would still be a need for

further dialogue and alignment with the new Sport England Strategy which could be helpful to agree common outcomes with SGOs in particular.

- 4- The group discussed the role of AO's work around young people with Special Educational Needs and Disabilities (SEND). The group would like to explore this over the next 6-months in consultation with special schools.

### **2.3 Healthy Place Shaping Steering Group Meeting in July.**

The minutes of the Healthy Place Shaping meeting in July had been circulated for comment. Paul Brivio provided an update on the three main areas discussed:

- 1- The Group received a comprehensive Year 1 report from PHAST, the appointed consultants who we have been commissioned to undertake a 3-year study into systems change in Cherwell around Healthy Place Shaping. Copies of the report and presentations can be circulated on demand.
- 2- Partners were brought together to share the learning from year 1 and there was a deep dive on health related issues with input from Kathryn Brown (Oxford City PCN) as well as other community partners. This included a discussion around "Move Together", a vital intervention over the next 12-months which AO is helping to co-ordinate.
- 3- There was also discussion around "The Oxfordshire Way"- a transformation of social care in the county involving Active Oxfordshire as one of three community partners to help develop new collaborative approaches to current ways of thinking and working.
- 4- Update provided on funding Sport England has invested into the County including progress on Wayfinding projects.

### **2.4 Healthy for Life Sub- Committee Meeting in July**

The minutes of the Healthy for Life meeting in July had been circulated for information. Alan Webb provided an update:

1. The Group discussed the areas to focus on, what input is needed from Trustees, and the best way to measure the impact of the HFL pillar.
2. The new summary report was presented. The group found it clearer and much easier to understand/interpret.
3. An update was provided on the Move Together pathway development, including the aims, reasoning, developments/collaborations, and progress.
4. There was a discussion about our positioning and influencing our efforts to make a difference, with less involvement at ICS level and more focus locally on ICP, PCN's and Clinical Directors. To be continued at next meeting to agree a plan to move forward.

**It was agreed that a new box would be added to the Sub Committee meeting notes, to provide a read across the three pillars and highlight the opportunities, risks, and funding opportunities.**

### **3. Sport England Strategy and Funding Submission**

Paul Brivio provided Trustees with an update on the new Sport England funding submission following the diagnostic tool and process that was circulated.

The submission is for 5-years funding with Active Oxfordshire as a system partner and aligning to the new 10-year 'Uniting a Movement' strategy and the 5 big issues/themes highlighted.

Trustees contributed to a self-assessment exercise in small groups which will be incorporated into a Diagnostic that will be circulated for further comment and discussion.

There were a number of key points made at the meeting including:

#### **Question 1 - Value purpose and strategy**

- Clear broad focus on where we want to focus but less on what we need to do and measurable objectives. Need's better join up between pillars.
- We are very clear on our mission to tackle inequalities. Not clear how that translates/cascades, however, getting clearer with the subgroups.

#### **Question 2 - Understanding people and communities**

- More work needed to close the feedback loop with communities - how do we tell them what we are doing and how we are doing it? Important to demonstrate the difference we are making.
- Active Ambassadors is a brilliant step forward. How much do we rely on our delivery partners for this? Challenging for us to do this whilst being a strategic, small team.

#### **Question 3 - Partnership and collaboration**

- This is the way to have a sustainable future - both in terms of funding and also making a real collective difference across the patch.
- We have some great partners - but not enough and they are only in a small number of areas. Need to replicate this across the whole county / sector etc.

#### **Question 4 – Leadership**

- Strong leadership from both team and board - always areas to improve but this is one of our strengths.
- Need to put some time and effort into succession planning - both team (CEO) and trustees. Important to ensure we are getting the best value out of trustees for their time available.

**Question 5 - Capacity and capability**

- Strong on capability, but capacity is an ongoing issue. We need to ensure that as a small team we can deliver on the strategy.
- Need to develop this to prioritise opportunities, so we don't just do the first one that comes along. There are so many opportunities that are out there, but we have to choose which are best to do.

**Question 6 - Learning and continuous improvement**

- Really good culture as a board and leadership team of wanting to develop and improve. Would be keen to see how this is embedded going forwards.
- The team have come on a long way, but always more to learn. Hard to do this when everyone is so busy. Need more capacity.

**Paul Brivio and Lee Mason to circulate a summary of the self-assessment exercise for comment and discussion. This is attached along with a proposed project plan**

**Review of Risk Register**

Amanda Pearce Higgins introduced the annual trustees Risk Management Workshop. In small groups trustees reflected and discussed the top three risk areas, both operational and strategic. Feedback from groups is detailed below:

**Strategic risks:**

- 1- Assurance and guarantee of funding, and potential reliance on Sport England funding. Dependence on Sport England and local partnership funding could create conflicts of interest and effect our independence.
- 2- The vulnerability on having a small team and how achieving our Operational Plan could be affected if there are changes.
- 3- Decision making / prioritisation and how we go about targeting specific areas where we can have most impact.
- 4- The importance of partnerships for our work and how this could be affected by the changing landscape.
- 5- The Three Pillars creating too many objectives and therefore impacting on our capacity and creating an operational risk.
- 6- As a small team is there a risk someone else could do what we're doing better.
- 7- The environment we are working is rapidly changing and challenging us due to our size and funding, exacerbated by Covid-19.
- 8- The inequalities in Oxfordshire are not great enough relative to other populations and are we going to be able to tackle the inequalities and have the desired impact. Structural issues for us to address and difficult to tackle by ourselves.

