



Sport Across Staffordshire & Stoke on Trent

Board Meeting

AGENDA

Tuesday 21st April 2020 at 2pm

Virtual Meeting via GoTo Meeting, code **346-215-469**

Trustee Training, delivered by Support Staffordshire, postponed to 20.10.20

1. Apologies
2. Declarations of Interest
3. Welcome to new Trustees
4. Minutes of last meeting 21.01.20 *Enc. 1*
5. SASSOT's Response to Covid-19 *Jude Taylor Enc.2*
6. Strategy Consultation 14.07.20 *Jude Taylor*
7. Staff Showcase – School Games: Response to Covid-19 *Camilla Denham-White*
8. Transfer of Union Recognition Agreement *Jude Taylor Enc 3*
9. Reports (discussion by exception)
 - Chair's Actions *Malcolm Armstrong Enc. 4*
 - PALS (Formerly SLCOF) *Malcolm Armstrong Enc. 4*
 - Finance & Audit Group *Enc. 5*
 - Governance & Appointments Group *This took place on 07.04.20 but the two main items are covered under items 5 and 8 above*
 - Director and Chief Operating Officer Report *Enc. 6*
 - Independence Working Group *Enc. 7*
10. Dates & times of future meetings
 - Discussion around preferred days / times
 - Tuesday 14th July 2020, 2pm, Stafford BC
 - Tuesday 20th October 2020, 2pm, Stafford BC

Meeting Minutes

| Present Attendees | | Apologies | Also Distributed To: |
|--------------------------|---------------------------------|----------------------------|----------------------|
| Malcolm Armstrong (MA) | Chair | - Rebecca Roberts | Core Team |
| Angela Dale (AD) | Keele University | - Cllr. Mark Deaville (MD) | |
| Jane Kracke (JK) | Chief Operating Officer, SASSOT | - Derek Peters | |
| Jude Taylor (JT) | Director, SASSOT | - Kimiyo Rickett | |
| Prof. Pauline Walsh (PW) | Independent | - Toyin Higgs | |
| Hazell Thorogood (HT) | Office Manager | - Ian Kelsall | |
| Jonathan Topham (JTT) | Public Health Staffordshire | | |
| Tim Clegg (TC) | Stafford Borough Council | | |
| Naomi Bird (NB) | SASSOT | | |
| Alistair Fisher (AF) | Board Representative | | |

| No. | Item Topic |
|-----|--|
| 1. | Apologies As above |
| 2. | Declarations of Interest Jane Kracke, Jude Taylor Camilla Denham White and Hazell Thorogood as employees of SASSOT. |
| 3 | Minutes of last meeting 15.10.19 - Accepted as a true record by all |
| 4 | <p>It was noted that Angela Dale and Ian Kelsall are stepping down as members of the Board. The Board would like to pass on their thanks for their hard work and contribution.</p> <p>Reports – discussion by exception</p> <p>Chair's Actions: Malcolm Armstrong</p> <ul style="list-style-type: none"> - MA has conducted 9 121's, attended a goodbye meal for Sarah Bixter and had an introductory meeting with Marie Jenkins. - MA has spent 2 days at Sport England. - Attended the FAG /GAG and PALS meetings. - Attended a Sport England Webinar. - A calendar of events will be sent out to the Board members. <p>The School Games will be held on the 26th June 2020 at Keele University. Camilla Denham-White has requested if possible, four trustees to attend to mingle with the VIP session.</p> <p>ACTION 1: HT to add support for the team and the wider organisation to the next Board agenda.</p> <p>Chair's Advisory Group</p> <ul style="list-style-type: none"> - The next CAG is to be held in April 2020, the meeting may be reviewed after this. <p>PALS (Formerly SLCOF)</p> <ul style="list-style-type: none"> - Sport England are attending the April 2020 PALS meeting to discuss strategic planning guidance: this meeting has been opened up to the West Midlands. |

Finance & Audit Group Enc. 2

- The five year forecast has been amended slightly to ensure SE funds are fully utilised.
- The next FAG will review the liabilities and deficit and look ahead to generate opportunities for funding.
- Risk Register: new posts will be recruited to from 1st April; there are currently capacity issues within the team. Ben Holland is moving onto a new role. The Board thanks Ben for his long service and huge contribution.
- JT suggested potentially increasing hours to full time until the end of March 2020.
DECISION 1: The Board agreed JT can increase hours to assist with this transitional period.
- **Reserves Policy:** the FAG have approved the Reserves Policy.
- A three partner drop in funding has been built in which would need to be adjusted if the rate of dropout worsened.
- Building in 3 months' worth of employment costs does affect the deficit.
- **DECISION 2:** The Board approved the reserves policy.

Governance & Appointments Group Enc. 3

- The majority of Board members have agreed to become Trustees. There are two, possibly three vacancies.
- A skills audit was carried out last year which pointed to a need for experience in commercial acumen, income generation, and accounting and audit in newly recruited trustees.
- Recruitment packs are to be shared shortly.

ACTION 2: All to share recruitment packs with their own networks to contacts with the relevant skills to become trustees.

- Screening Policy: Together Active would ask new potential trustees for two references, a declaration of interest and a code of conduct.

DECISION 3: The Board approved the Screening Policy

Tier 3 Compliance: Together Active will be required to go through the entire process as a new organisation. There will be an internal review in Jan 2021 and an external review in 2022.

Board of Trustees Working Procedures: This contains the operational detail of the Board and compliments the constitution.

DECISION 4: The Board approved the Board of Trustees Working Procedures

JK has been invited to sit on a governance review panel for Sport England. The Board gave their congratulations to Jane.

Director and Chief Operating Officer Report Enc. 4

- SE will be holding a 1 day workshop with SASSOT as part of their PMIF Quality Assurance process.
- The morning session will monitor progress against the improvement plan.
- The PM session will be a deep dive activity potentially focusing on our strategic direction over the next four years.

Funding is confirmed from: SCC/SMDC/CCDC/LDC/ESDC/SBC. Discussions are ongoing with SOTC and NULBC who have confirmed the budget has been accounted for but needs to be finalised.

- There are consultation events being ran in conjunction with the SE improvement framework: the focus seems to be on in-actives.
- As an organisation we need to be agile to a PBA mandate.
- The abolition of the sugar tax would have a profound negative impact on investment in school

| | |
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| | <p>sport.</p> <p>Independence Working Group Enc. 5</p> <ul style="list-style-type: none"> - Thanks to the IWG for their hard work and contribution. - The working group is ongoing. - The constitution was changed based on the Charity Commission's feedback. This was approved and Together Active is now a formal charity. - DECISION 5: The Board formally approved the constitution change. - The Board discussed the Judges Residency / Entrust as new office options. The Judges residency would mean the team is split across a series of rooms and has no disabled access. - DECISION 6: The Board agreed Entrust is currently the preferred office option pending cost negotiation. A larger room is currently being scoped out. - A date has been set to review if the organisation has finalised all plans and can transition: Friday 21st Feb 2020. - |
| 5 | <p>Staff Showcase – Open Data – Naomi Bird</p> <p>NB presented slides on the Open Data Project</p> <ul style="list-style-type: none"> - ACTION 3: AF to check if SOTCC have a physical activity platform and to share with NB. - The Board discussed promoting the open data information at the BUCS Physical Activity Board via Angela. - 80% of universities use Gladstone. If a provider uses Gladstone there is a £5k cost to upgrade to be open data compliant. - The brand can be localised where required. - A widget could link into the 'MyStaffs' App. - The incentive to gather the data is free advertising. - The Board discussed the need for quality assurance and/or Kitemarks. - Any timetable information is linked to booking systems not static webpage information. - Smaller organisations could struggle to feed in changes. - IMIN cleans the data before entering into the tool. - ACTION 4: Please can all endeavour to champion the Open Data project within your own networks. |
| 6 | <p>Stakeholder Satisfaction Survey – Naomi Bird</p> <ul style="list-style-type: none"> - The net promoter score was 40%. The national benchmark is 45%. - Overall feedback was very positive. - There is mop up activity happening to capture feedback from key partners who didn't take part in the survey. |
| 7 | <p>Board Sub Groups – Jude Taylor</p> <ul style="list-style-type: none"> - There will be one more CAG in April. - There are two, potentially three vacancies on the Board to become trustees. - A new remunerations committee has been set up to work in conjunction with HR support. - A scrutiny committee has been added to ensure all are happy with the quality and direction of the work, with rotating members dependent on the subject. |
| 8 | <p>Dates of Independence – Jude Taylor</p> <p>Provisional transition date: 1st April.</p> |
| 9 | <p>Date of next meeting(s) – Please note, venues may change from April onwards: this will be communicated and new invites will be sent.</p> <ul style="list-style-type: none"> • Tuesday 21st April 2020, 2pm, Stafford BC • Tuesday 14th July 2020, 2pm, Stafford BC • Tuesday 20th October 2020, 2pm, Stafford BC |

| Actions | Owner | Date |
|--|--------------|-------------|
| 1. HT to add support for the team and the wider organisation to the next Board agenda | HT | 21.04.20 |
| 2. All to share recruitment packs with their own networks to contacts with the relevant skills to become trustees. | ALL | 21.02.20 |
| 3. AF to check if SOTC have a physical activity platform and to share with NB. | AF | 21.04.20 |
| 4. Please can all endeavour to champion the Open Data project within your own networks. | ALL | 21.04.20 |

| Decisions |
|---|
| DECISION 1: The Board agreed JT can increase hours to assist with this transitional period |
| DECISION 2: The Board approved the Reserves Policy. |
| DECISION 3: The Board approved the Screening Policy. |
| DECISION 4: The Board approved the Constitution. |
| DECISION 5: The Board approved the Constitution change due to the Charity Commission feedback. |
| DECISION 6: The Board agreed Entrust is currently the preferred office option pending cost negotiation. |

| Prepared By: | Date | Checked By | File Code |
|---------------------|-------------|-------------------|------------------------|
| Hazell Thorogood | 21.01.20 | Malcolm Armstrong | Board Minutes 21.01.20 |

SASSOT Covid – 19 response

The below paper outlines SASSOT proposed response to Covid-19. This has been developed to provide the greatest level of support to local partners, within the limits of our reduced staff capacity. We have informally consulted on the below with our Local Authority partners, and so far it has received a positive response.

Under this agenda item we would like to facilitate a discussion and are seeking Board members views on the following questions.

- Does the proposed offer feel appropriate, are the Board satisfied that this stream of work will supersede the original delivery plan and become our focus over the next 4-12 weeks
- In your opinion, what might the medium/long term impact of Covid- 19 and government measures likely to be in terms of; behaviours, technology, working practices and the sport sector as a whole?
- What approach should we take to the development of Together Active Strategy (2021-2025)



At SASSOT we understand we have an important role over the coming months in supporting, not only the sector, but everyone around us. Over the past week or so we've been thinking really hard about the services we can offer; actions which make sense in a time when nothing else really does. We know we will need to adapt and change this as we go and we're really keen to hear your feedback.

1. Supporting people to stay active

Keeping our population active is going to be vital tool in the maintenance our physical and mental wellbeing. We will provide clear, accessible information, advice and guidance to support people to do just that. We will connect people with online offers and activate the national #stayinworkout campaign.

2. Activating our volunteers

We know sporting volunteers are some of the most dedicated, connected and community minded individuals out there. We are working with local authorities and third sector partners to connect them with the appropriate volunteer opportunities where it is safe to do so.

3. Connecting our sector

We will provide digital spaces for sport and physical activity professionals to share information and best practice and we will distil and disseminate national advice and guidance, for our partners, quickly and accurately.

4. Developing our professionals & volunteers

We recognize some of our amazing sport and leisure professionals will be looking at a change in their day to day responsibilities as an opportunity to develop their skillset and SASSOT will be there to support them. We will coordinate regular webinars, online courses and seminars for free.

5. Strengthening our clubs

We know it isn't business as usual for our community clubs, however many of them will be looking for ways to come back stronger. SASSOT is enhancing its offer to clubs, supporting them with their development activities such as bid writing, policy development and volunteer recruitment.

We understand this offer will need to evolve over the coming week and months; it's not clear at the moment what challenges, you, our partners will be facing on the ground. I really welcome conversations with you all to understand the challenges you are facing.

The most important thing, the only thing, is the health and wellbeing of our communities. We know this is going to be a challenging few months for everyone in Stoke-on-Trent and Staffordshire, but SASSOT are behind you every step of the way.

ENCLOSURE 3 – TURA Board Decision

Transition Arrangements

To facilitate the move to independence SASSOT will use TUPE legislation to transfer current employees to Together Active. **TUPEs** (Transfer of Undertakings (Protection of Employment) Regulation) purpose is to protect employees when this type of transfer occurs, particularly with regards to employee's current terms and conditions (also referred to as measures). The term 'measures' is not defined in legislation, but TUPE certainly protects things such as, salary redundancy allocation and working practices (such as place of work, hours of work).

In preparing for the TUPE transfer from SASSOT to Together Active, the leadership team has received conflicting advice from various HR professionals as to whether the Trade Union Recognition Agreement (TURA) should be included as a 'measure' that transfers to Together Active.

This potentially has a significant impact on the financial sustainability of Together Active as it transferring the TURA would require us to negotiate with Trade Unions regarding the "measures" for new staff.

What is a Trade Union Recognition Agreement?

A Trade Union Recognition Agreement is a formal agreement between the employer and the Union which sets out what activities e.g. pay, hours, holiday you will undertake collective bargaining on. A recognition agreement covers a "bargaining unit" – it can be a whole workforce or a distinct group of employees doing a particular job or working in a particular location.

SBC are bound by the National Terms and Conditions of Employment which are negotiated upon nationally (NJC) from which they implement pay rises, changes to the pay and grading etc w. However SBC negotiate with the local branch of the Trade Union on the Local Essential User Allowance and car parking.

What are the implications of transferring the TURA?

If Together Active does recognise the TURA then, the Union should be consulted on the terms and conditions proposed for new staff (because new staff will join the "bargaining unit" when they join the organisation, even if they are not union members).

When changes are made to the NJC pay scales, these would need to be adopted by Together Active; they could only *not* be adopted following consultation with the union.

Together Active decides *not* to recognise TURA, then Terms and conditions for new staff can be introduced without consultation with the union. The NJC pay scales and Green Book terms are frozen under TUPE at the point of transfer; any changes made by SBC or the NJC after that date could be voluntarily adopted but need not be applied. SASSOT would be required to consult with staff

What are the risks to the organisation in not transferring the TURA?

With this decision, the risk would be that the TU or existing employees challenge this decision now or in the future and potentially bring a claim in employment tribunal. The financial penalty would be significant and there may be reputational damage.

Mitigating steps

SASSOT leadership team have taken steps to gain further understanding and where possible, mitigate the risk. Other APs who recently transition were contacted; two responded and stated that they did not transfer the Trade Union Recognition Agreement.

SBC HR confirmed that TURA has not transferred in any of the previous SBC TUPE arrangements. This includes the recent TUPE of leisure staff to Freedom Leisure.

Carl Morgan the local Union representative confirmed in writing, that he was satisfied that we would not transfer the TURA, but Together Active would continue to maintain a positive and professional relationship with the Union post transfer.

Decision

In light of the above, the Board are being asked reach one of the following decisions:

- A. The Trade Union Recognition Agreement **should not** transfer from SBC to Together Active as part of the TUPE agreement
- B. The Trade Union Recognition Agreement **should** transfer from SBC to Together Active as part of the TUPE agreement
- C. SASSOT take further legal advice in respect of the question of if the TURA should transfer.

