



Board Meeting

AGENDA

Tuesday 26th January 2021 2-4pm

Virtual Meeting via Zoom

Join Zoom Meeting <https://zoom.us/j/92833416501>
Meeting ID: 928 3341 6501
One tap mobile +441314601196,,92833416501# United Kingdom

1. Apologies
2. Declarations of Interest
3. Minutes of last meeting 20.10.20 *Enc. 1*
4. Reappointment of two trustees
5. Strategy Development (Documents enclosed separately)
6. Equality, Diversity and Inclusion (Jude Taylor and Jackie Brennan)
7. 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*
8. Dates & times of future meetings

Board 2-4pm
Tuesday 20th April 2021
Tuesday 20th July 2021
Tuesday 19th October 2021

Together Active
Board Meeting
20th October 2020, 2.00pm
Via Zoom
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	Alistair Fisher	
Kimiyo Rickett (KR)	Senior Independent Director		
Tim Clegg (TC)	Stafford Borough Council		
Derek Peters (DP)	Board Member		
Rebecca Roberts (RR)	Board Member		
Toyin Higgs (TH)	Board Member		
Sharon Heath (SH)	Board Member		
Jonathan Topham (JTT)	Board Member		
Hazell Thorogood (HT)	Office Manager		

No.	Item Topic
1.	Apologies As above
2.	Declarations of Interest Jane Kracke, Jude Taylor, and Hazell Thorogood as employees of Together Active.
3	Minutes of Last Meeting – All agreed the minutes were an accurate record Accurate record – actions complete.
4	Dissolution of SASSOT Board <ul style="list-style-type: none"> The Board confirmed that the Novation Agreements between Sport England, Stafford Borough Council and Together Active have been signed, transferring any current funding awards and associated responsibilities from Stafford BC to Together Active. The Board confirmed that the balance of SASSOT's accounts with Stafford BC has been transferred to Together Active The Board passed a resolution to wind up the SASSOT Independence Working Group, all transfer-related work being completed. Decision 1 – The Board passed a resolution to dissolve the SASSOT Board and to transfer all remaining undertakings from SASSOT to Together Active
5	Reappointment of Chair and two trustees <p>Alistair Fisher and Jonathan Topham have both reached the end of their terms but would like to continue. The Chair, Malcolm Armstrong has also reached the end of his term and would like to continue.</p> <p>Decision 2 – the Board agreed to continue AF and JT's terms as Trustees.</p> <p>Decision 3 – with MA not in attendance, KR discussed with the team if they were happy for the chair to continue his term – all agreed for MA to continue in another term as Chair of the Board.</p>

6	<p>Reports (discussion by exception)</p> <p>Chair’s Actions <i>Enc. 2</i> PALS <i>Enc. 2</i></p> <p>Finance & Audit Group <i>Enc. 3</i> –</p> <ul style="list-style-type: none">• The Together Active 5-year forecast is much improved however long term still needs focus.• The Board approved the Five-year forecast, Q2 budget v actuals and the Risk Register.• MA noted the Board’s thanks to the subgroup for the improvements and progress made in this area. <p>Decision 4 – Appointment of an auditor – The recommendation is to appoint Crowe UK LLP as Together Active’s auditor: MA/KR noted their thanks to JK on the price negotiation and expertise from SH.</p> <p>Governance & Appointments Group <i>Enc. 4</i></p> <ul style="list-style-type: none">• The Board intends to have a full review of equality and diversity over the next 6 months. <p>Decision 5 - the Board agreed to develop Together Active’s Equality and Diversity statement.</p> <p>MA noted the individual discussions he had with each Board member was very useful in addition to the improvement suggestions. The intention is to arrange an informal zoom catch up in between Board meetings.</p> <p>Decision 6 – The Board approved the Governance statement 2019/ 2020</p> <p>Chief Executive and Chief Operating Officer Report <i>Enc. 5</i></p> <p>Independence Working Group – no report as covered within Enclosure 6</p>					
7	<p>Dates & times of future meetings – Method (i.e. Virtual / Face to face, TBC)</p> <table><tr><td>Board 2-4pm</td></tr><tr><td>Tuesday 26th Jan 2021</td></tr><tr><td>Tuesday 20th April 2021</td></tr><tr><td>Tuesday 20th July 2021</td></tr><tr><td>Tuesday 19th October 2021</td></tr></table>	Board 2-4pm	Tuesday 26th Jan 2021	Tuesday 20th April 2021	Tuesday 20th July 2021	Tuesday 19th October 2021
Board 2-4pm						
Tuesday 26th Jan 2021						
Tuesday 20th April 2021						
Tuesday 20th July 2021						
Tuesday 19th October 2021						

Actions	Owner	Date
HT to arrange an informal zoom catch up in between Board meetings.	HT	Nov 2020

Decisions
Decision 1- The SASSOT Board was dissolved.
Decision 2- The Board agreed to continue AF and JT's terms as Trustees.
Decision 3- The Board agreed to continue MA's term as Chair of the Board
Decision 4 - Appointment of an auditor – The recommendation is to appoint Crowe UK LLP as Together Active's auditor.
Decision 5 - The Board agreed to develop the Equality and Diversity statement.
Decision 6 - The Board approved the Governance statement 2019/2020

Prepared By:	Date	Checked By	File Code
Hazell Thorogood	22.10.20	Malcolm Armstrong	Board Minutes 22.10.20

Report to the Board – Enclosure 2

Report Title	Chair's Actions since last meeting and PALS Report
Date	26.01.21

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

Contact Officer	Name:	Malcolm Armstrong
	Tel:	

For Information	X
For Decision	

Chair's actions since last meeting:

- Deep Dive Strategy meeting
- Trustee Training
- Staff team meeting
- TIF Panel
- Sport England Meeting x 2
- PMIF Planning meeting
- PMIF Meeting
- PALS X 4
- Stakeholder Planning meeting
- Directional Review meeting
- Staffordshire Story
- Informal Board Drop in Zoom meeting
- Active Partnerships AGM
- FAG
- GAG
- Individual Phone calls to staff and board x 18

PALS (Physical Activity Leadership in Staffordshire):

- Fortnightly catch up sessions well attended
- Those LAs who outsource their leisure provision are currently waiting to hear if they've been successful in applying for the Government's National Leisure Recovery Fund – Together Active provided data and co-ordinated a quote from the Staffordshire CC Director of Public Health and Social Care for each LA to use within their application.
- Together Active has collated data from each LA regarding the impact of Covid on centre memberships. Across the sub-region there was a 31.09% drop in memberships by October (before Lockdown 2) compared to pre-covid. Data is currently being collected to measure the impact of Lockdown 2 and will also be collected post Lockdown 3.



Report to the Board – Enclosure 03

Report Title	Together Active Finance and Audit Group Report
Date	26 th January 2021

Open Agenda item	X	
Private and Confidential Agenda item		

Contact Officer	Name:	Kimiyo Rickett / Jane Kracke
	Tel:	07800 619187 (Jane)

For Information	
For Decision	x

● **Purpose of Report**

To update the Board on the following items:

- 20-21 Accounts: Expenditure against Budget
- 5-Year Financial Forecast amendments
- Local Partner funding options
- Risk Register
- Additional operational updates

● **Recommendation**

- That the Board delegates authority to FAG to amend existing policies / procedures and adopt new ones as required to prepare for Audit (see final item)
- If this is agreed a Delegated Authority form will be produced and recorded

● **Report**

2020-21 Accounts: Expenditure Against Budget (Enclosures 3a & b)

- The attached figures show a detailed breakdown of the financial

- performance to 31.12.20 against the budget for 2020-21
- Please note that these figures are separated into two documents. Enclosure 3a covers the period to 31st August (the point SASSOT became Together Active and our finances transferred away from Stafford Borough Council) and remains as reported to the October Board. Enclosure 3b covers the period from 01.09.20 to 31.12.20 as Together Active
- Any income received by SASSOT and unspent at the time of transfer will be recorded in both sets of figures
- The budget summary for TOGETHER ACTIVE is as follows:

	Budget 1 September to 31 December 2020	Actual 1 September to 31 December 2020	Variance
Expenditure	309,716	239,544	70,172
Income	811,410	881,670	70,260

- Income is c£70,000 greater than expected due to Round Two of the Tackling Inequalities Fund, which wasn't included in the budget
- Expenditure is c£70,000 less than expected primarily for the following reasons:
 - Staff expenses are slightly underspent across all codes as very little travel or training has taken place due to Covid-19
 - In general, very little delivery has taken place across all programmes, due to Covid-19
 - Employment costs are lower than expected overall due to lower NI rates than budgeted (this has been adjusted in the 5-year forecast)

Exception reports for each individual budget heading are shown below.

Core (Formerly Partnership Services)

Income

Sport England funding is slightly lower than expected as the internal transfers for capacity for October – March haven't yet been done.

Partner Funding is slightly lower than expected because we haven't received payment from one LA (who has only been invoiced recently

Expenditure

Savings of £7500 have been made on rent and utilities due to having no permanent office base at present (this has been adjusted in the 5-year forecast)

Workforce

No exceptions

Sportivate

The Tackling Inequalities Funding is being managed from this cost centre. This income (£160,000 so far) wasn't included in budgets, but the whole

amount is being paid out in grants

School Games

Expenditure

There is a significant underspend on Delivery as all delivery this year has been virtual.

Youth Sport

Income

There is a £23,500 income deficit as we are awaiting our next Satellite Clubs grant payment. The reconciliation has been submitted

Expenditure

There is a very significant underspend on Delivery (£62,500) as no satellite club delivery is taking place at present. Sport England have confirmed that funding can be rolled forward.

