

Gloucestershire Sport and Physical Activity Trust

Minutes of the Ninth meeting of the Board of Directors held on 24th April 2008 commencing at 1400 in the Board Room of the University of Gloucestershire's Oxstalls Campus, Gloucester.

Present

Ms Karen Toole (Chair)
Mrs Angela James
Mr Jonathan Vickers

Attending

Mr John Stevens (Chief Executive Officer - CEO)
Ms Rhiannon Herbert (Head of Community Sports Development and Investment - HCSDI)
Mr Stuart McQuaid (Head of Knowledge Management, Communications & Business Support - HKMCBS)
Ms Kerry Dexter (Sports Development Team Leader: Coaching)
Ms Joanne Walker (Sports Development Team Leader: NGBs, Clubs and Volunteers)
Ms Anne – Dorte Andersen (Sport and Physical Activity Development Officer for Disabled People)
Mr Martin Lees (Community Sports Coach: Inclusion)

Apologies

Mr Mike Cogger
Ms Cheryl Stennett
Mr Neil Cameron
Mrs Julie Tegg
Mr Graham Jones Sport England Observer

1 Chair's Welcome and Introductions

The Chair welcomed members to the meeting and observed that it was a very uncertain and difficult time for everyone involved in the delivery of sport and physical activity due to changes in Government's policy for sport and physical activity and the consequent requirement for Sport England to review and amend its focus and priorities for funding. She congratulated staff on their efforts to remain focused on delivery and expressed the hope that the situation would improve in the near future.

2 Minutes of the eighth meeting of the Board held on 6th December 2007

The minutes were adopted as a true record of the meeting

3 Matters Arising

Decisions 4 / 08

Board Resignations

The CEO reported that he had received 7 expressions of interest in response to the public advertisement by the closing date of 18th April. One of these was ineligible by virtue of age but all of the others looked very promising and appeared to have either relevant or highly relevant experience, knowledge, skills and experience. He reported that he was pleased with the overall response and that he would be meeting with the Chair after the meeting to make arrangements for the interview stage in line with the decisions taken at the previous meeting. He hoped that the recommended new members would be able to attend the next meeting at which the Board would be invited to confirm their appointment.

The CEO reminded the Board of the previous practice of inviting additional members to join the Board as Appointed Directors to help with succession planning as in the recent situation with the appointment of Mrs Tegg and asked members for their views. Mr Vickers and Mrs James felt that it was important not to turn potential members away as long as they met the key competence and experience criteria. They suggested that this should be left to the Chair and CEO as part of the next stage of the recruitment process.

Decision 9/08

The Board agreed to:

1. **note current progress with the recruitment process;**
2. **ask the interview panel to consider the potential for recommending any additional Appointed Directors identified through the interview process.**

Decisions 5 / 08

Board Development Self Assessment Tool

The CEO made a verbal report on the development of a self assessment tool. This had been delayed somewhat due to other priorities but would be completed and circulated for comment and suggestions prior to the next meeting and should be ready for use by the time that he anticipated that any new members would join the Board.

Decision 10/08

The Board agreed to note the report.

Strategic Issues

4

Sport England: New Direction

AG / BOD 8/08

The CEO introduced the report by reminding members of the background to the current situation. He then reported on a meeting between the National County Sports Partnership Forum and Jennie Price (CEO of Sport England) held on the 15th April at which he had represented the SW CSPs. He stated that he felt that it had been a very open and constructive meeting that had provided both a good summary of the emerging direction and considerable encouragement for CSPs.

It was clear that that the Secretary of State was focused on sporting success but had accepted that in order to maximize the likelihood, frequency and sustainability of success community sport in England needed to be world class. Therefore the new Sport England strategy would focus on:

- Growing participation from across the community;
- Identifying and nurturing talent from an early stage;
- Enabling the provision of quality experiences / environments that allow individuals to fulfil their potential.

