

EXECUTIVE COMMITTEE MEETING MINUTES

Date:	Friday 20th January 2023
Place:	Virtual meeting via Teams
Times:	0930 – 1330
Participants:	CLOA Executive – Caroline O’ Neill, Debbie Kaye, Donna Pentelow, Ian Brooke, Ian Jones, , Iain Varah, Jayne Knight, Julie Russell, Mark Allman, Matt Partridge, Michelle Lord, Nigel Lynn, Stefania Horne, Symon Easton, Thorsten Dreyer, Tony Witton, Val Birchall, Vincent Paliczka, Zsuzsi Lindsay CLOA Business Manager – Heidi Bellamy LGA Observer – Ian Leete WLGA Observer – Sharon Davies
Apologies:	Karen Whitfield

	Item Description	Relevant business considered, facts noted, decisions taken and actions agreed
1	Minutes & matters arising	The minutes of meeting 28th September 2022 were circulated in advance of the meeting. Matters arising from the actions were as follows: DK - advised that Carole Stewart has left Local Authority employment and so is no longer eligible to stand on the Executive. Action - DK to encourage CS to continue as a retired member and remain as part of the EDI working group.
2	Constitutional amends:	The following issues of relevance to the constitution were discussed <ul style="list-style-type: none"> • Maximum number of nominations for the Executive Committee per local authority Following on from multiple nominations from two authorities this year, a discussion took place regarding what the risks might be in terms of over-representation and the benefits of supporting new members. ZL – as an aspiring leader advised that she wouldn’t have applied to be on the Executive without the support of colleague DP. TD – raised that any limit could be at odds with the EDI commitment if recruitment precluded more than one person from an authority. It was largely agreed that in future 2 nominees could be put forward from a single authority. However, if more nominations were received than places available, then this would result in a need for one of them to