Volunteering

No exceptions

5-Year Financial Forecast Amendments (Enclosure 3c)

- The 5-Year Financial Forecast has been updated to include the following changes:
 - Staffing, redundancies and notice period figures amended to include:
 - Amended start date for Active Places Manager (later than budgeted)
 - Confirmed Local Government annual pay award % for 2020-21 (2% budgeted, 2.75% actual)
 - Confirmed pension contribution rates for each staff member (previously budgeted on highest rate for all)
 - Adjusted NI% based on actual figures (previously budgeted at 13.8% as per Stafford BC HR advice)
 - Reduced Rent and Utilities budget by £10,880 for 2020-21 due to Covid
 - Reduced local partner income to budget for more partners withdrawing funding
- Prior to amendments, the Unrestricted, Free Funds figure at the end of 2024-25 was £93,540.
 - The amendments to staffing and rent costs as above gave a £40,360 saving over the five-year period
 - The loss of additional local partner funding amounts to £73,000 over the period

Local Partner Funding options

- The five-year financial forecast (above) has been amended to allow for more local partners to withdraw funding. However, we have to consider that there will come a 'tipping point' whereby if too many local partners withdraw it will become unfeasible to retain the remaining partners, and several local

partners have already indicated that they will not be able to allocate their current contribution to Together Active within their budgets next year.

- FAG considered some different modelled scenarios for local partner funding. We will be doing further scoping and will test these with PALS in February.

Risk Register (Enclosures 3d)

- The Q3 update to the Risk Register can be found in Enclosure 5
- The Covid-19 Risk Register has been merged into the overall Risk Register now, given the longevity of the pandemic and its likely lasting effects.
 - Details of which risks have been removed / merged are included at the bottom of the risk register
- Additionally, Risk 3.4: 'Expenditure greater than Income each year' has been added
- For the next quarter, a full review of the risk register will be undertaken, with Existing Controls and Proposed Improvements updated

Finance Policy Amendments

- A section covering Control of Physical Assets has been added, covering fixed assets, depreciation and keeping an asset register
- FAG agreed that any items costing over £750 excluding VAT should be classed as fixed assets and depreciated.

Board Mileage Expenses

- Currently Trustees can claim 52.2p per mile for board-related travel by car. This was the amount paid by Stafford BC / SASSOT so has transferred across
- The current HMRC approved mileage rate is 45p per mile, and anything higher than this should be declared via self assessment / taxed
- The group agreed that Trustees should claim the HMRC approved mileage rate in line with new employees of the organisation

Audit

- An introductory meeting was held just before Christmas with Together Active's auditors, Crowe UK LLP.
- The audit is set for week commencing 17th May
- In preparation, Crowe have provided several checklists of documentation to support the requirements of the audit and the Trustee Report
- It is likely that various Together Active policies and other documents may need to be amended or produced over the next couple of months in preparation for the audit.
- FAG requests delegated authority from the Board to be able to approve these on behalf of the board, in the interests of expediency.

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
Budget vs. Actuals: Budget 2020-2021 - FY21 P&L Classes
 April - December, 2020

	Actual	Budget	Total over Budget	% of Budget
Income				
4000 Total Income			0.00	
4100 Funding - Sport England	434,904.47	357,022.53	77,881.94	121.81%
4200 Funding - Other			0.00	
4201 Local Authorities c/f from previous year - unrestricted designated	135,031.00	135,031.00	0.00	100.00%
4202 Local Authorities c/f from previous year - unrestricted free	255,239.27	255,239.27	0.00	100.00%
4203 Non-Public Funding c/f from previous year	950.00	950.00	0.00	100.00%
4204 Other Public Sector Funding c/f from previous year	266.00	266.00	0.00	100.00%
4205 oPCC c/f from previous year	2,293.75	2,294.00	-0.25	99.99%
4206 Staffordshire CC c/f from previous year	3,000.00	3,000.00	0.00	100.00%
4230 Staffordshire CC	15,000.01	15,000.01	0.00	100.00%
4240 Stafford BC	6,000.01	6,000.01	0.00	100.00%
4250 Lichfield DC	5,249.99	5,249.99	0.00	100.00%
4260 Newcastle-under-Lyme BC	6,000.01	6,000.01	0.00	100.00%
4270 Stoke-on-Trent CC		6,000.00	-6,000.00	0.00%
4280 East Staffordshire BC		6,000.00	-6,000.00	0.00%
4290 Staffordshire Moorlands DC	8,000.00	6,000.00	2,000.00	133.33%
4300 Inspiring Healthy Lifestyles	8,000.00	4,250.00	3,750.00	188.24%
4310 Staffordshire University	1,333.31	1,333.32	-0.01	100.00%
4330 Mind		1,500.00	-1,500.00	0.00%
Total 4200 Funding - Other	£ 446,363.35	£ 454,113.61	£ 7,750.26	98.29%
4500 Other Income	402.00	274.00	128.00	146.72%
Total 4000 Total Income	£ 881,669.82	£ 811,410.14	£ 70,259.68	108.66%
Total Income	£ 881,669.82	£ 811,410.14	£ 70,259.68	108.66%
Total	£ 881,669.82	£ 811,410.14	£ 70,259.68	108.66%
Expenditures				
6000 Total Salaries and On Costs	76.38		76.38	
6001 Salaries - Gross	95,851.00	91,963.84	3,887.16	104.23%
6002 Salaries - Additional Hours	671.23		671.23	
6003 Salaries - Holiday Pay	124.78		124.78	
6005 NI - Employer Contributions	6,147.81	14,005.24	-7,857.43	43.90%
6006 Superannuation - Employer Contributions	12,845.31	12,227.28	618.03	105.05%
Total 6000 Total Salaries and On Costs	£ 115,716.51	£ 118,196.36	£ -2,479.85	97.90%
6100 Total Staff Expenses	16.94		16.94	
6101 Car Allowances	1,357.63	5,969.04	-4,611.41	22.74%
6102 Travel / Subsistence	59.51	2,115.44	-2,055.93	2.81%
6103 DBS Checks	57.00		57.00	
6104 Advertising	554.00	337.16	216.84	164.31%
6105 Training, CPD & Conferences	4,562.63	4,755.56	-192.93	95.94%
6106 Eye Tests	15.00	34.28	-19.28	43.76%
6107 Flu Jab Reimbursement	13.99	68.56	-54.57	20.41%
6108 Clothing & Uniforms - Staff		342.84	-342.84	0.00%
6109 Life Assurance	65.88	411.44	-345.56	16.01%
6110 Travel/Subsistence - Volunteers	114.55	840.00	-725.45	13.64%
Total 6100 Total Staff Expenses	£ 6,817.13	£ 14,874.32	£ -8,057.19	45.83%
6200 Total Rent and Utilities			0.00	
6201 Rents - Office Base	976.26	8,000.00	-7,023.74	12.20%
6202 Rents - Parking		500.00	-500.00	0.00%
Total 6200 Total Rent and Utilities	£ 976.26	£ 8,500.00	£ -7,523.74	11.49%
6300 Total Office Costs			0.00	
6301 Office Equipment & Furniture	859.37	1,371.44	-512.07	62.66%
6302 Printing - Central Costs		514.28	-514.28	0.00%
6303 Stationery		182.84	-182.84	0.00%
6304 Copy Charges		362.72	-362.72	0.00%
6305 Postages	29.24	40.00	-10.76	73.10%
6306 Telephones		342.84	-342.84	0.00%
6307 Mobile Phones	1,007.80	902.16	105.64	111.71%
Total 6300 Total Office Costs	£ 1,896.41	£ 3,716.28	£ -1,819.87	51.03%
6400 Total Professional Fees & Insurances	3,000.00		3,000.00	
6401 Professional Fees - Payroll Service	96.20	344.00	-247.80	27.97%
6402 Professional Fees - Audit		2,742.84	-2,742.84	0.00%
6403 Professional Fees - Pension & Life Assurance Brokers	129.09	1,508.56	-1,379.47	8.56%
6404 Profession Fees - Finance Support	850.00	6,171.44	-5,321.44	13.77%
6405 Professional Fees - Health & Safety		651.44	-651.44	0.00%
6406 Professional Fees - HR	213.30	624.96	-411.66	34.13%
6407 Insurances	1,900.88	800.00	1,100.88	237.61%
6408 Subscriptions	371.00	442.28	-71.28	83.88%
6409 Professional Fees - Other Consultancy	3,000.00		3,000.00	
Total 6400 Total Professional Fees & Insurances	£ 9,560.47	£ 13,285.52	£ -3,725.05	71.96%
6500 Total Marketing	585.00		585.00	
6501 Marketing - Core	8,114.11	8,479.32	-365.21	95.69%
Total 6500 Total Marketing	£ 8,699.11	£ 8,479.32	£ 219.79	102.59%
6600 Total IT			0.00	
6601 Computer Equipment & Software - Purchase	554.99	1,819.44	-1,264.45	30.50%
6602 Computer Equipment - Repairs		342.84	-342.84	0.00%
6603 IT Support & Maintenance	5,563.34	4,365.16	1,198.18	127.45%
Total 6600 Total IT	£ 6,118.33	£ 6,527.44	£ -409.11	93.73%
6700 Total Delivery			0.00	
6701 Hire of Facilities		7,369.70	-7,369.70	0.00%
6702 Equipment - Hire		342.84	-342.84	0.00%
6703 Equipment - Purchase	1,269.80	4,090.84	-2,821.04	31.04%
6704 Clothing & Uniforms - Programmes		626.28	-626.28	0.00%
6705 Printing - Programmes		980.56	-980.56	0.00%
6706 Grants	79,962.90	111,674.48	-31,711.58	71.80%
6707 Hospitality	119.14	4,499.16	-4,380.02	2.65%
6708 Promotions	126.00	542.84	-416.84	23.21%
6709 Professional Fees - Programmes	8,282.00	6,009.72	2,272.28	137.81%
Total 6700 Total Delivery	£ 89,759.84	£ 136,136.42	£ -46,376.58	65.93%
6800 Total Contingency		0.00	0.00	
Total Expenditures	£ 239,544.06	£ 309,715.66	£ -70,171.60	77.34%
Net Operating Income	£ 642,125.76	£ 501,694.48	£ 140,431.28	127.99%
Net Income/(Expenditure)	£ 642,125.76	£ 501,694.48	£ 140,431.28	127.99%

