

TOGETHER ACTIVE

Board Meeting

AGENDA

Tuesday 20th October 2020 2-4:30pm

Virtual Meeting via Zoom

Join Zoom Meeting <https://zoom.us/j/91075008789>

Meeting ID: 910 7500 8789

One tap mobile +441314601196,,91075008789# United Kingdom

Dial by your location +44 131 460 1196 United Kingdom

1. Apologies
2. Declarations of Interest
3. Minutes of last meeting 14.07.20 *Enc. 1*
4. Dissolution of SASSOT Board
5. Reappointment of Chair and two trustees
6. Reports (discussion by exception)
 - Chair's Actions *Enc. 2*
 - PALS *Enc. 2*
 - Finance & Audit Group *Enc. 3*
 - Governance & Appointments Group *Enc. 4*
 - Chief Executive and Chief Operating Officer Report *Enc. 5*
 - Independence Working Group – no report as covered within Enclosure 6
7. Strategy Development Workshop – *Please see separate papers attached.*
8. Dates & times of future meetings

Board 2-4pm
Tuesday 26th Jan 2021
Tuesday 20th April 2021
Tuesday 20th July 2021
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	Sarah Getley	
Jane Kracke (JK)	Chief Operating Officer, SASSOT	Sharon Heath	
Kimiyo Rickett (KR)	Senior Independent Director	Jonathan Topham	
Tim Clegg (TC)	Stafford Borough Council		
Derek Peters (DP)	Board Member		
Rebecca Roberts (RR)	Board Member		
Alistair Fisher	Board Member		
Toyin Higgs	Board Member		
Hazell Thorogood (HT)	Admin Office Manager		

No.	Item Topic
1.	Apologies As above
2.	Declarations of Interest Jane Kracke, Jude Taylor, and Hazell Thorogood as employees of SASSOT. Tim Clegg as the CEO of the host organisation.
3	Minutes of Last Meeting – All agreed the minutes were an accurate record
4	State of the Nation <ul style="list-style-type: none"> - Sport England are doing a study into physical activity during lockdown. Initial findings were very positive, with increases in walking, cycling and running in particular, However in areas of high deprivation / BAME; people are far less likely to active. - Couch to 5k received one million downloads since March. - The Gym Group have reported that 180,000 members have cancelled their direct debits despite payments being frozen. - Staffordshire and Stoke-on-Trent clubs drew down half a million in funding from the Communities Fund. - Public Leisure provision is a huge concern; 8 local authorities in the county are responsible for providing leisure facilities (3 in house, 5 via leisure trusts). All LA's have made substantial financial promises to their trusts. - The Arts industry seems to have garnered a much higher level of response in relation to concerns for that sector in comparison to sport and leisure. - Entrust have withdrawn their school swimming provision. - Our responsibility lies in understanding our collective impact on this situation and to provide initial capacity and support to our local authority colleagues. - The Board discussed that although the government have advised establishments can open, many still are not. - The indoor sport offer is likely to be restricted for a substantial amount of time. - Once habits change to carrying out exercise individually will they ever revert to use of the gym / other facilities? - We need to look for opportunities which may emerge as a result of Covid and ensure the team is positioned well to make an impact. - We need to think about how we can evolve and change in response to the lockdown. - The SBC Leisure provider is a not for profit trust; SBC assisted financially over lockdown

	<p>and will look to sustain them.</p> <ul style="list-style-type: none"> - The unpredictability of the pandemic makes it increasingly hard to plan future provision needed. - School swimming will be complicated to implement due to the social distancing aspects. - Nationally the balance is starting to tip to more contracted services. - UK Active forecasted that 20% of leisure trusts will cease to operate. - The next 3-6 months will have different demands and the level of support needed may differ in the long-term. - Action 1: JT to check: is there the possibility that grant terms and conditions could be breached if facilities are not opened (for example 3g pitches). - Long term, leisure facilities are a huge capital investment. - There may be local government reorganisation in the future with a preference for unitary authorities.
5	<p>Sport England Framework Response</p> <p>The Board split into two groups to formulate a response to Sport England's Framework and Strategy.</p> <p>Group 1 – JT</p> <ul style="list-style-type: none"> - We would welcome the longer term perspective if in relation to Active Partnerships. - Sport England rebranding to 'Active' England or similar does not seem to be a preferred route. - Progress seems to move on a 10-20 year cycle and we may be in the heart of one currently. - Should there be more of a responsibility for elite sports to feed into the grass roots? - Big issue should include safeguarding, which should have more emphasis generally in terms of the framework - We need clear accountability for the component parts of the strategy <p>Relationship with Sport England</p> <ul style="list-style-type: none"> - We have been on a journey with SE and now feel more engaged and consulted. - The approach to the Tackling Inequalities Funding where SE gave SASSOT the authority to divide a pot of funding worked very well. - There is inefficiency in the active partnership system without a collaborative approach. - We need to focus on the sporting system working more efficiently. <p>Group 2 – JK</p> <p>Positives</p> <ul style="list-style-type: none"> - Flexibility, no longer working or funding in silos - Already 'practicing what they preach' through TIF and CYP funding - Supporting the ecosystem; recognition of the importance of clubs - Are campaigns such as TGC, WAU etc. benefitting the full ecosystem? - There is an opportunity to 'reset' post Covid-19 and re-evaluate what's needed. - Analyse the negative / positive impacts of the pandemic and learn from them so if there's another lockdown or pandemic we're better placed to be resilient as a sector, e.g. detrimental effect on women's sport mitigated. - An opportunity to make sure at the end of the 10 year period we can say 'we're in a better position than we were a decade ago' - Sport England recognises the value and challenges of Local Government. - 10 year strategy rather than 4 year - An opportunity to 'future proof' the 10 year strategy, i.e. all Party Parliamentary Group focussed on the long-term vision; the strategy needs to be able to ride out a change of government. - Needs to be a focus on sharing what works, high quality insight from successful projects etc. <p>Negatives</p> <ul style="list-style-type: none"> - Trying to be all things to all people - Social prescribing may not be the answer - Build facilities are an issue – needs to be at the forefront, need to sustain indoor sport (not