	<p>withdraw. So in effect any second nominee from a single authority would only be assuming an unfilled place on the Executive.</p> <p>Action – VP to draft a constitutional amend for review in April.</p> <ul style="list-style-type: none"> • Length of service on the Executive <p>There is huge value of longevity of service, but this discussion focused on whether serving in perpetuity is an issue.</p> <p>VP – advised that Sport England are requiring sports bodies to sign up to constitutional changes to improve transparency and one of these is longevity of service. It isn't compulsory, but they are recommending that people do not remain on committees for longer than 9 years.</p> <p>HB - having looked at the make up of the Executive, only 5 people have been on the Exec for more than 10 years. Also there are currently 4 vacancies.</p> <p>IV – sent comments in advance of the meeting; he isn't supportive where there is no compulsion to do so and fears the loss of institutional memory/experience.</p> <p>VB – need a balance of new voices and experience, which has been achieved. In favour of monitoring rather than constitutional change. However, flagged up a risk that new members might feel it is a forgone conclusion for roles such as Hon. Treasurer and perhaps it needs to be made clear that all positions are open to nominations (with the exception of Immediate Past Chair)</p> <p>IB – reminded that we have already introduced an amend that limits Vice Chairs holding office for a maximum of three consecutive years, so as not to block new talent.</p> <p>DK – we are reliant on the seniority that our longstanding members bring in the absence of a CEO, so as long as we maintain a balance it seems that it would be detrimental to the association to introduce a time limit for serving on the Executive.</p> <p>A vote was taken on limiting the length of term serving on the Executive – only 1 person voted in favour. No action to be taken currently.</p> <ul style="list-style-type: none"> • Position on Local Authority Trading Companies (LATCOs) <p>MA - mentioned that a recent vote by CLUK resulted in a decision not to allow such organisations to become members.</p> <p>IV – sent comments in advance of the meeting; stating that he was comfortable with LATCOs joining, but they should be treated the same as Trusts.</p> <p>There was consensus amongst the committee that LATCOs would be included within the constitution on the same basis as Trusts (eligible for membership, but a maximum of 3 Trust members are permitted to join the Executive. These members will not be eligible to hold the roles of Chair or Vice Chairs)</p> <p>Action – VP to draft a constitutional amend for review in April.</p>
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3	Update on the EDI Action Plan	<p>The EDI Working Group met on 20 October 22 and from this discussion a revised EDI Action Plan was developed; this was circulated in advance of the meeting and includes a number of new elements.</p> <p>VB – drew attention to a couple of actions around aspiring leaders, profile/progress, buddying and allyship:</p> <p>A clear statement that can be used to reach out to aspiring leaders is needed. Action – VB & DK to develop in advance of the next call to join the Executive. Also the social media campaign is part of a package to continue attracting aspiring leaders and can be used for the recruitment campaign next year.</p> <p>Action – Self-assessment in June will ask Executive to reflect on what they have contributed around EDI</p> <p>Action – A formal item on the agenda at the AGM to update on progress against the EDI action plan.</p> <p>Buddying opportunities was a new proposal to be offered in future to address unintended barriers and so that any new members to the Executive experience a ‘soft landing’.</p> <p>Action – Repeat Coffee chat as a recruitment tool and Welcome meeting as an introduction to the Executive.</p> <p>The EDI group had agreed to focus on allyship and proposed to invest in CPD for the Executive in September to build knowledge about allyship and inter-sectionality.</p> <p>Action – Executive to make suggestions for facilitators that might lead this training.</p> <p>Action – VB/EDI Group and other Executive members to consider whether they could to contribute to a blog on allyship in the coming months</p> <p>VB – invited anyone keen to take on the mantle of EDI champion to express an interest.</p> <p>DK – reflected that this is an ongoing piece of work, but we are making progress.</p> <p>TD – observed that how we support the wider sector is more of a challenge and queried whether it is our role and the resource implications.</p> <p>Action - Future potential event with SOLACE still in the EDI plan and to be discussed at next working group meeting.</p> <p>It was also agreed to host a roundtable on EDI that involves the membership in creating the content to showcase.</p> <p>HB – has circulated a call to the membership asking for case studies. EDI group to review and select those to focus on as part of a roundtable event in April, post-event HB to add all case studies submitted to website.</p> <p>The Leadership Roundtable will also have EDI integrated as an element.</p> <p>VB will cover the benefits of distributed leadership as a mechanism to</p>
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		both develop and diversify the next generation of leaders and share the responsibility of decision-making.
4	Strategic Relationships: updates	<p>This verbal update focused on any matters arising that need input from the Executive.</p> <p>MA/DK/IB/JR - met with Sport England to discuss the Future of public leisure and CLOAs commitment, they have also been involved in a number of meetings relating to the Energy Bill Discount Scheme (EBDS). CLOA has issued a statement in response to the EBDS and will continue to lobby alongside national agencies to encourage a rethink on subsidising energy cost across public pool provision.</p> <p>VB – Shared an update from the regular meeting with ACE local stakeholder group via LinkedIn. Also meeting with DCMS following on from the launch of the Cornerstones of Culture to discuss how the department can better work with local authorities.</p> <p>CON - met ACW to discuss rising costs in Wales and is seeking to join up the conversation following on from the address by Ross Burnett, ACE Director – Business Development, who spoke at 'Meeting the challenge of the rising costs of cultural services'.</p> <p>IB - advised that there are changes in attendance at the Local Government Physical Activity Partnership (LGPAP) due to new appointments at APSE and Active Partnerships. Recent conversations have been focused on the omission of swimming pools from EBDS. LGPAP has helped co-ordinate the response by sending out letters to key ministers, and although some partners can't lobby, a key part of the co-ordination is making sure the sector is vocal.</p> <p>LGPAP is curating good practice examples where local authorities have taken a whole system approach to tackling inactivity.</p> <p>Action – HB to include an article in next ebuletin calling for case study content.</p> <p>DP – met with TNA and provided an update on the key points of the meeting. They are refreshing the guidance around access to archives and CLOA will be able to feed into discussions. The results of the consultation on TNAs leadership role are expected in the coming months. There is a drive to collect data as CIPFA is no longer collecting the data set for archives. Quarterly meetings agreed.</p> <p>SE – met with Museums Association and advised that their March conference will consider a new deal for museums; museums and heritage sector are in crisis due to projected deficits.</p> <p>MP – introduced the proposal from the Office for Health Improvement & Disparities for working with CLOA around Mental Health Awareness Week 15th – 21st May 2023, which was circulated in advance of the meeting.</p> <p>The Creative Mood Board currently shows active images only – OHID have advised that they will work on reflecting the other five ways to</p>