Together Active
Budget vs. Actuals 2020-21 Core
April - December, 2020

	TACR - Together Active Core		
	Actual	Budget	over Budget
Income			
4000 Total Income			0.00
4100 Funding - Sport England	103,787.74	119,655.43	-15,867.69
4200 Funding - Other			0.00
4201 Local Authorities c/f from previous year - unrestricted designated	135,031.00	135,031.00	0.00
4202 Local Authorities c/f from previous year - unrestricted free	253,266.65	253,266.65	0.00
4230 Staffordshire CC	15,000.01	15,000.01	0.00
4240 Stafford BC	6,000.01	6,000.01	0.00
4250 Lichfield DC	5,249.99	5,249.99	0.00
4260 Newcastle-under-Lyme BC	6,000.01	6,000.01	0.00
4270 Stoke-on-Trent CC		6,000.00	-6,000.00
4280 East Staffordshire BC		6,000.00	-6,000.00
4290 Staffordshire Moorlands DC	8,000.00	6,000.00	2,000.00
4300 Inspiring Healthy Lifestyles	8,000.00	4,250.00	3,750.00
4310 Staffordshire University	1,333.31	1,333.32	-0.01
4330 Mind		1,500.00	-1,500.00
Total 4200 Funding - Other	£ 437,880.98	£ 445,630.99	-£ 7,750.01
Total 4000 Total Income	£ 541,668.72	£ 565,286.42	-£ 23,617.70
Total Income	£ 541,668.72	£ 565,286.42	-£ 23,617.70
Total	£ 541,668.72	£ 565,286.42	-£ 23,617.70
Expenditures			
6000 Total Salaries and On Costs	76.38		76.38
6001 Salaries - Gross	61,612.64	63,552.00	-1,939.36
6002 Salaries - Additional Hours	671.23		671.23
6003 Salaries - Holiday Pay	124.78		124.78
6005 NI - Employer Contributions	4,051.98	10,079.96	-6,027.98
6006 Superannuation - Employer Contributions	8,189.80	8,459.32	-269.52
Total 6000 Total Salaries and On Costs	£ 74,726.81	£ 82,091.28	-£ 7,364.47
6100 Total Staff Expenses	16.94		16.94
6101 Car Allowances	715.63	4,360.44	-3,644.81
6102 Travel / Subsistence		1,548.76	-1,548.76
6104 Advertising	554.00	337.16	216.84
6105 Training, CPD & Conferences	4,382.63	4,303.16	79.47
6106 Eye Tests	15.00	34.28	-19.28
6107 Flu Jab Reimbursement	13.99	68.56	-54.57
6108 Clothing & Uniforms - Staff		342.84	-342.84
6109 Life Assurance	65.88	411.44	-345.56
6110 Travel/Subsistence - Volunteers	114.55	840.00	-725.45
Total 6100 Total Staff Expenses	£ 5,878.62	£ 12,246.64	-£ 6,368.02
6200 Total Rent and Utilities			0.00
6201 Rents - Office Base	976.26	8,000.00	-7,023.74
6202 Rents - Parking		500.00	-500.00
Total 6200 Total Rent and Utilities	£ 976.26	£ 8,500.00	-£ 7,523.74
6300 Total Office Costs			0.00
6301 Office Equipment & Furniture	859.37	1,371.44	-512.07
6302 Printing - Central Costs		514.28	-514.28
6303 Stationery		182.84	-182.84
6304 Copy Charges		342.72	-342.72
6305 Postages	29.24	40.00	-10.76
6306 Telephones		342.84	-342.84
6307 Mobile Phones	728.39	641.68	86.71
Total 6300 Total Office Costs	£ 1,617.00	£ 3,435.80	-£ 1,818.80
6400 Total Professional Fees & Insurances	3,000.00		3,000.00
6401 Professional Fees - Payroll Service	96.20	344.00	-247.80
6402 Professional Fees - Audit		2,742.84	-2,742.84
6403 Professional Fees - Pension & Life Assurance Brokers	129.09	1,508.56	-1,379.47
6404 Profession Fees - Finance Support	850.00	6,171.44	-5,321.44
6405 Professional Fees - Health & Safety		651.44	-651.44
6406 Professional Fees - HR	213.30	624.96	-411.66
6407 Insurances	1,900.88	800.00	1,100.88
6408 Subscriptions	371.00	442.28	-71.28
6409 Professional Fees - Other Consultancy	3,000.00		3,000.00
Total 6400 Total Professional Fees & Insurances	£ 9,560.47	£ 13,285.52	-£ 3,725.05
6500 Total Marketing	585.00		585.00
6501 Marketing - Core	8,114.11	8,479.32	-365.21
Total 6500 Total Marketing	£ 8,699.11	£ 8,479.32	£ 219.79
6600 Total IT			0.00
6601 Computer Equipment & Software - Purchase	467.20	1,819.44	-1,352.24
6602 Computer Equipment - Repairs		342.84	-342.84
6603 IT Support & Maintenance	5,563.34	4,365.16	1,198.18
Total 6600 Total IT	£ 6,030.54	£ 6,527.44	-£ 496.90
6700 Total Delivery			0.00
6701 Hire of Facilities		1,714.28	-1,714.28
6703 Equipment - Purchase		68.56	-68.56
6706 Grants		6,000.00	-6,000.00
6707 Hospitality	119.14	1,324.28	-1,205.14
Total 6700 Total Delivery	£ 119.14	£ 9,107.12	-£ 8,987.98
Total Expenditures	£ 107,607.95	£ 143,673.12	-£ 36,065.17
Net Operating Income	£ 434,060.77	£ 421,613.30	£ 12,447.47
Net Income/(Expenditure)	£ 434,060.77	£ 421,613.30	£ 12,447.47

Together Active

Budget vs. Actuals 2020-21 Workforce

April - December, 2020

	TAWF - Together Active Workforce		
	Actual	Budget	over Budget
Income			
4000 Total Income			0.00
4100 Funding - Sport England	43,653.56	46,266.96	-2,613.40
4200 Funding - Other			0.00
4202 Local Authorities c/f from previous year - unrestricted free	1,722.29	1,722.29	0.00
Total 4200 Funding - Other	£ 1,722.29	£ 1,722.29	£ 0.00
Total 4000 Total Income	£ 45,375.85	£ 47,989.25	-£ 2,613.40
Total Income	£ 45,375.85	£ 47,989.25	-£ 2,613.40
Total	£ 45,375.85	£ 47,989.25	-£ 2,613.40
Expenditures			
6000 Total Salaries and On Costs			0.00
6001 Salaries - Gross	11,666.68	11,666.84	-0.16
6005 NI - Employer Contributions	704.92	1,610.28	-905.36
6006 Superannuation - Employer Contributions	933.36	950.28	-16.92
Total 6000 Total Salaries and On Costs	£ 13,304.96	£ 14,227.40	-£ 922.44
6100 Total Staff Expenses			0.00
6101 Car Allowances		833.16	-833.16
6102 Travel / Subsistence		285.72	-285.72
6103 DBS Checks	57.00		57.00
6105 Training, CPD & Conferences	180.00		180.00
Total 6100 Total Staff Expenses	£ 237.00	£ 1,118.88	-£ 881.88
6300 Total Office Costs			0.00
6307 Mobile Phones	103.12	86.68	16.44
Total 6300 Total Office Costs	£ 103.12	£ 86.68	£ 16.44
6600 Total IT			0.00
6601 Computer Equipment & Software - Purchase	43.89		43.89
Total 6600 Total IT	£ 43.89	£ 0.00	£ 43.89
6700 Total Delivery			0.00
6701 Hire of Facilities		857.16	-857.16
6703 Equipment - Purchase		360.00	-360.00
6706 Grants		22,125.00	-22,125.00
6707 Hospitality		571.44	-571.44
6709 Professional Fees - Programmes	8,250.00		8,250.00
Total 6700 Total Delivery	£ 8,250.00	£ 23,913.60	-£ 15,663.60
Total Expenditures	£ 21,938.97	£ 39,346.56	-£ 17,407.59
Net Operating Income	£ 23,436.88	£ 8,642.69	£ 14,794.19
Net Income/(Expenditure)	£ 23,436.88	£ 8,642.69	£ 14,794.19

Together Active

Budget vs. Actuals 2020-21 Sportivate

April - December, 2020

TASV - Together Active Sportivate			
	Actual	Budget	over Budget
Income			
4000 Total Income			0.00
4100 Funding - Sport England	117,158.40		117,158.40
4200 Funding - Other			0.00
4205 oPCC c/f from previous year	2,293.75	2,294.00	-0.25
4206 Staffordshire CC c/f from previous year	3,000.00	3,000.00	0.00
Total 4200 Funding - Other	£ 5,293.75	£ 5,294.00	-£ 0.25
Total 4000 Total Income	£ 122,452.15	£ 5,294.00	£ 117,158.15
Total Income	£ 122,452.15	£ 5,294.00	£ 117,158.15
Total	£ 122,452.15	£ 5,294.00	£ 117,158.15
Expenditures			
6700 Total Delivery			0.00
6706 Grants	63,700.40		63,700.40
6709 Professional Fees - Programmes		0.00	0.00
Total 6700 Total Delivery	£ 63,700.40	£ 0.00	£ 63,700.40
Total Expenditures	£ 63,700.40	£ 0.00	£ 63,700.40
Net Operating Income	£ 58,751.75	£ 5,294.00	£ 53,457.75
Net Income/(Expenditure)	£ 58,751.75	£ 5,294.00	£ 53,457.75

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Together Active
Budget vs. Actuals 2020-21 School Games
 April - December, 2020