### Operational risks:

- 1- Uncertainty and challenges with funding. How do we maintain consistency with the majority of staff on long-term Sport England core funding and others on short-term funding for specific interventions? A risk of strategic long-term thinking alongside short-term funding and the potential impact by requiring funding more frequently.
- 2- A risk of losing focus on our governance and risk management. With any changes that take place over the coming months it is important to ensure we remain focused on GARI and risk management.
- 3- Making sure we are demonstrating our achievements for the short-, medium- and longer-term work to the overall aims of Active Oxfordshire, and from this the link to getting short- and long-term funding by demonstrating our impact.
- 4- Staff wellbeing/development and the difficulty around the impact of Covid-19 on the team. As we are a small team if certain members of the team are affected or away this can have a negative impact on our work.
- 5- A risk around executing our commissioning work and the effect this could have on future commissioning.
- 6- Succession planning with a small team, and how change can have a disruption effect on our work.
- 7- The risk of flexible/agile working and the potential effect on recruitment by ensuring everyone is setup correctly to work efficiently. Having less contact with the team can also affect team wellbeing.

**Paul Brivio and Richard Claydon to use feedback from groups to produce a new Risk Register that will be presented to FRRAG.**

### 4. Budget Report

Bev Hampson provided an update on the budget report.

#### Key points:

- The full Year forecast has not changed since the forecast presented at the last Board Meeting. A detailed Income/Expenditure and Balance Sheet will be provided to the FRRAG at the August Meeting.
- Income for the Year is still anticipated to be £1.09m with some further small opportunities. Sport England provides £0.7m of this income.
- The forecasted £50K Public Health Income has now been secured. Paperwork is being signed.
- The Quarter 1 (Apr-Jun-21) actuals show that £0.5m of this funding has been received to date.
- Direct costs (Delivery) are still forecast to be just over £0.5m. In the Q1 Actuals £190K of this has already been spent.

- Overheads (Support costs) forecast remains at £536K and in Q1 £133K has been spent Apr-Jun. Staff costs for the year remain forecasted at £441K of which, £108K has been spent in Q1 (Apr-Jun).
- The full year income statement shows a deficit of £66K as prior year reserves brought forward are utilised.
- Restricted reserves are currently high at £344K (£157K at Year End 20/21) at the end of June due to profiling of spend which is uncertain in the current situation but Q2 will see high levels of spending as commissioned work unfurls. .
- Unrestricted Reserves are up slightly at £57K (£51K at year end). Shut down reserve remains level at £138K.
- Cash is up at the end of June at £601K vs. £375K at the Year End. This is due to the funding received not yet all delivered and also required to cover future month capacity costs. Just over £100K has already gone out in July.

### Q1 Actuals:

- We have received £517K of the funding from a total of £1 million and £436K of the £700K due from Sport England, as we receive an amount now and another in Autumn once the reconciliations have gone in.
- £190K of direct costs associated to delivery have gone out in the first three months.
- Overheads of £133K for the first three months is on track with forecast. Training and recruitment levy still to come in and will increase this figure.
- Insurance has increased slightly, but we will receive money back from a commission payment for some additional insurance that we needed to take out for Active Travel.

### Reserves and Balance Sheet:

- Sport England Restricted Reserves have increased due to Apr-Sept funding received at end May/Early June.
- The pace of spend on restricted reserves has increased in the last month and will continue as opportunities present themselves and it is efficient and effective to do so.
- Local Reserves reducing due to spend on Dr Bike, Oxfordshire All In, GAGH and Active Travel
- Unrestricted Reserves have increased due to £2.5K rental income and release of £5K year-end bonus accrual. Offset by £1750 TIF Storytelling over run.
- Year End Reserves are expected to reduce to £100.8K restricted reserves.
- Restricted Reserves have increased due to funding received May/June not yet delivered.
- Unrestricted Reserves have increased due to rental income and release of £5K year-end bonus accrual.

- Creditors higher due to £56K payment run that went out on 02.07.21. Mostly delivery spend.
- £10K debtors is OCC Carbon Reduction funding. Still awaiting SLA.

### Developments:

Bev Hampson provided an overview of the risks and opportunities that are not yet in the forecast. These are broken down below and will be confirmed or worked up in more detail for the August FRRAG meeting.