	<p>new facilities or refurb, just keeping them open). Swimming is nearly wholly-reliant on local government provision.</p> <ul style="list-style-type: none"> - It's not enough to recognise the importance of local government, SE needs to have a stronger voice on local issues, the impact of physical activity on physical and mental health etc. and needs to be much stronger at lobbying for this. <p>Next Steps</p> <p>We will coordinate a response to be submitted. A draft will be circulated and sent round for comments.</p>
6	<p>Developing Together Active's Strategy</p> <p>Given the focus on those that are less active, what is the most appropriate delivery mechanism?</p> <p>The following principles were discussed:</p> <ul style="list-style-type: none"> - Clarity to all on what our priorities are - Driven by data - Where could we make most impact - Needs to be a combination of the previous two bullets, i.e. no value in identifying a priority audience we'll struggle to impact on. Look at our strengths, relationships etc. - Deliver a range of pilots, look at what works, and scale up. - Marmot review; focus on inequalities doesn't mean only focusing on target groups, but putting different effort, resources etc. in to different populations. - Identify what the barriers are by liaising directly with the target groups. - Group 2 agreed that the vision and mission were still appropriate. - Need to include reference to targeting our support where it's most needed - Supportive of Sport England's 10 year approach with shorter term action plans - JT shared the approach to Together Active's strategy development via PowerPoint slides. <p>Decision 1: The Board agreed the approach.</p>
7	<p>Options for Transfer</p> <ul style="list-style-type: none"> - The Board discussed the three options presented and decided to continue with the transfer to Together Active on the 1st September 2020. - Together Active will need a registered address and a postal address. - It was suggested the home base could become the contractual base. <p>Decision 2: SASSOT will transfer to Together Active on 1st September 2020; predominantly employees will work from home in the short term and rent a socially distanced space to be able to meet in once a week. The intention is to lease appropriate office space when this becomes practical due to Covid-19</p>
8	<p>Reports (discussion by exception)</p> <ul style="list-style-type: none"> • Chair's Actions <i>Malcolm Armstrong Enc. 3</i> • PALS <i>Malcolm Armstrong Enc. 3</i> • Finance & Audit Group <i>Enc. 4</i> • Governance & Appointments Group <i>Enc. 5</i> <ul style="list-style-type: none"> - The job descriptions / TOR's / Succession Plan were formally approved by the Board. • Director and Chief Operating Officer Report <i>Enc. 6</i> <ul style="list-style-type: none"> - Section 3.2 – There is a 3.6% cut to primary role funding however we budgeted 7%. - The Children and Young People funding is now granted as one work stream which allows more flexibility. - Tackling Inequalities Fund: We have been awarded £80,000 to divide between organisations in the county to assist the community.

	<ul style="list-style-type: none"> - Section 3.4: an open letter has gone to leaders and MP's across Staffordshire and Stoke-on-Trent and this will be going to the next LEP meeting. • Independence Working Group – late report submitted regarding future options appraisal (see section 7). <p>Board Self-Assessment</p> <ul style="list-style-type: none"> - A self-assessment will be sent out shortly to all Board members, to be completed by the end of August 2020 and followed up by virtual 121's with MA. 																		
9	<p>Date of next meeting(s) – Please note, meetings may be held virtually</p> <ul style="list-style-type: none"> - Tuesday 20th October 2020, 2pm, TBC - 2021 Meeting dates <table border="1"> <thead> <tr> <th>Meeting</th><th>Suggested date</th></tr> </thead> <tbody> <tr> <td>FAG/GAG/PALS</td><td>Tuesday 12th Jan 2021</td></tr> <tr> <td>BOARD</td><td>Tuesday 26th Jan 2021</td></tr> <tr> <td>FAG/GAG/PALS</td><td>Tuesday 6th April 2021</td></tr> <tr> <td>BOARD</td><td>Tuesday 20th April 2021</td></tr> <tr> <td>FAG/GAG/PALS</td><td>Tuesday 6th July 2021</td></tr> <tr> <td>BOARD</td><td>Tuesday 20th July 2021</td></tr> <tr> <td>FAG/GAG/PALS</td><td>Tuesday 5th October 2021</td></tr> <tr> <td>BOARD</td><td>Tuesday 19th October 2021</td></tr> </tbody> </table> <ul style="list-style-type: none"> - Action 2: JT to discuss if there is a more convenient time for Mark Deaville on a Tuesday for the Board. - Meetings can be recorded and shared afterward if all participants agree. - There will need to be an official step down of the SASSOT Board and step up of the Together Active Board. 	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
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Actions	Owner	Date
Action 1: JT to check: is there the possibility that provider terms and conditions could be breached if facilities are not opened (for example 3g pitches).	JT	
Action 2: JT to discuss if there is a more convenient time for Mark Deaville on a Tuesday for the Board.	JT	

Decisions
Decision 1: The Board agreed the approach JT shared on developing Together Active's strategy.
Decision 2: SASSOT will transfer to Together Active on 1 st September 2020; predominantly employees will work from home and rent a socially distanced space to be able to meet in once a week.

Prepared By:	Date	Checked By	File Code
Hazell Thorogood	14.07.20	Malcolm Armstrong	Board Minutes 14.07.20

Report to the Board – Enclosure 2

Report Title	Chair's Actions since last meeting and PALS Report
Date	20.10.20

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:

- Regular phone conversations with CEO and COO
- Weekly Zoom Meetings with PALS - now fortnightly
- Regular Zoom meetings with Sport England link (GM)
- Nine 121 phone calls with Board members
- Produced follow up Summary Report of telephone discussions with Board members
- Sport England half-day seminar on emerging strategy
- Attended Day 1 Together Active team meeting
- Filming Video clips for launch of Together Active
- Zoom meeting with Consultant (Jane Cockerill)
- GAG and FAG meetings
- Interviewing for Active Places Manager post
- Interviewing Auditors
- Preparation for Board Meeting

PALS (Physical Activity Leadership in Staffordshire):

- Weekly catch up sessions well attended (7 LAs in regular attendance)
- These have recently moved to fortnightly, given the slow down of changes to government restrictions
- Together Active has collated information on the impact of local sports clubs on behalf of the group, via feedback from NGBs

Report to the Board – Enclosure 03

Report Title	Together Active Finance and Audit Group Report
Date	20 th October 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:

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

- **Report**

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

- The attached figures show a detailed breakdown of the financial performance to 31.08.20 against the budget for 2020-21
- Please note that these figures are to 31st August (the point SASSOT became Together Active and our finances transferred away from Stafford Borough Council) NOT for the full quarter to 30.09.20. The Quarter Three report will include September's figures
- The budget summary is as follows:

	Budget to 31 August 2020	Actual to 31 August 2020	Variance
Expenditure	254,264	598,160	343,896
Income	816,190	1,022,834	206,644

- Overall, actual expenditure appears to be significantly more than expected. However, this includes a transfer of £400,000 from Stafford Borough Council to Together Active's bank account – taking this out of the figures, expenditure is lower than expected. Income is higher than expected, the key exceptions to both are explained below
- Ignoring the £400,000 transfer, there is a £56,104 underspend against budgeted expenditure primarily due to following reasons:
 - i. Staff expenses are slightly underspent across all codes as very little travel or training has taken place due to Covid-19
 - ii. In general, very little delivery has taken place across all programmes, due to Covid-19
- The £206,664 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)

Exception reports for each individual budget heading are shown below.

Core (Formerly Partnership Services)

Income

Partner Funding is £30,000 lower than expected as we have only signed Partnership Agreements with 4 LAs and 1 University 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 is being 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 underspend 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 now beginning to deliver as restrictions are relaxed

Volunteering

Expenditure

The underspend of £4,350 on delivery is due to young volunteer training being cancelled or not being planned.