Report to the Board – Enclosure 04

| | |
|--------------|--|
| Report Title | Chair's Actions since last meeting and PALS Report |
| Date | 21.04.20 |

| | | |
|--------------------------------------|---|---|
| Open Agenda item | X | |
| Private and Confidential Agenda item | | By virtue of containing confidential information relating to: |

| | | |
|-----------------|-------|-------------------|
| Contact Officer | Name: | Malcolm Armstrong |
| | Tel: | 01785 619349 |

| | |
|-----------------|---|
| For Information | X |
| For Decision | |

Chair's actions since last meeting:

- Chaired IWG x 3
- Linked in to various webinars from Sport England and Active Partnerships
- Attended Board Team Away day
- Meeting with South Stoke-on-Trent MP
- Recruiting and Interviewing 2 new Board members
- Prepare Newsletter column for publication
- Chaired GAG and PALS and participated in FAG
- Regular 1:1 with Director and COO including catch up calls.
- Chaired new PALS twice weekly (Tuesday/Friday) catch ups/cross-county support during the crisis.

PALS (Physical Activity Leadership in Staffordshire, formerly SLCOF):

- Discussion around SASSOT's draft Covid-19 Offer – this was well received, and some useful comments / suggestions were given
- Steve Welch from Sport England attended to update on the support available to LAs / Leisure Contractors during the pandemic
- Options for use of the PALS budget were discussed and a decision will be made electronically. Options being considered are insight, workforce development and open data
- Following the formal meeting a discussion took place among the LAs that have contracted out their leisure services,

Report to the Finance and Audit Group – Enclosure 05

| | |
|--------------|---------------------------------------|
| Report Title | SASSOT Finance and Audit Group Report |
| Date | 21 st April 2020 |

| | | |
|--------------------------------------|---|---|
| Open Agenda item | X | |
| Private and Confidential Agenda item | | By virtue of containing confidential information relating to: |

| | | |
|-----------------|-------|------------------------------|
| Contact Officer | Name: | Kimiyo Rickett / Jane Kracke |
| | Tel: | 01785 619187 (JK) |

| | |
|-----------------|---|
| For Information | x |
| For Decision | |

Purpose of Report

To update the Board on the following items as discussed at the Finance and Audit Group meeting on 07.04.20

- 2019-20 Accounts: Expenditure against Budget
- 20-21 Budget
- 5-Year Financial Forecast amendments
- Finance Policy and Procedures
- Risk Register

Recommendations

- That the Board notes the 2019-20 Accounts: Expenditure against Budget
- That the Board approves the 2020-21 budget
- That the Board approves the amended 5-Year Financial Forecast
- That the Board adopts the Finance Policy and Procedures, and that approval of the remaining information to be added be delegated to the Finance and Audit Group
- That the Board approves the Authorised Signatories document
- That the Board notes the Q4 update to the Risk Register

- That the Board approves the Covid-19 Risk Register

Report

2019-20 Accounts: Expenditure Against Budget (Appendix 1)

- The attached figures (Appendix 1) show a detailed breakdown of the financial performance to 31.03.20 against the budget for 2019-20
- Please note these figures may be adjusted slightly when the final carry forwards are calculated by Stafford BC
- The budget summary is as follows:

| Budget to 31st March 2020 | Actual to 31st March 2020 | Variance |
|---|---|-----------------|
| Expenditure £1,105,150 | £610,428 | - £494,722 |
| Income £1,099,650 | £1,159,090 | £59,440 |

- Overall, actual expenditure is significantly less than expected, with the key exceptions explained below. Income is similarly higher than expected
- There is a £494,722 underspend against budgeted expenditure primarily due to following reasons:
 - To ensure our budgets are 'zero-ed off' as required by Stafford Borough Council, any planned carry forward into 2020-21 (for example from grants which run over the academic rather than the financial year), plus the reserves required to cover our liabilities, are listed as Contingency expenditure. This accounts for £372,360.
 - In general, Employee Costs are slightly underspent across all codes as National Insurance contributions for staff came in under budget compared to the percentage HR advised us to cost out. Additionally we lost two members of staff during the year that we have yet to replace in full and had a further post vacancy for c3 months.
- The £59,440 additional income is mainly made up of £37,370 additional Satellite Club funding and £6,600 additional Young Volunteers funding which we successfully applied to Sport England for

Exception reports for each individual budget heading are shown below.

Partnership Services

Expenditure

There is £13,026 overspend on Consultancy fees, due to the costs of professional advice linked to independence, which wasn't expected when the budget was set.

We are £9,533 underspent on Marketing as we have negotiated a substantial reduction in costs for the Activity Finder Database for the first year.

Income

Partner Funding is £14,500 higher than expected as we budgeted to lose three funding partners for 2019-20 and two of these confirmed funding.

Research and Insight

This funding, which is from a programme of work that was completed more than 12 months ago, has been transferred back to Partnership Services so this code can be closed.

Club Development

This funding was for a club grants programme which is now closed so it has been transferred back to Partnership Services

Sportivate

This remaining funding is due to be spent during 2020-21 on the Safer Together Though Sport work in conjunction with the oPCC and SCC who originally provided the grant

Workforce

Expenditure

There is an underspend of £18,010 on Professional Fees as, although the contracted Primary Premium support work has commenced, second payments have not yet been made

Youth Sport

Expenditure

There is a £29,602 underspend on grants as first payments have been made to a large number of satellite clubs, but we are awaiting confirmation of KPIs before making second payments

Active Staffordshire Moorlands

As stated in the report for the previous quarter, Staffordshire Moorlands provided us with £20,000 funding to expand the place-based approach work in their area and to provide marketing support. However, due to a change in personnel and priorities, they requested this funding to be returned, hence this budget code is now closed.

2020-21 Budget (Appendix 2)

- The format has been amended slightly to fit with Together Active's new finance system and reports
- Please note these figures may be adjusted slightly when the final carry forwards are calculated by Stafford BC
- This includes the projected costs of being hosted by Stafford BC for 5 months and being independent for 7 months

5-Year Financial Forecast Amendments (Appendix 3)

- The 5-Year Financial Forecast has been updated to include the following changes:
 - Likely carry forwards from 2019-20
 - Amendment to recruitment plan with three posts due to start 01.09.20 and Marie Jenkins remaining in post until 31.08.20

- Hosting costs for remaining with Stafford BC for 5 months, Independence costs for 7 months
- Headings have been amended slightly from 2020-21 to fit with Together Active's new finance system and reports
- Please note these figures may be adjusted slightly when the final carry forwards are calculated by Stafford BC
- Once the final carry forwards from 2019-20 are confirmed the Forecast will be updated to remove 2019-20 and add 2024-25

Finance Policy & Procedures and Authorised Signatories List (Appendix 4 & 5)

- This will be accompanied by a Finance Manual, providing step-by-step guidance on the various transactions Together Active will carry out
- The sections highlighted require further information which cannot be confirmed at present, i.e. because the new finance system isn't operational

Risk Register (Appendix 6 & 7)

- The Q4 update to the Risk Register is included
- No amendments to scores since last quarter
- In light of the current situation, a Covid-19 Risk Register has been compiled to reflect the risks SASSOT is facing. This will form the basis of SASSOT's risk mitigation work over the next 3-6 months (and possibly beyond)
- There may be a need to include longer-term risks within this as they become clearer, such as the impact of loss of income on deliverers and operators, reduction in public activity levels (should this be the case), degradation of pitch quality etc.

Sport Across Staffordshire and Stoke-on-Trent
1st April 2019 - 31st March 2020 Budget

Summary

| Work Area | Budget 2019-20 |
|-----------------------------|-------------------|
| Income | |
| Reserves Carried Forward | -467,770 |
| Income | -637,890 |
| Transfers Between Budgets | 0 |
| Total Income | -1,105,660 |
| Expenditure | |
| Employee Costs | 419,340 |
| Hosting | 27,000 |
| Other Costs: | |
| Telephone | 1,980 |
| Travel / Subsistence | 8,200 |
| Training | 9,000 |
| Office Costs | 6,600 |
| Marketing | 28,000 |
| Consultancy | 21,500 |
| Delivery / Other | 211,680 |
| Total Expenditure | 733,300 |
| Balance | -372,360 |
| of which Liabilities | -179,090 |
| of which restricted funds | -56,950 |
| of which unrestricted funds | -136,320 |

Please note - the above budget summary is taken from the 4-Year Forecast as of 02.04.19

1. Partnership Services

| Description | Work Area | Budget 2019-20 | Actual 2019-20 | Variance |
|----------------------------------|---------------------------------------|----------------|----------------|----------------|
| Expenditure | | £ | £ | £ |
| Employee costs | Core Team | 299,090 | 276,001 | -23,089 |
| Hosting | | 27,000 | 27,000 | 0 |
| Telephones | Incl. wifi | 1,530 | 1,401 | -129 |
| Travel & Subsistence | | 7,000 | 4,015 | -2,985 |
| Training and Conferences | | 7,000 | 4,105 | -2,895 |
| Office Equipment | Office Costs | 300 | 504 | 204 |
| Clothing & uniforms | Office Costs | 500 | 332 | -168 |
| Printing, stationery and postage | Office Costs | 1,370 | 1,077 | -293 |
| Computer Services | Office Costs | 4,150 | 2,281 | -1,869 |
| Marketing | | 28,000 | 18,467 | -9,533 |
| Consultancy | Auditor, Independence contract | 21,500 | 34,526 | 13,026 |
| Subs to Outside Organisations | Delivery | 2,500 | 2,610 | 110 |
| Hospitality | Delivery - Including PBA | 3,000 | 1,853 | -1,147 |
| Rents | Delivery - Including PBA | 1,000 | 665 | -335 |
| Grants and Equipment | Delivery - PBA | 5,500 | 2,250 | -3,250 |
| Reserves Fund | Restricted Carry-Forward | 0 | - | 0 |
| | Allocated Carry-Forward (Liabilities) | 179,090 | - | -179,090 |
| | Unrestricted Carry-Forward | 136,320 | - | -136,320 |
| | | 724,850 | 377,087 | -32,353 |
| Income | | | | |
| Grants | Sport England | 283,980 | 283,978 | -2 |
| Partnership Funding | Local Partners | 70,000 | 84,500 | 14,500 |
| Joint Financing Contribution | Balance c/fwd | 359,420 | 359,417 | -3 |
| Other Income | | 0 | 207 | 207 |
| Internal Transfers | Underspend from other Budgets etc. | 11,450 | 38,143 | 26,693 |
| | Total | 724,850 | 766,245 | 41,395 |

2. Research and Insight

| Description | Work Area | Budget 2019-20 | Actual 2019-20 | Variance |
|-------------------------------|------------------------------------|----------------|----------------|---------------|
| Expenditure | | £ | £ | £ |
| Professional Fees | Delivery | 5,500 | 0 | -5,500 |
| | Total | 5,500 | 0 | -5,500 |
| Income | | | | |
| Joint Financing Contributions | Balance c/fwd | 5,500 | 5,500 | 0 |
| Internal Transfers | Underspend from other Budgets etc. | | -5,550 | -5,550 |
| | Total | 0 | -5,550 | -5,550 |

Sport Across Staffordshire and Stoke-on-Trent
1st April 2019 - 31st March 2020 Budget

3. Volunteering (formerly NGB Activation and Volunteer Coordinator)

| Description | Work Area | Budget 2019-20 | Actual 2019-20 | Variance |
|----------------------------------|---|-------------------|-------------------|---------------|
| Printing, stationery and postage | Office Costs | 50 | 0 | -50 |
| Grants | Delivery | 3,500 | 1,397 | -2,103 |
| Professional Fees | Delivery | 960 | 817 | -143 |
| Reserves Fund | Restricted Carry-Forward (project runs to 31.08.20) | 2,260 | - | -2,260 |
| | Unrestricted Carry-Forward | 0 | - | 0 |
| | Total | 6,770 | 2,214 | -4,556 |
| Income | | | | |
| Grants | Sport England | 8,000 | 14,600 | 6,600 |
| Joint Financing Contributions | Balance c/fwd | 15,110 | 15,114 | 4 |
| Joint Financing Contributions | Income from Courses | 400 | 266 | -134 |
| Internal Transfers | Contributions to / from other Budgets | -16,740 | -18,469 | -1,729 |
| | Total | 6,770 | 11,511 | 4,741 |

4. Club Development

| Description | Work Area | Budget 2019-20 | Actual 2019-20 | Variance |
|-------------------------------|---------------------------------------|-------------------|-------------------|---------------|
| Grants | Delivery - Club Accreditation Grants | 1,500 | 0 | -1,500 |
| | Total | 1,500 | 0 | -1,500 |
| Income | | | | |
| Joint Financing Contributions | Balance c/fwd | 1,500 | 1,500 | 0 |
| Internal Transfers | Contributions to / from other Budgets | 0 | -1,500 | -1,500 |
| | Total | 1,500 | 0 | -1,500 |

5. Sportivate

| Description | Work Area | Budget 2019-20 | Actual 2019-20 | Variance |
|-------------------------------|-------------------------------------|-------------------|-------------------|---------------|
| Grants | Delivery - Children in Care Project | 14,590 | 9,293 | -5,297 |
| | Total | 14,590 | 9,293 | -5,297 |
| Income | | | | |
| Joint Financing Contributions | Balance c/fwd | 14,590 | 14,587 | -3 |
| | Total | 14,590 | 14,587 | -3 |

6. Workforce (Formerly Coaching)

| Description | Work Area | Budget 2019-20 | Actual 2019-20 | Variance |
|----------------------------------|---|-------------------|-------------------|----------------|
| Employee Costs | | 47,870 | 32,166 | -15,704 |
| Telephones | | 150 | 126 | -24 |
| Travel & Subsistence | | 500 | 543 | 43 |
| Training and Conferences | | 500 | 99 | -401 |
| Printing, stationery and postage | OfficeCosts / Delivery | 450 | - | -450 |
| Rents | Delivery | 1500 | - | -1,500 |
| Hospitality | Delivery | 500 | - | -500 |
| Professional Fees | Delivery | 31760 | 13,750 | -18,010 |
| Reserves Fund | Restricted Carry-Forward (project runs to 31.08.20) | 10,790 | - | -10,790 |
| | Total | 94,020 | 46,684 | -47,336 |
| Income | | | | |
| Grants | Sport England | 88,530 | 88,525 | -5 |
| Joint Financing Contributions | Balance c/fwd | 1,720 | 1,722 | 2 |
| Internal Transfers | Transfer to Partnership Services | 3,770 | -6,707 | -10,477 |
| | Total | 94,020 | 83,540 | -10,480 |

Sport Across Staffordshire and Stoke-on-Trent
1st April 2019 - 31st March 2020 Budget

7. Youth Sport

| Description | Work Area | Budget 2019-20 | Actual 2019-20 | Variance |
|----------------------------------|--|-------------------|-------------------|----------------|
| Employee Costs | | 28,220 | 27,722 | -498 |
| Telephones | | 150 | 261 | 111 |
| Travel & Subsistence | | 200 | 5 | -195 |
| Training and Conferences | | 500 | - | -500 |
| Printing, stationery and postage | Office Costs / Delivery | 300 | 124 | -176 |
| Grants | Delivery | 77,220 | 47,618 | -29,602 |
| Rents | Delivery | 200 | - | -200 |
| Hospitality | Delivery | 350 | 20 | -330 |
| Professional Fees | Delivery | 14,950 | 13,368 | -1,582 |
| Reserves Fund | Restricted Funding (unallocated project funding) | 5,120 | - | -5,120 |
| | Total | 127,210 | 89,118 | -38,092 |
| Income | | | | |
| Grants | Sport England Satellite Clubs | 127,080 | 164,451 | 37,371 |
| Joint Financing Contributions | Balance c/fwd | 36,430 | 36,433 | 3 |
| Internal Transfers | Transfer to Partnership Services | -36,300 | - 36,087 | 213 |
| | Total | 127,210 | 164,797 | 37,587 |

