



Sport Across Staffordshire & Stoke on Trent

Board Meeting

AGENDA

Tuesday 14th July 2020 at 2pm

Virtual Meeting via Zoom:

Jul 14, 2020

Join Zoom Meeting <https://zoom.us/j/91638255700>

Meeting ID: 916 3825 5700

One tap mobile +441314601196,,91638255700# United Kingdom

-
1. Apologies
 2. Declarations of Interest
 3. Minutes of last meeting 21.01.20 *Enc. 1*
 4. 'The State of the Nation' *Jude Taylor*
 5. Sport England Framework Response *Jude Taylor (Pre-reading included in email)*
 6. Developing Together Active's Strategy *Jude Taylor*
 7. Options for Transfer *Jude Taylor Enc. 2*
 8. Reports (discussion by exception)
 - Chair's Actions *Malcolm Armstrong Enc. 3*
 - PALS *Malcolm Armstrong Enc. 3*
 - Finance & Audit Group *Enc. 4*
 - Governance & Appointments Group *Enc. 5*
 - Director and Chief Operating Officer Report *Enc. 6*
 - Independence Working Group – no report as covered under Item 7
 9. Dates & times of future meetings
 - Tuesday 20th October 2020, 2pm, Stafford BC

- 2021 Suggested meeting dates

Meeting	Suggested date
FAG/GAG/PALS	Tuesday 12th Jan 2021
BOARD	Tuesday 26th Jan 2021
FAG/GAG/PALS	Tuesday 6th April 2021
BOARD	Tuesday 20th April 2021
FAG/GAG/PALS	Tuesday 6th July 2021
BOARD	Tuesday 20th July 2021
FAG/GAG/PALS	Tuesday 5th October 2021
BOARD	Tuesday 19th October 2021

Meeting Minutes

Present Attendees		Apologies	Also Distributed To:
Malcolm Armstrong (MA)	Chair	Mark Deaville	Core Team
Jude Taylor (JT)	Director, SASSOT	Prof. Pauline Walsh	
Jane Kracke (JK)	Chief Operating Officer, SASSOT	Toyin Higgs	
Kimiyo Rickett (KR)	Senior Independent Director	Alistair Fisher	
Tim Clegg (TC)	Stafford Borough Council	Jonathan Topham	
Derek Peters (DP)	Board Representative		
Rebecca Roberts (RR)	Board Representative		
Sarah Getley (SG)	Board Representative		
Sharon Heath (SH)	Board Representative		
Hazell Thorogood (HT)	Admin Office Manager		
Camilla Denham-White (CDW)	SASSOT		

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	Welcome to new Trustees Sharon Heath and Sarah Getley. <ul style="list-style-type: none"> - SH is a Management Accountant at Everybody Sport and Recreation, has a strong financial background and links within charity and sporting. - SG is the Assistant Director for People at SCC and is very experienced in Local Authority and Health and Wellbeing.
4	Minutes of last meeting 21.01.20 <i>Enc. 1</i> – The minutes were agreed as an accurate record.
5	SASSOT's Response to Covid-19 <i>Jude Taylor</i> <ul style="list-style-type: none"> - JT discussed the SASSOT Response with the Board (Enc 2). - The approach to physical activity seems to have altered and people are viewing physical activity as a coping method, forming different habits during this time. - Sport England are doing a survey of 2000 people initially looking at physical activity behaviours. - A survey for Children and Young People will be issued this summer via Active Lives. - CHAD via Staffordshire University have also sent a survey out. - Action 1: RR advised she will share some youth reports from Young Minds which echo Sport England findings that young people are finding physical activity useful during this period. - Claire Greenwood is focusing on the clubs in most need and looking at how SASSOT can support. - KR commented that the situation could drive up inequality via some families / individuals lacking the environment to exercise in / equipment to exercise with. <p>A delivery plan has been created outlining the roles and responsibilities of the team in connection with the above priorities.</p>

	<p>Regarding the key points:</p> <ul style="list-style-type: none"> - JK commented that we need to be responsive to behaviour change in the long term when prior habits could return. - Seasonality was discussed as it is fortunate that weather has been good; the approach may need to change in the autumn / winter. In addition, summer sport organisations may lose a whole year of productive time. - The group discussed the 'new normal' and requested all send in any ideas to help shape communications.
6	<p>Strategy Consultation <i>Jude Taylor</i></p> <ul style="list-style-type: none"> - Sport England Strategy Consultation: SASSOT was due to start on a strategy consultation inline with Sport England however SE have halted their process at the moment. - DECISION 1: It was agreed that SASSOT will postpone work on the strategy until there is a clearer picture of what the priorities should be.
7	<p>Staff Showcase – School Games: Response to Covid-19 <i>Camilla Denham-White</i></p> <ul style="list-style-type: none"> - Weekly SGO meetings are taking place in Staffordshire and Stoke on Trent. - The SGO's have been tasked to try and provide 60 minutes of activity per day for the young people in their area. As a county we are going to produce an online resource to be issued monthly to all the schools in the area to detail physical and mental challenges they could take part in including national links and a spotlight on a particular sport. - The 1st edition should go out w/c 27th April. - A regional CYP meeting is taking place next week. - The Summer Festival isn't cancelled yet however back up plans cannot be formalised until we have more concrete information on when schools will return. - Mailchimp records whether any recipients click on certain links which would provide feedback on whether the online resource is being used. Each SGO will send the resource out to their respective school contacts for GDPR purposes.
8	<p>Transfer of Union Recognition Agreement <i>Jude Taylor Enc 3</i></p> <ul style="list-style-type: none"> - The group discussed the TURA –JT advised SASSOT has already sought legal advice and there is no case law surrounding this. - DECISION 2: The Board agreed to option A: The Trade Union Recognition Agreement should not transfer from SBC to Together Active as part of the TUPE agreement.
9	<p>Reports (discussion by exception)</p> <p>Chair's Actions <i>Malcolm Armstrong Enc. 4</i></p> <p>PALS (Formerly SLCOF) <i>Malcolm Armstrong Enc. 4</i></p> <p>Finance & Audit Group <i>Enc. 5</i></p> <ul style="list-style-type: none"> - Currently there is no concrete way to know what we need to allocate funds to, due to the current situation. - The five year forecast is now green however this still reduces funds in the savings in the long term. <p>Governance & Appointments Group</p> <ul style="list-style-type: none"> - Action 2: The group is looking for another member for the GAG. Please let HT know if you wish to join. <p>Director and Chief Operating Officer Report <i>Enc. 6</i></p> <ul style="list-style-type: none"> - SLA's with LA's are currently being agreed. SBC and LDC have signed. - The LA income is a risk going forward. - The Delivery plan for 2020-21 was for the 'as was' situation before C-19 however a new document is being produced with the key focus for staff in the current situation. <p>Independence Working Group <i>Enc. 7</i></p> <ul style="list-style-type: none"> - The office move is delayed until 1st September but all tasks are being moved forward as much as possible over this period of time. - JT noted SASSOT's thanks to SBC for their support and continuing assistance over this

	period.
10	<p>The group discussed the best time to hold Board meetings.</p> <ul style="list-style-type: none"> - The group noted key times they were unavailable for Board meetings in 2021. - RR – Afternoons preferable - SG – Avoid Wed afternoon - SH – Flexible - DP – Flexible - KR – Avoid Wednesday or Thursdays. <p>Action 3: JT to check which time on a Tuesday is preferable for Mark Deaville, and a new time for the Board will then be suggested.</p>
11	<p>Date of next meeting(s) – Please note, meetings may be held virtually</p> <ul style="list-style-type: none"> • Tuesday 14th July 2020, 2pm, Stafford BC • Tuesday 20th October 2020, 2pm, Stafford BC

Actions	Owner	Date
1. RR advised she will share some youth reports from Young Minds which echo Sport England findings.	RR	14.07.20
2. The group is looking for another member for the GAG. Please let HT know if you wish to join.	ALL	14.07.20
3. JT to check which time on Tuesday is preferable for MD, and a new Board time will then be suggested.	JT	14.07.20

Decisions
DECISION 1: It was agreed that SASSOT will postpone work on the strategy until there is a clearer picture of what the priorities should be.
DECISION 2: The Board agreed to option A: The Trade Union Recognition Agreement should not transfer from SBC to Together Active as part of the TUPE agreement.