5-Year Financial Forecast Amendments (Appendix 2)

- The 5-Year Financial Forecast has been updated to include the following changes:
 - £16,000 Tackling Inequalities Funding (£16k income and expenditure)
 - Maternity Leave and cover figures included
 - Neither affect the bottom line
 - Further adjustments have just been confirmed and will be made shortly:
 - A small saving on pension costs now that staff have confirmed the rate they want to pay
 - Recruitment of Active Places Manager delayed (budgeted to start 01.09.20)
 - Local Government pay award (backdated for ex-SASSOT staff) recently confirmed, slightly higher than budgeted (2.75% v 2%)

Risk Register (Appendices 3 & 4)

- The Q2 update to the Risk Register can be found in Appendix 3
- Two amendments made:
 - Risk 1.8 'Current governance arrangements no longer best option for organisation or Host' amended to 'New governance arrangements for Together Active not effective'
 - Risk 3.4 'Rising Costs' score amended from 30 to 20 now that we are no longer hosted by a local authority, with residual risk reduced to 15
- As approved at the April Board meeting, a Covid-19 Risk Register has been compiled to reflect the risks Together Active is facing due to the pandemic. This can be found in Appendix 4 and will form the basis of Together Active's risk mitigation work over the next 3-6 months (and possibly beyond)
- The score for the first risk, 'Delay to transfer date (SASSOT to Together Active)' has been reduced to 0 as the transfer has now taken place
- 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.

Appointment of Auditors

- Although Together Active will not meet the Charity Commission threshold to require a formal audit (over £1 million income) we are required by Sport England to undergo an audit as part of Tier Three compliance with *A Code for Sports Governance*

- To this end the Finance and Audit Group invited a range of accountancy firms to submit proposals to produce and audit Together Active's end-of-year accounts
- Three firms presented their proposals to the group on 15th October
- **A verbal update on this will be provided at the meeting, with the preferred firm put forward to the Board for approval**

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- 31.08.20	Actual 01.04.20- 31.08.20	Variance
Expenditure	£	£	£	£
Salaries and On Costs	230,470	90,000	88,947	- 1,053
Staff & Trustee Expenses	23,610	8,000	869	- 7,131
Rent & Utilities	26,130	11,250	11,250	-
Office Costs	6,530	2,720	1,043	- 1,677
Professional Fees & Insurances	29,190	10,000	5,940	- 4,060
Marketing	25,200	10,500	10,488	- 12
IT	11,460	100	36	- 64
Delivery	16,020	6,675	135	- 6,540
Contingency	0	0	400,000	400,000
	368,610	139,245	518,708	379,463
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	47,000	- 30,000
Other Income	0	0	-	-
Monies received for use in next financial year	6,210	0	-	-
Transfer between Budgets	40,650	0	24,294	24,294
	784,830	597,289	723,570	126,281

2. Workforce

Description	Budget 2020-21	Budget 01.04.20- 31.08.20	Actual 01.04.20- 31.08.20	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	-23,200	- 23,116	84
	96,360	32,410	32,491	81

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

3. Sportivate

Description	Budget 2020-21	Budget 01.04.20- 31.08.20	Actual 01.04.20- 31.08.20	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	2,204	42,482	40,278
Contingency	0	0	-	-
	5,290	2,204	42,482	40,278
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- 31.08.20	Actual 01.04.20- 31.08.20	Variance
	£	£	£	£
Expenditure	£			
Salaries and On Costs	42,710	18,300	18,185	- 115
Staff Expenses	2,300	958	530	- 428
Rent & Utilities	0	0	-	-
Office Costs	320	133	50	- 83
Professional Fees & Insurances	1,200	500	-	- 500
Marketing	0	0	-	-
IT	0	0	-	-
Delivery	31,820	13,258	90	- 13,168
Contingency	0	0	-	-
	78,350	33,149	18,855	-14,294
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	7,320	7,320	-
	103,170	45,220	45,224	4

5. Youth Sport

Description	Budget 2020-21	Budget 01.04.20- 31.08.20	Actual 01.04.20- 31.08.20	Variance
Expenditure	£	£	£	£
Salaries and On Costs	26,270	10,946	11,048	102
Staff Expenses	1,700	708	401	- 307
Rent & Utilities	0	0	-	-
Office Costs	310	129	108	- 21
Professional Fees & Insurances	0	0	-	-
Marketing	0	0	-	-
IT	0	0	-	-
Delivery	137,720	57,383	1,033	- 56,350
Contingency	0	0	-	-
	166,000	69,166	12,590	-56,576
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	-8,500	- 8,497	3
	166,000	126,681	126,685	4

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

6. Volunteering

Description	Budget 2020-21	Budget 01.04.20- 31.08.20	Actual 01.04.20- 31.08.20	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	4,480	130	- 4,350
Contingency	0	0	-	-
	10,750	4,480	130	-4,350
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	274	274
Monies received for use in next financial year	3,330	0	-	-
Transfer between Budgets	-3,210	0	-	-
	14,090	9,300	9,570	270

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

Together Active

Five-Year Financial Projection

30.09.20

Summary

	<u>Note</u>	2020-21	2021-22	2022-23	2023-24	2024-25
<u>Income</u>						
Balance Carried Forward	1	- 553,340	- 479,620	- 473,830	- 453,660	- 426,140
Income	2	- 726,860	- 545,330	- 536,380	- 536,380	- 536,380
Monies received for use in next financial ye	3	- 49,550	- 49,550	- 49,550	- 49,550	- 49,550
Transfers Between Budgets		-	-	-	-	-
<u>Total Income</u>		- 1,329,750	1,074,500	1,059,760	- 1,039,590	- 1,012,070
<u>Expenditure</u>						
Employee Salaries & On-Costs	4	333,200	361,360	367,590	374,940	382,430
Staff Expenses	5	30,770	33,230	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	385,490	128,050	128,050	128,050	126,780
<u>Total Expenditure</u>		850,130	600,670	606,100	613,450	619,670
<u>Balance</u>		- 479,620	- 473,830	- 453,660	- 426,140	- 392,400
of which Unrestricted Designated funds	12	- 167,930	- 194,520	- 214,750	- 231,930	- 249,310
of which Restricted funds	13	- 69,610	- 65,430	- 61,390	- 55,680	- 49,550
of which Unrestricted Free funds	14	- 242,080	- 213,880	- 177,520	- 138,530	- 93,540

Assumptions:

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	the new financial year
2. Income	Annual funding:
	Primary Role (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
6. Rent and Utilities	Office base, parking
7. Office Costs	Office equipment & furniture; printing; stationery; copy
8. Professional Fees & Insurances	Payroll service; auditor; pensions & life assurance brokers;
9. Marketing	£8k general budget. Also includes £1k in 2019-20, £8k in
10. IT	IT support; purchase / replacement of equipment and
11. Delivery / Contingency	All other costs, linked to deliver of projects, programmes or
12. Unrestricted Designated funds	Redundancy liabilities for all staff , plus 3 months' salary and
13. Restricted funds	Funding which can only be spend on a specific project or
14. Unrestricted Free funds	Funding where Together Active has flexibility to decide how