	TASG - Together Active School Games		
	Actual	Budget	over Budget
Income			
4000 Total Income			0.00
4100 Funding - Sport England	43,208.04	47,954.80	-4,746.76
4200 Funding - Other			0.00
4203 Non-Public Funding c/f from previous year	950.00	950.00	0.00
Total 4200 Funding - Other	£ 950.00	£ 950.00	£ 0.00
Total 4000 Total Income	£ 44,158.04	£ 48,904.80	-£ 4,746.76
Total Income	£ 44,158.04	£ 48,904.80	-£ 4,746.76
Total	£ 44,158.04	£ 48,904.80	-£ 4,746.76
Expenditures			
6000 Total Salaries and On Costs			0.00
6001 Salaries - Gross	15,909.13	10,372.00	5,537.13
6005 NI - Employer Contributions	1,076.13	1,432.00	-355.87
6006 Superannuation - Employer Contributions	2,602.82	1,742.68	860.14
Total 6000 Total Salaries and On Costs	£ 19,588.08	£ 13,546.68	£ 6,041.40
6100 Total Staff Expenses			0.00
6101 Car Allowances	321.00	433.32	-112.32
6102 Travel / Subsistence	59.51	166.68	-107.17
6105 Training, CPD & Conferences		166.68	-166.68
Total 6100 Total Staff Expenses	£ 380.51	£ 766.68	-£ 386.17
6300 Total Office Costs			0.00
6304 Copy Charges		20.00	-20.00
6307 Mobile Phones	88.07	86.68	1.39
Total 6300 Total Office Costs	£ 88.07	£ 106.68	-£ 18.61
6400 Total Professional Fees & Insurances			0.00
6407 Insurances		0.00	0.00
Total 6400 Total Professional Fees & Insurances	£ 0.00	£ 0.00	£ 0.00
6600 Total IT			0.00
6601 Computer Equipment & Software - Purchase	43.90		43.90
Total 6600 Total IT	£ 43.90	£ 0.00	£ 43.90
6700 Total Delivery			0.00
6701 Hire of Facilities		4,655.42	-4,655.42
6702 Equipment - Hire		342.84	-342.84
6703 Equipment - Purchase	1,269.80	3,662.28	-2,392.48
6704 Clothing & Uniforms - Programmes		626.28	-626.28
6705 Printing - Programmes		980.56	-980.56
6707 Hospitality		2,489.16	-2,489.16
6708 Promotions	126.00	542.84	-416.84
6709 Professional Fees - Programmes		4,885.72	-4,885.72
Total 6700 Total Delivery	£ 1,395.80	£ 18,185.10	-£ 16,789.30
6800 Total Contingency		0.00	0.00
Total Expenditures	£ 21,496.36	£ 32,605.14	-£ 11,108.78
Net Operating Income	£ 22,661.68	£ 16,299.66	£ 6,362.02
Net Income/(Expenditure)	£ 22,661.68	£ 16,299.66	£ 6,362.02

Together Active

Budget vs. Actuals 2020-21 Youth Sport

April - December, 2020

	TAYS - Together Active Youth Sport		
	Actual	Budget	over Budget
Income			
4000 Total Income			0.00
4100 Funding - Sport England	110,523.31	134,183.67	-23,660.36
Total 4000 Total Income	£ 110,523.31	£ 134,183.67	-£ 23,660.36
Total Income	£ 110,523.31	£ 134,183.67	-£ 23,660.36
Total	£ 110,523.31	£ 134,183.67	-£ 23,660.36
Expenditures			
6000 Total Salaries and On Costs			0.00
6001 Salaries - Gross	6,662.55	6,373.00	289.55
6005 NI - Employer Contributions	314.78	883.00	-568.22
6006 Superannuation - Employer Contributions	1,119.33	1,075.00	44.33
Total 6000 Total Salaries and On Costs	£ 8,096.66	£ 8,331.00	-£ 234.34
6100 Total Staff Expenses			0.00
6101 Car Allowances	321.00	342.12	-21.12
6102 Travel / Subsistence		114.28	-114.28
6105 Training, CPD & Conferences		285.72	-285.72
Total 6100 Total Staff Expenses	£ 321.00	£ 742.12	-£ 421.12
6300 Total Office Costs			0.00
6307 Mobile Phones	88.22	87.12	1.10
Total 6300 Total Office Costs	£ 88.22	£ 87.12	£ 1.10
6700 Total Delivery			0.00
6701 Hire of Facilities		142.84	-142.84
6706 Grants	16,262.50	78,744.48	-62,481.98
6707 Hospitality		114.28	-114.28
Total 6700 Total Delivery	£ 16,262.50	£ 79,001.60	-£ 62,739.10
Total Expenditures	£ 24,768.38	£ 88,161.84	-£ 63,393.46
Net Operating Income	£ 85,754.93	£ 46,021.83	£ 39,733.10
Net Income/(Expenditure)	£ 85,754.93	£ 46,021.83	£ 39,733.10

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Together Active
Budget vs. Actuals 2020-21 Volunteering
April - December, 2020

	TAVO - Together Active Volunteering		
	Actual	Budget	over Budget
Income			
4000 Total Income			0.00
4100 Funding - Sport England	16,573.42	8,961.67	7,611.75
4200 Funding - Other			0.00
4202 Local Authorities c/f from previous year - unrestricted free	250.33	250.33	0.00
4204 Other Public Sector Funding c/f from previous year	266.00	266.00	0.00
Total 4200 Funding - Other	£ 516.33	£ 516.33	£ 0.00
4500 Other Income	402.00	274.00	128.00
Total 4000 Total Income	£ 17,491.75	£ 9,752.00	£ 7,739.75
Total Income	£ 17,491.75	£ 9,752.00	£ 7,739.75
Total	£ 17,491.75	£ 9,752.00	£ 7,739.75
Expenditures			
6700 Total Delivery			0.00
6706 Grants		4,805.00	-4,805.00
6709 Professional Fees - Programmes	32.00	1,124.00	-1,092.00
Total 6700 Total Delivery	£ 32.00	£ 5,929.00	-£ 5,897.00
Total Expenditures	£ 32.00	£ 5,929.00	-£ 5,897.00
Net Operating Income	£ 17,459.75	£ 3,823.00	£ 13,636.75
Net Income/(Expenditure)	£ 17,459.75	£ 3,823.00	£ 13,636.75

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Together Active
Trial Balance
As of December 31, 2020

	Debit	Credit
1101 Total Cash in Bank & in Hand:CAF Bank	774,588.57	
1200 Total Debtors (Accounts Receivable)	8,000.00	
1306 Total Current Assets:Prepaid Expenses	3,801.73	
2000 Total Creditors (Accounts Payable)		19,427.37
2104 Total Current Liabilities:Pension Liabilities		4,791.57
2106 Total Current Liabilities:Payroll Liabilities		7,569.11
2109 Total Current Liabilities:Unearned or Deferred Revenue		112,476.49
VAT Control		0.00
4100 Total Income:Funding - Sport England		434,904.47
4201 Total Income:Funding - Other:Local Authorities c/f from previous year - unrestricted designated		135,031.00
4202 Total Income:Funding - Other:Local Authorities c/f from previous year - unrestricted free		255,239.27
4203 Total Income:Funding - Other:Non-Public Funding c/f from previous year		950.00
4204 Total Income:Funding - Other:Other Public Sector Funding c/f from previous year		266.00
4205 Total Income:Funding - Other:oPCC c/f from previous year		2,293.75
4206 Total Income:Funding - Other:Staffordshire CC c/f from previous year		3,000.00
4230 Total Income:Funding - Other:Staffordshire CC		15,000.01
4240 Total Income:Funding - Other:Stafford BC		6,000.01
4250 Total Income:Funding - Other:Lichfield DC		5,249.99
4260 Total Income:Funding - Other:Newcastle-under-Lyme BC		6,000.01
4290 Total Income:Funding - Other:Staffordshire Moorlands DC		8,000.00
4300 Total Income:Funding - Other:Inspiring Healthy Lifestyles		8,000.00
4310 Total Income:Funding - Other:Staffordshire University		1,333.31
4500 Total Income:Other Income		402.00
6000 Total Salaries and On Costs	76.38	
6001 Total Salaries and On Costs:Salaries - Gross	95,851.00	
6002 Total Salaries and On Costs:Salaries - Additional Hours	671.23	
6003 Total Salaries and On Costs:Salaries - Holiday Pay	124.78	
6005 Total Salaries and On Costs:NI - Employer Contributions	6,147.81	
6006 Total Salaries and On Costs:Superannuation - Employer Contributions	12,845.31	
6100 Total Staff Expenses	16.94	
6101 Total Staff Expenses:Car Allowances	1,357.63	
6102 Total Staff Expenses:Travel / Subsistence	59.51	
6103 Total Staff Expenses:DBS Checks	57.00	
6104 Total Staff Expenses:Advertising	554.00	
6105 Total Staff Expenses:Training, CPD & Conferences	4,562.63	
6106 Total Staff Expenses:Eye Tests	15.00	
6107 Total Staff Expenses:Flu Jab Reimbursement	13.99	
6109 Total Staff Expenses:Life Assurance	65.88	
6110 Total Staff Expenses:Travel/Subsistence - Volunteers	114.55	
6201 Total Rent and Utilities:Rents - Office Base	976.26	
6301 Total Office Costs:Office Equipment & Furniture	859.37	
6305 Total Office Costs:Postages	29.24	
6307 Total Office Costs:Mobile Phones	1,007.80	
6400 Total Professional Fees & Insurances	3,000.00	
6401 Total Professional Fees & Insurances:Professional Fees - Payroll Service	96.20	
6403 Total Professional Fees & Insurances:Professional Fees - Pension & Life Assurance Brokers	129.09	
6404 Total Professional Fees & Insurances:Professional Fees - Finance Support	850.00	
6406 Total Professional Fees & Insurances:Professional Fees - HR	213.30	
6407 Total Professional Fees & Insurances:Insurances	1,900.88	
6408 Total Professional Fees & Insurances:Subscriptions	371.00	
6409 Total Professional Fees & Insurances:Professional Fees - Other Consultancy	3,000.00	
6500 Total Marketing	585.00	
6501 Total Marketing:Marketing - Core	8,114.11	
6601 Total IT:Computer Equipment & Software - Purchase	554.99	
6603 Total IT:IT Support & Maintenance	5,563.34	
6703 Total Delivery:Equipment - Purchase	1,269.80	
6706 Total Delivery:Grants	79,962.90	
6707 Total Delivery:Hospitality	119.14	
6708 Total Delivery:Promotions	126.00	
6709 Total Delivery:Professional Fees - Programmes	8,282.00	
TOTAL	£ 1,025,934.36	£ 1,025,934.36