Prepared By:	Date	Checked By	File Code
Hazell Thorogood	21.04.20	Malcolm Armstrong	Board Minutes 21.04.20

Report to the Board – Enclosure 03

Report Title	Chair's Actions since last meeting and PALS Report
Date	14.07.20

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:

- Weekly meeting with PALS
- Joined Team Meeting
- Fortnightly meeting with Sport England
- Interviewing for new staff
- Finance and Audit Group meeting
- Regular contact with Director and COO
- Write Introduction for the Annual Report

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

- Weekly catch up sessions well attended (7 LAs in regular attendance)
- Sharing of response to national guidance and local approaches to reopening
- Several LAs have secured funding from Sport England for consultant support regarding financial modelling for post-Covid-19

Report to the Board – Enclosure 04

Report Title	Finance and Audit Group Report
Date	14 th July 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:	07800 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 30.06.20:

- 20-21 Accounts: Expenditure against Budget
- 5-Year Financial Forecast amendments
- Risk Register

Recommendations

- That the Board notes the 2020-21 Accounts: Expenditure against Budget
- That the Board notes the amended 5-Year Financial Forecast
- That the Board notes the Q1 update to the main Risk Register and Covid-19 Risk Register

Report

2020-21 Accounts: Expenditure Against Budget (Appendix 1)

- The attached figures show a detailed breakdown of the financial performance to 30.06.20 against the budget for 2020-21

- The budget summary is as follows:

Budget to 30th June 2020		Actual to 30th June 2020	Variance
Expenditure	£138,429	£83,018	- £55,411
Income	£840,570	£1,018,599	£177,989

- Overall, actual expenditure is significantly less than expected, with the key exceptions explained below. Income is similarly higher than expected
- There is a £55,411 underspend against budgeted expenditure primarily because very little delivery has taken place across all programmes, due to Covid-19
- The £177,989 additional income is mainly made up of Sport England paying our Oct 20 – March 21 Primary Role funding early in error plus £80,000 from Sport England for the Tackling Inequalities Fund (this is a recently-announced fund to be awarded by Active Partnerships to Covid-19-hit community organisations)
- Internal transfers between budgets haven't been made yet, as Stafford BC is still awaiting confirmation of the NJC pay award for 2020-21

Exception reports for each individual budget heading are shown below.

Core (Formerly Partnership Services)

Income

Partner Funding is £34,000 lower than expected as we have only signed Partnership Agreements with 4 LAs at present.

We received our full £263,978 Primary Role funding from Sport England in error, they normally pay 50% now and 50% in October. They have confirmed we can keep this funding.

Workforce

No exceptions

Sportivate

The £80,000 Tackling Inequalities Funding will be managed from this cost centre. The whole amount will be paid out in grants

School Games

Expenditure

There is a significant underspend on Delivery (£7,144) as the June Summer Festival has been cancelled and is being delivered online instead.

Youth Sport

Expenditure

There is a very significant expenditure on Delivery (£35,847) as no satellite club delivery is taking place at present. Sport England have confirmed that

funding can be rolled forward, and clubs are expected to begin delivery once restrictions are relaxed

Volunteering

Expenditure

The underspend of £2,808 on delivery is due to young volunteer training being cancelled.

5-Year Financial Forecast Amendments (Appendix 2)

- The 5-Year Financial Forecast has been updated to include the following changes:
 - Adjustments for confirmed carry forward from 2019-20
 - 20109-20 removed, 2024-25 added
 - Project Officer role extended to end of August, with funding transferred from Workforce to Core
 - Confirmation of our Primary Role funding award for 2021-22

Risk Register (Appendix 3 & 4)

- The Q1 update to the Risk Register can be found in Appendix 3
- No amendments to scores since last quarter
- As approved at the April Board meeting, a Covid-19 Risk Register has been compiled to reflect the risks SASSOT is facing. This can be found in Appendix 4 and 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.

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

Work Area	Budget 2020-21
Income	
Balance b/f	-553,340
Income	-566,860
Monies received for use in next financial year	-49,550
Transfers Between Budgets	0
Total Income	-1,169,750
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	236,790
Contingency	0
Total Expenditure	691,890
Balance	-477,860
of which Restricted funds	-67,850
of which Unrestricted Designated funds	-167,930
of which Unrestricted Free funds	-242,080

1. Core (formerly Partnership Services)

Description	Budget 2020-21	Budget 01.04.20- 30.06.20	Actual 01.04.20- 30.06.20	Variance
Expenditure	£	£	£	£
Salaries and On Costs	230,470	54,630	54,359	- 271
Staff Expenses	23,610	4,000	408	- 3,592
Rent & Utilities	26,130	0	-	-
Office Costs	6,530	1,633	357	- 1,276
Professional Fees & Insurances	29,190	5,000	4,105	- 895
Marketing	25,200	2,000	854	- 1,146
IT	11,460	100	66	- 34
Delivery	16,020	1,250	83	- 1,167
Contingency	0	0	-	-
	368,610	68,613	60,232	-8,381
Income				
Balance c/f	388,300	388,300	388,298	- 2
Funding - Sport England	272,670	131,989	263,978	- 131,989
Funding - Other	77,000	77,000	43,000	- 34,000
Other Income	0	0	-	-
Monies received for use in next financial year	6,210	0	-	-
Transfer between Budgets	40,650	0	-	-
	784,830	597,289	695,276	97,987

2. Workforce

Description	Budget 2020-21	Budget 01.04.20- 30.06.20	Actual 01.04.20- 30.06.20	Variance
Expenditure	£	£	£	£
Salaries and On Costs	24,890	0	-	-
Staff Expenses	2,460	0	-	-
Rent & Utilities	0	0	-	-
Office Costs	330	20	20	-
Professional Fees & Insurances	0	0	-	-
Marketing	0	0	-	-
IT	0	0	-	-
Delivery	35,180	6,000	5,375	- 625
Contingency	0	0	-	-
	62,860	6,020	5,395	-625
Income				
Balance c/f	36,860	36,860	36,857	- 3
Funding - Sport England	67,270	18,750	18,750	-
Funding - Other	0	0	-	-
Other Income	0	0	-	-
Monies received for use in next financial year	21,260	0	-	-
Transfer between Budgets	-29,030	0	-	-
	96,360	55,610	55,607	-3

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

3. Sportivate

Description	Budget 2020-21	Budget 01.04.20- 30.06.20	Actual 01.04.20- 30.06.20	Variance
Expenditure	£	£	£	£
Salaries and On Costs	0	0	-	-
Staff Expenses	0	0	-	-
Rent & Utilities	0	0	-	-
Office Costs	0	0	-	-
Professional Fees & Insurances	0	0	-	-
Marketing	0	0	-	-
IT	0	0	-	-
Delivery	5,290	0	-	-
Contingency	0	0	-	-
	5,290	0	0	0
Income				
Balance c/f	5,290	5,290	5,294	4
Funding - Sport England	0	0	80,000	80,000
Funding - Other	0	0	-	-
Other Income	0	0	-	-
Monies received for use in next financial year	0	0	-	-
Transfer between Budgets	0	0	-	-
	5,290	5,290	85,294	80,004

4. School Games

Description	Budget 2020-21	Budget 01.04.20- 30.06.20	Actual 01.04.20- 30.06.20	Variance
	£	£	£	£
Expenditure	£			
Salaries and On Costs	42,710	10,678	10,911	234
Staff Expenses	2,300	575	241	- 334
Rent & Utilities	0	0	-	-
Office Costs	320	80	30	- 50
Professional Fees & Insurances	1,200	300	-	- 300
Marketing	0	0	-	-
IT	0	0	-	-
Delivery	31,820	7,955	811	- 7,144
Contingency	0	0	-	-
	78,350	19,588	11,993	-7,595
Income				
Balance c/f	37,900	37,900	37,904	4
Funding - Sport England	26,250	0	-	-
Funding - Other	0	0	-	-
Other Income	0	0	-	-
Monies received for use in next financial year	18,750	0	-	-
Transfer between Budgets	20,270	0	-	-
	103,170	37,900	37,904	4

5. Youth Sport

Description	Budget 2020-21	Budget 01.04.20- 30.06.20	Actual 01.04.20- 30.06.20	Variance
Expenditure	£	£	£	£
Salaries and On Costs	26,270	6,589	6,629	40
Staff Expenses	1,700	425	241	- 184
Rent & Utilities	0	0	-	-
Office Costs	310	78	65	- 13
Professional Fees & Insurances	0	0	-	-
Marketing	0	0	-	-
IT	0	0	-	-
Delivery	137,720	34,430	- 1,417	- 35,847
Contingency	0	0	-	-
	166,000	41,522	5,518	-36,004
Income				
Balance c/f	75,680	75,680	75,681	1
Funding - Sport England	119,000	59,501	59,501	-
Funding - Other	0	0	-	-
Other Income	0	0	-	-
Monies received for use in next financial year	0	0	-	-
Transfer between Budgets	-28,680	0	-	-
	166,000	135,181	135,182	1

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

6. Volunteering

Description	Budget 2020-21	Budget 01.04.20- 30.06.20	Actual 01.04.20- 30.06.20	Variance
Expenditure	£	£	£	£
Salaries and On Costs	0	0	-	-
Staff Expenses	0	0	-	-
Rent & Utilities	0	0	-	-
Office Costs	0	0	-	-
Professional Fees & Insurances	0	0	-	-
Marketing	0	0	-	-
IT	0	0	-	-
Delivery	10,750	2,688	- 120	- 2,808
Contingency	0	0	-	-
	10,750	2,688	-120	-2,808
Income				
Balance c/f	9,300	9,300	9,296	- 4
Funding - Sport England	4,670	0	-	-
Funding - Other	0	0	-	-
Other Income	0	0	-	-
Monies received for use in next financial year	3,330	0	-	-
Transfer between Budgets	-3,210	0	-	-
	14,090	9,300	9,296	-4