8. School Games

| Description | Work Area | Budget 2019-20 | Actual 2019-20 | Variance |
|----------------------------------|---|-------------------|-------------------|----------------|
| Employee Costs | | 44,160 | 43,040 | -1,120 |
| Telephones | | 150 | 131 | -19 |
| Travel & Subsistence | | 500 | 513 | 13 |
| Training and Conferences | | 500 | 349 | -151 |
| Printing, stationery and postage | Office Costs / Delivery | 1,190 | 246 | -944 |
| Rents | Delivery | 6,470 | 4,089 | -2,381 |
| Hospitality | Delivery | 3,000 | 2,471 | -529 |
| Professional Fees | Delivery | 6,250 | 5,392 | -858 |
| Equipment | Delivery | 7,540 | 8,073 | 533 |
| Promotions | Delivery (includes Clothing / Uniforms) | 2,170 | 1,728 | -442 |
| Reserves Fund | Restricted Carry-Forward (project runs to 31.08.20) | 38,780 | 0 | -38,780 |
| | Total | 110,710 | 66,032 | -44,678 |
| Income | | | | |
| Grants | Sport England | 59,900 | 59,900 | - |
| Joint Financing | Balance c/fwd | 33,490 | 33,491 | 1 |
| Other Income | | - | 950 | 950 |
| Internal Transfers | Transferred from Volunteering | 17,320 | 9,619 | - 7,701 |
| | Total | 110,710 | 103,960 | -6,750 |

9.Active Staffordshire Moorlands

| Description | Work Area | Budget 2019-20 | Actual 2019-20 | Variance |
|-------------------------------|------------------------------------|-------------------|-------------------|----------|
| Expenditure | | £ | £ | £ |
| Rents | | 500 | - | 500 |
| Equipment | | 1,000 | - | 1,000 |
| Grants | | 8,500 | 20,000 | 11,500 |
| Professional Fees | | 9,600 | - | 9,600 |
| Marketing | | 400 | - | 400 |
| | Total | 20,000 | 20,000 | 0 |
| Income | | | | |
| Joint Financing Contributions | Balance c/fwd | 0 | - | - |
| Internal Transfers | Transfer from Partnership Services | 20,000 | 20,000 | - |
| | Total | 20,000 | 20,000 | 0 |

Notes:

Expenditure
Income

A minus sign indicates an underspend on budget
A minus sign indicates an increase on budget

SASSOT / Together Active
Summary **1st April 2020 - 31st March 2021 Budget**

| Work Area | Budget 2020-21 |
|--|-------------------|
| Income | |
| Balance b/f | -554,220 |
| Income | -566,850 |
| Monies received for use in next financial year | -49,550 |
| Transfers Between Budgets | 0 |
| Total Income | -1,170,620 |
| Expenditure | |
| Salaries and On Costs | 324,360 |
| Staff Expenses | 30,070 |
| Rent & Utilities | 26,130 |
| Office Costs | 7,490 |
| Professional Fees & Insurances | 30,390 |
| Marketing | 25,200 |
| IT | 11,460 |
| Delivery | 236,810 |
| Contingency | 0 |
| Total Expenditure | 691,910 |
| Balance | -478,710 |
| of which Unrestricted Designated funds | -167,850 |
| of which Restricted funds | -78,720 |
| of which Unrestricted Free funds | -232,140 |

1. Core (formerly Partnership Services)

| Description | Budget 2019-20 | Budget 01.04.20- 30.06.20 | Actual 01.04.20- 30.06.20 | Variance |
|--|-------------------|---------------------------------|---------------------------------|----------|
| Expenditure | £ | £ | £ | £ |
| Salaries and On Costs | 230,470 | | | |
| Staff Expenses | 23,610 | | | |
| Rent & Utilities | 26,130 | | | |
| Office Costs | 6,530 | | | |
| Professional Fees & Insurances | 29,190 | | | |
| Marketing | 25,200 | | | |
| IT | 11,460 | | | |
| Delivery | 16,020 | | | |
| Contingency | 0 | | | |
| | 368,610 | 0 | 0 | 0 |
| Income | | | | |
| Balance c/f | 389,160 | | | |
| Funding - Sport England | 272,670 | | | |
| Funding - Other | 77,000 | | | |
| Other Income | 0 | | | |
| Monies received for use in next financial year | 6,210 | | | |
| Transfer between Budgets | 29,770 | | | |
| | 774,810 | 0 | 0 | 0 |

2. Workforce

| Description | Budget 2019-20 | Budget 01.04.20- 30.06.20 | Actual 01.04.20- 30.06.20 | Variance |
|--|-------------------|---------------------------------|---------------------------------|----------|
| Expenditure | £ | £ | £ | £ |
| Salaries and On Costs | 24,890 | | | |
| Staff Expenses | 2,460 | | | |
| Rent & Utilities | 0 | | | |
| Office Costs | 330 | | | |
| Professional Fees & Insurances | 0 | | | |
| Marketing | 0 | | | |
| IT | 0 | | | |
| Delivery | 35,180 | | | |
| Contingency | 0 | | | |
| | 62,860 | 0 | 0 | 0 |
| Income | | | | |
| Balance c/f | 36,860 | | | |
| Funding - Sport England | 67,270 | | | |
| Funding - Other | 0 | | | |
| Other Income | 0 | | | |
| Monies received for use in next financial year | 21,260 | | | |
| Transfer between Budgets | -18,150 | | | |
| | 107,240 | 0 | 0 | 0 |

SASSOT / Together Active
1st April 2020 - 31st March 2021 Budget

3. Sportivate

| Description | Budget 2019-20 | Budget 01.04.20- | Actual 01.04.20- | Variance |
|--|-------------------|---------------------|---------------------|----------|
| Expenditure | £ | £ | £ | £ |
| Salaries and On Costs | 0 | | | |
| Staff Expenses | 0 | | | |
| Rent & Utilities | 0 | | | |
| Office Costs | 0 | | | |
| Professional Fees & Insurances | 0 | | | |
| Marketing | 0 | | | |
| IT | 0 | | | |
| Delivery | 5,290 | | | |
| Contingency | 0 | | | |
| | 5,290 | 0 | 0 | 0 |
| Income | | | | |
| Balance c/f | 5,290 | | | |
| Funding - Sport England | 0 | | | |
| Funding - Other | 0 | | | |
| Other Income | 0 | | | |
| Monies received for use in next financial year | 0 | | | |
| Transfer between Budgets | 0 | | | |
| | 5,290 | 0 | 0 | 0 |

4. School Games

| Description | Budget 2019-20 | Budget 01.04.20- 30.06.20 | Actual 01.04.20- 30.06.20 | Variance |
|--|-------------------|---------------------------------|---------------------------------|----------|
| | | £ | £ | £ |
| Expenditure | £ | | | |
| Salaries and On Costs | 42,710 | | | |
| Staff Expenses | 2,300 | | | |
| Rent & Utilities | 0 | | | |
| Office Costs | 320 | | | |
| Professional Fees & Insurances | 1,200 | | | |
| Marketing | 0 | | | |
| IT | 0 | | | |
| Delivery | 31,850 | | | |
| Contingency | 0 | | | |
| | 78,380 | 0 | 0 | 0 |
| Income | | | | |
| Balance c/f | 37,930 | | | |
| Funding - Sport England | 26,250 | | | |
| Funding - Other | 0 | | | |
| Other Income | 0 | | | |
| Monies received for use in next financial year | 18,750 | | | |
| Transfer between Budgets | 20,270 | | | |
| | 103,200 | 0 | 0 | 0 |

5. Youth Sport

| Description | Budget 2019-20 | Budget 01.04.20- | Actual 01.04.20- | Variance |
|--|-------------------|---------------------|---------------------|----------|
| Expenditure | £ | £ | £ | £ |
| Salaries and On Costs | 26,270 | | | |
| Staff Expenses | 1,700 | | | |
| Rent & Utilities | 0 | | | |
| Office Costs | 310 | | | |
| Professional Fees & Insurances | 0 | | | |
| Marketing | 0 | | | |
| IT | 0 | | | |
| Delivery | 137,720 | | | |
| Contingency | 0 | | | |
| | 166,000 | 0 | 0 | 0 |
| Income | | | | |
| Balance c/f | 75,680 | | | |
| Funding - Sport England | 119,000 | | | |
| Funding - Other | 0 | | | |
| Other Income | 0 | | | |
| Monies received for use in next financial year | 0 | | | |
| Transfer between Budgets | -28,680 | | | |
| | 166,000 | 0 | 0 | 0 |

SASSOT / Together Active
1st April 2020 - 31st March 2021 Budget

6. Volunteering

| Description | Budget 2019-20 | Budget 01.04.20- | Actual 01.04.20- | Variance |
|--|-------------------|---------------------|---------------------|----------|
| Expenditure | £ | £ | £ | £ |
| Salaries and On Costs | 0 | | | |
| Staff Expenses | 0 | | | |
| Rent & Utilities | 0 | | | |
| Office Costs | 0 | | | |
| Professional Fees & Insurances | 0 | | | |
| Marketing | 0 | | | |
| IT | 0 | | | |
| Delivery | 10,750 | | | |
| Contingency | 0 | | | |
| | 10,750 | 0 | 0 | 0 |
| Income | | | | |
| Balance c/f | 9,300 | | | |
| Funding - Sport England | 4,670 | | | |
| Funding - Other | 0 | | | |
| Other Income | 0 | | | |
| Monies received for use in next financial year | 3,330 | | | |
| Transfer between Budgets | -3,210 | | | |
| | 14,090 | 0 | 0 | 0 |

Notes:
Expenditure A minus sign indicates an underspend on budget
Income A minus sign indicates an increase on budget

Sport Across Staffordshire and Stoke-on-Trent

Five-Year Financial Projection

02.04.20

Summary

| | <u>Note</u> | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 |
|--|-------------|-------------|-------------|-------------|-------------|-----------|
| <u>Income</u> | | | | | | |
| Balance Carried Forward | 1 | - 468,210 | - 554,230 | - 479,000 | - 450,430 | - 414,710 |
| Income | 2 | - 696,940 | - 566,860 | - 521,480 | - 521,480 | - 521,480 |
| Monies received for use in next financial year | 3 | - | - 49,550 | - 49,550 | - 49,550 | - 49,550 |
| Transfers Between Budgets | | - | - | - | - | - |
| <u>Total Income</u> | | - 1,165,150 | - 1,170,640 | - 1,050,030 | - 1,021,460 | - 985,740 |
| <u>Expenditure</u> | | | | | | |
| Employee Costs | | 378,930 | - | - | - | - |
| Employee Salaries & On-Costs | 4 | - | 324,350 | 360,390 | 367,590 | 374,940 |
| Staff Expenses | 5 | - | 30,070 | 32,430 | 32,430 | 32,430 |
| Hosting / Office Rent | | 27,000 | - | - | - | - |
| Rent & Utilities | 6 | - | 26,130 | 25,500 | 25,500 | 25,500 |
| Other Costs: | | - | - | - | - | - |
| Telephone | | 1,920 | - | - | - | - |
| Travel / Subsistence | | 5,060 | - | - | - | - |
| Training | | 5,040 | - | - | - | - |
| Office Costs | 7 | 4,250 | 7,490 | 6,040 | 6,040 | 6,040 |
| Professional Fees & Insurances | 8 | - | 30,390 | 21,130 | 21,130 | 21,130 |
| Marketing | 9 | 18,470 | 25,200 | 18,240 | 18,240 | 18,240 |
| IT | 10 | - | 11,460 | 7,120 | 7,120 | 7,120 |
| Consultancy / Professional Services | | 34,530 | - | - | - | - |
| Delivery / Contingency | 11 | 135,720 | 236,550 | 128,750 | 128,700 | 128,710 |
| <u>Total Expenditure</u> | | 610,920 | 691,640 | 599,600 | 606,750 | 614,110 |
| <u>Balance</u> | | - 554,230 | - 479,000 | - 450,430 | - 414,710 | - 371,630 |
| of which Unrestricted Designated funds | 12 | - 135,030 | - 167,850 | - 194,440 | - 214,660 | - 231,840 |
| of which Restricted funds | 13 | - 159,770 | - 79,010 | - 75,900 | - 71,210 | - 64,840 |
| of which Unrestricted Free funds | 14 | - 259,430 | - 232,140 | - 180,090 | - 128,840 | - 74,950 |

Assumptions:

That we could lose up to two funding partners for 2020-21 onwards, and that SE funding will reduce by 7% in 2021-22

That we continue to receive DfE, School Games, Active Lives and Satellite Clubs to 31.03.24 on same basis as

Notes:

| | | |
|---|--|---|
| 1. Reserves Carried Forward | Includes monies received in previous financial year for use in the new financial year | |
| 2. Income | Annual funding: | |
| | Primary Role | Financial Year - 263978 to 20-21, 7% cut onwards to £245500 |
| | Local Partners | 65000 2020-21 onwards |
| | School Games | Academic Year |
| | Satellite Clubs | Financial Year (119001 2020-21 onwards) |
| | Primary Premium | Academic Year |
| | DfE Volunteering | Academic Year |
| | Active Lives | Academic Year |
| | Workforce | Financial Year |
| 3. Monies received for use in next financial year | Programme funding awarded up front for an academic year | |
| 4. Employee Salaries & On Costs | Salaries, NI and Superannuation | |
| 5. Staff Expenses | Car Allowances; travel / subsistence; DBC checks; job advertising; training, CPD and conferences; eye tests; flu jab reimbursement; clothing for staff; life assurance | |
| 6. Rent and Utilities | Office base, parking | |
| 7. Office Costs | Office equipment & furniture; printing; stationery; copy charges; postages; telephones; mobile phones | |
| 8. Professional Fees & Insurances | Payroll service; auditor; pensions & life assurance brokers; finance support; health and safety advice; HR advice; insurances; subscriptions | |
| 9. Marketing | £8k general budget. Also includes £1k in 2019-20, £8k in 2020-21 (8x£600 plus budget for additional functionality), £7200 onwards for Activity Database, and £10k (2019-20) and £5K (2020-21) for marketing of Database (and rebrand of SASSOT in 19-20) | |
| 10. IT | IT support; purchase / replacement of equipment and software; repairs | |
| 11. Delivery / Contingency | All other costs, linked to deliver of projects, programmes or work areas. £5000 general delivery in Core; Contingency only in School Games | |
| 12. Unrestricted Designated funds | Redundancy liabilities for all staff , plus 3 months' salary and on costs for non-programme staff as of 31st March | |
| 13. Restricted funds | Funding which can only be spend on a specific project or programme, such as Satellite Clubs or Primary Premium | |
| 14. Unrestricted Free funds | Funding where Together Active has flexibility to decide how best to use it to deliver identified outcomes. Includes Sport England Primary Role funding. | |

Amendments to previous budget:

Academic year grants now included as full amount received up front then carried forward as unrestricted free funds

New staffing structure, including September start for new posts and SBC pension etc. for 5 months

Together Active

Finance Policy and Procedures

(including Internal Controls)
Add in contents and numbering

1. Introduction

Purpose of this Document

The purpose of this document is to ensure that Together Active maintains effective, well-managed systems of financial control, and to reduce the risk of losses through theft and fraud, bad decisions, human error, breaches of controls, management override of controls and unforeseeable circumstances.