It was also clear that, whilst there was a growing consensus and unanimity about the new direction, it was not yet in the public domain. Elements were still uncertain and there was still no clear indication of what the future core function(s) for CSPs were likely to be. Members noted that whilst Sport England clearly intend to fund the core function at the right level, going forward the possibility of a much narrower and more focused role for CSPs existed. If this proved to be the case members observed that there would be an inevitable period of retrenchment with the potential for considerable disruption to service, morale and relationships. Timescales also remained a major area of concern with CSPs likely to have between 6/9 months in which to realign effort and resource to be ready for a 1st April 2009 start. The CEO felt that in these circumstances it would be inevitable that there would be a significant impact upon delivery and a major challenge would be how to minimise this. Meeting this challenge would be helped immeasurably

by Sport England giving timely and clear guidance about future focus and funding. Sport England were aware of this and had promised announcements by the end of June. Mr Vickers asked if the new direction was a retreat from increasing participation in sport and physical activity in favour of talent and success as he had joined the Board with the former purpose in mind. The CEO replied that it was clear that Sport England would no longer direct financial support to “physical activity” and that within “sport” there would be a heavy, but not exclusive, emphasis on identifying and developing talent. He reminded members of the decision taken by the Board in the immediate aftermath of the Secretary of State’s announcement that Active Gloucestershire would seek to remain in a position to support and assist with efforts to make Gloucestershire a physically active and successful sporting county and noted that considerable efforts had since gone into connecting Active Gloucestershire with the Gloucestershire Primary Care Trust.

Ms Herbert made reference to a national conference on Obesity that she had attended earlier in the week at which it was clear that the Government was carrying out a review of how it promoted and funded physical activity. She felt that funding from health budgets would eventually be made available to support local action.

Mr Vickers asked if this meant that the Government had abandoned the target of getting 2 million more adults active by 2012? The CEO responded that he understood that this still remained a target for Government as a whole but that the contribution to be made by sport to achieving the overall total would be in the region of 750,000 – 1 million and that this would be where Sport England funding would be addressed. The annual Active People survey would continue to be used for measuring this. As long as Active Gloucestershire continued to meet Sport England targets and requirements there was nothing to prevent Active Gloucestershire working on other agendas provided that sources of funding other than Sport England were secured and applied to these agendas.

Decision 11/08

The Board agreed to:

- 1. note the report;**
- 2. ask for a further report at the next meeting;**
- 3. instruct the Chief Executive to continue to press Sport England for early and unambiguous announcements about future function and funding for CSPs.**

5 The 5 hour Offer: Extending Activities

AG / BOD 9/08

The Head of Community Sports Development and Investment introduced the report and provided members with a summary of recent developments in relation to the National PE and School Sport Strategy for Young People (PESSYP) (formally known as the PE and School Sport and Club Links Strategy - PESSCL).

She reminded members that the PESSCL strategy started in April 2003 with the objective of getting 5-16 year olds to do 2 hours of high quality PE and sport within and beyond the school day. The Public Service Agreement (PSA) target was to get at least 75% of children doing this by 2006 and then 85% by 2008. The strategy was lead jointly by the Department for Culture, Media and Sport (DCMS) and Department for Children, Schools and Families (DCSF) and in the 5 years to March 2008 over £1.5 billion exchequer and lottery funding had been invested.

Sport England’s role had been to strengthen / create school club links and provide

sports volunteering and leadership opportunities for older children with elements of this being delivered at a local level by CSPs. Nationally and locally the PSA milestone was exceeded in 2007 (a year early) by 1 percentage point with 86% of 5-16 year olds doing 2 hours of high quality PE and sport within and beyond the school day.

On 13th July the Prime Minister announced the investment of an additional £100m over the period 2008-11 in order to give every child and young person (aged 5-19) the chance to do 5 hours of sport a week. For 5-16 year olds (children in statutory schooling) the offer would be made up of 2 hours of high quality curriculum physical education and up to a further 3 hours of sport beyond the curriculum delivered through a range of school, community and club providers. The underlying assumption was that as children grow older they would increasingly be directed towards club/community provision.