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

04.07.20

Summary

	<u>Note</u>	2020-21	2021-22	2022-23	2023-24	2024-25
<u>Income</u>						
Balance Carried Forward	1	- 553,340	- 477,860	- 473,840	- 453,670	- 426,150
Income	2	- 566,860	- 545,330	- 536,380	- 536,380	- 536,380
Monies received for use in next financial year	3	- 49,550	- 49,550	- 49,550	- 49,550	- 49,550
Transfers Between Budgets		-	-	-	-	-
Total Income		-1,169,750	-1,072,740	-1,059,770	-1,039,600	-1,012,080
<u>Expenditure</u>						
Employee Salaries & On-Costs	4	324,350	360,390	367,590	374,940	382,430
Staff Expenses	5	30,070	32,430	32,430	32,430	32,430
Rent & Utilities	6	26,130	25,500	25,500	25,500	25,500
Office Costs	7	7,490	6,040	6,040	6,040	6,040
Professional Fees & Insurances	8	30,390	21,130	21,130	21,130	21,130
Marketing	9	25,200	18,240	18,240	18,240	18,240
IT	10	11,460	7,120	7,120	7,120	7,120
Delivery / Contingency	11	236,800	128,050	128,050	128,050	126,790
Total Expenditure		691,890	598,900	606,100	613,450	619,680
<u>Balance</u>		- 477,860	- 473,840	- 453,670	- 426,150	- 392,400
of which Unrestricted Designated funds	12	- 167,930	- 194,520	- 214,750	- 231,930	- 249,310
of which Restricted funds	13	- 67,850	- 65,440	- 61,400	- 55,690	- 49,550
of which Unrestricted Free funds	14	- 242,080	- 213,880	- 177,520	- 138,530	- 93,540

Assumptions:

That we could lose up to two funding partners for 2020-21 onwards, and that SE funding will reduce by 7% between 2020-21 and 2022-23

That we continue to receive CYP funding to 31.03.25 on same basis as currently

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 20-21; 254447 2021-22; £245500 2022-23 onwards (7% cut from 20-21)
	Local Partners	70000 2020-21; 65000 2021-22 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; DBS 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 spent 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:

Project Officer extended to end of August - funding transferred from Workforce to Core

Adjustments for confirmed c/f from 2019-20

2019-20 removed, 2024-25 added

Doesn't include £80,000 Tackling Inequalities Fund

Sport Across Staffordshire and Stoke-on-Trent
Risk Register
June 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	Follow-up Review	Update Q1 2020-21
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	Scrutiny Review Committee to meet before each Board meeting to analyse a pre-identified area of SASSOT's work - membership flexible to reflect the focus of each meeting Include in-depth partner consultation on development of 2021 onwards strategy	SRC SRC/Dir	12	Oct 20 Oct 20	Annually Annually	2020-21 Delivery Plan approved by Board, updated ref Covid-19 SASSOT's Offer summarised in a key document for partners Draft timeline in place for development of new strategy - delayed due to delay in Sport England strategy launch
	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 Ongoing	Quarterly Quarterly	Director met with SBC CEO. Meeting arranged with MPs (cancelled due to Covid-19) 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	July 20 March 20	Annually Annually	Board Effectiveness Review and Self Assessment to take place July 2020 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, in process of completing forms

	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	Ongoing June 20 Dec 18	Ongoing Annually Ongoing	Recruitment initially delayed, now successfully recruited to one of three posts, readvertised second and to review third in light of post-Covid-19 priorities 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 20 July 20 Immediate	Annually Annually Ongoing	Taken to GAG / Board in June 20 Chair to meet individually with each Board member after self assessment completed. Board and Self Assessments to be collated, analysed and 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 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	Independent Working Group to continue to lead on move to independence,with delegated authority for operational decisions	IWG	24	Ongoing	Ongoing	Independence date delayed to 01.09.20
	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 current priorities of the organisation and their role within it.	Dir / COO / Board Dir / PM Dir	18	Immediate Ongoing Ongoing	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. One post now recruited and second out to advert. 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	Dir Dir	10	Feb 19 Ongoing	Ongoing Annually	Evaluation Framework being tested by team and identified partners Impact documents produced and circulated. Annual Report 19-20 in production

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 Annually (Survey)	Every Two Years 2020 Stakeholder Satisfaction Survey analysed at Team Meeting Visioning Event held with partners June 20
	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	Annually Ongoing	Funding agreement log updated with a more detailed template for 2019-20 inc. timescales and lead officer. Looking at prioritisation system 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)	Taken to GAG / Board in June 20 Staff Satisfaction Survey current out to staff - to be analysed and actions agreed 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. 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 31.03.25
	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	Only 4 out of 8 expected LAs have confirmed funding for 20-21 Sport England funding confirmed to 31.03.22

	3.4 Rising costs	5	5	30	Four Year Financial Forecast reflects rising costs, as do reserves for Liabilities	Independent Working Group to continue to lead on move to independence, with delegated authority for operational decisions (link to 1.8)	GAG	30	Oct 19	Ongoing	Progress to independence underway, overseen by Independence Working Group with agreed project timeline. Transition date currently delayed to 01.09.20
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	18	Oct 18	Quarterly	See 2.1. Meetings taking place with LA partners to agree Partner Agreements for 20-21. Only 4 out of 8 expected LAs have confirmed funding for 20-21
					Impact Reports produced for funding partners; Annual Report produced, focusing on impact						See 2.2
					Four Stakeholder Events to be delivered annually	Consult funding partners ref preferred format for impact reporting	IMM		Oct 18	Annually	See 2.3
					Sport England: Programme requirements met	Full engagement with PMIF process and improvement planning	Dir		Immediate	Ongoing	
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	Covid-19 support offer well received by Heads of Service
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)	Dir / COO / GAG	6	Feb 19 tbc	Annually	Sport England review to take place post-transfer
					Chief Operating Officer receives invites to and updates from Corporate Forum and disseminates information to team as appropriate	Ensure Together Active complies with Tier 3 of 'A Code for Sports Governance' within 6 months of becoming operational	COO/ GAG		Feb 21	Annually	Progressing through Tier 3 compliance for Together Active - timescales amended due to delay in transfer
					Host providing support ref GDPR, disseminated to Team. Paperwork / website updated						Health and Safety expert contracted to support Together Active
5. Compliance	5.2 Not meeting reporting requirements	2	4	10	Processes for ensuring effective reporting for Sport England processes are well-established	Ensure actions identified in the Improvement Plan are carried out and reviewed regularly	Dir	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
IWG	Independence Working Group
SID	Senior Independent Director
SRC	Scrutiny Review Committee

Sport Across Staffordshire and Stoke-on-Trent

Covid-19 Risk Register

June 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		Project plan revised and continually updated Currently meeting bi-monthly Ongoing
	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		Virtual meetings working effectively Succession Plan to be taken to GAG / Board June 20
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		Weekly team 'check in' Project groups for Active My Way, TIF, Annual Report etc.
	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		No longer being used - served it's purpose Not yet trialled
	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		Visioning Event held, including discussion on SASSOT's role post Covid-19

	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	<p>Weekly PALS Catch Ups well attended</p> <p>Any new guidance circulated and put on website</p> <p>Facilitating regular meetings for LAs with In-house Leisure Provision</p> <p>Ensured all LAs aware of Sport England funding for consultancy</p>
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	<p>Funding confirmed for CYP work to 31.03.22, need further clarity ref details</p> <p>CYP review begun</p>
	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	See 2.3 and 2.4

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 05

Report Title	Governance and Appointments Group Report
Date	14 th July 2020

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

Contact Officer	Name:	Malcolm Armstrong / Jane Kracke
	Tel:	07800 619187 (JK)

For Information	
For Decision	x

Purpose of Report

To update the Board on the following items as discussed at the Governance and Appointments Group meeting on 30.06.20:

- Tier Three Compliance
- Board / Trustee Self-Assessment

Recommendations

- That the Board adopts the following documents for Together Active:
 - Job Descriptions / Person Specifications for Chair, Senior Independent Director and Trustees
 - Sub Group Terms of Reference:
 - Governance and Appointments Group
 - Finance and Audit Group
 - Independence Working Group
 - Remuneration Advisory Committee
 - Succession Plan
- That Board Members / Trustees commit to completing the Board / Trustee Self-Assessment process

Report

Tier Three Update – Appendix 1

- Together Active is required by Sport England to demonstrate compliance with Tier Three of 'A Code for Sports Governance' as soon as possible after becoming operational
- Progress against the Tier Three Action Plan is on target
- To that end, various SASSOT documents which were previously approved and adopted by the SASSOT Board have been updated for Together Active and are ready for adoption. These can be found in Appendix 1. Only minor amendments have been made:
 - Job Descriptions / Person Specifications for Chair, Senior Independent Director and Trustees
 - Sub Group Terms of Reference:
 - Governance and Appointments Group
 - Finance and Audit Group
 - Independence Working Group
 - Remuneration Advisory Committee – *This hasn't previously been taken to the Board*
 - Succession Plan

Board / Trustee Self-Assessment – Appendix 2

- A further requirement of Tier Three is that the Board completes a self-assessment process annually, looking at both the performance of the Board as a whole and asking members to self-assess their own contributions
- The self-assessment questions can be found in Appendix 2. These are the same questions that were used in the 2019 assessment, with a couple of additions.
- The questions will be circulated to Board Members after this meeting, via an on-line survey. Following completion, Hazell Thorogood will arrange a virtual meeting for each Board Member with the Chair for an informal discussion

Chair of the Board of Trustees

PERSON SPECIFICATION

Core competencies:

- **Leadership** – Exceptional leadership skills. Has a proven track record of leading an organisation or having high level management experience in the commercial, public or voluntary sector. Has the ability to inspire confidence.
- **Communication** – Exceptional communication skills. Has the ability to present arguments with knowledge and understanding of wider strategic contexts. Able to listen and make reasoned contributions to debate and a willingness to speak their mind.
- **Strategic thinking** – Understands the organisation's overall strategy, able to assess implications before making decisions. Strategic vision, thinking, planning and oversight.
- **Judgement** – Independence of mind. A proven track record of providing clear, independent, balanced advice and guidance with the ability to challenge constructively.
- **Negotiating and influencing** – Demonstrates effective skills in persuasion and negotiation to influence others and to set the style and tone of Board meetings in order to promote effective debate and decision making. Ability to work effectively with a range of stakeholders at all levels. Effective networking skills with senior influencers.
- **Team working** – Ability to develop positive relationships that generate confidence and respect. Ability to engage and enthuse people individually and in groups. Experience of working in collaboration with others, working towards common goals and shared objectives.