Amendments to previous budget:

Added in £16,000 from TIF

Maternity Leave and Cover figures included

Neither affect the bottom line, but no longer matches annual budget

Need to recalculate staffing costs:

Small saving on pensions and delayed recruitment of Active Places Manager

Slight increase on predicted Local Government pay award

September 2020



Risk Area	Risk Identified	Likelihood of Occurring (X)	Severity of Impact (Y)	Overall Risk xxy	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	20	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/CE	15	Oct 20 Oct 20	Annually Annually	2020-21 Delivery Plan approved by Board, updated ref Covid-19 SASSOT's Covid-19 Offer summarised in a key document for partners Draft timeline in place for development of new strategy - consultation session as part of July Board meeting
	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 / CE	9	Immediate Ongoing	Quarterly Quarterly	Chief Executive to present to LA Chief Executives forum re impact of Covid-19 on the sector
	1.3 Board lacks relevant skills or commitment	1	3	6	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	6	July 20 March 20	Annually Annually	Board Effectiveness Review and Self Assessment completed, to be discussed at July Board meeting 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	6	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	6	Immediate Immediate Immediate	Ongoing Ongoing Ongoing	Documentation revised and completed by all Board members summer 20.

2. Operational	1.5 Ineffective organisational structure	3	4	16	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	CE GAG/CE AOM	12	Ongoing June 20 Dec 18	Ongoing Annually Ongoing	Three new staff in post. Fourth post currently in recruitment. Roles of new staff clarified.
	1.6 High Board turnover	2	3	9	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	6	July 20 July 20 Immediate	Annually Annually Ongoing	Succession Plan approved by Board July 20 Chair met individually with each Board member after self assessment completed. Board and Self Assessments collated, analysed and actions to be agreed at July Board meeting Board Register in place and monitored
	1.7 Reporting to Board (accuracy, timeliness and relevance)	2	3	9	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 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 New governance arrangements for Together Active not effective	2	5	15	Governance and Appointments Group meets quarterly, overseeing implementation of Tier Three	Internal Board Review due for April 2021 External Board Review due for April 2022	GAG	10	Ongoing	Ongoing	New
	2.1 Non-delivery of agreed outcomes	4	5	25	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.	CE / COO / Board CE / COO CE	18	Immediate Ongoing Ongoing	Quarterly Quarterly Ongoing	Ongoing Three new staff in post, one vacancy in recruitment. Roles of new staff clarified
	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	CE CE	16	Feb 19 Ongoing	Ongoing Annually	Evaluation Framework not currently being used Impact documents produced and circulated. Annual Report with printers
	2.3 Lack of partner satisfaction	3	4	16	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.	CE CE	12	Immediate Nov 19	Every Two Years Annually (Survey)	2020 Stakeholder Satisfaction Survey analysed at Team Meeting June 20 Visioning Event held with partners Current PALS format (weekly 'check ins' for LA Heads of Service) appreciated by partners
	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	CE / COO CE / PBA Leads	18	Jan 19 Immediate	Annually Ongoing	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 CE / COO	20	July 19 Nov 18	Annually Annually (Survey)	Approved by Board July 20 Staff Satisfaction Survey NPS improved from 22 (2019) to 40 Three new staff in post, one vacancy in recruitment. Roles of new staff clarified
	2.6 Inadequate identification or understanding of target audiences	2	3	9	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.	CE	9	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	24	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	CE / COO	16	Immediate	Ongoing	Pensions meeting and Union meeting taken place. People's Rep on IWG Significant turnover linked to independence Transfer took place smoothly
3. Financial	3.1 Poor budgetary control and financial reporting	1	5	10	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 five-year figures (and staffing figures) to be carried out to avoid risk of error	FAG	10	Feb 19	Annually	5-year financial forecast produced and updated regularly. Finance Policy and Procedures for TA in place
	3.2 Insufficient reserves policy	1	4	8	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	8	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	25	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	20	Dec 19	Ongoing	Only 4 out of 8 expected LAs and 1 University have confirmed funding for 20-21 Sport England funding confirmed to 31.03.22
	3.4 Rising costs	3	5	20	Five 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	15	Oct 19	Ongoing	Transition to a Charity completed and ex-SASSOT staff TUPed to Together Active
4. Environmental or External	4.1 Relationship with funders	3	5	20	Local Funders: Agreements in place with funding partners, with six-monthly meetings Impact Reports produced for funding partners; Annual Report produced, focusing on impact Four Stakeholder Events to be delivered annually Sport England: Programme requirements met	Produce and monitor log of support agreed for each funding partner Consult funding partners re preferred format for impact reporting Full engagement with PMIF process and improvement planning	CE DCHM CE	15	Oct 18 Oct 18 Immediate	Quarterly Annually Ongoing	See 2.1. Meetings taking place with LA partners to agree Partner Agreements for 20-21. Only 4 out of 8 expected LAs and 1 University have confirmed funding for 20-21 See 2.2 See 2.3
	4.2 Physical Activity and sport not a priority for funders, partners or stakeholders	3	4	16	Presentation to Leaders and Chief Executives demonstrating cross-cutting benefits of sport and physical activity Continue to influence strategic leaders through relationship with Staffordshire Public Health	Follow up on presentation to Leaders and Chief Executives by arranging individual meetings where requested Strengthen relationship with Stoke Public Health Identify further opportunities to raise profile of sport and physical activity at a strategic level	Chair/CE CE / DCHM CE / Board	12	Oct 18 Mar 19 Immediate	Quarterly Quarterly Ongoing	See 1.2 Stoke Public Health currently going through major changes Covid-19 support offer well received by Heads of Service
5. Compliance	5.1 Non-compliance with legislation, regulations and standards	1	5	10	Governance and Appointments Group oversees Tier Three Chief Operating Officer receives invites to and updates from Corporate Forum and disseminates information to team as appropriate Host providing support re GDPR, disseminated to Team. Paperwork / website updated	Standards' to be part of Round Table discussion with Sport England (PMIF process) Ensure Together Active complies with Tier 3 of 'A Code for Sports Governance' within 6 months of becoming operational	CE / COO / GAG COO/ GAG	8	Feb 19 tbc Feb 21	Annually Annually	Sport England review to take place November 20 Progressing through Tier 3 compliance for Together Active - timescales amended due to delay in transfer Health and Safety expert contracted to support Together Active
	5.2 Not meeting reporting requirements	2	4	12	Processes for ensuring effective reporting for Sport England processes are well-established PMIF process underway, with Strategy Advisory Group overseeing the process and project plan developed	Ensure actions identified in the Improvement Plan are carried out and reviewed regularly	CE	6	Oct 18	Ongoing	Improvement Plan discussed by Leadership Team Sept 20 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
CE	Chief Executive
COO	Chief Operating Officer
DCHM	Digital, Campaigns and Health Manager
FAG	Finance and Audit Group
GAG	Governance and Appointments Group
IWG	Independence Working Group
SID	Senior Independent Director
SRC	Scrutiny Review Committee