Members noted that the additional funding also extended the reach of the strategy to 16-19 year olds although the offer will be for 3 hours of sport rather than 5 as, unless these students were studying sport, they would not be accessing curriculum PE.

Ms Herbert described how the additional funding will be used to resource five distinct work strands:

1 Further Education Sports Co-ordinators linked to School Sport Partnerships (DCSF lead/funded over 3 years 2008 to 2011). Ministers have decided that as the co-ordinators will link into the network of School Sport Partnerships the Youth Sport Trust would lead on delivery and implementation. FE sports co-ordinators would focus on an Enrichment Programme (increasing participation), developing competition and performance and supporting leadership and volunteering.

- 1 Competition and Performance
- 2 Leadership & Volunteering

Nationally there would be 377 across England. From April 1st 2008 a pilot of 30 FE Colleges had operated with the remainder commencing in September 2008. Gloucestershire would have 5 FE Sports Coordinators working 2 days/week to cover the county and members noted that Active Gloucestershire would be linking with SSPs and FE colleges soon to help develop this strand.

2 Competition Managers The completion of the roll out of the Schools Competition Managers network linked again to School Sport Partnerships (DCSF lead/funded over 3 years). Gloucestershire would have one Senior Competition Manager and two Competition Managers with the senior post starting at the end of April and the two remaining appointments in place by September 2008. Ms Herbert reported that the roles would focus on inter-school competition and creating close links between School Sport Partnerships, Local Authorities and National Governing Bodies. It was imperative that these roles were integrated within the wider CSP work with national governing bodies and Ms Herbert reported that, in order to facilitate this, it had been agreed that the senior post would be based with Active Gloucestershire for three days a week.

3 Coaching Top up grants to School Sport Partnerships to pay for coaches working in schools from September onward (DCSF lead/funded over 3 years). Ms Herbert hoped that this strand would link very closely with the existing Active Gloucestershire Community Sports Coach Scheme (CSCS) and the proposed development of a coaching agency. At present, however, further details of how this will operate were awaited.

4 Multi Sport Clubs for Children with Special Educational Needs £2,000 per School Sports Partnership per annum will be available to establish clubs providing for

these children (DCSF lead/funded over 3 years). Ms Herbert noted that ongoing conversations were taking place with SSPs on how the Active Gloucestershire disability programme would help develop and drive this strand forward and stressed again the potential value of effective integration between this work and wider Active Gloucestershire programmes for sport and physical activity for people with a disability.

5 Extending Activity Funding to support a programme designed to attract a different type of young person into sport (DCMS lead/funded over 3 years). The extending activity workstrand would focus primarily on out of school hours and club activity (both within schools and the community). The investment would help bring together the worlds of school and community sport and would be a key factor in engaging the 50% of children and young people classed as “semi-sporty” (ie those currently doing 2/3 hours of sport per week).

The funding committed to Gloucestershire was based on an activity allocation per School Sport Partnership but would be spent across the county in response to identified need. Active Gloucestershire would also receive a small amount of additional funding to co-ordinate the drawing up, with the agreement of local partners, of a simple / practical three year plan to increase take up of the 5 hour offer. Members noted that Active Gloucestershire would act as a broker to bring local partners together to determine how the activity funding should be devolved. The plan would be developed as a single plan for the county and would be approved jointly by Sport England and Youth Sport Trust officers. This plan would need to be renewed and resubmitted annually.

Ms Herbert emphasised that the Extending Activity strand would be a key focus for Active Gloucestershire. There would be £325,750 available for Gloucestershire over the three years of the programme with a target of achieving 9,570 children actively involved in local programmes during this period.

The planning process was already underway and members noted that the deadline for submitting a year 1 action plan was 23rd May 2008. Due to tight timescales the action planning for extending activities was being organised alongside Community Sport and Physical Activity Networks (CSPANs). Ms Herbert reported that in subsequent years the process of identifying where best to make investment would be carried out through the local CSPANs. This would allow resources to be directed more consistently into the priority areas identified through the Local Area Agreement targets and provide a more seamless process and improved mechanism for partnership working.