Abilities, skills and knowledge:

- Experience of chairing Boards or committees.
- Knowledge of good governance and an understanding and acceptance of the legal duties, responsibilities and liabilities of a Together Active Trustee.
- Knowledge and understanding of the sport and physical activity landscape and the issues currently influencing it

- Ability to actively monitor and manage the performance of the organisation, encouraging and supporting others to achieve the highest standards of governance, scrutiny, legal and financial responsibilities.
- Able to assess and manage risk and promote risk awareness without being risk averse.
- A strategic thinker, able to analyse complex information, demonstrate clear analytical intellect and guide rational decision making. Ability to apply creative and imaginative solutions, with good judgement and a commitment to results.
- Able to challenge appropriately and hold the Board and senior staff to account, with wider vision to raise standards across the organisation.
- Ability to lead and inspire the Board, encouraging inclusion and building confidence in the governance arrangements. Leading the Board in taking decisions for the good of Together Active and delivering collective responsibility.
- Skilled at bringing people together to generate a strong team spirit, able to work collaboratively, building consensus and encouraging 'cabinet style' decision making.
- Demonstrates a strong and clear commitment to equality and diversity.
- Ability to inspire others and build trust and respect from colleagues and stakeholders.
- IT literate and comfortable with handling, analysing and prioritising data.
- Demonstrates proficiency in financial management, strategy and planning.

Personal attributes:

- Commitment to Together Active and its effective governance.
- Integrity and credibility.
- Tact and diplomacy.
- Willingness to devote the necessary time and effort to the role.
- Effective self-management skills.

Chair of the Board of Trustees

ROLE DESCRIPTION

Title:

Chair of the Board of Trustees of Together Active, the Active Partnership for Staffordshire and Stoke-on-Trent.

Remuneration:

This is a non-salaried position. Travel and other reasonable out-of-pocket expenses will be reimbursed for attendance at official meetings and events on behalf of Together Active.

Location:

Meetings will be held throughout Staffordshire and Stoke-on-Trent. Travel to other parts of the country may be required as necessary to undertake the role of Chair.

Term:

Three years initially, up to a maximum of three, three-year terms.

Time commitment:

Attendance and preparation for:

- An induction training event;
- A minimum of 4 and a maximum of 8 meetings of the Board annually;
- Regular liaison and meetings with senior management (monthly in-person or virtual meetings);
- Where appointed a member, meetings of any sub groups or time-limited action groups;
- Occasional Together Active events (estimate 4 per year);
- Occasional Partner, Sport England or Active Partnerships events, representing Together Active as required (estimate 4 per year);
- Performance review meetings with Sport England (currently two per year);
- Board development and evaluation time;
- Business Planning and Together Active development time;
- Undertaking line management duties and managing appraisals for the CEO.

ROLE:

In addition to their role as a Trustee, the Chair has the following role:

- Establish and provide strategic leadership of the Board of Together Active;
- Lead the setting of the overall direction of the work of Together Active;
- Enable the Board to achieve its potential and secure the long-term success of Together Active;
- Be the public face of Together Active, representing it and the Board to partners at appropriate events;

- Ensure that Board decisions are acted upon, that Together Active is fit for purpose and that it achieves continuous improvement;
- Support and appraise the work of the CEO
- Ensure that development reviews / appraisals of the Board as a whole and of individual Trustees are undertaken.

DUTIES

In addition to their duties as a Trustee, the Chair has the following duties:

Leadership of the Board

The Chair takes a lead on governance matters and sets an example in the values and behaviour s/he adopts. The Chair actively manages conflicts of interest among Trustees.

Ensuring the effective conduct of Board business

The Chair will provide strategic leadership to the Board, chairing its regular meetings and bringing together a diverse range of Trustees to collaborate on a common agenda. The Chair will set meeting agendas which take full account of the issues and concerns of Trustees, are forward looking and concentrate on strategy and developing Together Active, rather than focusing on management issues. The Chair will ensure that adequate time is made for discussions and that Board decisions are followed through.

Ensuring clarity of boundaries between the Board and staff

The Chair acts as a link between the Board and the staff, particularly senior management. The Chair will ensure effective working relationships between the staff and the Board, recognising the boundaries between the role of staff and the role of the Board. The Chair shall ensure that there is a clear division between the Board's management and oversight role and the staff's operational role. The Chair acts as line manager for the CEO.

Providing support and challenge to the Board and senior staff

The Chair will promote a culture of openness and debate amongst the Board by facilitating the effective contribution of all Trustees and ensuring constructive relationships between staff members and Trustees. The Chair will ensure that all Trustees actively participate and are well prepared for meetings.

Being the lead advocate for Together Active

The Chair will promote Together Active's Vision and Mission within appropriate networks, encouraging partner agencies to support and invest in Together Active. The Chair, alongside the CEO, will act as one of the organisation's spokespersons.

Leading the evaluation of the Board

It is the Chair's role to ensure the effectiveness of the Board. The Chair will undertake and maintain a written record of an annual evaluation of the Board's overall skills and performance and the performance of individual Trustees and committees.

Senior Independent Director

PERSON SPECIFICATION

Core competencies:

- **Leadership** – Effective leadership skills. Has a successful track record of leadership and strategic management, having operated effectively at a senior level in the commercial, public or voluntary sector. Has the ability to inspire confidence.
- **Communication** – Confident communicator. Has the ability to listen to the views of others and make reasoned contributions to debate. A willingness to speak their mind.
- **Strategic thinking** – Understands the organisation's overall strategy, able to assess implications before making decisions. Strategic vision, thinking, planning and oversight.
- **Judgement** – Independence of mind. A proven track record of providing clear, independent, balanced advice and guidance with the ability to challenge constructively.
- **Negotiating and influencing** – Demonstrates effective skills in persuasion and negotiation to influence others and to set the style and tone of Board meetings in order to promote effective debate and decision making. Ability to work effectively with a range of stakeholders at all levels. Effective networking skills with senior influencers.
- **Team working** – Ability to develop positive relationships that generate confidence and respect. Ability to engage and enthuse people individually and in groups. Experience of working in collaboration with others, working towards common goals and shared objectives.

Abilities, skills and knowledge:

- Experience of chairing Boards or committees.
- Knowledge of good governance and an understanding and acceptance of the legal duties, responsibilities and liabilities of a Together Active Trustee.
- Knowledge and understanding of the sport and physical activity landscape and the issues currently influencing it

- Ability to actively monitor and manage the performance of the organisation, encouraging and supporting others to achieve the highest standards of governance, scrutiny, legal and financial responsibilities.
- Ability to assess and manage risk and promote risk awareness without being risk averse.
- A strategic thinker, able to analyse complex information, demonstrate clear analytical intellect and guide rational decision making. Ability to apply creative and imaginative solutions, with good judgement and a commitment to results.
- Ability to challenge appropriately and hold the Board and senior staff to account, with wider vision to raise standards across the organisation.
- Ability to participate fully and effectively as a Trustee, take decisions for the good of Together Active and deliver collective responsibility.
- Skilled at bringing people together to generate a strong team spirit.
- Demonstrates a strong and clear commitment to equality and diversity.
- Ability to build trust and respect from colleagues and stakeholders.
- Demonstrates proficiency in financial management, strategy and planning.
- IT literate and comfortable with handling, analysing and prioritising data.

Personal attributes:

- Commitment to Together Active and its effective governance.
- Integrity and credibility.
- Tact and diplomacy.
- Willingness to devote the necessary time and effort to the role.
- Effective self-management skills.

Senior Independent Director

ROLE DESCRIPTION

Title:

Senior Independent Director and Trustee of Together Active, the Active Partnership for Staffordshire and Stoke-on-Trent.

Criteria:

The Senior Independent Director must be independent, and will fulfil the role of Vice-Chair.

Remuneration:

This is a non-salaried position. Travel and other reasonable out-of-pocket expenses will be reimbursed for attendance at official meetings and events on behalf of Together Active.

Location:

Meetings will be held throughout Staffordshire and Stoke-on-Trent.

Term:

Three years initially, up to a maximum of three, three-year terms.

Time Commitment:

Attendance and preparation for:

- An induction training event;
- A minimum of 4 and a maximum of 8 meetings of the Board annually;
- Where appointed a member, meetings of any sub groups or time-limited action groups;
- Occasional Together Active events (estimate 4 per year);
- Occasional Partner, Sport England or Active Partnership events, representing Together Active (estimate 4 per year).