		<p>wellbeing to enable CLOA members to reflect the benefits of all their services.</p> <p>The proposal was well received and a long lead in time would be welcomed for maximum impact.</p> <p>IB – offered to share the proposal with LGPAP at the next meeting. It was suggested that OHID also link with the Culture & Health & Wellbeing Alliance and involve The Association of Directors of Public Health.</p> <p>Action – HB to feed back Executive points to OHID proposal</p> <p>HB- advised that we are still seeking a member of the Executive Committee to take on the role of strategic relationship lead for Swim England. Initially this will be as a shared responsibility with MA then moving towards a handover of sole responsibility</p> <p>Given the situation regarding the exclusion of swimming pools from the new Energy Bill Discount Scheme this appointment is vital.</p> <p>Action – Executive Committee to consider volunteering.</p>
5	Update from AGM Working Group	<p>The AGM working group DK, ZL, JK and HB met on 12 December 22 with a view to planning an event in response to the recommendations arising from the post-conference survey and the steer from the September CLOA Executive meeting, which was to plan a hybrid meeting.</p> <p>Format</p> <p>There was some discussion about the merits of in-person and a recognition that opportunities for face to face networking are still scarce. Also, that the survey was carried out in June 22 when the effects of the pandemic were still lingering.</p> <p>The group were also conscious of the need to ensure the AGM component is quorate (25).</p> <p>Action - it was agreed that the AGM be hybrid and attendance compulsory for Executive Committee Members unless they are ill or on holiday.</p> <p>It was felt that to attract people the event needed to be curated for the benefit of those attending in person, with a really interactive programme to encourage people to travel. This would include a networking lunch and ideally also a post-event experiential activity.</p> <p>Action – All to reflect on possible activities in London such as VR experiences and share ideas/ useful contacts with HB</p> <p><u>Venue</u></p> <p>HB - enquired about use of a room at Smith Square, as LGA is now well versed in hosting hybrid events.</p> <p>A half day rate is 4 hours @ £550.00 + VAT plus support from the AV technician @ £350 + VAT.</p> <p>The room holds 56 people Cabaret style plus a top table for Chair/speakers.</p> <p>Costs for offering refreshments on arrival, plus a light lunch with refreshments for up to 50 people will be an additional £750 + VAT</p>