Covid-19 Risk Register

September 2020



Risk Area	Risk Identified	Likelihood of Occurring (X)	Severity of Impact (Y)	Overall Risk x+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)	0	0	0	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	0		Transfer completed, risk removed
	1.2 Board operations not effective	2	4	12	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	8		Virtual meetings working effectively Succession Plan revised and approved by Board July 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	25	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 meetings taking place. Three new staff members in post, fourth post recruitment underway Work-Life Balance policy discussion with team to clarify understanding / expectations Project groups for Active My Way, TIF, Annual Report etc.
	2.2 Staff wellbeing	4	5	25	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 As indoor meetings / work are no longer allowed, currently looking at options of walking meetings, virtual tea breaks etc.
	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	18		Visioning Event held, including discussion on SASSOT's role post Covid-19 Positive feedback from PALS regarding our recent support
	2.4 Physical Activity and sport not a priority for funders, partners or stakeholders at present	5	5	30	Link to 2.3 Information collated ref Covid-19 related issues (e.g. furloughing) from across sub-region and wider networks	Continue to meet virtually with funding partners, individually and via Forums Continue to collate guidance, advice etc. as currently Investigate other ways the team can support partners, i.e. as additional capacity	JT / JK	25		Weekly PALS Catch Ups well attended Any new guidance circulated and put on website Several LAs secured Sport England funding for consultancy following discussions via PALS
3. Financial	3.1 Lack of clarity around SE programme expectations	2	3	9	Review of SE programmes underway in terms of alternative delivery possibilities, priorities etc.	Gain clarification from SE regarding expectations Finalise proposals for each programme and gain Sport England approval Communicate to relevant partners	JK, CDW, CG	6		Funding confirmed for CYP work to 31.03.22 CYP review begun
	3.2 Loss of Partner funding	4	4	20	See 2.3 and 2.4 Loss of up to 2 local partners built into financial forecasts	See 2.3 and 2.4 Regular communication with funding partners to gauge support needed	JT / JK	16		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 04

Report Title	Governance and Appointments Group Report
Date	20 th October 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 06.10.20:

- Annual Governance Statement
- Board / Trustee Self-Assessment

Recommendations

- That the Board approves the Annual Governance Statement for 2019-20

Report**Annual Governance Statement 2019-20 – Appendix 1**

- This is a requirement from Sport England and part of compliance with Tier Three of 'A Code for Sports Governance'.
- The 2019-20 Statement has been based on the layout from the previous year.

Board / Trustee Self-Assessment – Appendix 2

- Key results from the online survey:



Governance Statement

2019-20

Sport Across Staffordshire and Stoke-on-Trent Governance Statement 2019-20

1. Introduction

The main focus of this year has been the decision for SASSOT to become an independent charity and to move away from our hosts of 20 years, Stafford Borough Council. This decision was made in July 2019, and 'Together Active' was registered with the Charity Commission as a Charitable Incorporated Organisation in January 2020. The actual move to independence will take place on 1st September 2020.

The majority of Board members will be transferring to become trustees of the new organisation, and a further two trustees were recruited to bring the Board to its full quota of 12 members and to address skills gaps that had been identified.

2. Governance and Structure

2.1 A Code for Sports Governance

All organisations which receive funding from UK Sport or Sport England are now required to comply with the appropriate Tier of [A Code for Sports Governance](#). For Active Partnerships such as SASSOT, this meant compliance with Tier Three by 31.03.18.

We submitted all evidence to Sport England by that deadline, and in September 2018 we were informed that we had been assessed as compliant. During 2019-20 we ensured this compliance was maintained, for example by completing an annual Board Self-Assessment and Skills Analysis.

Additionally work has begun to ensure that Together Active is assessed as compliant as soon as possible after the transfer to independence has been completed.

2.3 Constitution

The constitution would normally be reviewed annually. However, this year the focus was on developing a constitution for Together Active, which was overseen by the Governance and Appointments Group (GAG). This was approved by the Board on 15.10.19 and accepted by the Charity Commission on 13.01.20

Due to using the Constitution template recommended by the Charity Commission, a 'Board of Trustees Working Procedures' document was also drawn up and approved by the Board on 21.01.20. This summarises details of the day-to-day operations of the Board and sub-groups.

A copy of the Together Active Constitution and Board Working Procedures can be found [here](#).

2.4 Board Membership

Board members who have served during 2019-20 are listed below:

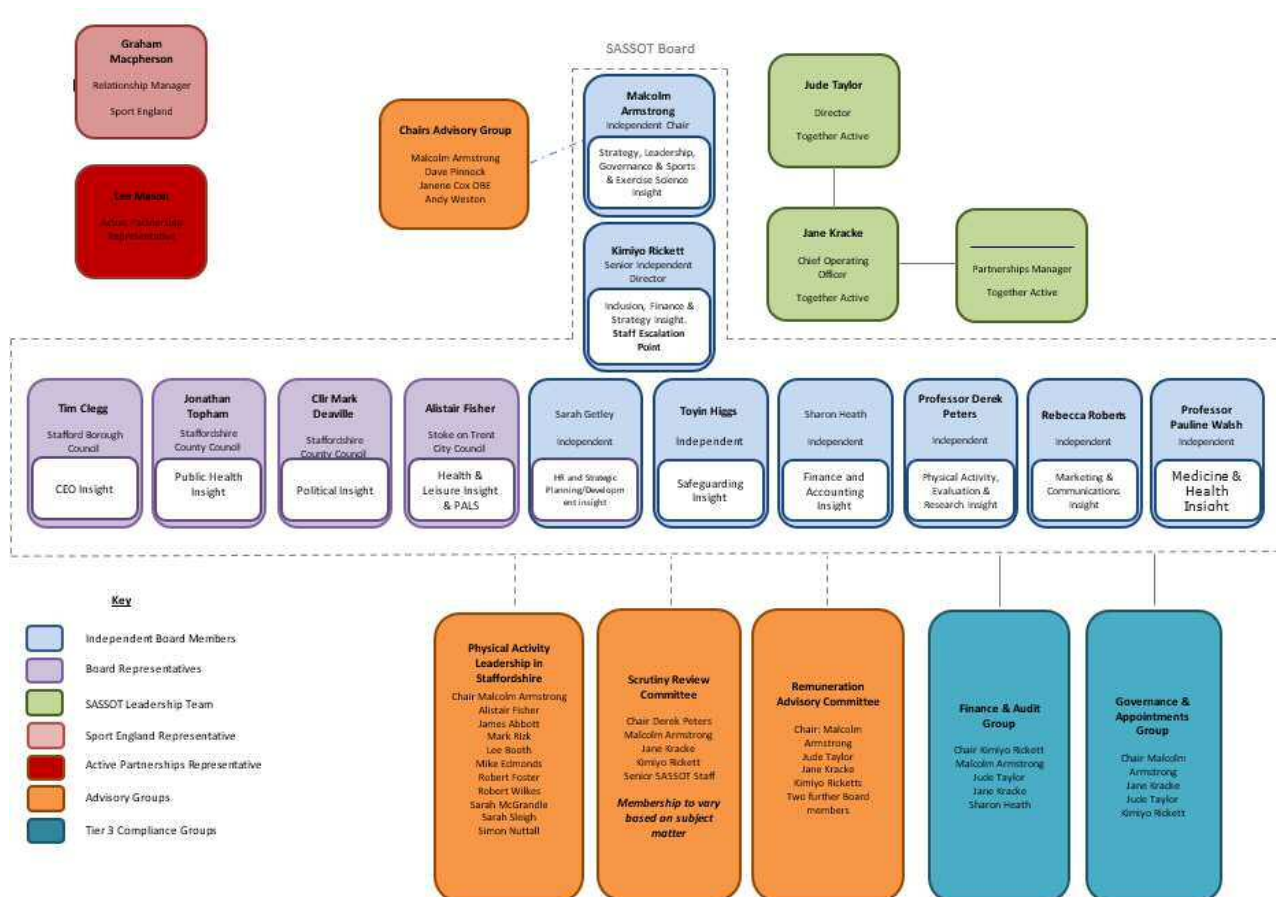
Name	Status	Start of Term	End of Term	Attendance	Sub-Group Membership
Malcolm Armstrong	Independent (Chair)	17.10.17		3/4	FAG GAG IWG RAC
Tim Clegg	Representative	11.07.18		3/4	
Angela Dale	Representative	02.11.11	21.01.20	4/4	FAG
Cllr Mark Deaville	Representative	17.10.17		2/4	
Alistair Fisher	Representative	17.05.17		2/4	

