

TOGETHER ACTIVE

Board Meeting

AGENDA

Tuesday 20th April 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. Equality, Diversity and Inclusion (Toyin Higgs and Jackie Brennan) *Enc. 2*
6. Partner Satisfaction Survey (Jane Kracke)
7. Staff showcase – Cannock Chase: Commonwealth Games and Wayfinding Project (Jude Taylor and Jackie Brennan)
8. Reports (discussion by exception)
 - Chair's Actions *Enc. 3*
 - PALS *Enc. 3*
 - Finance & Audit Group *Enc. 4*
 - Governance & Appointments Group *Enc. 5*
 - Chief Executive and Chief Operating Officer Report *Enc. 6*
 - Safeguarding Policies *Enc. 7*
9. Dates & times of future meetings

Board 2-4pm
Tuesday 20th July 2021
Tuesday 19th October 2021 – virtual or face-to-face?

TOGETHER ACTIVE

**Together Active
Board Meeting
26th January 2021
Via Zoom
Meeting Minutes**

Present Attendees		Apologies	Also Distributed To:
Malcolm Armstrong (MA)	Chair (joined at the end of the session)	Mark Deaville	Core Team
Jude Taylor (JT)	CEO, Together Active	Sarah Getley	
Jane Kracke (JK)	Chief Operating Officer	Pauline Walsh	
Kimiyo Rickett (KR)	Chair for this meeting	Rebecca Roberts	
Tim Clegg (TC)	Senior Independent Director		
Derek Peters (DP)	Board Member		
Toyin Higgs (TH)	Board Member		
Sharon Heath (SH)	Board Member		
Jonathan Topham (JTT)	Board Member		
Hazell Thorogood (HT)	Office Manager		
Jane Cockerell (JC)	Omniada Consulting		
Jackie Brennan (JB)(for second half of the meeting)	TA Team Member		
Charlotte Smith (CS)	TA Team Member		
Lijana Kaziow (LK)	TA Team Member		

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
4	Reappointment of two trustees Decision 1: The reappointment of two trustees was approved – KR and RR
5	Strategy Development (Documents enclosed separately) JT introduced the strategy summary document, and the Board broke into three groups with three key discussion points. *Notes included on strategy google document*
6	Equality, Diversity and Inclusion (Jude Taylor and Jackie Brennan) - JT presented slides on Black Lives Matter and equality diversity and inclusion.

- All agreed we as an organisation are at the pragmatic stage.

The race code is a model being proposed across all Active Partnerships in the West Midlands, developed by Karl George. It encompasses four principles:

- Reporting – being transparent and accessible to all.
- Action – what brings change is action.
- Composition – a series of indicators that provide a measure of progress or lack of.
- Education and attainment network

The code sets a number of things that Must/ Could or Should be done: –i.e. Must: Clear reporting etc. / Should: publicly available anti-racism statement / Could: document what steps you have taken to improve ethnic diversity.

£1500 cost. **Decision 2:** The Board agreed to undertake the Race Code.

The response would be adapted due to the size of the organization.

TH would like to be the sponsor and we will set up a working group.

Action 1: We would like to request volunteers for the Equality Diversity and Inclusion sub-group (dates and times below). Please can anyone who would like to be involved contact HT. The time commitment will be quarterly meetings for 2 hours each.

- Mon 29th March 10 – 12noon
- Tues 22nd June 12 – 2pm
- Mon 20th Sept 12 – 2 pm
- Tues Dec 14th 12 – 2 pm

7 **Reports (discussion by exception)**

- Chair’s Actions Enc. 2
- PALS Enc. 2 COVID is having a significant impact on income / membership.
- Finance & Audit Group Enc. 3
- **Decision 3:** The Board confirmed that it delegates authority to FAG to amend existing policies / procedures and adopt new ones as required to prepare for Audit.
- Governance & Appointments Group Enc. 4
- **Decision 4:** The Board approves the Diversity in Governance and Leadership action plan, and that the opening statement can be published on the ‘Governance and the Board’ section of our website.
- Chief Executive and Chief Operating Officer Report Enc. 5
- Office space: there were two options, a Staffordshire University site in Stafford, or the Hub in Stafford. The recommendation is to rent office space at the Hub.
Decision 5: Subject to contracts the Board approved renting office space at The Hub from April.

8 **Dates & times of future meetings – Method (i.e., Virtual / Face to face, TBC)**

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

Actions	Owner	Date
Action 1: We would like to request volunteers for the Equality Diversity and Inclusion sub-group – please can anyone who would like to be involved contact HT.	ALL	Feb 2021

Decisions
Decision 1: The reappointment of two trustees was approved – KR and RR
Decision 2: The Board agreed to join the Race Code.
Decision 3: The Board confirmed that it delegates authority to FAG to amend existing policies / procedures and adopt new ones as required to prepare for Audit.
Decision 4: The Board approves the Diversity in Governance and Leadership action plan, and that the opening statement can be published on the ‘Governance and the Board’ section of our website
Decision 5: Subject to contracts the Board approved renting office space at The Hub from April.