Members noted that the potential for a part-time role to be created or for additional hours to be bought to ensure that the organisation had the capacity to undertake the additional tasks arising from the programme was being considered as the nature of these tasks became apparent.

Mr Vickers asked if any of the funding could be directed to helping clubs to train coaches as currently he knew situations where the cost of qualifications were putting off potential coaches. Ms Herbert replied that this had been a key feature arising from her initial discussions with potential partners across the county. Training and development would have to be a key element if the scheme was to succeed and she believed that this could be supported out of this funding. She also noted that there were other funding streams available and Ms Walker provided a brief description of the current Skills Active Coaching Bursary scheme. Mr Vickers recognised the difficulty of getting information about these opportunities down to small local clubs and Ms Walker stressed the importance of efforts to establish and enhance use of the club database as a communication tool. Mrs James reported that the County Council also made funds available through the Every Child Matters programme to assist with education and

development and noted similar communication challenges.

The CEO noted that this particular programme was capable of being perceived as the acid test for the delivery system and the effectiveness of Sport England and the network of CSPs. It was the first time that the PESSYP had sought to engage CSPs extensively in the delivery of an entire element of the strategy. As such it was vital that CSPs were perceived to be delivering effectively and to time and budget. He felt that it would be a particular challenge to maintain delivery in this area as the anticipated wider changes began to impact on organisational functions, resources and structures later in the year.

Decision 12/08

The Board agreed to:

- 1. note the report;**
- 2. endorse the approach taken to prepare the year one plan and submission;**
- 3. emphasise the importance of achieving the stipulated outcomes for the programme;**
- 4. ask for a further progress report at the October meeting.**

6

Fundraising proposal

AG / BOD 10/08

The CEO summarised the discussion at the previous meeting. He reported that some limited and informal market testing had taken place. This had revealed interest in the idea and suggested that a positive response would be forthcoming as long as "appeal literature" and support material was of the right standard. Feedback had emphasised the importance of "giving to a charity" and activating the charity would therefore appear to be a critical step. Members now needed to determine whether or not to proceed with this proposal as the timescale in which to prepare for a launch coinciding with the Beijing Games was tight.

Discussion with charity advisers and CEOs of other charities had not revealed any reasons to prevent the proposed way of working as long as, once activated, the proper rules, processes and reporting were followed. Essentially two "Boards" would have to operate. The first would manage the business of Active Gloucestershire as an unincorporated body hosted by the University (ie the status quo) and the second would run the charity when formed. The same individuals could be involved as Directors and one meeting could close and the other open. Time and resources given by staff in the unincorporated body to supporting the fundraising appeal and the limited administration of the charity would be regarded as a "pro bono" donation.

Mr Vickers asked why it was not being proposed to just establish a charity as opposed to activating the company. The CEO replied that he had worked on the assumption that this would be the best way forward as the preliminary work had been completed at the time that the Memorandum and Articles had been drawn up. This approach would also enable the Active Gloucestershire brand to be at the heart of the process. However he could investigate the suggestion put forward by Mr Vickers as an alternative option.

Mrs James asked if any consideration had been given to working with Gloucestershire First the Economic Development Agency for the county in regard to identifying potential donors and to actually shaping the appeal. The CEO reported that initial discussions had been held and earlier in the day he had made a presentation on 2012 legacy to Gloucestershire First at which the proposal had been introduced. Gloucestershire First officers had offered to help Active Gloucestershire with identifying potential donors to approach.

Mr Vickers felt that the proposal should proceed as it was essential that Active Gloucestershire made some headway in securing funds from alternative sources. He emphasised the importance of developing a clear message and quality "appeal literature" to support the effort. He also suggested that thought be given to the benefits that donors would receive.