Together Active

Five-Year Financial Projection

17.12.20

Summary

	<u>Note</u>	2020-21	2021-22	2022-23	2023-24	2024-25
<u>Income</u>						
Balance Carried Forward	1	- 553,340	- 503,140	- 487,530	- 452,710	- 410,670
Income	2	- 728,860	- 530,330	- 516,380	- 516,380	- 516,380
Monies received for use in next financial year	3	- 49,550	- 49,550	- 49,550	- 49,550	- 49,550
Transfers Between Budgets		-	-	-	-	-
Total Income		- 1,331,750	- 1,083,020	- 1,053,460	- 1,018,640	- 976,600
<u>Expenditure</u>						
Employee Salaries & On-Costs	4	322,580	354,860	360,920	368,130	375,490
Staff Expenses	5	30,770	33,230	32,430	32,430	32,430
Rent & Utilities	6	15,250	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	385,470	129,370	129,370	129,380	129,660
Total Expenditure		828,610	595,490	600,750	607,970	615,610
<u>Balance</u>		- 503,140	- 487,530	- 452,710	- 410,670	- 360,990
of which Unrestricted Designated funds	12	- 167,570	- 194,330	- 215,220	- 232,780	- 250,540
of which Restricted funds	13	- 70,240	- 66,210	- 62,400	- 56,950	- 49,550
of which Unrestricted Free funds	14	- 265,330	- 226,990	- 175,090	- 120,940	- 60,900

Assumptions:

That we could lose one £8k funding partners for 2020-21 onwards, and up to four £8k funding partners for 2021-22 onwards (including those lost in 2020-21)

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	72000 2020-21; 50000 2021-22; 45000 2022-23 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.	

Risk Register
January 2021



Risk Area	Risk Identified	Likelihood of Occurring (X)	Severity of Impact (Y)	Overall Risk xy+y	Existing Control Procedures (Note 1)	Proposed Improvements	Action By	Residual Risk (Note 2)	Timetable for Action	Follow-up Review	Update Q3 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 Consultant engaged to support strategy development. Initial partner consultation for new strategy taken place.
	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 presented to MPs and LA Chief Executives forum re impact of Covid-19 on the sector
	1.3 Board lacks relevant skills or commitment, or doesn't work effectively remotely	1	3	6	Board recruitment based on analysis of skills matrix, addressing gaps Expected commitment outlined in Job Descriptions and through interview process Board meeting and sub-group meetings conducted electronically, with good attendance and contributions Good track record of decisions being made	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 and discussed at Oct Board meeting Skills Matrix completed, March 20 recruitment successfully addressed skills gaps Board drop-in session poorly attended - to discuss at Jan 21 meeting
	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.
	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	Four new staff in post. Roles of new staff clarified.

	1.6 High Board turnover or loss (temporary or permanent) of key Board members	2	3	9	<p>Succession plan in place</p> <p>Board at capacity so unlikely to drop below minimum numbers</p>	<p>Ensure Succession Plan is embedded -annual review by Governance and Appointments Group</p> <p>Include opportunity for Board members to raise concerns as part of annual self-assessment process</p> <p>Maintain register of Board terms. Chair to liaise with individuals towards end of term to confirm if they intend to continue</p>	<p>GAG</p> <p>GAG/ Chair</p> <p>AOM/ Chair</p>	<p>6</p> <p>July 20</p> <p>July 20</p> <p>Immediate</p>	<p>Annually</p> <p>Annually</p> <p>Ongoing</p>	<p>Succession Plan approved by Board July 20</p> <p>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</p> <p>Board Register in place and monitored</p>
	1.7 Reporting to Board (accuracy, timeliness and relevance)	2	3	9	<p>Board reports submitted 7 days prior to meetings</p> <p>'Staff Showcase' slots on Board Meeting and Annual Delivery Plan update / Dashboard</p> <p>Governance / Finance Sub Groups meet two weeks prior to Board to discuss / approve relevant information</p>	<p>Embed culture of Board members being fully prepared for meetings</p> <p>Keep 'for approval / information' discussion to a minimum in Board meetings and focus on key items for Board input</p>	<p>Chair</p> <p>Chair/ COO</p>	<p>4</p> <p>Immediate</p> <p>Immediate</p>	<p>Ongoing</p> <p>Quarterly</p>	<p>Board Agenda re-ordered to put key items at beginning to allow time for discussion</p> <p>Meeting dates for 2020 onwards allow two weeks between FAG / GAG and Board</p> <p>Standing items / reports now for discussion by exception during Board meetings</p>
	1.8 New governance arrangements for Together Active not effective	2	5	15	<p>Governance and Appointments Group meets quarterly, overseeing implementation of Tier Three</p>	<p>Internal Board Review due for April 2021</p> <p>External Board Review due for April 2022</p>	<p>GAG</p>	<p>10</p> <p>Ongoing</p>	<p>Ongoing</p>	<p>Tier Three nearing completing.</p> <p>Board effectiveness review carried out Summer 20</p>
2. Operational	2.1 Non-delivery of agreed outcomes	4	5	25	<p>Clear KPIs for Sport England programmes</p> <p>Clear actions / performance measures in place in Annual Delivery Plan, linking directly to Strategy. Quarterly reporting process to Board</p> <p>Agreements in place with funding partners, with six-monthly meetings</p>	<p>Ensure any risk of non-delivery is identified through quarterly reporting process. Utilise expertise of Board and Team for solutions</p> <p>Produce and monitor log of support agreed for each funding partner</p> <p>Work with the team to ensure everyone is confident regarding the current priorities of the organisation and their role within it.</p>	<p>CE / COO / Board</p> <p>CE /COO</p> <p>CE</p>	<p>18</p> <p>Immediate</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Quarterly</p> <p>Quarterly</p> <p>Ongoing</p>	<p>Ongoing</p> <p>Four new staff in post. Roles of new staff clarified</p>
	2.2 Poor evidence of impact	4	4	20	<p>Clear measures of impact for programmes</p> <p>Impact Reports produced for funding partners; Annual Report produced, focusing on impact</p>	<p>Evaluation Framework for PBA work to be developed and embedded</p> <p>Consult funding partners ref preferred format for impact reporting</p>	<p>CE</p> <p>CE</p>	<p>16</p> <p>Feb 19</p> <p>Ongoing</p>	<p>Ongoing</p> <p>Annually</p>	<p>Evaluation Framework not currently being used.</p> <p>Impact documents and Annual Report produced and circulated.</p>
	2.3 Lack of partner satisfaction	3	4	16	<p>Annual Partner Satisfaction Survey carried out and analysed</p> <p>Four Stakeholder Events to be delivered annually</p>	<p>Consult with partners through PMIF process</p> <p>Ensure key areas for improvement from Partner Satisfaction Survey and PMIF process are included in Improvement Plan with appropriate actions.</p>	<p>CE</p> <p>CE</p>	<p>12</p> <p>Immediate</p> <p>Nov 19</p>	<p>Every Two Years</p> <p>Annually (Survey)</p>	<p>2020 Stakeholder Satisfaction Survey analysed at Team Meeting</p> <p>Visioning Event held with partners June 20 and strategy consultation sessions held Dec 20</p> <p>Current PALS format (fortnightly 'check ins' for LA Heads of Service) appreciated by partners</p>
	2.4 Insufficient capacity and resources (including short-term challenges due to staff illness / caring responsibilities)	4	4	20	<p>Team fully involved in developing Annual Delivery Plans and their own budgets</p> <p>Regular 1-2-1s and twice-yearly PDR meetings held with individuals, where capacity / key work areas is discussed</p>	<p>Ensure team are consulted on every Partner Funding Agreement before signing</p> <p>Identify opportunities to work with local partners to secure funding from external sources for PBA areas and wider</p> <p>Ensure that more than one staff member is involved in each key work area so they can deputise if necessary</p>	<p>CE / COO</p> <p>CE / PBA Leads</p> <p>GAG</p>	<p>16</p> <p>Jan 19</p> <p>Immediate</p>	<p>Annually</p> <p>Ongoing</p>	<p>Team fully involved in strategy development</p> <p>See 2.5</p> <p>Project groups for Active My Way, TIF, Annual Report etc.</p>
	2.5 High staff turnover or loss of key staff	5	5	30	<p>Succession plan in place</p> <p>Annual Staff Satisfaction Surveys carried out and analysed, plus additional Temperature Check work during 2018</p> <p>All staff involved in PMIF self-assessment</p>	<p>Ensure Succession Plan is embedded -annual review by Governance and Appointments Group</p> <p>Ensure key areas for improvement from Staff Satisfaction Survey and PMIF process are included in Improvement Plan with appropriate actions.</p> <p>Cross reference to actions in 1.5 and 2.4</p>	<p>GAG</p> <p>CE / COO</p>	<p>20</p> <p>July 19</p> <p>Nov 18</p>	<p>Annually</p> <p>Annually (Survey)</p>	<p>Succession Plan approved by Board July 20</p> <p>Staff Satisfaction Survey NPS improved from 22 (2019) to 40</p> <p>Four new staff in post. Roles of new staff clarified</p>

	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 new strategy, which will have a tighter focus
	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. Significant turnover linked to independence Transfer took place smoothly. New People's Committee rep appointed
	2.8 Staff Wellbeing (added Jan 21)	3	3	12	Regular communications with staff taking place; weekly team meetings Work-life Balance policy in place	Clarify working hours expectations when staff have additional caring responsibilities, i.e. due to Covid Appoint a Mental Health Champion for the team, who will look at training and other support available to staff	CE / COO / Champion	9	Immediate	Ongoing	Additional flexibility around working hours allowed on a short-term basis when staff have additional caring responsibilities due to Covid 19
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 (including redundancy and notice periods) built into 5-year financial forecasts. Budget remains in credit to 31.03.25
	3.3 Loss of local partner funding (added Jan 21)	4	4	20	Five Year Financial Forecast amended to build in further reduction in local partner funding (loss of 1 partner in 2020-21 and an additional 3 in 2021-22)	Look at potential for income generation or additional partner funding to reduce % of total funding coming from Sport England Model impact of no local partner funding v current situation v £2k 'subscription'	FAG/CE / COO	16	Jan 21	Ongoing	8 out of 8 expected LAs and 1 University have confirmed funding for 20-21 Sport England funding confirmed to 31.03.22 Indications that several LAs will be unable to provide full funding for 2021-22
	3.4 Expenditure greater than Income each year (added Jan 21)	5	5	30	Five Year Financial Forecast reflects predicted income and expenditure, including reserves required for Liabilities	See 3.3. Review of finances and options appraisal in line with confirmation of next funding cycle from Sport England	FAG/CE / COO	20	Jan 21 Autumn 21 tbc	Ongoing	New risk
ntal 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 ref 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 Univeristy have confirmed funding for 20-21 See 2.2 See 2.3