Purpose of role:

In addition to their role as a Trustee, the Senior Independent Director has the following role:

- assist the Chair in meeting his/her responsibilities, providing a sounding board where appropriate
- serve as an intermediary for the other Trustees where necessary, working to resolve major issues;
- act as an alternative point of contact for stakeholders, Trustees and staff who wish to share concerns, if the normal channels of the Chair or Together Active's senior management fail to resolve the matter or in cases where such contact is inappropriate;
- act as Chair in his/her absence;
- lead on the process to appraise the Chair's performance, taking into account the views of other Trustees;

- lead on the succession planning and appointment of the Chair;
- meet with the Chair regularly;
- meet with other Trustees as and when deemed appropriate.

Duties:

In line with their role as a Trustee, the Senior Independent Director will comply with the following duties:

Duty of Compliance	Trustees are expected to comply with Together Active's constitution, policies and strategy. Trustees are required to understand the key legal and regulatory obligations that affect the Board and Together Active and to seek expert advice where necessary.
Duty of Care	Trustees are expected to act reasonably and prudently in all matters relating to Together Active and its long-term interest.
Duty to promote openness and debate	Trustees are expected to enable an environment that encourages transparency and where debate is encouraged. When those opinions may differ, they will be respected.
Duty to protect the organisation	Trustees have a duty to protect all the resources belonging to Together Active by ensuring effective management systems are in place e.g. financial controls, risk register etc. Trustees have a duty to protect the organisation's reputation and intellectual property.
Duty to act in the best interests of the public	As Together Active is financed through public money Trustees have a responsibility to act in the best interests of the public as a whole. They have a responsibility to avoid conflicts of interest especially when they involve financial transactions.
Duty to abide by Together Active's Code of Conduct	Trustees will ensure that they abide by Together Active's Code of Conduct for Trustees to ensure that the highest personal standards are observed at all times.
Duty to abide by Together Active's Declaration of Interests Policy	No Trustee shall participate in discussions, or vote in response of a matter in which they have a material interest.

Trustee

ROLE DESCRIPTION

Title:

Trustee of Together Active, the Active Partnership for Staffordshire and Stoke-on-Trent

Remuneration:

These are non-salaried positions. Travel and other reasonable out-of-pocket expenses will be reimbursed for attendance at official meetings and events on behalf of Together Active.

Location:

Meetings will be held throughout Staffordshire and Stoke-on-Trent.

Term:

Three years initially, up to a maximum of three, three-year terms.

Time commitment:

Attendance and preparation for:

- An induction training event;
- A minimum of 4 and a maximum of 8 meetings of the Board annually;
- Where appointed a member, meetings of any sub groups or time-limited action groups;
- Occasional Together Active events;
- Participation in Trustee learning and Board appraisals;
- Occasional Partner events, representing Together Active.

Purpose of role:

- To ensure the Board provides leadership and sets the strategic direction of Together Active
- To approve Together Active's strategy, long-term financial plans and annual budget, and to monitor delivery against these
- To take decisions collectively and act solely in the best interests of Together Active.
- To ensure that Together Active complies with its Constitution and Board Working Procedures, the law and good practice and that Together Active applies its resources solely for the purposes set out in its Constitution.
- To ensure that Together Active's controls, monitoring and reporting systems are robust, and to periodically review and address major risks
- To uphold and protect the values, integrity and reputation of Together Active.
- To be a visible role model for Together Active, and to advocate and champion Together Active's work
- To advocate the role of physical activity and sport for its own sake and for how it contributes to wider cross-cutting agendas
- To contribute towards making the Board a high performing team.
- To contribute towards ensuring Together Active's long-term success.

- To support as appropriate the Chair, other Trustees, senior management and other staff, sharing expertise and experience
- To engage with Together Active's current and potential partners and to represent Together Active and its Board at events.

Duties:

All Trustees are expected to comply with the following duties:

Duty of Compliance	Trustees are expected to comply with Together Active's constitution, policies and strategy. Trustees are required to understand the key legal and regulatory obligations that affect the Board and Together Active and to seek expert advice where necessary.
Duty of Care	Trustees are expected to act reasonably and prudently in all matters relating to Together Active and its long-term interest.
Duty to promote openness and debate	Trustees are expected to enable an environment that encourages transparency and where debate is encouraged. When those opinions may differ, they will be respected.
Duty to protect the organisation	Trustees have a duty to protect all the resources belonging to Together Active by ensuring effective management systems are in place e.g. financial controls, risk register etc. Trustees have a duty to protect the organisation's reputation and intellectual property.
Duty to act in the best interests of the public	As Together Active is financed through public money Trustees have a responsibility to act in the best interests of the public as a whole. They have a responsibility to avoid conflicts of interest especially when they involve financial transactions.
Duty to abide by Together Active's Code of Conduct	Trustees will ensure that they abide by Together Active's Code of Conduct for Trustees to ensure that the highest personal standards are observed at all times.
Duty to abide by Together Active's Declaration of Interests Policy	No Trustee shall participate in discussions, or vote in response of a matter in which they have a material interest.

Trustee

PERSON SPECIFICATION

Core competencies:

- **Leadership** – Effective leadership skills. Has a successful track record of leadership and strategic management, having operated effectively at a senior level in the commercial, public or voluntary sector. Has the ability to inspire confidence.
- **Communication** – Confident communicator. Able to listen and make reasoned contributions to debate. A willingness to speak their mind.
- **Strategic thinking** - Understands the organisation's overall strategy, able to assess implications before making decisions. Strategic vision, thinking, planning and oversight.
- **Judgement** – Independence of mind. A proven track record of providing clear, independent, balanced advice and guidance with the ability to challenge constructively.
- **Influence** - Demonstrates effective skills in persuasion and negotiation to influence others.
- **Team working** - Experience of working in collaboration with others, working towards common goals and shared objectives. An ability to build effective relationships and work well as a member of a team.

Abilities, skills and knowledge:

- Experience of board or committee membership.
- Knowledge of good governance and an understanding and acceptance of the legal duties, responsibilities and liabilities of a Together Active Trustee.
- Knowledge and understanding of the sport and physical activity landscape and the issues currently influencing it
- Ability to actively monitor and manage the performance of the organisation, encouraging and supporting others to achieve the highest standards of governance, scrutiny, legal and financial responsibilities.
- Ability to assess and manage risk and promote risk awareness without being risk averse.

- Ability to apply creative and imaginative solutions, with good judgement and a commitment to results.
- Ability to participate fully and effectively as a Trustee, take decisions for the good of Together Active and deliver collective responsibility.
- Demonstrates a strong and clear commitment to equality and diversity.
- Ability to build trust and respect from colleagues and stakeholders.
- IT literate and comfortable with handling, analysing and prioritising data.
- Demonstrates proficiency in financial management, strategy and planning.

Personal attributes:

- Commitment to Together Active and its effective governance.
- Integrity and credibility.
- Willingness to devote the necessary time and effort to the role.
- Effective self-management skills.

Terms of Reference: Governance and Appointments Group

Purpose of the Governance and Appointments Group

1. To ensure Together Active gains, and then maintains, compliance with Tier Three of *A Code for Sports Governance*
2. To ensure that the Board operates effectively and that it:
 - a. has the appropriate balance of diversity, skills, experience, independence and knowledge to take effective decisions that further the organisation's goals
 - b. undertakes an annual evaluation of its own performance on an annual basis (as a whole and as individuals) and to address the findings of this
 - c. facilitates a formal external review every four years
 - d. manages changes to its composition (and that of senior management) without undue disruption
3. To act as the Nominations Committee as and when necessary, leading the process for Board and senior management appointments
4. To lead on the research, consideration and identification of feasible alternative structures for the organisation

Membership

The Governance and Appointments Group will consist of between five and six members:

- Chair
- Senior Independent Director
- One or two additional Board Members with appropriate experience
- Director
- Chief Operating Officer

Terms of Appointment run concurrently with terms of appointment to the Board, as stated in the Constitution

When acting as the Nominations Committee, the majority of members will be Independent Board Members – if the overall Sub Group membership doesn't meet this requirement, membership will be adapted in the short-term to address this.

Chair

- The Governance and Appointments Group shall be chaired by the Board Chair unless the Group is acting as the Nominations Committee for recruitment of the Board Chair, in which case the Group will be chaired by the Senior Independent Director.

Frequency of Meetings

- At least four times per year, normally 1-2 weeks before each Board meeting to approve any reports for the Board
- The Group may meet more often as dictated by circumstances

Quorum

- The Quorum for the Group is 50% of total current membership.

Decisions

- Where possible decisions are reached by consensus.

- Where a consensual decision cannot be reached and as long as the meeting is quorate, a majority vote will decide the issue.
- The Governance and Appointments Group Chair will have a casting vote in the event of a tie.

Transparency

- Minutes of each meeting will be taken. These will be circulated to Board members or incorporated into the Governance and Appointments Group report taken to the next Board meeting.
- The Terms of Reference will be published on the organisation's website, along with meeting minutes (at times confidential information may need to be removed before publishing)

Review of the Group

- The Group will conduct an annual self-review as part of the annual Board evaluation, to ensure that the Group and relevant staff have the competence and experience to meet their obligations

Authority

- For purposes of clarity, the Board retains the overall responsibility for:
 - a) Agreeing appointments to the Board
 - b) Agreeing major changes to the structure of the Team
 - c) Agreeing any changes to the organisational model or hosting arrangements
 - d) Agreeing any changes to the way the Board and its sub-groups operate, or to the organisation's constitution
- The Governance and Appointments Group's role is to make informed recommendations to the Board for all of the above.
- At times, it may be appropriate for the Board to delegate authority to the Governance and Appointments Group to make specific decisions on behalf of the Board. Where this is the case, this delegation will be formally documented.