Prepared By:	Date	Checked By	File Code
Hazell Thorogood	26.01.21	Kimiyo Rickett	Board Minutes 26.01.21

TOGETHER ACTIVE

Report to the Board – Enclosure 02

Report Title	Equality, Diversity, and Inclusion Group
Date	20 th April 2021

Open Agenda item	X	
Private and Confidential Agenda item		

Contact Officer	Name:	Jackie Brennan
	Tel:	07736 958699

For Information	
For Decision	x

- **Purpose of Report**

To update the Board on the following items which were discussed at the first Equality, Diversity, and Inclusion Group (ED&I) meeting on 29th March 2021:

- Terms of Reference
 - Board and staff drop-in session ED&I discussion
 - RAG progress report at future board meetings
 - Staff and Board half-day away day
 - Race Equality Code Assessment
- **Recommendations**
 - That the Board agrees the Terms of Reference
 - That the Board agrees to hold a staff and Board drop-in session
 - That the Board agrees to receive quarterly RAG progress reports
 - That the Board agrees to a staff and Board half-day away day

- **Report**

Terms of Reference (Appendix 1)

- The new ED&I working group met on the 29th of March and the draft Terms of Reference were approved subject to a few minor amendments. These changes have been made and the amended version can be viewed in appendix one.
- We would like an additional Board member to volunteer for the Equality Diversity and Inclusion sub-group.

Board and staff drop-in session ED&I discussion

- The ED&I Group propose holding an open discussion around the language we use to talk about equality, diversity and inclusion at the next Board and staff drop-in session on the first of June.
- GreaterSport have developed a resource around their commitment to inclusive language which would provide a good basis for a discussion.

RAG progress report at future board meetings

- The ED&I group recommend reporting to the Board on a quarterly basis on three key recommendations originally proposed in the January 2021 Board meeting.
- These are:
 - ED&I Framework to be in place and launched by 2021
 - Development of an inclusion network
 - Implementation of the Race Equality Code
- In addition the group proposes the use of the 'where are we now ladder (appendix 2) as an ongoing check and challenge process at future Board and team meetings.

Staff and Board half-day away day

- The ED&I group proposes a staff and Board half-day away day before the next ED&I group meeting in September to review and develop an initial ED&I Framework.

Race Equality Code Assessment

- A comprehensive range of documentation evidence including constitution, policies and job descriptions was submitted to consultants at The Governance Forum (TGF) as part of an initial Race Equality Code Assessment.
- A follow up rigorous diagnostic assessment has since taken place.
- An assessment feedback session will take place on the 6th May which should provide us with a list of actions which we will need to implement.

Terms of Reference: Equality, Diversity, and Inclusion Working Group

Purpose of the Equality, Diversity and Inclusion Working Group

Overall Purpose

To ensure Together Active becomes the most equitable organisation it can be and is accountable and transparent in all these aspects of equality, diversity, and inclusion

- 1) To develop a framework for making organisational decisions which embed equality, diversity, and inclusion in everything we do including
 - a. Leadership and governance
 - b. Policy and procedures
 - c. Operational
 - d. Communication and engagement
- 2) To implement the recommendations of the Race Code Assessment
- 3) To consider and make recommendations on the development of an inclusion network
- 4) To recommend and monitor equality, diversity and inclusion training to all Board and staff members
- 5) To oversee the delivery and review of the Diversity in Governance and Leadership Action Plan

Membership

The Equality, Diversity and Inclusive Working Group will consist of between five and six members:

- Independent Board Member with a focus on Equality, Diversity and Inclusion (ED&I)
- Chair of the Board
- A second Board Member
- CEO
- 2 Together Active staff members

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

Chair

- The Equality, Diversity and Inclusive Working Group shall be chaired by the Independent Board Member with a focus on ED&I

Frequency of Meetings

- At least four times per year
- The Group may meet more often as dictated by circumstances

Quorum

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

Decisions

- Where possible decisions are reached by consensus.
- Where a consensual decision cannot be reached and as long as the meeting is quorate, a majority vote will decide the issue.

- The Governance and Appointments Group Chair will have a casting vote in the event of a tie.