Decision 13/08

The Board agreed to:

- 1. instruct the Chief Executive to investigate the best option for establishing the charity;**
- 2. proceed to implement the most appropriate option including securing charitable status and establishing the necessary systems and procedures to meet future reporting requirements;**
- 3. develop appropriate fundraising appeal literature;**
- 4. report progress at the next meeting.**

Governance Issues

7 Management Accounts

AG / BOD 11/08

The Head of Knowledge Management, Communications and Business Support introduced the management accounts for the period 1st April 2007 to 31st March 2008. He noted that the report only commented on variances against budget over £3000 and that, following members' request at the previous meeting, variances over £20,000 were highlighted in red.

Members noted that the year end balance was £198,309 against a budgeted year end position of £146,148 and congratulated the Leadership Team on achieving a better than budgeted outturn for the year.

Decision 14/08

The Board noted the report.

8 Business Plan 2008 – 09

AG / BOD / 12/08

The CEO traced the history of the development of the 2008 – 09 plan and the Board's previous involvement and contribution. He reported that he had never known a more difficult period for producing a plan and that, even now, there were areas that would have to be added to and / or amended during the first quarter as decisions emerged from Sport England. In spite of this he felt that staff had produced a robust plan that was aligned to Sport England's emerging objectives and was, notwithstanding some challenges, deliverable. The major risk to delivery was the uncertainty post 31st March 2009 and he envisaged that this would impact in three ways.

First if this caused staff to leave in search of greater job security then both capacity and capability to deliver effectively would be compromised. Second whilst there was this uncertainty current and potential partners would be wary about entering into working arrangements and agreements. Third once Sport England was in a position to make offers beyond 31st March 2009 these would be against a new direction and a new way of working that would require significant realignment and rationalisation of effort and resources. The CEO felt that the change processes involved would be disruptive both internally and externally and challenging to complete by 31st March 2009.

Mr Vickers asked why the budget did not contain any income from the health sector.

The CEO reported that whilst the dialogue with the Primary Care Trust appeared to be more promising than ever before discussions had still not reached the point of firm commitments to funding and that therefore a prudent approach had been taken. Ms Herbert was cautiously optimistic about the potential to secure funding from the PCT and this view was echoed by Mrs James. The Head of Knowledge Management, Communications and Business Support noted that it would be necessary to apply a full cost recovery approach to any discussion with the PCT.

Mrs James stressed the importance of the Building Schools For The Future programme and described how this might be accelerated in Gloucestershire. She felt that there was a critical opportunity for Active Gloucestershire to now engage with this process. The CEO acknowledged this and reported that efforts to do so had hitherto been unsuccessful. He noted that influencing the programme for the benefit of community sport was now a high priority placed on all CSPs by Sport England and this was reflected in the business plan.

Decision 15/08

The Board agreed to:

- 1. approve the business plan and budget for 2008 – 09;**
- 2. instruct the CEO to report any significant changes required as a consequence of the decisions pending on Sport England’s future priorities and funding for CSPs.**

Performance Review

9 Business Plan 2008 – 09: Performance Management AG / BOD 13/08

The CEO reminded the Board of Sport England’s previous encouragement for CSP Boards to undertake a greater scrutiny role in terms of assessing organisational performance. He felt that it was absolutely clear that no matter what specific focus the new arrangements for Sport England introduced this emphasis on scrutiny, performance management and improvement would continue.

He reminded members that it had been agreed at the last meeting to bring the quarterly performance reports required by Sport England and the Community Strategy Board (in relation to our role in the Gloucestershire Local Area Agreement) to the first meeting of the Board after they become available. Members agreed that these reports only form elements of the overall performance of the organisation and felt that other reports should also be considered and / or additional arrangements put in place.

Members indicated that there were two broad areas that they would wish to include in Performance Review. The first concerned circumstances where specific reports had been produced on an aspect of the organisation either at the organisation’s request or at the request of a funding partner.