Through this document, Together Active will ensure:

- A clear definition of financial responsibilities;
- A clear separation of duties where necessary and appropriate;
- The operation of effective financial checks and controls;
- Integrated financial planning and budgeting;
- Regular and clear financial monitoring and reporting at an appropriate level of detail;
- The securing of best value for money;
- Operation in accordance with generally recognised financial best practice;
- Clearly defined delegations of authority

All staff are expected to familiarise themselves with the sections of the manual that are relevant to their work, and to comply with the procedures. If for any reason procedures are not followed, the circumstances surrounding this must be reported to the CEO or Chief Operating Officer as soon as possible.

This Finance Policy and Procedures document sets out the principles for all financial systems. The **Financial Processes Manual** provides step by step instructions for how each transaction should be carried out and recorded. The Financial Processes Manual also includes a list of regular tasks and when they are due, such as:

- bank reconciliation
- petty cash reconciliation
- payment run
- payroll payments (and payments to HMRC and pension)
- credit and debit card use
- management reports
- end of year processes

Financial Year

Together Active's financial year runs from 1st April to 31st March

2. Financial Responsibilities

Delegation of Authority

The Board of Trustees recognises that the CEO has day-to-day responsibility for management of the organisation and implementation of organisational policies, but that accountability remains with them.

The **Board of Trustees** are responsible for:

- approving Together Active's finance policy and procedures
- approving the risk management policy and reserves policy
- establishing financial management priorities, responsibilities and levels of delegated authority
- approving annual budgets and long-term financial forecasts
- approving properly budgeted Annual Delivery Plans
- monitoring performance against these plans and budgets, and approving budget variations above £5000
- approving the Trustees Annual Report and Accounts
- appointing the independent examiner/auditor and formal communications with them.

The **Finance and Audit Group** is a sub-group of the Board of Trustees and, in practice, undertakes most of the work related to the above. However, the Terms of Reference for the group make it clear that 'the Finance and Audit Group's role is to make informed recommendations to the Board', with the full Board retaining ultimate accountability for all of the above items. The Finance and Audit Group undertakes a self-assessment of effectiveness on an annual basis, and will agree actions to address any areas for improvement identified through this process.

The **CEO** is responsible for:

- developing the strategies and underpinning Annual Delivery Plans that set out the core strategic objectives of the organisation.
- Overseeing the work of the Chief Operating Officer to ensure that these are supported by appropriate financial resource.

The **Chief Operating Officer** is responsible for:

- preparing, and presenting for approval, properly budgeted long-term financial forecasts and detailed annual budgets.
- reviewing Together Active's financial activities regularly, monitoring compliance with organisational policies and reporting to the Board of Trustees against agreed performance standards.
- ensuring that all staff and volunteers understand their responsibilities under these procedures
- risk management
- ensuring that finance systems and processes which support these policies are set up, documented and implemented

- ensuring that sufficient records are maintained to show and explain Together Active's transactions, in order to disclose accurately, the financial position of Together Active at any time
- presenting financial reports at each Board meeting which give the Board of Trustees an understanding of Together Active's overall finances, and giving advice and information to support decision making
- liaising with the auditor to produce the statutory accounts.

The **Administrative Office Manager** is responsible for:

- Day to day financial administration tasks such as raising purchase orders, processing invoices for payment, setting up electronic payments and managing the petty cash system (the authorisation process for these is outlined below).

Designated Budget Holders (staff with responsibility for budgets relating to a specific programme or work area) are responsible for:

- Ensuring that all commitment and expenditure against their approved budget is within budget limits
- Liaising with the Chief Operating Officer prior to any potential overspend or variation to the approved budget **greater than £500**
- Ensuring that invoices for expenditure against their budget are for goods or services properly ordered and that have been received, conform to specification and are of satisfactory standard. If so, to authorise the invoice for payment.

Reserves Policy

Together Active has developed a separate Reserves Policy in order to:

- Manage short-term cash-flow issues such as the loss of one funding stream or a delay in a payment from Sport England
- Manage unforeseen costs or liabilities. By definition, these are hard to identify but may include for example legal fees or staff on long-term sick leave
- Manage the dissolution of the CIO should this be necessary, meeting all associated liabilities
- Ensure reserves are invested appropriately
- Allow business growth

Declaration of Interests

Together Active has Declaration of Interests policies for Trustees and Staff, and all Trustees and Staff are required to complete a Declaration of Interests form upon appointment and to update this on at least an annual basis (or upon any change which would constitute an 'interest'.

Segregation of Duties

In order to reduce the risk of errors and fraud, the Together Active's finance processes will be designed such that no individual is in a position to oversee a transaction through all its stages from start to finish.

For example, a person who requests a purchase cannot authorise it, pay for it and record it in the accounting records, without at least one other person being involved as a check and balance.

3. Exercising Budgetary Control and Monitoring

The Annual Delivery Plan and Budget Approval

The CEO, with input from the team, will draft an Annual Delivery Plan to present to the Board of Trustees for discussion and approval at their April meeting each year.

The Chief Operating Officer will draw up the accompanying annual budget following discussions with the CEO and relevant team members. Again, this will be presented to the Board of Trustees for discussion and approval at their April meeting each year.

If opportunities arise mid-year, the budget for those projects will be prepared by the Chief Operating Officer in consultation with the relevant staff member(s).

The Long-Term Financial Forecast

The Chief Operating Officer will produce a Long-Term Financial Forecast, covering a minimum of four financial years. This will be presented to the Board of Trustees for discussion and approval at their April meeting each year, and for further approval during the year based on significant updates (see below).

Reporting and Monitoring Income and Expenditure

The Chief Operating Officer will produce quarterly reports which provide clear financial information to underpin decision making and support Trustees to discharge their responsibilities and which enable staff to manage their work.

Reports to each Board meeting will include:

- comparison of income and expenditure to date against budget, and forecast income and expenditure to year-end against budget
- explanations of any material variances from plan, and suggestions for corrective action where necessary
- any significant amendments to the long-term financial forecast (resulting in a change to the closing balance of £5000 or more) , and the reasons for this.

Monthly reports to the CEO will include:

- comparison of income and expenditure to date against budget, and forecast income and expenditure to year-end against budget
- explanations of any material variances from plan.

Monthly reports will also be given to budget holders covering the areas for which they are responsible.

Designated Budget Holders are expected to manage their projects within the approved budget and to notify the Chief Operating Officer immediately if they foresee any differences in income or expenditure of **£500 or greater**.

The Chief Operating Officer will ensure that budget holders are given suitable training on an on-going basis to help them manage project finances successfully.

If a forecast shows an unplanned deficit overall for Together Active, the CEO will inform the Board of Trustees immediately and seek their approval prior to making any commitments that would result in that deficit.

The Long-Term Financial Forecast will be updated by the Chief Operating Officer as and when significant changes take place (a variation of income / expenditure of £5000 or more). Smaller variations will be included as part of the next update.

4. Controls on Income

Together Active wishes to ensure that the full amount of income due to the organisation is received, and within agreed timescales.

Due Diligence on Accepting Funds

Together Active must exercise due diligence prior to accepting significant funding awards and must ensure that any funds accepted:

- fulfil the organisation's mission
- are not in conflict with the organisation's values
- do not present a risk to the organisation's reputation or independence.

To inform decisions, Together Active will evaluate the profile of the funder or donor, taking into consideration the original sources of their funding, the purpose of the funds and whether any conditions attached are reasonable, ethical and achievable. This will be carried out by the CEO and / or the Chief Operating Officer, and recommendations will be taken to the Board of Trustees for approval.

Invoicing and Debt Control

In order that Together Active's CEO and Trustees are aware of what income is due, the Chief Operating Officer will compile an annual **Income Tracker**, recording what funds are due when and from whom.

The Chief Operating Officer is responsible for ensuring that all funds are received in a timely manner. If the submission of financial or performance data is required before funds can be released, the Chief Operating Officer will liaise with the relevant staff member to ensure this takes place.

If payment is subject to the receipt of an invoice from Together Active, the Chief Operating Officer will ask the Administrative Office Manager to action this.

All invoices must be authorised by a named signatory acting within their authorisation limit. Need to add in the procedure for producing invoices and authorising them once Quickbooks is set up.

As part of the end-of-month processes, the Administrative Office Manager will produce a report listing all aged debt.

Any invoices not settled within 30 days (unless there is a reasonable explanation) will be followed up by the Administrative Office Manager:

- Invoices no older than 60 days will be followed up informally by email or telephone (this may be followed up by the relevant staff member if more appropriate, but the Administrative Office Manager will monitor progress)
- Invoices no older than 90 days will be followed up by a formal letter from the CEO

If no payment is received after 120 days and no reasonable explanation has been given, the CEO will decide what action should be taken. This could include, but is not limited to:

- Withdrawal of services until the debt has been cleared
- Withdrawal of services permanently
- Legal action to secure owed monies
- Writing off the debt (see below)

Writing Off Debt

- Any invoices not paid after 150 days can be considered for write off.
- Each case will be considered individually, taking into account communication with the debtor and reasons for non-payment.
- Debts of less than £500 can be written off by the CEO or the Chief Operating Officer
- Debts of £500 to £4999 can be written off by the CEO and Chief Operating Officer jointly.
- Debts of £5000 or more must be written off by the Finance and Audit Group

Grant Applications

New opportunities for grant funding may be identified by any member of staff. The CEO will determine whether an application is to be made, with reference to the annual plan, and with reference to the Board of Trustees if appropriate (normally if the amount being applied for is £5000 or more, and / or if the requirements of the grant will require significant capacity to deliver).

All applications must be approved by the CEO, and the Chief Operating Officer must approve the financial elements.

5. Controls on Expenditure

Together Active wishes to ensure that expenditure is only incurred where it is:

- in pursuance of Together Active' charitable purposes
- an effective use of Together Active' resources
- in compliance with any requirements relating to funding.

Staff need to be aware that Together Active is committed to expenditure when an order is placed, or contract is signed, not when the payment is made, so it is vital that orders are made responsibly, and within the approved budget and authority levels.

Any spending of **£500 or more** beyond the budget must be approved by the Chief Operating Officer, and any spending of £5000 or more beyond the budget must be approved by the Board of Trustees.

Procurement, Estimates and Tendering

Together Active has a separate **Procurement Policy**. However, the minimum actions required for different transaction limits are summarised below:

| Value of Purchase (not including VAT) | Action Required (minimum) |
|--|---|
| Up to £1000 | No requirement to obtain written quotations but still have a duty to obtain value for money |
| Over £1000 and up to £10,000 | Two written / evidenced quotations must be obtained. This can be done by undertaking price comparisons on websites e.g. for goods. |
| Over £10,000 and up to £25,000 | Three written quotations must be obtained. Alternatively a framework agreement can be used. |
| Over £25,000 and up to £50,000 | Three written quotations, obtained through formal process, where providers must comply with a specification. Alternatively a framework agreement can be used. An a minimum an advert must be placed on Together Active's website. For services, a contract should be issued rather than relying on the general terms and conditions included in a purchase order |
| Over £50,000 | A tendering process should be followed. Alternatively it may be agreed that a framework agreement can be used. As a minimum an advert should be placed on Together Active's website and Contracts Finder . Consideration should also be given to advertising in an appropriate trade/professional journal Check current legislation before taking any action |

Purchase Orders and Invoices

Purchase Orders

In order to ensure that expenditure is in line with strategy and budget, and that it provides value for money, all purchases must wherever possible be initiated with a Purchase Order unless they are to be paid for by credit card, debit card or petty cash (see below), and this is mandatory for all purchases of £500 or above.

The Purchase Order must normally be raised and authorised at the time the goods or services need to be ordered (because this is the point at which Together Active is committed to the expenditure), not when it is time to pay for them.

Occasionally it may not be possible to raise a Purchase Order prior to the receipt of an invoice, for example where a supplier submits an invoice despite being asked to wait for a Purchase Order number, or if the amount is not confirmed. However, steps should be taken to minimise this, and where it occurs a Purchase Order should be raised and authorised as normal before the invoice is processed.

Add in process for authorisation – paper or electronic

Invoices

All invoices should be passed to the Administrative Office Manager upon receipt. The Administrative Office Manager will ask the Requesting Officer to confirm that the goods / services were received as expected **(process to be added)** and will check the details of the invoice against the Purchase Order. **(process to be added)**

Assuming the two documents correspond, the Purchase Order has been properly authorised and the goods / services were received as expected then the invoice is cleared for payment.

If a Purchase Order has not been raised, it must be done following the procedures above.

If the two documents do not correspond, or if the goods / services were not as expected, the discrepancy will be investigated by the Administrative Office Manager. This may involve marking the invoice as 'disputed' and informing the supplier that no payment will be made until a revised invoice has been issued. If the Purchase Order is for a lower amount than the invoice, but the goods / services received on the invoice were as expected, then see 'Over-payment of Invoices' below.

Once an invoice has been cleared for payment, the Administrative Office Manager will arrange a bank payment as per below. Suppliers will be paid according to their payment terms, or if no terms stated within 30 days.

As part of the end-of-month processes, the Administrative Office Manager will produce a report listing all unpaid invoices, and will ensure that there are no unpaid invoices, other than disputed invoices, which have exceeded their payment terms.

Over-Payment of Invoices

If an invoice is received where the amount is more than 5% greater than the amount on the corresponding Purchase Order, the Administrative Officer Manager should liaise with the requesting officer to identify the reason for this.

The Administrative Office Manager should then complete an 'over-payment form' and ensure it is appropriately authorised.

Authorisation of Expenditure

Regardless of the method of payment, all payment requests or authorisations must be authorised by one or more named signatories acting within their authorisation limit.

This includes but is not limited to the following:

- Purchase Orders
- Invoices to be processed for payment
- Credit Card purchases
- Debit Card purchases
- Petty Cash purchases and payments
- Bank transfers / payments
- Cheques

Individuals authorising a purchase are confirming whether the expenditure is in line with budget, and that there are funds to purchase it. The person requesting the purchase should ensure this is the case in the first instance, but the signatory retains ultimate responsibility.

No one should authorise any transaction from which they, their partner or a relative will personally benefit, for example their expense claims, and no one should authorise a purchase that they themselves have requested.

Staff must not normally authorise payments to (or that benefit) someone senior to them, except that the Chief Operating Officer can authorise payments to the CEO. In exceptional cases, i.e. in instances of prolonged absence, permission can be given in writing by the

CEO or Chief Operating Officer for a staff member to be able to authorise payments to someone senior to them.

Writing Off Payments

If a cheque is issued, and is not cashed within six months, the amount will be written off and the accounting system amended accordingly.

Authorised Signatories

A Register of Authorised Signatories, and their authorisation limits, will be maintained at all times. For any updates, a paper copy of the register will be signed and dated by the CEO and Chair of the Board of Trustees, and a scanned copy will be saved on the shared drive. This will be the only version which is accepted.

Different authorisation limits are set for individuals based on their seniority. Those on the authorised signatory list may be able to authorise:

- Official orders
- Payment requests
- Invoices
- Petty cash
- Appointment Approval / Termination forms
- Expenses, overtime, travel and subsistence
- Company credit / debit card payments

Any transactions over £10,000 must be authorised by a Trustee named on the authorised signatory register, and by the CEO or Chief Operating Officer.

Signatories for the Bank Account will be added / removed by the **Chief Operating Officer**

6. Controls on Financial Assets and Record Keeping

Bank Account Policies

- Bank accounts in Together Active's name must only be used for Together Active business, they must not be used to receive or transfer money for the private benefit of individuals or third parties.
- The opening or closing of bank accounts, and the approval/removal of signatories on bank accounts is determined by the Finance and Audit Group and recorded in the minutes.
- The costs and benefits of Together Active's banking arrangements will be reviewed every three years to ensure that bank charges and rates of interest are competitive and that the bank's credit rating continues to be acceptable.
- The Chief Operating Officer is responsible for keeping records of all bank accounts and ensuring that the bank mandate is kept up to date.