These Terms of Reference were agreed by the Board in July 2020.

A review of these Terms of is due in July 2021

Terms of Reference: Finance and Audit Group

Purpose of the Finance and Audit Group

Overall Purpose: To ensure the adequacy of the organisation's financial reporting, risk management and internal controls, and that they comply with the requirements of Tier Three of *A Code for Sports Governance*.

- To ensure that the organisation's finance policies and procedures are appropriate and proportionate, and that they are understood and followed by Board members and staff
- To review and update the organisation's finance policies and procedures at least once every two years
- To ensure that annual accounts are prepared for the organisation which:
 - Comply with legal requirements and recognised accounting standards
 - Give specific disclosure of income received from public investors and clearly account for the expenditure of such funding
 - Are audited to comply with Sport England and Charity Commission requirements
 - Are published on the organisation's website once accepted by the Board
- To plan and monitor the financial position and performance of the organisation against annual budgets and a four-year financial forecast. Recommended budgets and forecasts will be submitted by the Group to the Board for approval
- To establish and maintain robust risk management and internal control systems, and to review these at least annually.

Membership

- Membership of the Finance and Audit Group will consist of between four and five members:
 - Senior Independent Director
 - Board Chair
 - No more than one more additional Board member with recent and relevant financial experience
 - Director
 - Chief Operating Officer
- Terms of Appointment run concurrently with terms of appointment to the Board, as stated in the Constitution

Chair

- The Finance and Audit Group shall be chaired by the Senior Independent Director

Frequency of Meetings

- At least four times per year, normally 1-2 weeks before each Board meeting to approve the finance reports for the Board
- The Group may meet more often as dictated by circumstances

Quorum

- The Quorum for Group is 50% of total current membership.

Decisions

- Where possible decisions are reached by consensus.
- Where a consensual decision cannot be reached and as long as the meeting is quorate, a majority vote will decide the issue.
- The Finance and Audit Group Chair will have a casting vote in the event of a tie.

Transparency

- Minutes of each meeting will be taken. These will be circulated to Board members or incorporated into the finance / risk management reports taken to the next Board meeting.
- The Terms of Reference will be published on the organisation's website, along with meeting minutes (at times confidential information may need to be removed before publishing)

Review of the Group

- The Group will conduct an annual self-review, based on the National Audit Office's [Audit and Risk Assurance Committee Effectiveness Checklist](#), to ensure that the Group and relevant staff have the competence and qualifications to meet their obligations .

Authority

- For purposes of clarity, the Board retains the overall responsibility for:
 - Adopting appropriate and proportional finance policies and procedures
 - Agreeing the annual accounts, annual budgets and four-year financial forecasts
 - Accepting the quarterly financial reports presented at Board meetings
 - Adopting robust risk management and internal control systems
 - Ensuring that the effectiveness of these risk management and internal control systems are reviewed on a regular basis (at least annually)
- The Finance and Audit Group's role is to make informed recommendations to the Board for all of the above.

These Terms of Reference were agreed by the Board in July 2020

A review of these Terms of Reference is due by July 2021

Terms of Reference: Independence Working Group

Purpose of the Independence Working Group

1. To oversee the delivery of SASSOT's / Together Active's incorporation project; transitioning the organisation from its current hosted status to an independent charitable organisation.

Membership

The Independence Working Group will consist of:

- Chair
- Senior Independent Director
- Board Members with appropriate experience
- Director
- Chief Operating Officer
- Stafford Borough Council (Host Authority) representative

In addition, one member of staff representing the team as a whole will be invited to attend the opening agenda item of each meeting to convey the team position on appropriate matters.

Terms of Appointment run concurrently with terms of appointment to the Board.

Chair

- The Independence Working Group shall be chaired by the Board Chair.

Frequency of Meetings

- Once a month

Quorum

- The Quorum for the Group is 50% of total current membership.

Decisions

- Where possible decisions are reached by consensus.
- Where a consensual decision cannot be reached and as long as the meeting is quorate, a majority vote will decide the issue.
- The Independence Working Group Chair will have a casting vote in the event of a tie.

Transparency

- Minutes of each meeting will be taken. These will be circulated to Board members or incorporated into the Independence Working Group report taken to the next Board meeting.
- The Terms of Reference will be published on the organisation's website.

Review of the Group

- The Group will conduct an annual self-review as part of the annual Board evaluation, to ensure that the Group and relevant staff have the competence and experience to meet their obligations.

Authority

- For purposes of clarity, the Board retains the overall responsibility for:
 - a) Agreeing any changes to the organisational model or hosting arrangements
 - b) Agreeing the strategic direction of any new organisation
- The Independence Working Group role is to make informed recommendations to the Board for all of the above.
- At times, it may be appropriate for the Board to delegate authority to the Independence Working Group to make specific decisions on behalf of the Board. Where this is the case, this delegation will be formally documented.

These Terms of Reference were agreed by the Board in July 2020

A review of these Terms of is due in July 2021

Terms of Reference: Remuneration Advisory Committee

Aim

The purpose of the Remuneration Advisory Committee is to consider staff benefits and rewards package and ensure that Together Active treats its employees consistently and fairly and provides an attractive remuneration package to current and future employees.

Purpose

- To obtain and consider industry data and guidance relating to salary and benefits, to ensure that Together Active remains a fair and competitive employer
- To agree performance management processes and systems
- To consider individual performance and approve individual pay increments as appropriate.
- To consider the overall staff benefits and rewards package and to agree changes and enhancements as appropriate.
- To approve salary bands for new appointments
- To consider annual pay awards (linked to inflation)

Membership

- Membership of the Remuneration Advisory Committee is as follows:
 - Chair of the Board
 - Senior Independent Director (Chair of Finance & Audit Committee)
 - No more than one more additional Board member with recent and relevant HR experience
 - Chief Executive Officer
 - Chief Operating Officer
 - Together Active staff representative
- The group will be facilitated by the Chief Executive Officer and Chief Operating Officer. The Staff Representative shall be present for discussions regarding policy and principles, but will not be privy to discussions regarding individual's performance/pay.
- Advice will be obtained where appropriate from a professional HR specialist. They may be invited to attend meetings in an advisory (non-voting) capacity.
- Terms of Appointment run concurrently with terms of appointment to the Board, as stated in the Constitution

Chair

- The Remuneration Advisory Committee shall be chaired by the Chair of the Board

Frequency of Meetings

- The Remuneration Advisory Committee will meet annually – around January as part of the Business planning process and to inform the following year's operational plan and income / expenditure forecast. The Group may meet more often as dictated by circumstances

Decisions

- Where possible decisions are reached by consensus.
- Where a consensual decision cannot be reached and as long as the meeting is quorate, a majority vote will decide the issue.
- The Remuneration Advisory Committee Chair will have a casting vote in the event of a tie.

Quorum

- The Quorum for Group is 50% of total current membership.

Transparency

- Minutes of each meeting will be taken. These will be circulated to Trustees or incorporated into the reports taken to the next Board meeting.
- The Terms of Reference will be published on the organisation's website

Authority

- For purposes of clarity, the Board retains the overall responsibility for:
 - Approving performance management processes and systems
 - Approving changes to the staff benefits and rewards package
 - Approving annual pay increases (linked to inflation)
- The Remuneration Advisory Committee's role is to make informed recommendations to the Board for all of the above.

These Terms of Reference were agreed by the Board in July 2020

A review of these Terms of Reference is due by July 2021

Succession and Continuity Plan: **Together Active Trustees and Key Staff**

Introduction

Effective succession planning reduces the risks associated with the loss of experienced leadership and helps maintain an appropriate balance of skills and experience within the organisation and on the Board, as well as ensuring progressive refreshing of the Board.

Continuity planning allows for business continuity should an individual take an unplanned absence, for example through illness.

Together Active has put the following plans in place to enable the Board or Senior Leadership to act swiftly in response to abrupt changes to the Board or Team, helping to reduce any associated risks or costs.

The plan covers the following individuals / groups:

1. Chair
2. Senior Independent Director
3. Other Board members
4. Sub Group members
5. Chief Executive Officer (CEO)
6. Chief Operating Officer
7. Administrative Office Manager
8. Other staff

General

An up-to-date record of the terms served by each Trustee is maintained, so that members coming up to their maximum term can be identified and succession plans put into action as appropriate. This work should begin six months before the term comes to an end.

To assist with this process, a Skills Matrix is completed annually by Trustees. This provides a clear record of the skills and competencies of each Trustee, making it easy to identify which skills will be lost once that member steps down.