Toyin Higgs	Independent	24.10.18		1/4	GAG
Ian Kelsall	Independent	18.04.18	21.01.20	1/4	GAG
Prof. Derek Peters	Independent	18.04.18		3/4	
Kimiyo Rickett	Independent (Senior Ind. Dir.)	24.01.18		3/4	FAG GAG RAC IWG
Rebecca Roberts	Independent	24.01.18		1/4	
Jonathan Topham	Representative	17.05.17		2/4	
Prof. Pauline Walsh	Independent	18.04.18		3/4	IWG
Sarah Getley	Independent	Appointed March 20, Term starts 21.04.20		N/A	
Sharon Heath	Independent	Appointed March 20, Term starts 21.04.20		N/A	FAG

Key: FAG – Finance and Audit Group
GAG – Governance and Appointments Group
RAC – Remuneration Advisory Committee

Board membership at 31.03.20 stood at 12 members, with 8 independent and 6 female.

Profiles of current Board members can be found [here](#), and a diagram of the Board's structure is shown below:



2.5 Diversity in Governance and Leadership

Our Diversity in Governance and Leadership Action Plan was officially signed off by Inclusive Boards on behalf of Sport England in February 2019. A copy can be viewed [here](#).

Progress regarding the number of female and independent Board members is outlined below:

	As of 31.03.17	As of 31.03.18	As of 31.03.19	As of 31.03.20
Number of members	11	11	12	12
Female	3 (27%)	5 (45%)	5 (42%)	6 (50%)
Independent	3 (27%)	4 (36%)	7 (58%)	8 (67%)

2.6 Sub-Groups

The Board currently has five sub-groups, as illustrated above, as well as one time-limited working group.

2.6.1 Physical Activity Leadership in Staffordshire (PALS)

- Following a review of SLCOF (Staffordshire Leisure and Culture Officers Forum) in 2018-19, the first meeting of PALS took place in July 2020 and initial key work areas were agreed.
- This is attended by the Heads of Service (or other strategic lead) of each District or Borough Local Authority
- The group is chaired by the Chair of the Board

2.6.2 Scrutiny Review Committee

- This was proposed as a replacement for the Strategy Advisory Group, although it has yet to meet
- It was agreed that the Strategy Advisory Group had run its course, as the strategy is now in place and the initial PMIF (Performance Management and Improvement Framework) process has been completed
- This group will scrutinise a different area of operations / delivery on a quarterly basis, with membership changing depending on which Board members feel they have expertise in each area.

2.6.3 Remuneration Advisory Committee

- This was established during 2019-20 and has met once, with the input of an HR advisor, to discuss salary benchmarking and performance management

2.6.4 Finance and Audit Group

Key work areas during 2019-20 include:

- Ongoing updating and monitoring of the 5-Year Financial Forecast
- Ongoing monitoring of income / expenditure against the annual budgets
- Full revision of the organisation's Risk Register and Risk Management Policy
- An additional Board member joined the group, following recommendations from the Effectiveness Checklist completed towards the end of 2018-19
- A Reserves Policy was written for Together Active, and was approved by the Board 21.01.20

2.6.5 Governance and Appointments Group

Key work areas during 2019-20 include:

- Overseeing the work of the consultants appointed to investigate whether independence is the right option for SASSOT
- Analysis of results of Board Effectiveness / Self-Review survey
- Review of sub-groups, ensuring they remain fit-for-purpose
- Recruitment process for two new Board Trustees

2.6.6 Independence Working Group

- This time-limited group was established following the Board's decision to become an independent charity
- Meeting monthly, the group is responsible for overseeing the Independence Project Plan and has delegated responsibility for making operational decisions regarding independence

Terms of reference and minutes from each sub-group can be found [here](#).

2.7 Remuneration of Board Members

As outlined in SASSOT's constitution, the role of Board members is voluntary and no Board members shall receive any remuneration other than reasonable out of pocket expenses.

3. Performance Management and Evaluation Framework (PMIF)

3.1 Improvement Plan

Using the feedback from the PMIF self-assessment and formal assessment, which SASSOT underwent during Autumn 2018, an Improvement Plan was drawn up and signed off by Sport England at a 'Round Table' meeting in March 2019.

The three strategic priorities for 2019-20 as identified in the Improvement Plan are:

- Become more effective at measuring and demonstrating impact
- Improve understanding and ownership of our strategy and the Place Based Approach
- Enhance SASSOT's reputation locally and nationally through sharing our learning and successes

Key work to address these priorities includes:

- Finalising our [Services Offer document](#)
- Commissioning an Evaluation Framework for use by SASSOT and partners
- Delivery of several knowledge-sharing sessions for partners

4. Strategy

4.1 Introduction

SASSOT's strategy covers the period 2018-21.

At its heart is an unwavering focus on the needs of our most inactive communities. Working at this locality level will allow us to understand the motivations, barriers and behaviours of residents in those places. Working with partners we aim to address these local issues and turn the dial on inactivity, ensuring every resident can enjoy the economic, social and health benefits of an active lifestyle

4.2 Strategy Overview



A copy of our full Strategy can be found [here](#)

5. 2019-20 Delivery

A copy of SASSOT's annual report for 2019-20 can be found [here](#)

A more detailed account of the team's work can be found in the Annual Delivery Plan, and in our quarterly Dashboards, which provide Board members with a quick visual aid to measure progress against our strategy. Quarterly Annual Delivery Plan updates and Dashboards are included in each Board Meeting's papers and can be found [here](#).