The second concerned progress with implementing the business plan in its entirety. Members agreed that regular scrutiny of this was a core Board role and had to be a high priority for the Board. Members noted the arrangements put in place by the Leadership Team since the beginning of April:

- The Leadership Team had created a Performance Management Control Document (The document had provision for quarterly comment and makes use of a modified red – amber – green (RAG) process. Each member of the Leadership Team had responsibility for specific areas of work).

- On 1st April the Leadership Team had together conducted a “check and challenge” scrutiny of the current status for each individual work area and established a benchmark against which future progress would be monitored.
- At the end of each quarter the Leadership Team would conduct another “check and challenge” and record progress etc. In this manner a comprehensive assessment and record of progress will be collated and maintained.

The CEO asked how the Board wanted this information to be made available? Members felt that the important areas were those assessed as red and wished to be informed of these together with an explanation and action for improvement. These should be reported at every meeting. Members also saw merit in conducting a full annual review and suggested that this should be done at the annual Board away day as this would then feed into the start of the business planning process for the subsequent year.

Decision 16/08

The Board agree to:

1. review areas of implementing the business plan assessed by the Leadership Team as red at each meeting;
2. consider any specific evaluation reports at the first meeting after they become available;
3. consider quarterly performance reports prepared for Sport England and for the Gloucestershire Local Area Agreement at the first meeting after they become available;
4. review progress with implementing the entire business plan at the annual Board away day.

Briefing and Information

10 NGB, Club and Volunteer Development

Ms Joanne Walker (Sports Development Team Leader: NGBs, Clubs and Volunteers) gave a presentation on her work area. She emphasised the challenge of finding effective mechanisms to communicate and engage with clubs and stressed the importance of the website and newsletter in this regard.

She described the thinking behind the Active Gloucestershire Club Standard and in answer to a query confirmed that she felt that the “gap” between the county standard and the “Clubmark” scheme was obvious with the county standard being positioned to help clubs get approximately two-thirds of the way towards the Clubmark standard. This would also help to support efforts to increase quality school – clubs links as more clubs would become recognised as providing appropriate environments for young people.

She also outlined the Skills Active Coach Bursary scheme and confirmed that Skills Active had increased the funding available to Active Gloucestershire for 2008 – 09 from £15,000 to £21,000 due to a very successful uptake in the county with a further £3,000 being made available to support the extension of the scheme to coaching disabled participants and performers.

Members thanked Ms Walker for her briefing and congratulated her for the current success of the Skills Active coach bursary scheme in the county.

11 Sport and Physical Activity Development for Disabled People

Ms Anne-Dorte Andersen (Sport and Physical Activity Development Officer for Disabled People) and Mr Martin Lees (Community Sports Coach: Inclusion) gave a joint

presentation on their work. In addition to the usual difficulty of developing effective communication channels with partners they also stressed the need to use appropriate language such as Makaton.

A major challenge was to find and train a workforce (paid and volunteer) that would feel confident and competent to work in this particular environment. In answer to a query Ms Andersen confirmed that they worked with children with Special Educational Needs across the spectrum of sensory, emotional, behavioural, learning and mobility needs and emphasised again the challenge of finding, training with appropriate skills and supporting an effective workforce.

Looking ahead she confirmed that they were working on a revised version of the existing SEN Youth Games and that this would place a particular focus on activities that had clear exit routes into community settings. She reported that they had been successful in securing some sponsorship for this year's event but that more was still needed. In terms of supporting schools she and Mr Lees were concentrating on improving the quality of the existing offer rather than widening the actual offer. She felt that in this regard more support from NGBs was required

Members thanked Ms Andersen and Mr Lees for their briefing and noted the date of the SEN Youth Games

- 12 **Calendar of Future meetings and events**
Attached

Any Other Business

- 13 **None**

Date of Next Meeting

The Next Meeting of the Board of Directors will be held on the 17th July from 1400 – 1700 hours in the Board Room of the University of Gloucestershire's Oxstalls Campus.