	<p>The Executive approved an estimated cost for room hire, tech support and hospitality of £1650.</p> <p>LGA are holding Westminster Suite for 28 June 23, with a tentative timing of 1100-1500 incorporating a short networking lunch. This will make it easier for those travelling into London.</p> <p>Action – HB to enquire about a cancellation clause in case of a rail strike on the day, before progressing to contractual confirmation.</p> <p><u>Theme</u></p> <p>The working group felt that a focus on digital could be timely. This would involve highlighting how technology is being used innovatively to create solutions that improve people’s lives and are transforming the way the sector operates/delivers services.</p> <p>It was also felt that an open discussion would be useful about when services should not to be digital and the enduring value of in person, which links to challenges around accessibility.</p> <p><u>Speakers</u></p> <p>The working group had already identified some potential case studies but invited the wider Executive to consider speakers.</p> <p>JK – emphasised the need to ensure there was energy around the event and structure it to be appealing by securing speakers that have a really strong live presence.</p> <p>Data sets were raised as a topic for inclusion; during the Culture Commission process they were flagged as essential for evidence, as well as improving skills in the sector for interpreting and using available data.</p> <p>Haptic technology that stimulates senses of touch and motion, was flagged up as an area of innovation that we could platform.</p> <p>AR, VR, AI, gamification plus digital tools can help with audience development, engage young people and contribute to talent development too.</p> <p>ML - suggested Hasan Bakhshi Director, Creative Industries Policy and Evidence Centre. His work includes co-authoring the landmark Next Gen skills review of the video games and visual effects industries.</p> <p>TD – suggested Stephen Miller the chief technology officer at Audience Agency and Eddie Copeland Director at the London Office of Technology and Innovation to talk about what it means for leaders.</p> <p>ZL – we also wanted to reflect how digital can have an impact on health and wellbeing</p> <p>IB - suggested a speaker around the theme of using data to shape work in communities, looking at predictive technology to target preventative (leisure, culture) activities to improve outcomes – a conversation with Nesta etc could be useful.</p> <p>Action - Executive Committee to suggest speakers and good examples from across portfolio of services to illustrate ‘Let’s get Digital’.</p> <p>The working group put forward the idea of the Executive travelling down the night before and having dinner together.</p>
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		Eight people expressed an interest.
6	Budget Update Membership fees	<p>A financial update was circulated in advance of the meeting.</p> <p>VP - talked through the budget variables and highlighted that a surplus is still projected at the end of the financial year.</p> <p>Having been static for 5 years, an increase of £10 for Individuals (to £160+VAT) and a £30 increase for a Corporate subscription (£480+VAT) will take effect from April 23, as approved at the 22 AGM.</p> <p>VP - Suggested no further increase is proposed for June 23.</p> <p>Action – DK to draft a message to accompany the renewal invite emphasising that we have needed to apply an uplift against a back drop of increased running costs, but that the membership still represents very good value for money.</p> <p>Action – HB to include link to video ‘What benefits do you get out being a member of CLOA’ in renewal invite.</p>
7	Roundtable programme – development of content	<p>An update on the roundtables held since the last Executive meeting was circulated outlining the topics, speakers and attendance numbers:</p> <ul style="list-style-type: none"> • Local Gov and the Office of Health Promotion - 3 October • XP and the Cambridgeshire & Peterborough Region of Learning, Skills and Opportunity – 3 November (recorded) • Meeting the challenges of the rising cost of leisure services - 10 November • Meeting the challenge of the rising costs of cultural services - 7 December <p>Building Leadership Resilience – will take place on 31 January 22 between 1130-1300. There are now 36 people registered inc TNA, Libraries Connected, ACE and SE representatives with complimentary membership.</p> <p>Action – HB to plan a roundtable on EDI best practice with DK/VB drawing on case studies from membership to be held in late April.</p> <p>The next series will run from September 23 to April 24</p> <p>TD – proposed engaging with the planning system as a topic.</p> <p>IJ – suggested fees and charging or commercialisation.</p> <p>SE – put forward Museums and Libraries situation/funding</p> <p>MP – felt that a focus on the affordability challenge associated with accessing services/activities linked to the cost of living crisis would be beneficial.</p> <p>NL - mentioned the challenge of finding permanent housing for refugees and the issue of asylum hotels; in West Berkshire they are making the leisure offer accessible and helping integrate new arrivals into communities. This could be worth focusing on at a roundtable.</p> <p>Action – Executive to share further ideas for the next series</p>
8	General Updates	<p>IL – attested to the value of drawing on the expert knowledge of the CLOA Executive over recent months.</p>

		<p>Sanderson is collecting ideas, but it will be DCMS that devise the strategy.</p> <p>SD – advised that the draft settlement budget (Wales) was released in mid December. This was better than expected, however, there is still a shortfall in real term and it doesn't go anywhere near to plug the gaps in local government. Final Settlement to be published end of February.</p> <p>As non-statutory services culture and leisure are likely to see the greatest cuts, although local authorities are fully aware of how integral these services are to enhance and bolster statutory services and are doing everything there is possible to limit the cuts.</p> <p>IJ – added that Chief Leisure Officers Group Wales is having discussions on budget settlement, focused on charge settings, which is a significant proportion of the budget, and looking at a 10% increase although this would impact on memberships. There is inconsistency around social pricing and concessions, much is historic and may need a radical rethink to offer value to people facing cost of living challenges. Following the qualification of Wales for the World Cup Wales good work was undertaken linking the cultural sector with football and it was a really good way of engaging new audiences.</p>
9	Social media campaign	<p>In advance of the CLOA Executive Committee meeting the series of short social media videos created by Bigwave Marketing were circulated.</p> <p>DK – reminded people that it they are also intended to help with succession planning as well as grow membership and help us achieve our EDI ambitions.</p> <p>VB – suggested that we link the videos back to the relevant webpage on membership benefits/how to join.</p> <p>A number of small additional edits were flagged up, but the participants were congratulated on their contributions and the suite of assets felt to be really useful.</p> <p>Action – HB and send final edits to Bigwave.</p> <p>The Executive discussed how best to cascade the videos, maximising use to reach new members and recruit to the committee.</p> <p>'What benefits do you get out being a member of CLOA'</p> <p>Action – HB to circulate with renewal invite and post on Twitter and LinkedIn in early April.</p> <p>Action – all Exec members to assist with cascade amongst regional groups and permeate through their professional networks.</p> <p>'Reasons to join the CLOA Executive'</p> <p>Action – HB to circulate with call out for nominations and post on Twitter and LinkedIn in mid May.</p> <p>Action - all Exec members to share to reinforce perceptions of CLOA as an outward facing welcoming committee.</p> <p>'How has membership of CLOA helped with your career'</p> <p>Action – HB to use in approaching non-members in August/September along with a 3 months complimentary offer.</p>