### Costs:

- Dilapidations Provision £3-5K to be made if an extension to the lease can be agreed subject to a new cost-sharing agreement with ENN.
- Sporting Change to work on Learning & Evaluation Portal £5K to support Funding Submission/Staff Capacity- to be funded from Unrestricted Reserves.
- Access Sport/High Sherriff Programme Business Case £7.5K to support Staff capacity- to be funded from Unrestricted Reserves.
- Additional Insight work by Press Red £2K to support Submission to Sport England
- Additional GDPR System Support £3K to mitigate risk and support new business development

### Income:

- Additional Income from ENN- estimated 5k per annum for new office arrangements- subject to agreement.
- Further Apprenticeship Levy £6K- for 2 posts but spread over 2 financial years.
- P500 Coaching Communities Project £10K of which £8K delivery & £2K capacity- recent investment by Sport England to build on existing work.
- HAF Funding £9K- funding consultancy support= from County Council.
- Active Partnership National Team – Annie Holden Consultancy for work on Live Longer Better £4.2K- likely extension.
- Chosen High Sherriff Charity in 2022.

### Recommendations:

- To note investment in Access Sport/High Sheriff Programme Business Case which has been signed off by the Chair and Vice Chair
- To approve £12.500 to be allocated from Unrestricted Reserves to support staff capacity at this time for specific tasks to be undertaken.
- To note the report and comment on the new format.

**To note, the recommendations detailed above were approved by Trustees and it was agreed that this should be taken to FRRAG in the future. Scheme of Delegation to updated accordingly to address approvals around use of Unrestricted Reserves.**

It was recommended by Amanda Pearce Higgins to develop the 'Developments' section of the budget report to include more detail around the likelihood of each area happening.

A request was made by Kate Longworth for a simple business case format to be developed and utilised for future proposals, detailing the return on investment and the strategic pillar it supports to provide a clear understanding on the proposal before making a decision.

Trustees commented the improved budget report and detail around figures and narrative.

### **5. Equality, Diversity and Inclusion (EDI) Action Plan**

The Equality, Diversity and Inclusion Plan had been circulated prior to the meeting. Paul Brivio provided an update to trustees.

The new Programme and Development Manager, Harmy Mattu, is starting on the 2<sup>nd</sup> of August. Harmy will be progressing our EDI work with Paul and the whole team. This will be an important focus over the next 5 years.

Our EDI Action Plan is highly relevant and will be part of Sport England's new Code of Governance. The Action Plan will be reported to the Board regularly and will be kept up to date to keep trustees informed.

#### **Paul Brivio highlighted recent successes in our work on EDI:**

- We have delivered good communications on racial equality during the last month, following the negative reaction to the football.
- A great blog from Alan Webb during Pride month.
- Active Ambassadors work continues to be successful and provide great input.

Next EDI workshop is scheduled for 27<sup>th</sup> September. Feedback from trustees is welcomed on what to cover during this session.

It was noted that Kate Longworth and Carl Davis are supporting EDI in Yemi's absence and Paul will set up a meeting with them in the near future.

Tim Hamp commented on the EDI Action Plan. It was recommended to re-think the order of the aims and points highlighted so we do not lead with the requirements of our funders, and reflection of our brand. It was noted the importance of focusing on tracking the impact of our interventions.

**The EDI Action Plan was noted.**

## 6. Chief Executive's Report

The Report had been circulated in advance of the meeting and Paul highlighted some key points for Trustees:

- Significant progress is being made on GARI.
- Really impactful communications with a high quality Impact Report.
- Good progress getting good level meetings with new administration in the County as well as 3 local MPs.
- The Trustee Dashboard now being used as part of the report, comments welcomed on whether it is providing the insight you require and demonstrating our value and impact.

Amanda Pearce Higgins commented on the importance of creating smaller KPI's and targets for the future that we can celebrate as a team when achieved. Paul Brivio to take forward with support from Amanda Pearce Higgins and Jane Leaman.

**Trustees noted the Report and commented on the Trustee Dashboard and Bulletin.**

## 7. AOB

- Rob Coles queried Olympic Games communications and whether anything is scheduled. Josh Lenthall provided an update on the 'Travel to Tokyo' scheme with schools- a Sport England and British Olympic Association led intervention which has been well received across the county.
- Mark Gallagher to meet with Lucy Disley to progress the Learning & Evaluation Dashboards.

## 8. Date of next meetings

**FRRAG:** 27th August at 1pm (virtual) – **note change of date/time.**

**Healthy for Life Briefing:** September 6<sup>th</sup> at 6pm.

**EDI Workshop:** September 27<sup>th</sup> at 6pm.

**Board Awayday:** October 14<sup>th</sup> at Chinnor(tbc) at 12:30pm for lunch.

**FRRAG:** October 25<sup>th</sup> at 10am (virtual).

**Healthy Active Children Briefing:** November 29<sup>th</sup> at 6pm.

**Board:** December 16<sup>th</sup> at 10am in the office.