4. Environment	4.2 Physical Activity and sport not a priority for funders, partners or stakeholders	3	4	16	<p>Presentation to Leaders and Chief Executives demonstrating cross-cutting benefits of sport and physical activity</p> <p>Continue to influence strategic leaders through relationship with Staffordshire Public Health</p> <p>Continue to meet virtually with funding partners, individually and via Forums and identify areas where TA can support</p>	<p>Follow up on presentation to Leaders and Chief Executives by arranging individual meetings where requested</p> <p>Strengthen relationship with Stoke Public Health</p> <p>Identify further opportunities to raise profile of sport and physical activity at a strategic level</p>	<p>Chair/CE</p> <p>CE / DCHM</p> <p>CE / Board</p>	<p>12</p> <p>Mar 19</p> <p>Immediate</p>	<p>Oct 18</p> <p>Quarterly</p> <p>Quarterly</p> <p>Ongoing</p>	<p>See 1.2</p> <p>Stoke Public Health currently going through major changes</p> <p>Covid-19 support offer well received by Heads of Service</p> <p>Presentations to MPs and LA Chief Executives ref impact of Covid-19</p>
5. Compliance	5.1 Non-compliance with legislation, regulations and standards	1	5	10	<p>Governance and Appointments Group oversees Tier Three</p> <p>Chief Operating Officer receives invites to and updates from Corporate Forum and disseminates information to team as appropriate</p> <p>Host providing support ref GDPR, disseminated to Team. Paperwork / website updated</p>	<p>Standards' to be part of Round Table discussion with Sport England (PMIF process)</p> <p>Ensure Together Active complies with Tier 3 of 'A Code for Sports Governance' within 6 months of becoming operational</p>	<p>CE / COO / GAG</p> <p>COO/ GAG</p>	<p>8</p> <p>Feb 19 tbc</p> <p>Feb 21</p>	<p>Annually</p> <p>Annually</p>	<p>Sport England PMIF review completed, report produced Dec 20</p> <p>Tier Three compliance nearly completed</p> <p>Health and Safety expert contracted to support Together Active</p>
	5.2 Not meeting reporting requirements	2	4	12	<p>Processes for ensuring effective reporting for Sport England processes are well-established</p> <p>PMIF process underway, with Strategy Advisory Group overseeing the process and project plan developed</p>	<p>Ensure actions identified in the Improvement Plan are carried out and reviewed regularly</p>	<p>CE</p>	<p>6</p> <p>Oct 18</p>	<p>Ongoing</p>	<p>Clear improvement actions identified through PMIF review process Dec 20</p> <p>Programme reporting completed by given deadlines</p>

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

Informed by *Charities and Risk Management (CC26)*, published by the Charity Commission for England and Wales

January 2021 Update

General and Covid-19 Risk Registers merged

The following risks were removed:

Risk Register	Risk	Reason for removal
Covid-19	Delay to transfer date (SASSOT to Together Active)	Transfer took place 01.09.20
Covid-19	Proposed priorities in 2020-21 Annual Delivery Plan not fully relevant at present	Delivery during 2020-21 adapted to refelect new priorities due to pandemic. New strategy fully takes into account impact of pandemic so future deliver plans will reflect this
Covid-19	Lack of clarity around SE programme expectations	No longer a risk, Sport England have provided clarity around current programme funding flexibilities
Covid-19	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	<p>* Team now at full capacity. Workload from new strategy to be based around this capacity / skillsetx</p> <p>* Lower workloads did not come to fruition - programme-based work which was unable to continue in the short-term was replaced by covid-response work</p> <p>* Included in 2.8 - Staff Wellbeing</p> <p>* Included in 2.4 - Insufficient Capacity</p>
Covid-19	Board operations not effective	Incorporated into 1.3 / 1.6
General	Rising costs	No longer a major issue as move to independence completed so rising Local Government employment costs no longer apply. Replaced with 3.4
Covid-19	Physical Activity and sport not a priority for funders, partners or stakeholders at present	Incorporated into 4.2
General	Dependency on income sources	Changed to 'Loss of local partner funding' as this is the most immediate risk

Report to the Board – Enclosure 04

Report Title	Governance and Appointments Group Report
Date	26 th January 2021

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 12.01.21:

- Tier Three compliance
- Future development of Board / GAG

Recommendations

- That the Board approves the Diversity in Governance and Leadership action plan, and that the opening statement should be published on the 'Governance and the Board' section of our website

Report

Tier Three Compliance

- The only outstanding criteria for Tier Three of *A Code for Sports Governance* are those relating to Diversity in Governance and Leadership
- We are required to publish our commitment to this on our website, and to adopt an Action Plan

- The documents we put in place for SASSOT have been updated and amended for Together Active
- It is proposed that these will be fully reviewed as part of our wider Equality, Diversity and Inclusion review, as discussed elsewhere on the agenda
- Once the above is adopted and the commitment published on our website, our Tier Three evidence will be submitted to Sport England
- *Note – A Code for Sports Governance, including the Diversity criteria, are currently being reviewed by Sport England, so requirements may change*

Future Development of the Board / GAG

- The recent Board Drop In session, focusing on the Tackling Inequalities Fund, was discussed – it was agreed that the content was appropriate and interesting, and that it shouldn't be expected that all Trustees attend each of these sessions, rather that there should be a selection of different Trustees at each one with all Trustees engaging over time.
- It was agreed that Trustee engagement in the development of the strategy was essential. Malcolm agreed to ring each board member to check they are planning to attend the Board meeting and to emphasise the importance of the Strategy Development session, which will form the main focus of the meeting

Other Items

- Please note, the following were also discussed at the meeting but are covered elsewhere on the agenda:
 - Equality, Diversity and Inclusion / Black Lives Matter
 - Strategy Development



**DIVERSITY IN
GOVERNANCE AND LEADERSHIP
ACTION PLAN 2020-23**

ABOUT US

Together Active is a network of local agencies committed to working together to increase the number of people taking part in physical activity and sport. We are part of an England-wide network of 43 Active Partnerships and are funded by national and local partners including Sport England, our Local Authorities and Universities to promote physical activity and sport.

More information about us and our work can be found on our website:

www.togetheractive.org

OUR MISSION

Working together to create active places and healthy lives through physical activity and sport

OUR VISION

Everyone More Active More Often

OUR VALUES

Integrity	This is our foundation; we will work openly, honestly and sincerely, showing respect and sharing our passion for what we do
Purpose	Having clearly articulated goals underpinned by appropriate insight and action
Accountability	Owning decisions and delivering on promises individually and collectively
Collaboration	Drawing on our strengths and those of others, brokering, enabling and influencing for positive results
Objectivity	Making informed decisions for the benefit of the local population, based on robust evidence
Inclusivity	Actively accessible to all, whilst putting the individual at the heart of what we do
Ambition	Committed to excellence and continually improving our services through innovation and creativity

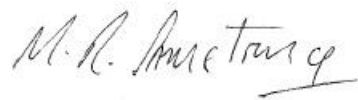
Message from Our Chair

"Together Active will recruit and engage people with appropriate diversity, independence, skills, experience and knowledge to take effective decisions that help us achieve our vision.

We are committed to ensuring that our Trustees and our Leadership are fully reflective of the diverse communities that we serve, and able to represent the views and needs of these communities. To this end we have adopted the following:

- A target of a minimum of 30% of each gender has been adopted for Trustee membership and appropriate action will be taken to achieve and maintain this.
- We will actively work towards achieving gender parity and greater diversity generally on our Board, including but not limited to diverse ethnic communities and disability.

Details of how we plan to do this are outlined in this Action Plan."



Malcolm R. Armstrong

Chair

Together Active



Recruitment How the organisation will attract an increasingly diverse range of candidates to Board / Senior Leadership positions		Code for Sports Governance					
		Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board	Demonstrate a strong and public commitment to progressing towards achieving greater diversity	Demonstrate a strong and public commitment to progressing towards achieving greater diversity (including but not limited to BAME, disability, LGBT and socio-economic) on its board	Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Reg 2.1	The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)	The board shall ensure the organisation prepared and publishes on its website information (approved by the Board) including an annual update on progress against actions identified in Reg 2.2
Objective: Embed good diversity and inclusion practice into our recruitment activities and decision making processes		✓	✓	✓	✓		
Priorities	Actions			Person(s) Responsible		Completion Date	
Short Term (up to 12 months): Understand the current diversity of the Board and Senior Management, and how this compares to our area's demographics	Board and Team to complete Diversity monitoring questionnaire			Administrative Office Manager		Team info collated Board - March 21	
	Cross-analyse Board and Team demographics with Staffordshire and Stoke-on-Trent demographics and identify areas which are not representative of our sub-region's demographic			Administrative Office Manager		April 21	
	New Board members to complete Diversity monitoring questionnaire as part of induction process			Administrative Office Manager		As needed	
Ensure the Board and Senior Management can represent the views of our diverse communities	Develop a role outline for 'Advocates' – Board members who are responsible for ensuring that the views and needs of a particular under-represented group are taken into account			Governance and Appointments Group		July 2021	
	Identify whether any Board members have experience of working with the groups not currently represented within our Leadership,			Governance and Appointments Group		August 21	