		Action – all videos to be uploaded onto relevant section of the CLOA website and our YouTube channel.
10	A.O.B London CLOA	<p>London CLOA – TD presented the findings of the survey of London members at a meeting in October 22.</p> <p>TD, SH and Sara O'Donnell then met to discuss the way forward and agreed to stand down the cyclical London meetings, as people not able to commit. The plan is for less frequent meetings and using more use of digital platforms to network, with events when needed.</p> <p>DP – asked whether we need a public page on LinkedIn to get key messages out to those are not members and profile work.</p> <p>HB – advised that there would be a capacity challenge in producing content.</p> <p>TD – suggested setting up with additional admins such as TD and DP to support.</p> <p>Action – HB to set up a public profile page for key activities and campaigns. This will differ from the members forum, which is used to regularly share information.</p>
11	Guest Dawn Wakeling, Executive Director of Communities, Adults and Health at LB Barnet and ADASS representative	<p>A discussion took place regarding how CLOA can develop our working relationship with ADASS</p> <p>MP – welcomed DW who is Chair of London ADASS and in LB Barnet has leisure, sports and physical activity in her team .</p> <p>What should CLOA be aware of?</p> <p>Adult social care is a financially challenged sector, historically underfunded, with central government passing the challenges to local councils to fund through the social care precept. So insufficient funding is the real issue, with people living longer, but with unhealthy life expectancy years. As such physical and cultural activities are strong contributors to the preventative agenda.</p> <p>Government reform programme, first predicated in the 2015 Care Act - rolled back the cap on care, but this won't come into effect until Oct 2025. Care Quality Commission inspections are planned to start from April this year. Although the final inspection framework has yet to be published, care provider reforms will include healthier lives.</p> <p>Hospital discharge is a media focus, but integrated care extends into the community with a focus on enabling people to live healthy, good quality independent lives. Another big issue is the workforce with 150,000 vacancies, and it's a complex market with front line carers often on a minimum wage plus family and friends acting as a key part of this workforce. Indeed, Carers UK estimate is 1:5 adults undertake caring responsibilities and often have health conditions themselves. So, thinking about supporting carers is a real priority too.</p> <p>DW highlighted that 50% of dementia cases are lifestyle and exercise related so there is a need to make leisure accessible and dementia friendly. In Barnet they have also built in health management schemes</p>

	<p>around diabetes and cardio vascular too as part of their GLL contract. Cultural activities are also important; singing and dancing are really valuable for brain health.</p> <p>DP – asked how best to circumnavigate silos and engage with social care colleagues?</p> <p>DW – advised reaching out and making a connection, giving examples of what you are already doing and opening up a conversation about what is working well elsewhere. Then Identifying the key priorities to coalesce around for future initiatives. GLL contribute to staff briefings on their offer. Sports Development and Social Care staff work together around Silver Sunday. Developing a relationship Age UK, Mencap, Alzheimer’s locally is also a way to work locally. Building a relationship with your DPH is another route to get traction for prevention initiatives, as their budget is ring-fenced.</p> <p>MP – suggested there was an opportunity for a powerful piece of work between ADASS and CLOA in pulling together case studies and evidence.</p> <p>HB – reminded the group that CLOA had previously published The role of Culture and Sport in supporting adult social care to demonstrate the value of members work.</p> <p>TD – queried whether the social care IT systems could better record when a leisure or culture intervention had been impactful.</p> <p>Action - ADASS and CLOA to have a further conversation to explore some practical opportunities to work together including for example potentially publishing a joint statement of impact around the value and opportunities of culture and leisure in addressing the social care challenges. Also to discuss the issue of recording the impact of leisure and culture interventions.</p>
Dates of next meetings	<p>Executive Committee - Wednesday 26 April, via Teams</p> <p>AGM & Conference - Wednesday 28 June, Smith Square, London</p> <p>NL has offered Shaw House in Newbury for the September meeting date tbc w/b 25/9/23</p>