Bank Account Procedures

Together Active holds a current account with CAF Bank. Those with access to Internet Banking (whether 'full' or 'view only' access') will be listed on the Register of Authorised Signatories

Making Payments

Together Active will aim to make all payments electronically. However, there may be cases where payments are required by cheque. Additionally, there may be occasions where written instructions need to be submitted to the bank, for example to add or remove signatories.

CAF Bank requires two signatories for cheques and other written instructions, and dual authorisation for electronic payments. Those with this authority are listed on the Register of Authorised Signatories, along with their signing limits.

- Any transactions over £10,000 must be authorised by a Trustee named on the authorised signatory register, and by the CEO or Chief Operating Officer.
- No person can authorise any payment involving themselves or any related party.
- The use of multiple payments to circumvent the authorised signing limits is not allowed.
- Cheque books will be kept locked away and no blank cheques shall be pre-signed. The Administrative Office Manager is responsible for periodically checking the sequence of unused cheque books to ensure that all unused cheques can be accounted for. Any anomalies are reported to the Chief Operating Officer immediately and the bank informed not to honour cheques which cannot be accounted for.
- The Administrative Office Manager is responsible for keeping documents relating to payments by direct debit or standing order, and for monitoring arrangements so that they can be cancelled when Together Active stops using the goods or services being supplied. All direct debits and standing orders must be pre-authorised as per Purchase Orders – add in more details
- When signing a cheque, or making an electronic payment, the persons authorising must check the invoice and Purchase Order (or similar evidence) and initial and date them to confirm that they have made the payment. Confirm process

Credit and Debit Cards

- Together Active will issue credit or debit cards to employees where there is an operational requirement. This will be authorised in each case by the Finance and Audit Group.
- These cards will only be used by the named cardholder for the purchase of goods or services on behalf of Together Active.
- The cardholder will be responsible for ensuring that the card is kept in a safe place at all times, and that the PIN is protected.
- There will be set limits for single transactions and monthly spend for each card. Check if this can be set with the card provider, or whether this is an internal limit. The Administrative Office Manager will maintain a log [for each card / for the Debit Cards and the Credit Cards] to ensure monthly spend is monitored and limits are not exceeded.
- Cardholders other than the CEO, Chief Operating Officer and Chair must gain authorisation from the CEO or Chief Operating Officer before making any purchases.
- Claims for the purchase of any items that have not been correctly authorised or do not constitute necessary expenditure will be rejected and the cardholder will reimburse Together Active for such expenditure.
- All expenditure must be reported to the Administrative Office Manager, and proof of purchase must be provided. The Administrative Office Manager will complete the Credit Card / Debit Card Transaction form for authorisation as per the Financial Processes Manual

- Normally, card purchases should be made using the credit card, and the debit card should only be used to take out cash for reimbursing the petty cash or for cash advances, as purchase protection is greater when using a credit card. However, the debit card can be used for purchases if the credit card limit for the month is reached, provided this is pre-authorised by the CEO or Chief Operating Officer

Cash Handling Policy

Other than Petty Cash, Together Active does not normally handle cash or receive cash payments.

Safety of staff

When collecting cash (i.e. from a cash machine to reimburse the Petty Cash float, the safety of staff is paramount. Staff should on no account put themselves into situations of danger, and should give up/not seek to recover cash or valuables if in physical danger.

Petty Cash

Petty cash will be used to pay for small expenses up to £50 where payments through other means are not practical or appropriate. Any payments from petty cash must be properly documented with receipts or vouchers.

Petty cash reimbursement of over £50 or any petty cash advances will only be permitted in exceptional circumstances and if written authorisation has been given by the CEO or Chief Operating Officer

Employees can only claim certain costs back via petty cash. **Mileage, transport costs, overnight stays and subsistence** which could have been processed to be reimbursed into an employee's monthly pay are not included. Together Active reserves the right not to reimburse items which the organisation deems inappropriate.

Items which may be claimed through petty cash include:

- Refreshments for meeting attendees
- Tea, coffee, milk etc. for use by staff
- Small items of stationery
- Other one off costs which could not have been dealt with via the usual Travel and Expenses process.

No more than £50 cash will be held at any time, and will be stored within a locked box, with the Administrative Office Manager and Chief Operating Officer holding keys.

Funds will be replenished when they drop below £25. Reconciling the entries in the Petty Cash book to the cash held within the Petty Cash box will be carried out on a monthly basis. Reconciliations will normally be carried out by the Administrative Office Manager and checked by the Chief Operating Officer, although alternative arrangements will be made in the case of periods of absence.

Further details of claim and reimbursement processes are outlined within the Travel and Expenses Policy and the Financial Processes Manual

Accounting Records Policy

Together Active will keep accounting records which are sufficient to explain all transactions and show the charity's financial position at any time. These will include:

- Financial Documents (such as invoices, receipts etc.)
- Bank and credit card statements
- Online accounting records, including cashbook (Quickbooks)
- Grant files

- **Other?**

All accounts files will be kept for the statutory period of six years from the end of the accounting period in which they were generated.

Access to Quickbooks will be restricted to those listed on the Register of Authorised Signatories, with permission for access to be agreed by the CEO and actioned by the Chief Operating Officer

Month End and Bank Reconciliations

The month-end routine is managed by the Administrative Office Manager. In order for relevant budget monitoring information to be produced, Together Active's accounting package must be up to date.

Together Active has a set month-end routine regarding the accounting package to ensure that the accounts are up to date prior to the budget monitoring reports being produced.

This includes ensuring that:

- All postings onto the accounting system are brought up to date
- All debtors, creditors, accruals and prepayments are identified and entered on software. Workings for all such items are retained on file.
- Bank reconciliations are performed, printed, checked, signed and kept on file
- Control accounts are reviewed and cleared
- Budget monitoring reports are printed and monitored
- VAT returns are completed quarterly
- Other journals or transactions are updated.

Reconciling the entries in the cashbook to the bank statements is a central financial control. Bank reconciliations will be carried out promptly after receiving each bank statement and will be independently checked. Reconciliations will normally be carried out by the Administrative Office Manager and checked by the Chief Operating Officer, although alternative arrangements will be made in the case of periods of absence.

Suspense and Holding Accounts

All suspense and holdings accounts (e.g. any used for payroll operation) are reviewed by the Chief Operating Officer on a monthly basis and cleared regularly. Any balances that cannot be immediately cleared are reported separately to Trustees as part of their quarterly monitoring reports.

Year End Process

The year-end routine is undertaken by the Chief Operating Officer, supported by the Administrative Office Manager, and with guidance from Support Staffordshire, who are providing financial expertise.

At the end of each financial year a "soft close down" is performed in the accounting system until all accruals and prepayments have been identified and processed, and all reconciliations and control accounts have been successfully performed.

Once all periods have been closed, a backup is taken. Then the year-end procedure is run.

When completing the year-end the Chief Operating Officer reviews the accruals taking into consideration:

- Debtors - includes an accrual for bank interests and outstanding income.

- Prepayments - includes payments made in advance for items / services to be received in the following year, lease payments that stretch over more than one financial year, courses booked and paid for in advance etc.
- Creditors -supplies and services already received by not yet paid for.
- Receipts in advance - includes income received for an activity taking place in the following financial year

After all year-end adjustments have been taken into consideration and the final accounts have been prepared by Support Staffordshire and approved by the Board of Trustees a final close is performed.

Audit of Accounts

As part of compliance with Tier Three of 'A Code for Sports Governance', Together Active is required to ensure annual accounts are audited rather than independently examined, regardless of level of income.

Add in details

7. Controls on Human Resource Costs

People are Together Active's most valued asset, and also where it spends most money. We therefore have these policies and procedures to ensure that this money is spent effectively. They focus on the financial aspects of interactions with staff, all other matters regarding employment are the responsibility of the CEO and are covered in other documents.

Staff Recruitment

- If a vacancy arises, due consideration will be given to whether replacing that person is the most effective way to deliver the work. Recruitment of any replacement must be approved by the CEO and also by Chief Operating Officer to confirm that there is sufficient funding available.
- Similarly, recruitment of new posts must be approved by the CEO and by Chief Operating Officer to confirm that funding is available.
- Together Active pays all staff according to the Remuneration Policy.

Staff Salaries

- Staff will be paid on a monthly basis on the 27th of each month. If the 27th day is a Saturday payment will be made on the previous Friday and if the 27th day is a Sunday payment will be made on the following Monday.
- Payments will be by bank transfer, and payslips will be emailed.
- Additional Hours timesheets should be submitted to the Administrative Office Manager by [x] of each month to allow time for processing.
- The Chief Operating Officer is responsible for ensuring that all payroll deductions are paid to the appropriate bodies each month.

Casual Staff and Consultancy

There may be situations where Together Active would consider contracting work out rather than employing a new member of staff, for example for short term projects or if the work requires specialist skills.

The factors that will be taken into account include:

- impact on Together Active resources of undertaking project
- availability of skills required to complete the project
- value for money.

All proposals for working with casual staff or consultants must be approved in compliance with the procedures on exercising budgetary control and procurement prior to any appointment.

There must always be a written agreement, approved by the CEO or Chief Operating Officer with contractors and consultants, covering the following matters:

- project plan, specifying outcomes
- arrangements for payment
- project management
- insurance
- intellectual property
- variations to the contract
- resolution of disputes
- termination.

Starters and Leavers

The relevant line manager is responsible for informing the Administrative Office Manager of any starters, leavers (or other changes to staff conditions that impact on salaries) prior to the monthly cut-off date of [x], in order to ensure that all staff are paid correctly.

Starters

- As part of their induction, staff joining Together Active will be given a copy of this manual or made aware of where it is saved on the IT system, and the Chief Operating Officer or Administrative Office Manager will discuss the relevant sections with them
- New staff are responsible for giving the Administrative Office Manager their P45, and any other financial information required for the purposes of paying their salary.

Leavers

- Staff leaving Together Active should comply with notice requirements in their contract or as agreed with the CEO.
- Expense claims should be submitted prior to leaving the organisation.
- Staff should normally ensure that any accrued annual leave is taken prior to leaving. However, under exceptional circumstances they are entitled to payment in lieu of outstanding annual leave entitlement. Their line manager is responsible for ensuring that the Administrative Office Manager is informed of the details of this **via a Leavers' Form**, to ensure correct payment
- A P45 will be issued with the final payslip and any monies owed to Together Active at the time of termination will be deducted from the last month's pay.

Reimbursement of Expenses

Together Active wants to ensure that staff, trustees and volunteers are not out-of-pocket for the work they do for the organisation, while also looking to get the best use of limited funds. HM Revenue & Customs expenses and benefits rules recognise that reimbursement of standard business expenses (such as travel) are not taxable. Together Active's policy is guided by these rules and we do not pay expenses that will give rise to tax or National Insurance (with the exception of some staff receiving mileage rates higher than the HMRC Approved Mileage Allowance Payments, due to terms and conditions at the time of TUPE).

In order to comply, any amounts claimed must be for actual costs incurred by staff 'wholly, exclusively and necessarily in the performance of the duties of their employment', and that adequate records are submitted with each claim. Further details are found in the Travel and Expenses Policy

All claims for expenses should be submitted to the Administrative Office Manager **by X** on the month after they are incurred.

8. Controls on Physical Assets

Together Active's physical assets represent a significant cost and all staff are expected to behave responsibly in using them in order to protect our resources. Our policies are designed to support that behaviour.

Fixed Assets

Need to liaise with Auditor once appointed re depreciation

Fixed assets are items, for example office equipment or computers, owned by Together Active for use in our work (not as an investment), which have an expected life of more than 12 months, and a value on acquisition of over £100.

The Administrative Office Manager is responsible for maintaining a fixed asset register detailing:

- a description of the asset (including identifier as appropriate)
- date of acquisition
- value at acquisition
- location or staff member holding asset (if appropriate).

The register will be updated immediately when new purchases or disposals are made.

The Administrative Office Manager is responsible for ensuring that fixed asset inspections are carried out every 12 months to check that the assets exist, are in good condition and are being used effectively.

The disposal or scrapping of a fixed asset must be authorised by the CEO or Chief Operating Officer. Equipment will not normally be disposed of to staff because it is difficult to provide evidence of fair value. If computer equipment is disposed of, a professional IT Service provider will be used to ensure correct procedures regarding data, licences etc.

Where projects close, assets will be redeployed. Where there are specific funder rules regarding treatment of project assets, these will be complied with (e.g. handing the assets back to the funder).

Documents relating to the ownership of any fixed assets will be held securely by the Administrative Office Manager.

For the purposes of depreciation, the anticipated useful life of Together Active's assets are as follows:

| Type of fixed asset | Anticipated useful life |
|---------------------|--------------------------------|
| Computer equipment | [x] years |
| Office equipment | [x] years |
| Furniture | [x] years |
| Other Items | To be set at point of purchase |

Consumables

Consumables includes all items which have expected life of less than 12 months, or a value on acquisition of £100 or less.

The Administrative Office Manager is responsible for the ordering of items such as stationery which are for use by the whole team. Individual project managers may order items for use within their own work (subject to the normal authorisation process as outlined above)

Insurance

Together Active maintains appropriate insurance cover at all times, both to cover our legal obligation and to underpin our duty to protect our staff, assets and resources. This will include:

- Employers' liability insurance to cover both staff and volunteers
- Public liability insurance
- Buildings and contents insurance
- Event Insurance

Together Active reviews its policies annually and the CEO is responsible for providing its insurer/broker with a detailed and accurate schedule of activities and inclusions to be covered.

The CEO is responsible for ensuring all insurance policies are current and appropriate documentation maintained.

9. Review

This document will be reviewed on an annual basis by the Finance and Audit Group and a report presented to the Board of Trustees for approval.