Completed

In Progress

	even if they don't come from that group themselves. Confirm Advocate roles		
	Informally audit Advocates ref training needs. Identify appropriate training opportunities (online, conferences etc.)	Governance and Appointments Group	September 21
	Where Advocate gaps exist, identify other ways of representing the views of these groups, i.e. identify 'Advisors' from outside of the Board who could check and challenge; link to user groups; through partner events etc.	Governance and Appointments Group	October 21
Medium Term (12-24 months): Ensure future recruitment aims to address diversity inequalities on the Board / in Senior Management positions Link to Code 2.4 & 2.6	As and when Board vacancies arise, revisit current Board demographics / Advocate gaps and identify target audience for recruitment	Governance and Appointments Group	As needed
	Develop a formal recruitment plan, i.e. wording on adverts, where to advertise (locally and nationally), individuals to target, partners that can support recruitment process etc. based on identified gaps. Ensure that commitment to champion equality and diversity is scrutinised through the recruitment process	Governance and Appointments Group	As needed
	Repeat above actions for Senior Management appointments as and when vacancies arise	Governance and Appointments Group	As needed
Long Term (24 months onwards): Ensure Board membership is representative of the sub-region's demographic, and that high-quality Board members from under-represented groups are retained	Review Board and Leadership Team Induction Processes to ensure equality and diversity is fully integrated and any training needs will be clearly identified	Governance and Appointments Group	December 22
	Ensure any additional needs of individual Board members are met, through induction and annual review meetings with Chair Link to Code 2.12	Chair	As needed
	Ensure all Board members are supported and feel valued through, as a minimum:	Chair	Ongoing

Completed

In Progress

	<ul style="list-style-type: none"> Well-run Board meetings with opportunities to voice opinions / question decisions Annual evaluation of individual and Board performance Opportunity to sit on sub-groups matched to interest / skill-set Training opportunities 		
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Engagement		Code for Sports Governance					
		Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBT and socio-economic) on its board	Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Reg 2.1	The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)	The board shall ensure the organisation prepared and publishes on its website information (approved by the Board) including an annual update on progress against actions identified in Reg 2.2
Objective: Ensure that all Board members are fully committed to diversity, and that all partners and the public can find out about this commitment		✓	✓	✓	✓	✓	✓
Priorities	Actions	Person(s) Responsible			Completion Date		
Short Term (up to 12 months): Ensure SASSOT's commitment to Diversity in Governance and Leadership is publicly visible	Ensure Chair's formal commitment to Diversity in Governance and Leadership remains easily visible on our website	Chief Operating Officer			January 21		
	Ensure current version of this plan is published on our website	Chief Operating Officer			January 21		

Completed

In Progress

	Review current diversity targets in Constitution and amend as appropriate	Board	January 21
	All Board members to receive a copy of the current full Equality and Diversity Policy and formally sign up to it by signing a declaration stating they have read and understood it and will implement it to the best of their ability	Active Places Manager	September 21
	In revised Board Effectiveness survey, include assessment of the Board's diversity in membership, and also of the Board's ability to consider the needs of, and challenge decisions on behalf of, underrepresented groups Link to Code 4.1 & 4.3	Chief Operating Officer	Summer 21
Medium Term (12-24 months): Ensure individual Board members are fully committed to diversity in Governance and Leadership and possess the required skills to implement this	Ensure expectations regarding Diversity are explicit within Board role descriptions / person specifications	Governance and Appointments Group	December 21
	Include more detailed criteria regarding Diversity in next version of Board Skills Matrix Link to Code 1.10	Chief Operating Officer	When next recruitment due
	Provide an annual briefing to Board Members on the AP's equality and diversity work	Active Places Manager / Chief Operating Officer	Jan 21
	Following the above, arrange training for the Board / individuals as appropriate <i>NB training needs of the team, including Senior Management, will be covered within the full Equality Action Plan (currently being updated)</i>	Active Places Manager / Chief Operating Officer	March 21
	Ensure Together Active's progress towards achieving full Diversity in Governance and Leadership is publicly visible	Chief Operating Officer	Jan 22

Completed

In Progress

Long Term (24 months onwards): Work with appropriate partner organisations to ensure they are committed to Diversity in Governance and Leadership	Review Funding Agreements for programmes etc. and expand on the equality requirements to ensure organisations have a formal commitment to Diversity within their governance structure. Provide advice and guidance as appropriate	Chief Operating Officer, Young People and Workforce Manager	Jan 23

Progressing talent from Within How the organisation will develop a strong internal pipeline of diverse talent to populate decision making and other structures.		Code for Sports Governance					
		Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGB&T and socio-economic) on its board	Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Reg 2.1	The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)	The board shall ensure the organisation prepared and publishes on its website information (approved by the board) including an annual update on progress against actions identified
Objective: Individuals from diverse backgrounds have the opportunity to progress within the organisation		✓	✓	✓	✓		
Priorities	Actions	Person(s) Responsible				Completion Date	
Short Term (up to 12 months): Ensure the working practices of the organisation are flexible to encourage a diverse Board and staff team	Use the annual Board Effectiveness survey to assess whether the Board's operations are flexible enough. Assess findings and implement where appropriate	Chair				Annually	
	Continue to offer flexible working to staff, and use staff satisfaction survey / PDRs to identify further support to enable individuals to work effectively	Chief Executive				Ongoing (Annual Surveys / PDRs)	

Completed

In Progress

	Continue to offer internal opportunities for progression, i.e. internally-advertised posts, opportunities to 'act up' when necessary etc.	Chief Executive	As appropriate
Medium Term (12-24 months): Ensure Board members from under-represented groups are able to progress to key positions on the Board Link to Code 2.7	Encourage a diverse membership of sub-groups and other task-and-finish groups, so that individuals can gain experience through additional responsibilities.	Chair and Sub Group Chairs	Jan 22
	Encourage Board and Team members to identify potential new Board members on an ongoing basis and, if there are no current vacancies, encourage these individuals to sit on sub groups, working groups or provide support to the team in order to build their knowledge of the organisation and ensure there are strong candidates applying for any future vacancies	Board / Team Chair and Sub Group Chairs	Ongoing
	Where recruitment to Board or Team positions takes place, review unsuccessful candidates and, where potential is identified, discuss with the individual opportunities for them to work with Together Active to gain the necessary skills and experience to make a successful application in the future	Chair, Chief Executive	As needed
	As part of the organisation's succession planning, provide opportunities for appropriate Board members from underrepresented groups to shadow key Board positions with a view to taking on these roles in future	Chair and Senior Independent Director	Jan 2022
Long Term (24 months onwards): As above	Full review of the current Succession Plan	Chief Operating Officer	Jan 23

Completed

In Progress

Key Questions

Overall success will be measured by:

- The diversity of Board membership and Senior Management (measured against the annual targets adopted by the Board and the sub-region's demographics)
- The Board's self-evaluation of how effectively it considers the needs of, and challenges decisions on behalf of, underrepresented groups (as measured via the annual Board Effectiveness survey)

How does this feed into our broader governance plan?

Over the past couple of years we have been working to ensure that Board membership contains the broad range of skills and experience that the Board needs to operate effectively. Ensuring the diversity of Board membership is a key element of this ongoing work.

Who are the key people responsible for the delivery of this plan?

The Chief Operating Officer (COO), as the organisational lead for Tier Three compliance, has overall responsibility for ensuring the plan is delivered.

The COO will work closely with the Chair, Senior Independent Director and the Governance and Appointments Group (a sub-group of the Board) to ensure the plan's outcomes are achieved and that these outcomes contribute to the overall continuous improvement of the Board and Senior Leadership.

The COO will also work closely with the Active Places Manager, who is the organisation's Equality and Diversity Lead, and the Chief Executive to ensure the plan complements Together Active's wider Equality Action Plan.

How will we measure overall success?

How does your Diversity Action Plan (DAP) cross-reference other parts of the code or other relevant equality or diversity monitoring standards/framework?

The actions and outcomes within this plan will contribute towards various elements of compliance with Tier Three of A Code for Sports Governance (beyond requirements 2.1-2.3). These are identified within the plan above.

As an example, the above plan links to Criteria 2.6 (open recruitment) – we will go beyond this requirement and actively target under-represented groups (or individuals from these groups) as part of our recruitment process, ensuring a diverse range of candidates for any vacancies

The Equality Standard for Sport is currently under review, but once it is relaunched Together Active intends to re-accredit. There will be close links between the content of this plan and our full Equality Action Plan (once finalised), particularly around staff recruitment, training and opportunities to progress internally. The Active Places Manager is the organisation's overall Equality Lead, and this plan has been produced in full consultation with them to ensure parity across the two Plans.

In general, this plan focuses on the Board and the Senior Management (Director and Chief Operating Officer roles) whereas the full Plan focuses on the whole staff team. Additionally the work within this plan, such as demonstrating the Board's commitment to diversity, will contribute towards the expected evidence required for the Equality Standard.

Report to the Board – Enclosure 05

Report Title	Chief Executive and Chief Operating Officer Report
Date	26 th January 2021

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. Report

3.1 Staffing

- Jackie Brennan joined us as our Active Places Manager on 9th November. Jackie brings with her a wealth of experience having worked most recently for

3.2 Improvement Workshop

- In November, the organisation underwent an Improvement Workshop. This forms a part of the Performance Measurement & Improvement Framework (PMIF) for Active Partnerships, the mechanism by which Sport England monitors our performance. The workshop focused on the learning we had undertaken as an organisation and looked to understand our commitment to organisational improvement in the future. The session, which involved the whole staff team along with Malcom and Kimiyo, came at a useful time as we reflected on our journey to independence and started scoping our future strategic approach. Four key themes were identified:

1. Moving the Board from compliance to purpose.

Ensure that the energy and focus of Board is truly driving the strategic direction of Together Active, and, continues to develop a culture of constructive challenge. Establish clear markers of success in relation to both performance and culture.

2. Values - from concept to action.

Ensure our organizational values underpin our strategy and implementation. This will be re-enforced at every opportunity through recruitment, business planning and personal performance accountability.