1. Chair

Principles

- The Chair will normally stand for re-election at the end of each three-year term, for a maximum of three terms
- If the Chair does not intend to stand for re-election, he or she is expected to provide a minimum of three months notice
- If the Chair decides to step down during their term, or is unable to continue in their role, they are expected to provide as much notice as possible

Process

- Once notice is received, the Governance and Appointments Group, which also serves as the Nominations Committee, will meet to begin the recruitment process for a new Chair.
- The Job Description, Person Specification, Recruitment Pack etc. are all held on file so will only need reviewing rather than writing from scratch.
- The Senior Independent Director works closely with the Chair on an ongoing basis (as per their job description), so will step into the Chair's role during the interim if the outgoing Chair steps down before a new Chair is appointed.
- Wherever possible, the outgoing Chair is expected to provide a handover to the new Chair. Where this is not possible, this will be carried out by the Senior Independent Director
- All appointments need to be approved by the Board
- If the Chair is indisposed for a period of time longer than one month but is likely to be able to resume their role within 12 months, the Senior Independent Director will assume the role of Temporary Chair

Continuity

- Should the Chair take an unplanned absence, the following will be implemented:
 - Chair (or a representative) to inform the Administrative Office Manager or CEO as soon as possible, where possible with details of any urgent work to be completed
 - The Chair and Senior Independent Director work closely together and are in regular (weekly) contact so the Senior Independent Director will be up-to-speed with current work
 - Wherever possible the Senior Independent Director will deputise, i.e. chairing meetings, attending events etc.
 - The Administrative Office Manager manages the Chair's diary so will be able to inform the Senior Independent Director of any upcoming meetings, engagements etc. and to inform partners that the Chair is indisposed
 - When the Chair returns, the Senior Independent Director will update the Chair on any actions taken in their absence
 - As above, where the unplanned absence is likely to be for more than a month, the Senior Independent Director will assume the role of Temporary Chair

2. Senior Independent Director

Principles

- The Senior Independent Director will normally stand for re-election at the end of each three-year term, for a maximum of three terms
- If the Senior Independent Director does not intend to stand for re-election, he or she is expected to provide a minimum of three months notice
- If the Senior Independent Director decides to step down during their term, or is unable to continue in their role, they are expected to provide as much notice as possible
- The Senior Independent Director may step down from the Board completely, or may step down from their role as Senior Independent Director but remain as a Trustee.

Process

- Once notice is received, the Governance and Appointments Group, which also serves as the Nominations Committee, will meet to begin the identification of a new Senior Independent Director.
- The Job Description, Person Specification, Recruitment Pack etc. are all held on file so will only need reviewing rather than writing from scratch.

- Where the resignation / end of maximum term of the Senior Independent Director is expected, the Governance and Appointments Group will assess the skills and competencies of other independent Board members and may identify a suitable replacement who can shadow the current Senior Independent Director until they step down.
- Where this is not possible, the new Senior Independent Director will be recruited via open recruitment and an independent Trustee will be appointed as an Interim Senior Independent Director until recruitment is completed
- Wherever possible, the outgoing Senior Independent Director is expected to provide a handover to the new Senior Independent Director. Where this is not possible, this will be carried out by the Chair
- All appointments need to be approved by the Board
- If the Senior Independent Director is indisposed for a period of time longer than three months but is likely to be able to resume their role within 12 months, the Governance and Appointments Group will identify an independent Trustee to assume the role of Temporary Senior Independent Director

Continuity

- Should the Senior Independent Director take an unplanned absence, the following will be implemented:
 - Senior Independent Director (or a representative) to inform the Administrative Office Manager or Chair as soon as possible
 - The Chair and Senior Independent Director work closely together and are in regular (weekly) contact so the Director will be up-to-speed with any current commitments of the Senior Independent Director
 - Where appropriate, the Chair will delegate the above commitments to other Trustees or Team members
 - When the Senior Independent Director returns, the Chair will update them on any actions taken in their absence
 - As above, where the unplanned absence is likely to be for a period of time longer than three months the Governance and Appointments Group will identify an independent Trustee to assume the role of Temporary Senior Independent Director

3. Other Trustees

Principles

- Trustees will normally stand for re-election at the end of each three-year term, for a maximum of three terms
- If the Trustee does not intend to stand for re-election, he or she is expected to provide a minimum of three months notice
- If the Trustee decides to step down during their term, or is unable to continue in their role, they are expected to provide as much notice as possible

Process

- Once notice is received, the Governance and Appointments Group, which also serves as the Nominations Committee, will meet to discuss the vacancy.
- If the Trustee is a representative member, then the standard channels will be used to identify a replacement, taking into account the Skills Matrix
- If the Trustee is an independent member, the Governance and Appointments Group will analyse the Skills Matrix and current Trustee numbers to identify whether recruitment is necessary immediately.

Self-Assessment

Together Active Board of Trustees

Introduction

1. This self-assessment is designed to assess the current performance of the Board over the past 12 months, as perceived by its members. It is also designed to provide an opportunity for individual Board members to self-assess their own contributions and to identify any training needs for the coming year.
2. The scoring classification is as follows:
 - Strongly Disagree
 - Disagree
 - Agree
 - Strongly Agree
 - Not in a position to provide an opinion

Self-Assessment of the Board

Please rate the performance of the Board over the last 12 months against the following statements:

Governance

- The Board has a full and common understanding of its roles and responsibilities
- The Board knows very clearly what the core purpose of the organisation is
- The Board is independent, open, responsive and accountable
- There is a genuine and shared commitment across the Board to ensure effective governance of the organisation
- There is a genuine and shared commitment across the Board to the organisation's vision, mission and values
- The Board sets the strategic direction for the organisation
- The Board regularly monitors and evaluates progress towards strategic goals
- The Board ensures that effective organisation-wide risk management processes are in place and receives appropriate risk information and reports
- There is a clear understanding of the difference between the role of the Board and of the Director
- The Board provides clear direction to the Director and makes proper arrangement for their supervision, support and appraisal
- The Board ensures that it upholds and applies the principles of equality and diversity and that these are also upheld and applied by the whole organisation

Board Membership

- The Board has the necessary range of skills, experience and knowledge needed to oversee the effective running of the organisation
- The Board is sufficiently diverse to make decisions based on the needs of the Active Partnership area
- The Board has an effective strategy for recruitment and succession planning for members
- Trustees are motivated, participate actively in meetings and their skills and experience are used effectively to the benefit of the organisation
- Trustees receive the necessary induction, training and ongoing support needed to

discharge their duties

Board Operations

- The organisation structure of the Board (main Board, Sub-Groups / Advisory Groups and any working groups) is effective
 - The Board receives timely and accurate information for all areas for which it is responsible and has confidence in the robustness of the information
 - The arrangements for Board meetings are fit for purpose (number, timing, location, length, time allocated to agenda items etc.)
 - There is a clear system of delegation to the sub-groups or other groups with appropriate reporting mechanisms
 - Board meetings are managed effectively to ensure that everyone is encouraged to participate, and decisions are made by consensus wherever possible
 - The Board is able to deal with disagreements or differences of opinion between Board members
 - Board meetings are challenging and stimulating
 - The Board acts according to high ethical standards and ensure that conflicts of interest are properly dealt with
-
- [Open text]: Please list at least one improvement action for the Board:
 - [Open text]: Any further comments:

Self-Assessment of Individual Trustees

Please rate your own performance as a member of the Board over the last 12 months against the following statements:

- I have a full understanding of my role and responsibilities as a Trustee
 - I have a full understanding of what the core purpose of the organisation is
 - I have the necessary range of skills, experience and knowledge needed to help oversee the running of the organisation effectively
 - I am involved and interested in the Board's work
 - I prepare thoroughly for Board meetings (and sub-group meetings where appropriate)
 - I contribute to meetings effectively, playing an active part in discussions and asking probing questions where appropriate
 - I am confident to be able to constructively challenge within the work of the Board
 - I am confident to be able to ask for further information if I am not provided with enough to form an opinion or make a decision
 - I am proud to be a member of the Board
-
- [Open text]: Please identify at least one example of a specific contribution that you have been proud to have made:
 - [Open text]: What in the past 12 months (or since you became a Trustee if this is less than 12 months) has given you most satisfaction and why?
 - [Open text]: Please list any training needs or additional support required in relationship to your role on the Board:
 - [Open text]: Any further comments:

Note: This will be carried out via an on-line survey. Following this, the Chair will arrange a virtual meeting / phone call with each Trustee to discuss their feedback. Names will not be put against

responses in any collation of feedback shared with the Board or wider.

Report to the Board – Enclosure 06

Report Title	Director and Chief Operating Officer Report
Date	14 th July 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
- Sport England Funding
- Recruitment
- Support for LAs
- The work of the team (via the Annual Delivery Plan Dashboard)

2. **Recommendation(s)**

- None

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 we have Funding Agreements in place and have received funding for 2020-21 from Stafford Borough Council, Lichfield District Council, Newcastle-under-Lyme Borough Council and Staffordshire County Council
- Meetings with the other LAs will be revisited once the government measures have been relaxed. Agreements also exist with both universities; these are delivered in academic years.