Register of Authorised Signatories and Approvals



| Name | Jude Taylor | Jane Kracke | APM | DCHM | YPWM | Hazell Thorogood | Malcolm Armstrong | Kimiyo Rickett | Board of Trustees | Finance and Audit Group |
|--|---------------------|-------------------------|--------|--------|--------|-------------------------------|---------------------------|---------------------------------------|--------------------------------|-------------------------------|
| Job Title | CEO | Chief Operating Officer | APM | DCHM | YPWM | Administrative Office Manager | Trustee - Chair | Trustee - Senior Independent Director | | |
| Annual Budgets | | | | | | | | | Y | |
| Budget Variations | £5,000 | £5,000 | £500 | £500 | £500 | | | | Over £5000 - official sign-off | Over £5000 - initial approval |
| Purchase Orders | Unlimited | Unlimited | £5,000 | £5,000 | £5,000 | | | | | |
| Invoices (cleared for payment) | Unlimited | Unlimited | £5,000 | | | | | | | |
| Overpayment of Invoices | Y | Y | | | | | | | | |
| Debts Written Off | See Note 1 | See Note 1 | | | | | | | | Over £5000 |
| Electronic Payments (Internet Banking) - two signatories needed | £10,000 | £10,000 | | | | Up to £5000 | Over £10,000 - see Note 2 | Over £10,000 - see Note 2 | | |
| Cheques - two signatories needed | £10,000 | £10,000 | £5,000 | £5,000 | £5,000 | | Over £10,000 - see Note 2 | Over £10,000 - see Note 2 | | |
| Written Instructions to the Bank (including Direct Debits and Standing Orders) | £10,000 | £10,000 | £5,000 | £5,000 | £5,000 | | Over £10,000 - see Note 2 | Over £10,000 - see Note 2 | | |
| Credit Card Authorisations | Up to limit on card | Up to limit on card | | | | | Up to limit on card | | | |
| Credit Card Holders (and personal limits) | Y | Y | | | | Y | Y | | | |

| | | | | | | | | | | |
|---|------------------------|------------------------|------------|------------|------------|---|--|--|--|------------|
| Debit Card Authorisations | Up to limit on card | Up to limit on card | | | | | | | | |
| Debit Card Holders | Y | Y | | | | Y | | | | |
| Petty Cash Reimbursement | Up to £100 | Up to £100 | Up to £50 | Up to £50 | Up to £50 | | | | | |
| Petty Cash Advances | Up to £100 | Up to £100 | Up to £50 | Up to £50 | Up to £50 | | | | | |
| Petty Cash Keyholders | | Y | | | | Y | | | | |
| | | | | | | | | | | |
| Appointment Approval Forms (Recruitment) | Y | Y | | | | | | | | |
| Pay Increases | Y | Y | | | | | | | | |
| Amendments to Job Descriptions | Y | Y | | | | | | | | |
| Termination of Employment Forms | Y | Y | Y | Y | Y | | | | | |
| Timesheets | Y | Y | Y | Y | Y | | | | | |
| Mileage Claims | Y | Y | Y | Y | Y | | | | | |
| Additional Hours Claims | Y | Y | | | | | | | | |
| Travel and Subsistence Claims | Up to £1000 | Up to £1000 | Up to £500 | Up to £500 | Up to £500 | | | | | Over £1000 |
| Other Expenses Claims | Up to £1000 | Up to £1000 | Up to £500 | Up to £500 | Up to £500 | | | | | Over £1000 |
| | | | | | | | | | | |

Note 1: Debts less than £500 can be written off by the CEO or Chief Operating Officer, Debts of £500 - £4999 must be authorised by both

Note 2: Payments of over £10,000 must be authorised by one Trustee and either the CEO or COO

Approved by:

Signed:

Chief Executive Officer

Date:

Signed:

Chair

Date:

Sport Across Staffordshire and Stoke-on-Trent

Risk Register

April 2020



| Risk Area | Risk Identified | Likelihood of Occurring (Y) | Severity of Impact (X) | Overall Risk x y | Existing Control Procedures (Note 1) | Proposed Improvements | Action By | Residual Risk (Note 2) | Timetable for Action | Follow-up Review | Update Q4 2019-20 |
|---------------|--|-----------------------------|------------------------|------------------|--|---|---------------------------------|------------------------|---|---------------------------------------|--|
| 1. Governance | 1.1 Organisation lacks direction, strategy and forward planning | 3 | 5 | 18 | 2018-21 Strategy in place with clear line-of-site to SE and Government Strategies along with clear Vision and Mission Strategy, Vision and Mission compiled with partner input Progress against Annual Delivery Plan reviewed by Board quarterly | Strategy Action Group to lead development / review of Annual Delivery Plans Include partner consultation on 2018-19 review and 2019-20 Annual Delivery Plan development | SAG SAG/Dir | 12 | Jan 19 Jan 19 | Annually Annually | 2020-21 Delivery Plan drafted following consultation with team. SASSOT's Offer summarised in a key document for partners No SAG meetings in 2019-20, new Board sub-group structure agreed Draft timeline in place for development of new strategy |
| | 1.2 Organisation lacks support / influence at the highest levels | 3 | 3 | 12 | Range of partners / stakeholders as Board members Existing links to strategic groups such as Health and Wellbeing Board / STP | Engage with Leaders, Chief Executives and Members Clear outcomes for SASSOT's involvement in these strategic groups agreed | Chair / Dir | 8 | Immediate Dec 18 | Quarterly Quarterly | Director met with SBC CEO. Meetings arranged with MPs Paper delivered at HWBB and proposal for clearer link to SAG accepted |
| | 1.3 Board lacks relevant skills or commitment | 1 | 3 | 4 | Board recruitment based on analysis of skills matrix, addressing gaps Expected commitment outlined in Job Descriptions and through interview process | Annual review of Board Effectiveness (and self-assessment of individuals) and Action Plan to address findings Revise skills matrix to be more aligned to current needs | GAG GAG | 4 | April 19 Jan 19 | Annually Annually | Board Effectiveness Review discussed at April 19 Board meeting and key actions agreed Skills Matrix completed, March 20 recruitment successfully addressed skills gaps |
| | 1.4 Board dominated by one or two individuals, or by connected individuals | 1 | 3 | 4 | Declaration of interest policy in place. Personal Responsibilities set out in Constitution Decisions made by consensus or majority vote, with quorate requirement Board appointment recommendations made by Governance and Appointments Group for Board approval Senior Independent Director role includes acting as intermediary between Board and Chair, or as an alternative point of contact for concerns with Chair / Senior Management | Ensure all Board members complete the declaration form on joining board (and check existing members have completed). Ensure this is a standing agenda item at the start of each meeting Ensure personal responsibilities (Constitution) are emphasised in Induction Ensure Board and Team are aware of SID role this | AOM Chair SID | 4 | Immediate Immediate Immediate | Ongoing Ongoing Ongoing | Documentation revised and completed by all Board members Jan 19. New members, recruited March 20, to complete forms asap |

| | | | | | | | | | | | |
|--|--|---|---|----|--|---|--|----|--|---|--|
| | 1.5 Ineffective organsational structure | 3 | 4 | 15 | Board and Team Structures recently reviewed and documented. Job / Role Descriptions in place Internal Controls summary in place | Continue to clarify roles of team members regarding PBA through 1-2-1s, PDRs etc. Annual 'health check' of Board and Team Structures to ensure remain fit for purpose Review Board Delegated Decision form and ensure it is used consistently | Dir GAG/Dir AOM | 10 | Mar 19 April 19 Dec 18 | Ongoing Annually Ongoing | Staffing structure revised again based on recent resignations. Recruitment delayed due to Covid-19 Independent Working Group leading on move to independence, with delegated authority for operational decisions |
| | 1.6 High Board turnover | 2 | 3 | 8 | Succession plan in place Board at capacity so unlikely to drop below minimum numbers | Ensure Succession Plan is embedded -annual review by Governance and Appointments Group Include opportunity for Board members to raise concerns as part of annual self-assessment process Maintain register of Board terms. Chair to liaise with individuals towards end of term to confirm if they intend to continue | GAG GAG/Chair AOM/Chair | 8 | July 19 April 19 Immediate | Annually Annually Ongoing | Board Effectiveness Review discussed at April Board meeting and key actions agreed Board Register in place and monitored |
| | 1.7 Reporting to Board (accuracy, timeliness and relevance) | 2 | 3 | 8 | Board reports submitted 7 days prior to meetings 'Staff Showcase' slots on Board Meeting and Annual Delivery Plan update / Dashboard Governance / Finance Sub Groups meet two weeks prior to Board to discuss / approve relevant information | Embed culture of Board members being fully prepared for meetings Keep 'for approval / information' discussion to a minimum in Board meetings and focus on key items for Board input | Chair Chair/COO | 4 | Immediate Immediate | Ongoing Quarterly | Board Agenda re-ordered to put key items at beginning to allow time for discussion - effectively at April meeting Meeting dates for 2020 to allow two weeks between FAG / GAG and Board Standing items / reports now for discussion by exception during Board meetings |
| | 1.8 Current governance arrangements no longer best option for organisation or Host | 5 | 5 | 30 | Hosting agreement in place to 30.09.20, with annual review | Governance and Appointments Group to lead on investigation of pros / cons of various alternative arrangements and on presenting options to Board (link to 3.4) | GAG | 24 | Oct 19 | Ongoing | Progress to independence underway, overseen by Independence Working Group with agreed project timeline. Charity Commission application successful Independence date delayed to 01.09.20 tbc |
| | 2.1 Non-delivery of agreed outcomes | 4 | 5 | 24 | Clear KPIs for Sport England programmes Clear actions / performance measures in place in Annual Delivery Plan, linking directly to Strategy. Quarterly reporting process to Board Agreements in place with funding partners, with six-monthly meetings | Ensure any risk of non-delivery is identified through quarterly reporting process. Utilise expertise of Board and Team for solutions Produce and monitor log of support agreed for each funding partner Work with the team to ensure everyone is confident regarding the process for the Place-Based Approach and their role within it. | Dir / COO / Board Dir / PM Dir | 18 | Immediate Oct 18 Dec 18 | Quarterly Quarterly Ongoing | Ongoing Log updated with a more detailed template for 2019-20 inc. timescales and lead officer Capacity within team is heavily reduced due to recent resignations, and recruitment to three new posts delayed until September. Part-time temporary staff member in post to provide short-term capacity |
| | 2.2 Poor evidence of impact | 4 | 4 | 20 | Clear measures of impact for programmes Impact Reports produced for funding partners; Annual Report produced, focusing on impact | Evaluation Framework for PBA work to be developed and embedded Consult funding partners ref preferred format for impact reporting | IMM IMM | 10 | Feb 19 Oct 18 | Ongoing Annually | Evaluation Framework being tested by team and identified partners Annual Report produced and circulated. Impact documents produced and circulated |

| | | | | | | | | | | |
|----------------|--|---|---|----|---|--|---------------------------------|-----------------------------------|--|--|
| 2. Operational | 2.3 Lack of partner satisfaction | 3 | 4 | 15 | Annual Partner Satisfaction Survey carried out and analysed Four Stakeholder Events to be delivered annually | Consult with partners through PMIF process Ensure key areas for improvement from Partner Satisfaction Survey and PMIF process are included in Improvement Plan with appropriate actions. | Dir Dir | 10 Nov 19 | Immediate Every Two Years Annually (Survey) | 2020 Stakeholder Satisfaction Survey analysed at Team Meeting Behaviour Change stakeholder event delivered May 19, Open Data and Measuring Impact events held Sep 19 |
| | 2.4 Insufficient capacity and resources | 4 | 4 | 20 | Team fully involved in developing Annual Delivery Plans and their own budgets Regular 1-2-1s and twice-yearly PDR meetings held with individuals, where capacity / key work areas is discussed | Ensure team are consulted on every Partner Funding Agreement before signing Identify opportunities to work with local partners to secure funding from external sources for PBA areas and wider | Dir / PM Dir / PBA Leads | 15 Jan 19 Immediate | Annually Ongoing | Funding agreement log updated with a more detailed template for 2019-20 inc. timescales and lead officer. Looking at prioritisation system £20,000 previously provided by Staffordshire Moorlands DC to support work in their area has been returned on their request See 2.5 |
| | 2.5 High staff turnover or loss of key staff | 5 | 5 | 30 | Succession plan in place Annual Staff Satisfaction Surveys carried out and analysed, plus additional Temperature Check work during 2018 All staff involved in PMIF self-assessment | Ensure Succession Plan is embedded -annual review by Governance and Appointments Group Ensure key areas for improvement from Staff Satisfaction Survey and PMIF process are included in Improvement Plan with appropriate actions. Cross reference to actions in 1.5 and 2.4 | GAG Dir / COO | 12 July 19 Nov 18 | Annually Annually (Survey) | Staff Satisfaction Survey discussed at team meeting, and taken to July board. Improvement in NPS. Capacity within team is heavily reduced due to recent resignations, and recruitment to three new posts delayed until September. Part-time temporary staff member in post to provide short-term capacity |
| | 2.6 Inadequate identification or understanding of target audiences | 2 | 3 | 8 | PBA process: desktop analysis and community engagement stages Regular analysis of sub-regional statistics | Continue to ensure PBA community consultation is comprehensive. Ensure action plans are based on this. | IMM/ PBA Lead | 8 Immediate | Ongoing | Ongoing - PBA approach to be reviewed in line with development of 2021-25 strategy |
| | 2.7 Disengaged staff if impact of independence on individuals is perceived as unfair | 5 | 4 | 25 | Staff kept informed of progress towards independence People's Committee Rep sits on IWG, concerns log, staff working group | Pensions meeting to take place in November, and meeting with SBC / Union | Dir / COO | 15 Immediate | Ongoing | Pensions meeting and Union meeting taken place. Staff Working Group meeting regularly with People's Rep on IWG Significant turnover linked to independence |
| 3. Financial | 3.1 Poor budgetary control and financial reporting | 1 | 5 | 6 | Detailed annual budget and Four Year Financial Forecast in place and reviewed by Finance and Audit Group Internal Controls in place and Host financial procedures | Annual detailed check of four-year figures (and staffing figures) to be carried out to avoid risk of error | FAG | 6 Feb 19 | Annually | 5-year financial forecast produced and updated regularly. Finance Policy and Procedures for TA drafted |
| | 3.2 Insufficient reserves policy | 1 | 4 | 5 | Reserves sufficient to cover redundancy liabilities | Formalise reserves policy, including developing a plan to build up reserves to enable SASSOT to respond to opportunities, or to meet initial costs of potential independence | FAG | 5 Jan 19 | Annually | Amendments to staffing structure and turnover of staff have improved financial situation Reserves policy agreed and reserves built into 5-year financial forecasts. Budget remains in credit to 31.03.24 |
| | 3.3 Dependency on income sources | 4 | 5 | 24 | Four Year Financial Forecast allows for loss of up to three funding partners | Look at potential for income generation or additional partner funding to reduce % of total funding coming from Sport England | FAG/COO | 24 Dec 19 | Ongoing | South Staffordshire Council no longer funding SASSOT |

| | | | | | | | | | | | |
|------------------------------|--|---|---|----|--|--|------------|----|------------|-----------|--|
| | 3.4 Rising costs | 5 | 5 | 30 | Four Year Financial Forecast reflects rising costs, as do reserves for Liabilities | Governance and Appointments Group to lead on investigation of pros / cons of various alternative arrangements and on presenting options to Board (link to 1.8) | GAG | 30 | Oct 19 | Ongoing | Progress to independence underway, overseen by Independence Working Group with agreed project timeline. Decision regarding pension contributions made and financial forecast revised regularly |
| 4. Environmental or External | 4.1 Relationship with funders | 3 | 5 | 18 | Local Funders: Agreements in place with funding partners, with six-monthly meetings | Produce and monitor log of support agreed for each funding partner | Dir / PM | 18 | Oct 18 | Quarterly | See 2.1. Meetings taking place with LA partners to agree Partner Agreements for 20-21 |
| | | | | | Impact Reports produced for funding partners; Annual Report produced, focusing on impact | Consult funding partners ref preferred format for impact reporting | IMM | | Oct 18 | Annually | See 2.2 |
| | | | | | Four Stakeholder Events to be delivered annually | Full engagement with PMIF process and improvement planning | Dir | | Immediate | Ongoing | See 2.3 |
| | | | | | Sport England: Programme requirements met | | | | | | |
| 4. Environmental or External | 4.2 Physical Activity and sport not a priority for funders, partners or stakeholders | 3 | 4 | 15 | Presentation to Leaders and Chief Executives demonstrating cross-cutting benefits of sport and physical activity | Follow up on presentation to Leaders and Chief Executives by arranging individual meetings where requested | Chair/Dir | 10 | Oct 18 | Quarterly | See 1.2 |
| | | | | | Continue to influence strategic leaders through relationship with Staffordshire Public Health | Strengthen relationship with Stoke Public Health | PM | | Mar 19 | Quarterly | Stoke Public Health currently going through major changes |
| | | | | | | Identify further opportunities to raise profile of sport and physical activity at a strategic level | Dir/ Board | | Immediate | Ongoing | |
| | | | | | | | | | | | |
| 5. Compliance | 5.1 Non-compliance with legislation, regulations and standards | 1 | 5 | 6 | Governance and Appointments Group oversees Tier Three | Standards' to be part of Round Table discussion with Sport England (PMIF process) | COO/ GAG | 6 | Feb 19 tbc | Annually | Good' Quest / PMIF rating achieved. Progressing through Tier 3 compliance for Together Active - timescales amended due to delay in transfer |
| | | | | | Chief Operating Officer receives invites to and updates from Corporate Forum and disseminates information to team as appropriate | Gain Foundation Level of the Equality Standard for Sport by 31.03.19 | TBC | | Mar 19 | Annually | Sport England not currently requiring APs to achieve this |
| | | | | | Host providing support ref GDPR, disseminated to Team. Paperwork / website updated | Complete Diversity in Governance and Leadership Action Plan is signed off and continue to make use of support provided by Inclusive Boards | COO/ GAG | | Dec 18 | Annually | Action Plan signed off by Inclusive Boards March 19 |
| 5. Compliance | 5.2 Not meeting reporting requirements | 2 | 4 | 10 | Processes for ensuring effective reporting for Sport England processes are well-established | Include responsibility for ensuring PMIF Improvement Plan is actioned into Strategy Advisory Group Terms of Reference, with reporting line to Board | SAG | 5 | Oct 18 | Ongoing | Improvement Plan discussed at team meetings on a quarterly basis |
| | | | | | PMIF process underway, with Strategy Advisory Group overseeing the process and project plan developed | | | | | | Programme reporting completed by given deadlines |