3. Achieving genuine focus

Through the development of our strategy and business operations establish a clear focus and align resource accordingly. Fewer things better!

4. Maximizing our independence

Ensure we are exploiting all the potential benefits of our independence, particularly our capacity to lobby and campaign on behalf of the sector.

The feedback we received from our assessor was really positive and in particular they praised our open and honest approach to the exercise. The above points will form the basis of our business plans for the next four years.

3.3 Funding Agreement Updates

- We have now reached Service Level Agreement with all but one of our projected partners. (Tamworth and South Staffordshire withdrew previously)

Staffordshire Moorlands	Paid
Stafford	Paid
Newcastle	Paid
Stoke-on-Trent	Agreed, waiting to invoice
East Staffordshire	Invoiced – reduced fee
Lichfield	Paid
Cannock Chase (IHL)	Invoiced

Staffordshire County Council	Paid
Staffordshire University *	Paid
Keele University *	No agreement yet (meeting 21.01.21)

*(Academic year)

- Current feedback from our local authorities is due to the scale of financial pressures facing them in the 12 months, making an ongoing financial committee to Together Active in 21/22 will be challenging. We have scheduled a workshop with partners on 9th February to consider alternative financial models.

3.4 Office Base

- We've recently viewed two potential office spaces. Staffordshire University's building on the Staffordshire Technology Park (Stafford) and the VAST-managed VCSE Hub in Stafford. Both spaces meet the needs of the organisation and have the advantage of furthering existing partnership relationships.
- Based on cost and a town centre location, our recommendation is to move forward with a lease arrangement with The Hub from 1st of April.

3.5 Annual Delivery Plan Q3 2020-21

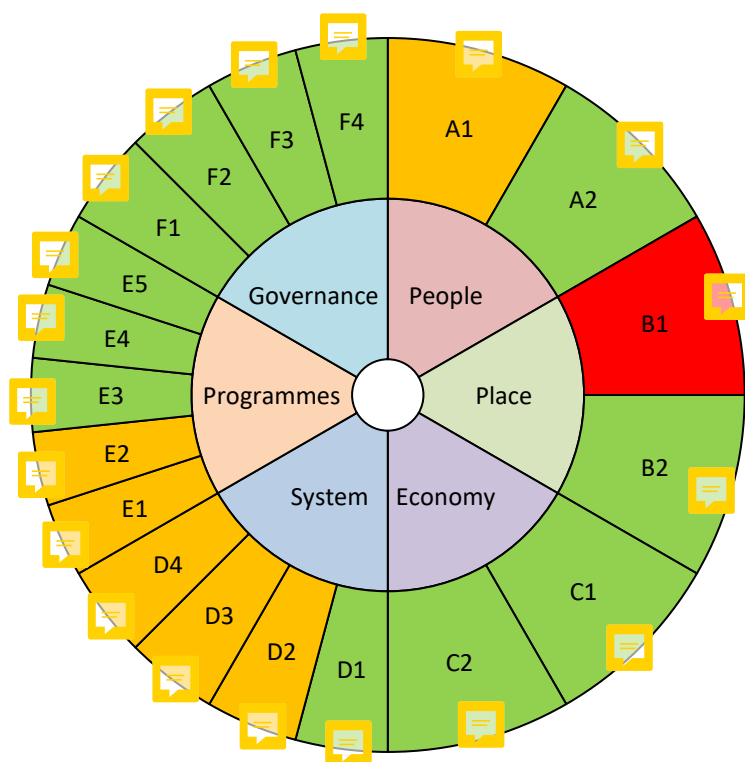
- The Annual Delivery Plan Dashboard for Q3 is attached as Appendix 1, which summarises progress, highlights and challenges for the quarter.
- The full Annual Delivery Plan can be viewed in the secure Board Members section of our website (<https://togetheractive.org/about-us/board-member-secure-area/>)

3.6 Staff Wellbeing

- We are mindful that the continuation / tightening of restrictions due to Covid-19 may have a negative impact on the wellbeing of our staff
- To this end we have taken the following steps:
 - Registered with The Listening Centre, who can provide counselling to any staff upon referral, and who have a range of useful self-help resources on their website
 - Started to compile a folder of useful self-help resources which all staff have access to and have been encouraged to contribute to if they come across any resources they feel are appropriate
 - The Chair and Senior Independent Director have between them spoken to all team members as a 'check in' to see how they are doing at present

Annual Delivery Plan 2020-21 Quarter Three 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

- Strategy Development: Effective consultation via stakeholder workshops and one-to-one calls has taken place regarding overall strategy priorities and CYP themes.
- Open Data: Several key partners are now actively working on opening their data prior to the upcoming launch of Active My Way
- Local Authority Support: Together Active has continued to support LA Heads of Service through fortnightly PALS meetings, collating data on the impact of Covid on membership numbers, and supporting those applying to the National Leisure Recovery Fund. We have provided feedback on Newcastle-under-Lyme's **Playing Pitch Strategy, making recommendations that have been incorporated** into the final version. Four more LAs have confirmed funding for 2020-21
- Funding for Community Organisations: A second £80k has been allocated through the Tackling Inequalities Fund (see next page) and we are part of a group that submitted a successful EoI to the **Football Foundation's Active Through Football** programme. We are now working with the group to submit the full bid.
- Virtual Delivery: Various county-wide virtual School Games competitions have been launched this autumn, and Together Active supported a successful Headteachers Briefing around effective use of the Primary Premium. A virtual Trustee Training session was delivered to trustees in November.

Challenges – areas not progressing as planned

- Workforce Development: Due to Covid-19 and the impossibility of delivering face-to-face training, coupled with the Workforce Lead post being vacant for nine months, a lot of momentum has been lost in this area. However, plans are now in place to address this and focussed delivery should begin shortly, gathering speed from April 2021

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

Achieving Our Vision: Tackling Inequalities Fund (TIF)

- Data compiled by Sport England during the initial lockdown in March 2020 showed that COVID-19 was highlighting widening gaps in the activity levels across existing priority audiences, particularly Lower Socio-Economic Groups, Black, Asian Minority Ethnic Communities, Disabled People and People with Long-Term Health Conditions (LTHC).
- **The initial 'Community Emergency Fund' that Sport England ran during this period** helped many traditional sports clubs but struggled to reach into locality areas to those organisations providing vital physical activity sessions to the community. These groups **often didn't think of themselves as a sports club or didn't realise they could apply to** Sport England for such grants.
- Sport England has awarded Together Active £80,000 in Round 1 and £80,000 in Round 2 to work with community organisations to prevent this gap widening even further. We are also awaiting the outcome of Round 3 for a further £96,000.

The purpose of the funding is:

- To minimise the impact of COVID-19 on activity levels in under-represented groups, ensuring **that the physical activity participation inequality gap doesn't widen during this period in targeted communities.**
- To enable community groups working with target audiences to continue to exist and retain the resources and capability to recover at the appropriate time.
- To provide funding for community groups working with Sport England target audiences to remain connected with their participants and keeping them active in the COVID-19 lockdown and early recovery stages.
- To strengthen relationships between system partners and community bodies working with under-represented groups.

Sport England are also working national partners to deliver this funding. We have worked proactively with Street Games, Sport, Canals and Rivers Trust and England Boxing to collaborate regarding local delivery

Initial Mapping and Timelines:

- We completed geographical mapping back in May 2020 to map LSEG areas, and hot spots for LTHC, Disability and BAME communities
- We also had individual conversations with the County Council and our VCSE partners and with each Local Authority. This led to a long list of over 120 organisations which we contacted. Many were uncontactable or unable to respond in those early months of lockdown but we had some excellent applications, many with new partners involved with mental health campaigns and Long Term Health Conditions programmes.
- We had an internal assessment panel for each Round before Sport England approval. A huge thank you to Board members Derek, Toyin and Malcom (and Laura from the County Council) for their advice and guidance in this process.

Round 1:

All £80,000 committed and paid out to 20 organisations

- 25 applications, of which 20 projects were funded
- 3 mental health projects
- 4 aging projects (Staffordshire Sightloss, neurological and Walking sports)
- 3 community centre projects
- 3 youth centre projects
- Sports – 1 x Basketball, Boxing, Tennis, Trampolining, Parkour
- Walking and exercise

For Round 2 we returned to the longlist, but also had an open application process. This again produced a high level of applications, which was time consuming to deal with did produce an excellent level of applications.

Round 2:

£80,000 committed to 24 organisations, half of this has already been paid out:

- 35 applications, 24 projects funded
- 3 mental health projects
- 4 aging projects
- 4 community centre projects
- Sports – 4 x Boxing, 3 x Athletics, 1 x Hockey, Handball, Angling
- Walking and exercise



"Our community classes programme is continuing online and helping engage more people, at reduced or no costs for those who need it, thanks to the TIF funding which has given us the security to keep the programme going continuously through to this second lockdown."

Burton Caribbean Association

"I have had up to 15 people per week, attending the garden and doing a variety of activities to keep them more active. Having their own tools, gloves and sanitiser has made a real difference. The tidying work, prior to opening made it a welcoming place"

Because we couldn't allow service users in until September, it was getting a bit cool to put on outdoor exercise classes, so we tried the art brazil seated exercise by zoom for 6 weeks. This has been completed , so we are now going to begin 6 weeks of zoom tai chi.

Still some jobs to do, but it's currently going well and the users of our service are enjoying being back."

Rethink Mental Health

"Average weekly attendance was the best ever, at c.30 which meant that we could create 5 x 6 people bubble teams, with safe zones created for each 6 to rest in. Everyone did their bit to make it safe and enjoyable, and the spirit and camaraderie was the best ever.

So when lockdown is over I hope that we can re-resume and continue the success, aided by the funding that you were part of, the critical lifeline without which I think we would have been defunct."

WASSPS

"We are still operational in terms of supporting young people in schools through life coaching & 121 mental health support - although we have recently heard we won't be able to continue the sport sessions we have been running currently due to the new lockdown restrictions & actions our High schools are taking - Thanks for confirming that is ok as I was panicking!! - that's brill as there's soooo much to do to support our young people."

Ruff and Ruby

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