6. Finance

6.1 Annual Accounts

SASSOT's Reserves Statement for 2019-20 can be found below:

Annual	Budget (£)	Actual (£)
Carry Forward from 18-19	(469,603)	(469,596)
Income	(640,390)	(699,877)
Expenditure	737,633	615,973
Net Carry Forward to 20-21	(372,360)	(553,500)
Of which Restricted Funds	(56,950)	(161,843)
Of which Unrestricted Designated Funds	(179,090)	(135,031)
Of which Unrestricted Free Funds	(136,320)	(256,626)

- The Restricted Carry Forward includes the receipt of grants during 2019-20 where partial delivery will take place during 2019-20.
- The Unrestricted Designated Carry Forward is the amount needed to cover our liabilities as of 31.03.20

A copy of SASSOT's full accounts is available on our website [here](#).

6.2 Five-Year Financial Forecast

Throughout 2019-20, the Five-Year Financial Forecast was updated and adjusted to take into account confirmed funding, staff changes etc. This was monitored by the Finance and Audit Group, and various versions can be viewed with the Board Meeting papers [here](#).

Due mainly to the decision to become an independent charity, it is now forecast that SASSOT / Together Active will end the 2023-24 financial year with all its liabilities covered and with additional unrestricted reserves.

7. Independence

7.1 Overview

SASSOT's hosting arrangement with Stafford Borough Council has been a positive and value-for-money arrangement for SASSOT over many years. We have benefitted significantly from being able to utilise the services and expertise of Stafford BC's various departments as part of our all-inclusive hosting arrangement.

However, with all members of the SASSOT team being employed by Stafford Borough Council under Local Government terms and conditions, our on-costs are increasing substantially year-on-year and as of 31.03.19 we were forecast to will end 2021-22 with a significant deficit.

7.2 Action

Given the above figures, the Board agreed to investigate whether there is a potential cost saving by establishing SASSOT as an independent organisation and, if so, the likely scope of this saving and the implications of realising this saving on both the team and the organisation as a whole.

To support this process, SASSOT secured funding from Sport England to engage a consortium of consultants. During the first three months of 2019-20 they consulted with staff and investigated TUPE considerations / confirmed that Best Value Directions wouldn't apply to SASSOT. They then took a report to the Board on 16.07.19, outlining their findings and identifying the potential cost savings and additional costs associated with independence.

The Board took the decision that SASSOT would become an independent charity as of 01.04.20, and the Independence Working Group, consisting of Board members, Senior Leadership and a staff representative, was set up to oversee this work.

The name 'Together Active' was chosen and was registered with the Charity Commission as a Charitable Incorporated Organisation on 13.01.20. The majority of Board members agreed to transfer to be trustees of the new organisation, and a further two trustees were recruited to bring the Board to its full quota of 12 members and to address skills gaps that had been identified.

Due to challenges with identifying a new office base, the move was eventually delayed to 01.05.20, then subsequently moved back to 01.09.20 when the pandemic hit and lockdown began.

8. Risk Register and Risk Management Plan

The Finance and Audit Group (FAG) reviews SASSOT's risk register and Risk Management Plan on a quarterly basis, with any amendments being taken to the Board for approval. Copies of the Register / Plan can be found within the Board Meeting papers [here](#).

The following three key risks remain a priority and actions have been agreed to mitigate them:

- A) Lack of Financial Sustainability
- B) Non-Delivery of Agreed Outcomes
- C) Ineffective Performance Management



BOARD EVALUATION: Summary of Chair's one to one conversations

Introduction

Firstly, and most importantly, I want to thank all Board members for their contribution to this evaluation. In view of the transition from SASSOT to Together Active it seemed appropriate to review our performance as a Board and to look forward to the next phase of our development. In order to ensure everyone's voice was heard and, for the first for the first time, I undertook a whole series of one to one conversations. Most Board members participated. In order to provide some shape to the discussions I took a deep dive into individual perspectives by asking each member the same four questions with a summary of responses set out below. I am grateful for the time and effort of colleagues because, from my perspective, it enabled a full and frank discussion outside of the formality of the Board meeting.

1) Overall, how do you think we are doing as Board?

Most people thought the Board was going well.

Some members felt they could be more involved others needed a lighter touch due to the current demands of the "day job".

Most people felt that they were listened to and all felt they were given opportunities to contribute.

Good spread of knowledge and skills.

Many felt the staff showcase was worthwhile and helped them understanding context.

"The Board functions well"

"The Board is impressive with a good ethos and governance"

"Engaging and well Chaired"

2) How can we improve or develop?

Develop ideas around the Commonwealth Games

Develop clarity around strategic planning.

We need to be more diverse as a Board.

We need to be more alert to future proofing e.g. changes to LAs

Develop a changing role in a changing context.

As an organisation we need a more granular understanding at the local level.

"As an organisation we need to develop outcomes more quickly"

"Relationship management will be the key for TA"

"Invite key speakers to the Board e.g. CEO Hospital Trust"

"Have an informal virtual agenda free session between each Board meeting (join if you can)"

"Keep going with the phone calls!"

3) What is your individual role/contribution?

Most members were very happy with their role; some happy to take on a start/finish task others need to be well briefed before and participate in the meetings (this is usually down to outside pressures and not commitment).

Do we need to better understand who is monitoring what at Board level; a more distributed approach?

“What about a series of half board away days (groups of 6) around future strategy?”

4) Do you want to stay on the Board?

Without exception all those spoken to (n= 9) wanted to stay on the Board.

Conclusion.

From my perspective this was a worthwhile process and I can only thank Board members for their time and well considered contributions.

Action:

MA to lead a discussion of this brief report at the next Board meeting in order to establish the way ahead.

Malcolm R Armstrong
Chair of Board of Trustees Together Active

28/09/20

Report to the Board – Enclosure 05

Report Title	Chief Executive and Chief Operating Officer Report
Date	20 th October 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:	07814 131074 / 07800 619187

For Information	X
For Decision	

1. Purpose of Report

To update the Board on the following:

- Partner Funding Agreements
- Recruitment
- Tackling Inequalities Fund
- Support for LAs
- The work of the team (via the Annual Delivery Plan Dashboard)

2. Recommendation(s)

- None

3.1 Staffing

- Three new members of staff joined Together Active as of 1st September:
 - Lijana Kaziow has taken on the role of Young People and Workforce Manager
 - Charlotte (Lottie) Smith joins us as our Digital, Campaigns and Health Manager

- Tom Dale is covering our Programme Manager, Camilla Denham-White's maternity leave
- We interviewed for the Active Places Manager role on 8th October and have successfully recruited a candidate, subject to the relevant checks we hope she will start with us sometime in November

3.2 Office Base

- Following the decision not to pursue a permanent office base at present (this will be revisited for the new year), we agreed access to a large meeting room at The Hub in Stafford (managed by VAST, a third-sector infrastructure organisation) on Tuesdays.
- The team met there weekly during September, which allowed the new staff to begin getting to know the rest of the team and to complete their initial inductions face-to-face
- However, with the change in governance guidance regarding returning to a 'work from home if you can' approach, as of October all staff are once again working from home on an ongoing basis, with regular virtual meetings.