Note 1: Unless stated otherwise, all Existing Control Procedures will continue
Note 2: Residual risk is an appraisal of the risk that will remain and cannot be fully eliminated following actions taken to mitigate risk

- Abbreviations**
- AOM Administrative Office Manager
 - COO Chief Operating Officer
 - Dir Director
 - FAG Finance and Audit Group
 - GAG Governance and Appointments Group
 - IMM Insight and Marketing Manager
 - PBA Lead Place-Based Approach Lead for a geographic area
 - PM Partnerships Manager
 - SAG Strategy Advisory Group
 - SID Senior Independent Director

Sport Across Staffordshire and Stoke-on-Trent

Covid-19 Risk Register

April 2020



| Risk Area | Risk Identified | Likelihood of Occurring (Y) | Severity of Impact (X) | Overall Risk xy+y | Existing Control Procedures (Note 1) | Proposed Improvements | Action By | Residual Risk (Note 2) | Timetable for Action | Update |
|----------------|---|-----------------------------|------------------------|-------------------|--|---|------------------------------|------------------------|----------------------|--------|
| 1. Governance | 1.1 Delay to transfer date (SASSOT to Together Active) | 5 | 3 | 20 | Partners, staff and Board kept informed | Revise Project Plan Independence Working Group to continue to meet monthly Progress remaining actions as far as possible | JK IWG JT / JK | 20 | | |
| | 1.2 Board operations not effective | 2 | 4 | 10 | April 2020 Board meeting and sub-group meetings to be conducted via GoTo Meeting Good track record of decisions being made electronically where necessary | Continue to 'meet' as planned via virtual meeting tools Ensure that, should any Board member be taken ill, arrangements are in place for another Board member to deputise for any specific roles / commitments | HT / MA | 5 | | |
| 2. Operational | 2.1 Capacity challenges: * Lack of capacity due to staff vacancies * Lower workloads for some staff if 'normal' work put on hold * Work-life balance with caring responsibilities * Likelihood of staff (or their dependents) being taken ill | 4 | 5 | 24 | Recruitment 'paused' for three new posts - ready to be continued when appropriate SASSOT's Offer to partner and the sector (see 2.3) reflective of team skills and capacities Regular communications with staff taking place; weekly team meetings, staff encouraged to 'check in' daily with at least one other team member | Continue to ensure staff workloads are monitored and reviewed Clarify working hours expectations Ensure that more than one staff member is involved in each key work area so they can deputise if necessary | JT / JK | 18 | | |
| | 2.2 Staff wellbeing | 4 | 5 | 24 | As above ref regular communications | Use of weekly wellbeing tool Regular 'virtual tea breaks' for non-work chat / support | Team | 18 | | |
| | 2.3 Proposed priorities in 2020-21 Annual Delivery Plan not fully relevant at present | 5 | 5 | 30 | 2020-21 Delivery Plan to be put on hold Draft SASSOT Offer document produced with team input, 'tested' with PAPF | Gain further partner input into Offer Document Refine each section of the offer and implement | JT / Team | 15 | | |

| | | | | | | | | | | |
|--------------|---|---|---|----|---|---|-------------|----|--|--|
| | 2.4 Physical Activity and sport not a priority for funders, partners or stakeholders at present | 5 | 5 | 30 | <p>Link to 2.3</p> <p>Information collated ref Covid-19 related issues (e.g. furloughing) from across sub-region and wider networks</p> | <p>Continue to meet virtually with funding partners, individually and via Forums</p> <p>Continue to collate guidance, advice etc. as currently</p> <p>Investigate other ways the team can support partners, i.e. as additional capacity</p> | JT / JK | 20 | | |
| 3. Financial | 3.1 Lack of clarity around SE programme expectations | 2 | 3 | 8 | <p>Review of SE programmes underway in terms of alternative delivery possibilities, priorities etc.</p> | <p>Gain clarification from SE regarding expectations</p> <p>Finalise proposals for each programme and gain Sport England approval</p> <p>Communicate to relevant partners</p> | JK, CDW, CG | 6 | | |
| | 3.2 Loss of Partner funding | 4 | 4 | 20 | <p>See 2.3 and 2.4</p> <p>Loss of up to 2 local partners built into financial forecasts</p> | <p>See 2.3 and 2.4</p> <p>Regular communication with funding partners to gauge support needed</p> | JT / JK | 20 | | |

Note 1: Unless stated otherwise, all Existing Control Procedures will continue

Note 2: Residual risk is an appraisal of the risk that will remain and cannot be fully eliminated following actions taken to mitigate risk

Report to the Board – Enclosure 06

| | |
|--------------|---|
| Report Title | Director and Chief Operating Officer Report |
| Date | 21 st April 2020 |

| | | |
|--------------------------------------|---|---|
| Open Agenda item | X | |
| Private and Confidential Agenda item | | By virtue of containing confidential information relating to: |

| | | |
|-----------------|-------|-----------------------------|
| Contact Officer | Name: | Jude Taylor / Jane Kracke |
| | Tel: | 01785 619299 / 01785 619187 |

| | |
|-----------------|---|
| For Information | X |
| For Decision | |

1. **Purpose of Report**

To update the Board on the following:

- Partner Funding Agreements
- Staffing
- The work of the team (via the Annual Delivery Plan Dashboard)

2. **Recommendation(s)**

- That the Board approves the 2020-21 Delivery Plan, on the understanding that it will be amended to include SASSOT's Covid-19 Offer and that 2020-21 priorities will be reviewed on an ongoing basis given the current situation

• **Executive Summary**

Key headlines from the last quarter include:

- The next stage in the PMIF (Performance Management and Improvement Process) is an Improvement Workshop later this year

- Funding for 2020-21 has been confirmed by five Local Authority partners
- Sport England have shared the timetable for the development of their next strategy
- Staff / Board Away Days are planned for 15.02.20 and 14.07.20
- Marie Jenkins has joined the team as a temporary Project Officer
- The Annual Delivery Plan and Dashboard have been updated, with the majority of work areas / actions Green

3.1 Partner Funding Agreements

- SASSOT currently receives £8000 per annum from the majority of our district and borough partners (with the exception of Tamworth and South Staffordshire). This funding enables us to deliver enhanced support in that geographical area.
- Currently with have either confirmed or provisional Funding Agreements with Stafford Borough Council, Lichfield District Council, Newcastle-under-Lyme Borough Council, Stoke-on-Trent City Council and Staffordshire Moorlands District Council.
- Meetings were underway with Staffordshire Council County and East Staffordshire Borough Council; these will be revisited once the government measures have been relaxed. Agreements also exist with both universities; these are delivered in academic years.

3.2 Staffing

- As per our recent communication, we have postponed the recruitment of the three Together Active vacancies (Young People and Workforce Manager, Active Places Manager & Digital, Health & Campaigns Manager). We received a total of 40 applications for these posts; we will continue to review government measures, but hope to proceed with recruitment in June.
- Ben Hollands left us recently to take up a role with Midlands Partnership NHS Foundation Trust, and Naomi Bird will be moving to Sport England at the end of the month
- Marie Jenkins will continue in her role as temporary Project Manager until 31.08.20

3.3 Staff Wellbeing

- We are conscious that everyone is finding the current situation challenging, for a variety of reasons
- In order to provide support to the team, we are holding weekly team meetings via videoconferencing software.
- We are also encouraging team members to pick up the phone to at least one colleague each day to have a chat, and are looking into having a daily 'tea break' videoconferencing for people to access as necessary
- We have begun using a free Covid-19 related weekly 'check in' provided by GoVox, which flags up any staff who may require a bit of extra support or more contact

3.4 Annual Delivery Plan Q4 2019-20

- The Annual Delivery Plan Dashboard for Q4 is attached as Appendix 1, which

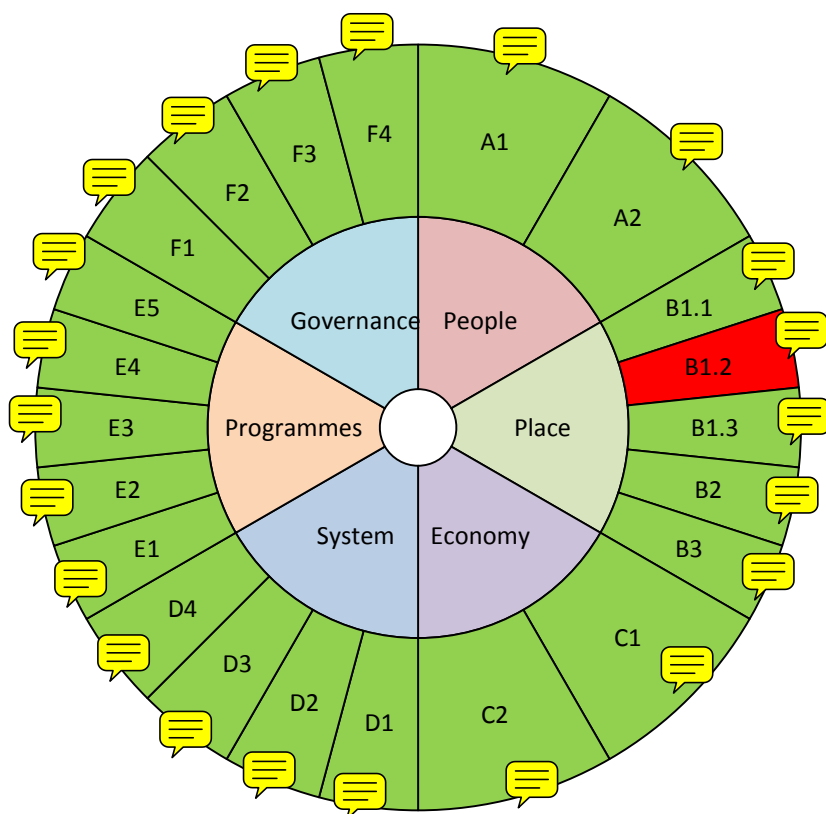
summarises progress, highlights and challenges for the quarter.

- The full Annual Delivery Plan, including updates on our Place-Based Approach and on individual Partner Funding Agreements, can be viewed in the secure Board Members section of our website (<https://sportacrossstaffordshire.co.uk/about-us/board-member-secure-area/>)

3.5 Annual Delivery Plan 2020-21 (Appendix 2)

- This was produced by the team prior to the escalation of the current Covid-19 situation
- This will be amended to include actions and targets relating to SASSOT's response to Covid-19 (discussed under Item 5)
- We will also amend the existing 2020-21 actions and priorities on an ongoing basis taking into account the capacity needed for our Covid-19 response and longer-term implications of the current situation

Sport Across Staffordshire and Stoke-on-Trent Annual Delivery Plan 2019-20 Quarter Four Dashboard



Ratings for each Priority*

| | |
|-------|--|
| Green | Progress better than or as expected at this point in time |
| Red | Progress behind where expected at this point in time, and additional support / resource needed |
| Grey | No progress expected at this point in time |

Highlights – a cross-section of areas of progress or success

- **Open Data:** The *Active My Way* website build is underway and content has been developed, with a 'go live' date of 30th April. Providers and partners are being supported to open their data, and a business case was put to Staffordshire CC's Public Health team, resulting in £5000 funding to support this work
- **Local Authority Support – Connecting the Sector:** Over the past couple of weeks we have facilitated virtual meetings, online discussions and email conversations between LAs on key issues linked to Covid-19, providing the opportunity for LAs to share challenges, approaches and decisions
- **Advocacy:** We recently attended a workshop with Staffordshire CC's FPEG (Families Partnership Executive Group) to agree priorities and governance arrangements. We have also established a sub group with Staffordshire CC's officers to look at the potential for greater integration of physical activity into their commissioning and prevention offer
- **Funding:** As well as the £5000 from SCC (see above) we recently secured £2500 from WMCA to deliver Include Me training and £2000 to implement Mind training across Staffordshire and Stoke.
- **Satellite Clubs:** Strong links have been made between the programme, the SPACE programme and our work with the Youth Offending Service. 26 new clubs have started, with 19 existing clubs sustained, targeting priority populations
- **Young Volunteers:** 81 young volunteers have been recruited, trained and deployed (target 30), with a leadership academy established with Stoke College and a new project working with pupils at risk of exclusion funded. A video case study was submitted to Sport England focusing on one young volunteer
- **National Campaigns:** We delivered a webinar to support partners to activate Sport England's *This Girl Can* and *We Are Undefeatable* campaigns. We are currently focusing on promotion of their *Join the Movement* campaign locally.

Challenges – areas not progressing as planned

- **PBA – Staffordshire Moorlands:** As outlined previously, progress has not been as expected in both of these areas. However, a new SLA has been agreed with Staffordshire Moorlands DC and is awaiting signature
- **Covid-19:** This has led to a lot of work areas being put on hold or being delivered differently, and the move to independence has also been postponed until at least 01.09.20 due to the pandemic.

*For details of each Priority or its individual Actions please see the full Annual Delivery Plan Quarterly Review

Achieving Our Vision – Beacon Parkrun, Lichfield

Project Overview

I think it is fair to say that in terms of a National context Parkruns have proved to be a great way to get the nation moving. Parkruns provide the ideal stepping stone for people of all ages and abilities to engage in physical activity and hopefully then continue to lead a healthy lifestyle.

This is why when we were approached by Parkrun champions from Beacon Park, Lichfield we made the decision to pump prime the activity by providing them with a grant of £1250 which would contribute towards the start up fees and we also provided additional support to the group to get the project off the ground.

The first Beacon Parkrun took place on a cold, fresh winter morning in January and along with a team of dedicated volunteers 689 enthusiastic locals took part in the second biggest ever inaugural event in Parkrun's history. The course takes in two laps of Lichfield's historic Beacon Park, set in more than 70 acres of beautiful gardens in the heart of Lichfield's city centre.

The Parkrun ethos is very much around inclusiveness and both physical and mental health and wellbeing. You do not need to be an athlete to attend, nor do you require any running experience. Parkrun prides itself on engaging with locals to reduce levels of physical inactivity but also to address some of the other benefits that offering this type of event can bring such as social isolation, reducing the fear of engaging because you are a novice, creating friendships that not only exist on a Saturday morning but continue to blossom outside of Parkrun. Many of the locals that attended did so with children, toddlers in buggies or dogs joining in as well. It was exactly what Parkrun has been set up to do.



This fantastic group would not have been able to start a Parkrun had it not been for the initial grant and help and support from SASSOT.