3.2 Sport England Funding

- Sport England has confirmed Primary Role, Workforce and Children and Young People funding for all Active Partnerships to 31.03.22
- Our Primary Role funding will fall from £263,978 per year (up to 2020-21) to £254,447 – a 3.6% decrease. However, we budgeted for a 7% during the next 4-year funding cycle.
- Workforce Funding remains at £37,500 per year
- The Children and Young People funding will remain on the same level as currently. However, it will be awarded as a lump sum rather than as grants towards individual programmes. Some delivery requirements remain in place (e.g. we are still required to deliver a School Games programme) but we have much more flexibility to decide on local priorities and how best to address them

3.2 Tackling Inequality Fund

- We have recently been awarded £80,000 of Tackling Inequality Funding by Sport England. This grant has been driven by Sport England insight which demonstrates that the pandemic is widening gaps in the activity levels across our existing priority audiences, including:
 - People from Lower Socio-economic groups
 - Black, Asian or Minority Ethnic groups
 - Disabled people
 - People with Long-Term Health Conditions
- The focus of this fund is to:
 - Provide financial support to organisations that connect to these priority audiences through physical activity, that may be experiencing financial hardship.
 - Enable organisations to provide opportunities for our priority audiences to be active at this time by adapting offers or providing new offers
- We are targeting those small, often unseen organisations that work at the heart of our communities and who focus on one or more of the priority groups mentioned above. These organisations may not see themselves as 'sports organisations', and they may only deliver physical activity as part of a wider offer to the communities they serve, but they provide a vital set of physical activity opportunities where our target groups feel confident.
- We have worked with local authorities and VCSE organisations to identify a long list of groups which fit both criteria in terms of geography and audience profile and have solicited bids. A panel will meet on 23rd of July to review applications. We anticipate making 16 awards of £5,000.

3.3 Recruitment

- We have recently recruited to two vacancies; The candidate who has accepted the Young People & Workforce role, joins us from British Blind Sport, she has huge amounts of experience in workforce development, and has PGDipEd (QTS) in Secondary Physical Education and a Sport Performance degree. Lijana has established two CIC's and is also prolific athletics volunteer.
- We have also appointed to Camilla's maternity leave post, the successful candidate joins us from The Hive Youth Zone where he is a sport Coordinator, Tom has lots of events and delivery experience and holds a BA in Sport Development and coaching.
- Both candidates interviewed extremely well and will start in September subject to the necessary checks.
- We are currently out to advert with our Digital, Campaigns and Health Manager role and so far we have had a really encouraging response, interviews are due to take place on 15th July.

3.4 Support for LAs

- School Swimming
Following the recent announcement regarding Entrust dissolving the Staffordshire school swimming service, we have facilitated a meeting between local authorities, schools (represented by SGOs) and Swim England. The meeting will give relevant partners the opportunity to reflect on current provision and explore alternate delivery models.
- Letter to CEOs (Appendix 1)
Follow growing concern from PALs group about the fragile state of public service leisure provision, we drafted an open letter to MPs, CEOs and Leaders of SCC and the LEP, the letter is included in the Board Papers. It calls for partners to take action to both in highlighting the issues to central government and understand the collective impact this might have on the outcomes for Staffordshire and Stoke-On-Trent residents.

3.5 Annual Delivery Plan Q1 2020-21

- The Annual Delivery Plan Dashboard for Q1 is attached as Appendix 1, which summarises progress, highlights and challenges for the quarter.
- The full Annual Delivery Plan can be viewed in the secure Board Members section of our website (<https://sportacrossstaffordshire.co.uk/about-us/board-member-secure-area/>)

Sport Across Staffordshire and Stoke-on-Trent

Annual Delivery Plan 2020-21

Quarter One Dashboard



Note: we have made the decision not to include the usual 'wheel' showing the RAG ratings for each area of our action plan. Due to the significant changes we've had to make to our current offer due to Covid-19 this felt like it would fail to give a true reflection of our work during this quarter.

Highlights from our Covid-19 response

- Supporting People to Stay Active
 - Work continues on our Active My Way website, with content completed
 - An activity finder has been embedded onto the home page of the SASSOT website, allowing people to find live and on demand virtual sessions
 - Although the School Games finals for the summer term were cancelled, a series of virtual competitions has been launched. There were over 80 entries for the first competition, Dance.
 - A monthly online resource has been compiled in partnership with SGOs, providing physical and mental challenges for schools to use with their pupils
- Activating Volunteers
 - SASSOT contacted sports clubs to encourage them to volunteer to support the Covid-19 response, either as an organisation or as individuals, via the officially co-ordinated volunteer programme organised by Staffordshire County Council and Support Staffordshire
- Connecting the Sector
 - Regular e-newsletters have been sent to our subscribers, highlighting national and local news, training, resources etc. linked to Covid-19. These were weekly initially and have just moved to fortnightly, and feedback from partners has been really positive
 - Weekly catch up sessions have been held for PALS (LA Heads of Service) providing them with the opportunity to share challenges and solutions around closure / reopening of facilities. Similar monthly sessions have been organised for the Physical Activity Partners Forum. Through discussions within this group, several LAs have secured Covid-19 funding from Sport England for consultancy support around financial modelling
 - Several sessions have been facilitated for those LAs who operate in-house provision, enabling them to specifically discuss reopening plans
 - A 'Re-imagining the Future' event was held in June with c20 partners in attendance. Covid-19 challenges and opportunities were discussed, along with the support SASSOT could offer moving forward
- Developing Our Professionals
 - The annual PE conference, organised by Accelerate Learning as part of their contract with us to deliver Primary PE and School Sport support to schools, took place online this year. Attendance was comparable to previous years, with many teachers preferring the format and the fact they could access the workshops in their own time
- Strengthening our Clubs
 - £80,000 received from Sport England to run the Tackling Inequalities Fund, providing grants to organisations that work with priority groups to counteract the impact of Covid-19
 - 'Check-in' calls made to all Satellite Club providers, to offer general support and advice about the current situation, and to get funding agreements in place so that 2020-21 delivery can begin as soon as restrictions allow

2 July 2020

Dear Sirs,

We write to you, to draw your attention to the grave situation in which Staffordshire and Stoke-on-Trent's sport, physical activity and leisure sector finds itself in today.

For many years this sector has played a fundamental role in protecting and promoting the physical and mental wellbeing of the people of Staffordshire and Stoke-on-Trent. It has boosted educational attainment and productivity, it has helped reduce crime and loneliness, and it has engaged our most disadvantaged communities. The sector is not only defined by its social value; sport makes a significant contribution to the local economy. The last Sport England Economic Value of Sport study put the Gross Value Added (wages and operating profit) of sport in Stoke-on-Trent and Staffordshire at **£409.8 million**. The study reported that the sector employs a total of **9,504 people**. Physical activity participation within the sub-region leads to an improved quality and length of life, saving an estimated **£1,153.8 billion in health care costs**.

This vital social and economic sector now requires collective action, in order to survive.

Throughout the pandemic, the Government narrative regarding physical activity could not have been clearer - it has been considered as important as food and medicine. There is a growing body of evidence which suggests that active lifestyles and a reduction in obesity may contribute to Covid-19 survival, recovery and rehabilitation rates. We must surely now look to physical activity as a legitimate intervention in the fight against the virus.

The sector has responded superbly to the closure of our facilities and community clubs. Our workforce has innovated; club and fitness sessions have been taken online, leisure staff have been redeployed, sport volunteers have underpinned the community response and we have even delivered a countywide virtual School Games Festival.

Lockdown has sparked some positive changes in behaviours. A Sport England survey suggests 62% of adults in England believe it's more important to be active now, compared to before the pandemic. However, closure of our infrastructure has disproportionality affected our most at risk communities; those inequalities that existed prior to lockdown are exacerbated. If you are female, have a health condition or disability, are over 55, in lower socio-economic groups, or from the BAME community, you are significantly less likely to be benefiting from the preventative qualities of physical activity.

Following the most recent government announcement regarding the extended closure for indoor sports provision, our precious sector is at a critical point; it is now likely that parts of it will not survive. A stark warning has come from both UK Active and Community Leisure UK, the organisations stating that 1,300 of 2,727 leisure centres funded by local authorities and 20% of the UK's swimming pools could close forever in the next 6 months. Last week saw Vivacity, Peterborough's leisure trust, go into administration, handing back its contracts to the Local Authority. Closer to home, Entrust, who provide much of the school swimming provision across Staffordshire, have announced that they will cease to deliver this service from September. Whilst it's too early to understand the impact of this, there is the very real risk that thousands of children will miss out on the opportunity to learn a vital, and potentially lifesaving, skill.

The purpose of this letter is not to ask for a blank cheque; we recognise the immense pressure facing local government. Nor is it to critique the response of our local authority partners to date. Without exception our City, Districts and Boroughs have made unprecedented financial commitments to support leisure facilities. However, this approach is fragmented and potentially short term, the efforts of these individual bodies will not be enough to sustain these vital community assets into the future. What is needed is an immediate, systems response to prevent a further crisis.

Physical Activity Leadership in Staffordshire Group- PALS (representing the Chief Leisure Officers or equivalents from 9 Local Authorities) and Sport Across Staffordshire and Stoke-on-Trent is now seeking your support in achieving the following:

1. A risk assessment is undertaken to fully consider the impact of reduction in public bodies and community led sport provision, not through the lens of sport and leisure, but in economic, social and health terms.
2. Strategic Recovery Plans not only reference sport and physical activity but make provision for proper integration to the recovery strategies.
3. Plans are developed to support those in the leisure workforce, who now find themselves under threat of redundancy.
4. Public bodies and senior officers and politicians signal their commitment to the sector.
5. There is coordinated pressure on central government to provide financial support to local authorities to sustain leisure facilities.

We hope you share our desire to ensure this vital public service is sustained into the future and welcome any opportunity to accelerate the above actions.

Signed,



Jude Taylor, Director: **Sport Across Staffordshire & Stoke-on-Trent**



Malcolm Armstrong, Chair: **Physical Activity Leadership in Staffordshire** forum