3.3 Partner Funding Agreements

- In addition to the funding agreements currently in place with four Local Authorities for 2020-21 (Stafford Borough Council, Lichfield District Council, Newcastle-under-Lyme Borough Council and Staffordshire County Council), Staffordshire University have now agreed funding for the 2020-21 academic year.

3.2 Tackling Inequalities Fund

- In June we were awarded £80,000 of Tackling Inequalities 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 allocated the full £80,000 to 20 community organisations
- In September we were awarded a further £80,000 to manage a second round of the funding
- As before, we are targeting small community-based organisations (not necessarily sports clubs) that work within our target geographic areas or with the above target groups, based on recommendations from our partners

3.4 Support for LAs

- **Meeting with LA Chief Executives & MPS**

We were invited to the CEO forum to outline the impact of Covid -19 on the delivery of sport and leisure in public sector, community and educational settings. We are due to deliver another sessions for Staffordshire MPs on 20th October

3.5 Annual Delivery Plan Q2 2020-21

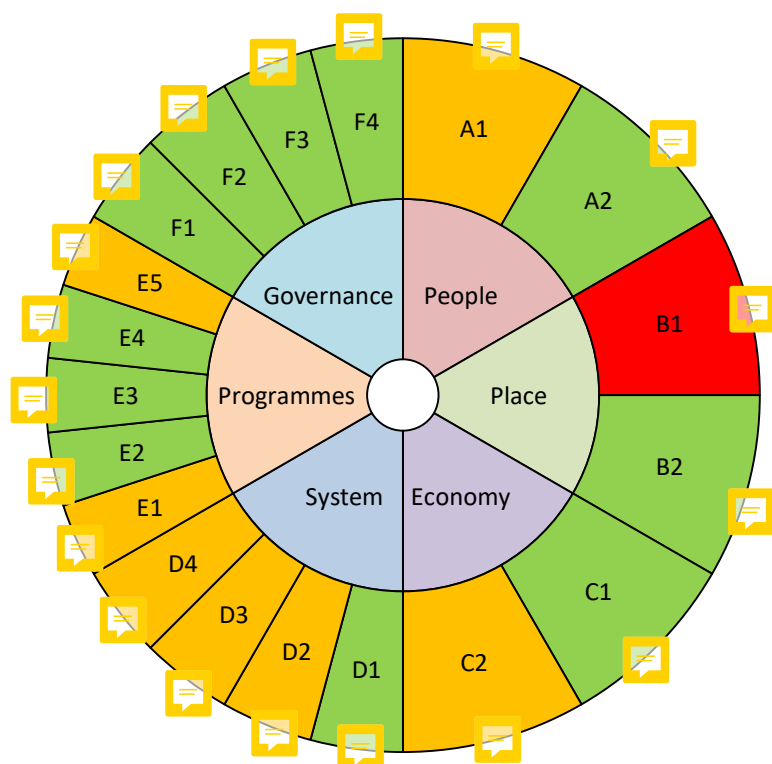
- The Annual Delivery Plan Dashboard for Q2 is attached as Appendix 1, which summarises progress, highlights and challenges for the quarter.
- The full Annual Delivery Plan can be viewed in the secure Board Members section of our website (<https://togetheractive.org/about-us/board-member-secure-area/>)

Annual Delivery Plan 2020-21 Quarter Two Dashboard

TOGETHER ACTIVE

Ratings for each Priority*

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



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

- **Independence:** After more than 12 months of focussed work, Together Active became operational on 1st September, with 6 members of staff transferring from SASSOT and 3 new staff joining the team
- **Open Data:** The *Active My Way* website is now live with a launch being planned – see below
- **Local Authority Support:** Together Active, on behalf of PALS, wrote an open letter regarding the challenges facing Local Authorities and leisure provision across our area, which was sent to MPs, CEOs and Leaders of SCC and the LEP. Following this, Together Active has been invited to present to the LA Chief Execs' Group on 8th October
- **Major Events:** Staffordshire County Council has agreed a contract with Ironman for 2021-23, with Together Active commissioned to work on behalf of the Council
- **Funding for Community Organisations:** £80,000 of Sport England funding successfully distributed across 20 community organisations to help them survive Covid-19 and support priority groups. A second £80k has been secured and applications are being received from targeted organisations
- **Virtual Delivery:** The virtual School Games, delivered before the summer, was a huge success and plans are underway to ensure virtual delivery during 2020-21 can continue if face-to-face delivery is not possible.
- **Staff Satisfaction:** SASSOT took part in the annual Active Partnerships Staff Satisfaction Survey. Although with the team was under-sized at the time, the Net Promoter Score rose from 22 to 40

Challenges – areas not progressing as planned

- **Covid-19:** This has led to a lot of work areas being put on hold or being delivered differently, particularly programme work. Additionally, the team has been significantly under-capacity for most of the last quarter, as recruitment to vacant posts was delayed due to Covid-19 (although this has now been addressed with three new-starters and a further post out to advert).
- **Partner Engagement:** Due to Covid-19 pressures, a lot of planned support for funding partners has not been delivered, and several funding partners are not currently in a position to look at funding agreements for 2020-21.

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

Achieving Our Vision:

Active My Way – Site now live!

We are delighted to announce that Together Active has taken a big step forward on our mission to get everyone active more often by launching our activity finder site, [Active My Way](http://www.activemyway.org) (www.activemyway.org), powered by open data.

Open data is the process by which clubs and groups enable the information about their activities to be shared online, specifically with activity finder platforms, in a way similar to hotel booking sites. This makes the process of finding and in some cases booking an activity far easier for the end user.

Active My Way uses this information to collate all activities available in the area and make them easily searchable by users.

The site has been designed to support both health professionals looking to recommend activity to patients and the public searching for ways to be more active. In addition to the main search tool, there is information available for exercising with chronic health conditions, signposting to health charities for specific support, positive and inspiring stories from people who have transformed their lives through physical activity and tips for becoming more active whatever your current activity levels are.



We are currently in the process of designing the launch campaign for the site. We will be actively reaching out to health professionals from a variety of disciplines, encouraging them to use the tool with their patients to increase their activity levels. We will be using digital targeting methods (particularly social media), email and direct mail to identified professionals in order to achieve this. Following successfully landing the message, we will be looking to gather testimonials to share and encourage more uptake of the platform.

We are also looking to reach out to the general public and encourage regular use of the tool to discover new opportunities for physical activity. We will be leveraging digital targeting techniques, supported by engaging blog posts, user stories, imagery and video where possible to embed the platform as the 'go to' site to find the activities for you. We will also be working closely with local authorities in Staffordshire and Stoke-on-Trent to spread the messaging further through their channels and actively looking for further messaging opportunities through our partners.

Strategic Outcomes

Priorities

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