Measuring the impact

The main challenge for SASSOT during the set up period was to come to an agreement with Beacon Parkrun regarding what monitoring we wanted to see in return for the investment to demonstrate its local impact.

Working in line with the principles set out in our evaluation framework we wanted a mix of fairly simple quantitative and qualitative evaluation. However Parkrun's policy position is that they will not commit to doing additional evaluation above what they already collect and share via their website. This was difficult as normally we will always have some KPIs and monitoring agreed as part of any funding agreement we have with local providers and partners. In the end it was agreed with the local organising committee that they would complete some case studies outside of the formal agreement. Its worth noting that the organising committee have been nothing but helpful and worked tirelessly to set up this excellent project.

Three months later

Until all Parkruns were forced to stop due to the current Covid-19 pandemic, the Beacon Parkrun was going from strength to strength. Average attendance was 450, with an average of 36 volunteers at each event. The Event Core Team were also trying to ensure that early teething problems were ironed out, identifying an adjusted route to avoid major areas of mud given the extremely wet weather of a two months ago. They also made sure that the event on 7th March celebrated International Women's Day, with an all-female volunteer workforce and an invitation to the Mayor of Lichfield, Cllr Deborah Baker, to take part.

Strategic Outcomes

Priorities

| | | |
|-------------------|---|---|
| People | A: Residents, from all socio-economic backgrounds, enjoy the physical and mental health benefits of an active lifestyle | A1: Mobilising health, education, volunteer and leisure workforces A2: Developing community capacity |
| Place | B: Our communities are places where being physically active is the easy choice | B1: Focusing on our most inactive communities: B1.1: Cannock Chase B1.2: Staffordshire Moorlands B1.3: Newcastle-under-Lyme B2: Shaping the Physical Activity offer B3: Focusing Sport England-funded programmes in areas of greatest need |
| Economy | C: Our Sporting economy is thriving, providing employment to an active workforce | C1: Supporting sporting events which stimulate our visitor economy C2: Ensuring Birmingham 2022 Commonwealth Games has a positive legacy |
| System | D: Strong strategic leadership ensures that physical activity and sport become a core feature in local policy, creating places which are inherently active | D1: Providing strategic leadership and advocacy D2: Lobbying for physical activity to become an integral policy feature D3: Attracting investment into physical activity and sport D4: Demonstrating the impact of our work using robust methodology |
| Programmes | E: Our programme delivery has maximum impact within our area | E1: Satellite Clubs E2: School Games E3: Primary Premium E4: Active Lives (Children & Young People) E5: Raising the profile of our programme impact |
| Governance | F: Our work is underpinned by impeccable standards of corporate governance and operations | F1: Ensuring SASSOT is financially secure F2: Understanding and responding to our partners' and customers' needs F3: Meeting industry-recognised standards F4: Nurturing and developing staff |

Together Active
Annual Delivery Plan 2020-21
Quarter One Review



| | | |
|--------|-------|---|
| Rating | Blue | Action Completed, Performance Measure / Target Achieved |
| Key | Green | Progress better than or as expected at this point in time |
| | Red | Progress behind where expected at this point in time |
| | Grey | No progress expected at this point in time |

| | Strategic Outcomes | Priorities | Actions | Performance Measure / Target | Lead | Rating | Trend | Previous Quarters (Q4 2019-20) | Current Quarter (Q1) |
|---------|---|---|--|---|--------|--------|-------|--------------------------------|----------------------|
| People | A: Residents, from all socio-economic backgrounds, enjoy the physical and mental health benefits of an active lifestyle | A1: Mobilising health, education, volunteer and leisure workforces | A1.1 Implement workforce plan in line with Sport England workforce investment requirements | Ongoing funding secured from Sport England and successful implementation of plans | YPWM | | | | |
| | | | A1.2 Deliver workshops as defined by workforce plan to include Behaviour Change & Clinical Champion workshop (in-partnership with PHE) | Targets tbc following review of workforce plan | CDW | | | | |
| | | A2: Developing community capacity | A2.1 Drive and facilitate the pilot referral process for the 'Safer Together through Sport' StreetGames programme with Youth Offending Teams and Early Help Teams | Successfully delivery of Pilot referral porcess | CG | | | | |
| Place | B: Our communities are places where being physically active is the easy choice | B1: Focusing on our most inactive communities | B1.1 In conjunction with partners design a Place Based Intervention in - Cannock Chase (exact locality tbc) | Project plan & PBA performance framework | CG | | | | |
| | | B2 Shaping the Physical Activity offer | B2.1 Provide advice and guidance to assist partners with the development of robust PPS and BFS, encouraging clear line of sight between these strategies and local physical activity and sport strategies | PPS & BFS, partner feedback | APM | | | | |
| | | | B2.2 Implement our open data project 'Active My Way'. Educate, advise and support the delivery network to activate technological solutions in sharing the local offer. Launch the new brand, website and associated campaign and explore commercialisation opportunities. Work with health professionals to ensure that the tool is fit for purpose and is embedded throughout service delivery. | Usage and engagment rates | DCHM | | | | |
| | | | B2.3 Ensure that all our work is insight-led and where required develop local insight, community engagement and consultation to support localised planning and interventions | Partner feedback / impact of interventions | DCHM | | | | |
| | | | B2.4 To use insight and market research to influence Local Authorities and Leisure Trusts to ensure the local provision of a sustainable and attractive physical activity offer that meets the needs of their communities | Partner Feedback / Strategies & Plans | DCHM | | | | |
| | | | B2.5 Provide an improved service offer to support local organisations secure external funding, including clearer signposting to funding opportunities, training for local partners to improve the quality of funding applications and signposting to other agencies that can provide additional capacity and expertise | Number of people trained. Evalue of funding secured | CG/APM | | | | |
| | | | B2.6 3. To enhance Together Active's connection to political decision-making around urban planning and development, ensuring we are well positioned to advocate for the role of physical activity within these plans | Consultation document/planningdocu ment meeting minutes | APM | | | | |
| Economy | C. Our Sporting economy is thriving, providing employment to an active workforce | C1: Supporting sporting events which stimulate our visitor economy | C1.1 Fulfil SCC commission to deliver the Ironman 70.3 contract | Economic impact survey | JT/JK | | | | |
| | | C2: Ensuring Birmingham 2022 Commonwealth Games has a positive legacy | C2.1 Collaborate with West Midland CSPs to ensure regional legacy plans are reflective of the needs of our population | Legacy plan | JT | | | | |
| | | | C2.2 Support the Forestry Commission to secure the best possible legacy outcomes for mountain bike population and the Birches Valley site | Legacy plan | JT | | | | |
| | | | D1.1 Consult widely regarding the content of Together Active's 21-15 Strategy | Attendance Session feedback | JT | | | | |

| | | | | | | | | | |
|------------|--|---|---|--|-----------|--|--|--|--|
| System | D: Strong strategic leadership ensures that physical activity and sport become a core feature in local policy, creating places which are inherently active | D1: Providing strategic leadership and advocacy | D1.2 Work with PALSto ensure that LAs which have outsourced their provision, and contracted leisure providers, are both fully-integrated into our strategic leisure networks, ensuring that physical activity remains a priority across both sub-sectors | PALS membership and priorities SLAs with funding partners | APM/JT | | | | |
| | | | D1.3 Develop formal links with Staffordshire Families Partnership Executive Group | Membership status Identification of shared priorities | YPWM | | | | |
| | | | D1.4 Continue to maintain a strategic relationship with Staffordshire Public Health Team. Positively influence commissioning and external funding applications from a variety of sectors to incorporate physical activity such as Social Prescribing, NDPP and the Healthy Life Styles programme. | Minutes of meetings Partner feedback | DCHM | | | | |
| | | D2: Lobbying for physical activity to become an integral policy feature | D2.1 Maintain reporting to HWBB on current basis but formally review the relationship between SASSOT and HWBB to consider a more direct and accountable relationship on behalf of partners. | Partner feedback & HWBB reports | JT / DCHM | | | | |
| | | | D2.2 Continue to provide leadership on behalf of the STP for the physical activity element of the Prevention work programme . Attend STP implementation group and conform to project reporting requirements as appropriate. | STP PID & Project plan and risk log | JT / DCHM | | | | |
| | | D3: Attracting investment into physical activity and sport | D3.1 Strategic coordination of multi-agency funding proposals including facilitating the development of new effective cross sector partnerships | Bids applied for, £ value. Evalue of funding secured | APM | | | | |
| | | D4: Demonstrating the impact of our work using robust methodology | D4.1 Embed the Evaluation Framework across all of our work and support partners to utilise the framework where appropriate | Methodology and implementation | All | | | | |
| | | | D4.3 Design and implement methodology to demonstrate impact to our funding partners and key stakeholders. Including production of an annual report | Annual Report Impact Docs | All | | | | |
| Programmes | E: Our programme delivery has maximum impact within our area | E1: Satellite Clubs | E1.1 Effectively manage the Satellite Clubs programme, ensuring that clubs are delivered in the right places to the right young people | To establish 17 new Clubs, support 38 existing Clubs and engage 1140 participants (targeting Girls/women; BME; Disability; those from deprived areas and those at risk of becoming involved in youth crime and ASB | CG | | | | |
| | | E2: School Games | E2.1 Successfully deliver the remainder of the 2019-20 School Games Calendar. Fully review delivery mechanisms for 2020-21 to ensure effective use of funding and capacity. | Succesful delivery of Inclusive Festival, Kwik Cricket and Tennis Satellite Events and also the Summer Festival. | CDW | | | | |
| | | | E2.2 Successfully implement the DfE Volunteer programme to support delivery of the School Games | 30 volunteers recruited, trained and deployed | CDW | | | | |
| | | E3: Primary Premium | E3.1 To provide a range of support to enable primary schools to make more effective use of their Primary Premium funding | Case studies produced | YPWM | | | | |
| | | | E3.2 To conduct a full review of programme delivery if funding post August 2020 is confirmed, to ensure most effective use of funding | Review completed and future delivery approach confirmed | YPWM | | | | |
| | | E4: Active Lives (Children and Young People) | E4.1 Effectively manage this work area, recruiting schools and supporting them to complete the survey | Recruit at least 40% of schools allocated each term, with a 40% conversion rate on the surveys. | HT | | | | |
| | | | E4.2 Ensure that national and local insight is disseminated, and used by Together Active and local partners as appropriate | Produce local level data from national figures | HT | | | | |
| | | E5: Increasing programme impact | E5.1 Ensure that programme-based work, resources and insight are fully incorporated into our wider work and plans | Programme delivery focused on areas of greatest need | YPWM | | | | |
| | | | E5.2 Support the marketing and promotion of our programmes to raise local, regional and national awareness of their impact | Impact Documents/ Communication Monthly Insights | GP | | | | |

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|---|---|--|---|--|--------------|--|------------------------|--|-------------------------------|--|---------------------|--|
| Governance | F: Our work is underpinned by impeccable standards of corporate governance and operations | F1: Ensuring SASSOT is financially secure | F1.1: Ensure annual budget, 5-year forecast and audited accounts are in place, adapting to changes as required. | Sufficient reserves to cover liabilities and some loss of funding | JK | | | | | | | |
| | | | F1.2: Secure on-going funding from local funding partners and implement SLA actions | £82,000 per annum secured | JT / JK | | | | | | | |
| | | | F1.3 Maintain Sport England funding and fulfil ongoing requirements of Performance Management and Improvement Framework. Complete actions from Improvement Plan within stated timescales | Sport England Funding received, Improvement Plan actions completed | JT/ JK | | | | | | | |
| | | F2: Understanding and responding to our partners' and customers' needs | F2.1Review our stakeholder mapping and develop appropriate communications. | Partner feedback | JT/JK | | | | | | | |
| | | | F2.2 Develop a unified local physical activity message that can be elevated by the team, board and partners. Raise the profile of the role Together Active plays in supporting national and local agendas and celebrate local success | Partner feedback Increased coverage at local and national level | JT/DCHM | | | | | | | |
| | | F3: Meeting industry-recognised standards | F3.1: Ensure compliance with Tier Three of 'A Code for Sports Governance' | Compliance with Tier Three confirmed | JK | | | | | | | |
| | | | F3.2: Ensure our Safeguarding policies and procedures meet statutory requirements and those of the CPSU and Ann Craft Trust. Implement Safeguarding annual implementation plan in line with CPSU requirements. | Policies and procedures in place | YPWM / CDW | | | | | | | |
| | | F4: Nurturing and developing staff | F4.1: Ensure all staff have a clear plan for their own personal development, which is supported by their manager | Training and Development Plans in place for all staff and team | JT / JK | | | | | | | |
| | | | F4.3 Provide a programme of CPD for Trustees as appropriate | 1x group trustee training delivered, SRA, SGA etc. training promoted | MA/JT/JK | | | | | | | |
| | | | F4.3: Continue to develop our values-based approach. Create trusting and supportive environment | NPS of 50% (AP Staff Satisfaction Survey 2020) Deliver 3 team away days | MA/JT/JK | | | | | | | |
| | | Headline | | | Measure | | Baseline (at 31.03.18) | | November 2017 - November 2018 | | May 2018 - May 2019 | |
| | | Increasing the % of the population taking part in sport and physical activity at least twice a month | | | Active Lives | | 73.00% | | 73.60% | | Not yet available | |
| | | Increasing the % of the population active | | | Active Lives | | 57.30% | | 58.50% | | 58.50% | |
| Increasing the %of the population fairly active | | | Active Lives | | 13.60% | | 13.70% | | 13.50% | | | |
| Decreasing the % of people physically inactive | | | Active Lives | | 29.20% | | 29.10% | | 28.10% | | | |
| Increasing the number of people volunteering in sport at least twice in the last year | | | Active Lives | | 13.60% | | 13.10% | | 12.00% | | | |

Report to the Board – Enclosure 07

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|--------------|--|
| Report Title | SASSOT Independence Working Group (IWG) Report |
| Date | 21 st April 2020 |

| | | |
|--------------------------------------|---|---|
| Open Agenda item | X | |
| Private and Confidential Agenda item | | By virtue of containing confidential information relating to: |

| | | |
|-----------------|-------|---------------------------------------|
| Contact Officer | Name: | Jude Taylor / Jane Kracke |
| | Tel: | 01785 619299 (JT) / 01785 619187 (JK) |

| | |
|-----------------|---|
| For Information | X |
| For Decision | |

1. Purpose of Report

To update the Board on a range of items discussed at the Independence Working Group (IWG) meetings held on 4th February and 10th March:

Please note that a further IWG meeting will be held before the Board meeting on 21st April so a verbal update on this will be given at the Board meeting as appropriate.

2. Report

- As per previous emails, the decision has been made to delay the transfer to Together Active until 01.09.20, given the current pandemic
- Work towards the transfer will continue, with the aim of getting as much as possible in place over the next two months
- Office Base
 - We are still in discussions with both Entrust and Staffordshire County Council (SP2) around potential office space, although this has been hampered by the current situation.
 - Both offer similar accommodation for a comparable price. At Entrust we would have our own room but have to pay for additional meeting room hire, whereas at Staffordshire CC we'd occupy part of a shared office but would have free access to a nearby meeting room.
- The following support has now been procured and contracted:
 - IT support
 - Finance support and finance system
 - Payroll

- Mobile phone provider
 - HR support
 - Health and Safety support
 - Bank Account
- The Novation Agreements between Sport England and Stafford Borough Council are drafted and approved, and just need the transfer date to be confirmed before they can be signed. (As SASSOT is hosted by Stafford BC, all funding from Sport England is actually awarded to Stafford BC. These novation agreements allow the transfer of the funding awards, and the corresponding monies / obligations).