Transparency

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

Review of the Group

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

Authority

- For purposes of clarity, the Board retains the overall responsibility for:
- Signing off and adopting any policies, frameworks and action plans that are produced by the Equality, Diversity and Inclusion Group'
- The Equality, Diversity and Inclusion Working Group role is to make informed recommendations to the Board on all items listed within the Overall Purpose section above'

These Terms of Reference were agreed by the Board xxx

A review of these Terms of is due in xxx

Appendix 2

Avoidance	Inclusion and diversity is not even on the radar. We are not comfortable with talking about it.	
Compliant	We pay "lip service" to inclusion and diversity.	
Programatic	D&I fits around other business priorities. We attend events. We support some of the initiatives and activities.	Where we are now
Engaged	We promote inclusion and diversity and link it to business objectives.	
Embedded	We work hard to be an inclusive organisation. Our stakeholders recognise this role model inclusion in the organisation.	
Evolved	We are fully accountable for inclusion and diversity. We consider D&I in all the decision making process.	Where we want to be at the end of 2025

Report to the Board – Enclosure 3

Report Title	Chair's Actions since last meeting and PALS Report
Date	20.04.21

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:

- Sport England Strategy Launch event
- PALS x 4
- Staffordshire Ambassadors event x 2
- Catch up with CEO
- Remuneration Committee
- Sport England Review
- TIF Round 3 panel
- Active Partnerships e-convention x 3 workshops
- Induction of new staff
- ED and I working group
- Race code review
- FAG AND GAG x1

PALS (Physical Activity Leadership in Staffordshire):

- Fortnightly catch-up sessions well attended
- All LAs who outsource their leisure provision successful with their applications to the National Leisure Recovery Fund – Together Active provided data and coordinated 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 leisure centre memberships. Across the sub-region there was a 32.64% drop in memberships by October (before Lockdown 2) compared to pre-covid. This increased to a 40.53% drop by December (after Lockdown 2). Data will also be collected post Lockdown 3.

TOGETHER ACTIVE

Report to the Board – Enclosure 04

Report Title	Finance and Audit Group Report
Date	20 th April 2021

Open Agenda item	X
Private and Confidential Agenda item	

Contact Officer	Name:	Jane Kracke
	Tel:	07800 619187

For Information	
For Decision	x

- **Purpose of Report**

To update the Board on the following items which were discussed at the FAG meeting on 6th April 2021:

- 20-21 Accounts: Expenditure against Budget
- 5-Year Financial Forecast amendments
- 2021-22 Budget
- Risk Register review
- Remuneration Policy
- Pension Review

- **Recommendations**

- That the Board agrees the 2021-22 Budget
- That the Board agrees to adopt the Risk Management Policy and Risk Register
- That the Board agrees to adopt the Remuneration Policy
- That the Board agrees to request a review of the pension scheme provider every two years

- **Report**

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

- The attached figures show a detailed breakdown of the financial performance to 19.03.21 against the budget for 2020-21
- Please note the following:
 - These figures cover the period from 01.09.20 (the point SASSOT became Together Active and our finances transferred away from Stafford BC)
 - These figures are to 19.03.21, not the end of the quarter as there has been an issue with CAF online banking connecting with Quickbooks over the past few days. There are various year-end transactions which still need to be recorded, such as transfers between cost centres to contribute towards staff costs.
- The accounts for SASSOT for the period 01.04.20-31.08.20 have been reported to FAG and the Board previously and have now been formally signed off by Stafford Borough Council.
- The formal accounts for Together Active to 31.03.21 will be brought to the Board at the July meeting for sign off.
- The budget summary for TOGETHER ACTIVE is as follows:

	Budget 1 September to 31 March 21	Actual 1 September to 19 March 21	Variance
Expenditure	543,894	402,730	141,164
Income	967,380	1,131,779	164,399

- Income is c£164,000 greater than expected due to Round Two and Three of the Tackling Inequalities Fund, which wasn't included in the budget
- Expenditure is c£141,000 less than expected primarily for the following reasons:
 - i. In general, very little delivery has taken place across all programmes, due to Covid-19 – this funding will be carried forward and spent during 2021-22
 - ii. Employment costs are lower than expected overall due to lower NI rates than budgeted (this has been adjusted in the 5-year forecast)
 - iii. Staff expenses are slightly underspent across all codes as very little travel or training has taken place due to Covid-19
 - iv. We budgeted for rent on an office during 2020-21, whereas all staff have been based from home

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 yet

journalled back the deferred income for March

Expenditure

We have not yet been invoiced for the audit or final accounts, and the support we have required from Support Staffordshire in terms of finance systems has been a lot less than expected

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

Expenditure

There is a very significant underspend on Delivery (£106,000) as satellite club delivery has been hugely delayed due to Covid. Sport England have confirmed that funding can be rolled forward.

Volunteering

No exceptions

5-Year Financial Forecast Amendments (Appendix 2)

- The 5-Year Financial Forecast has been updated to include the following changes:
 - Figures for 2025-26 included
 - Carry-forwards from 2020-21 based on latest figures (still not finalised)
 - Staffing costs adjusted to incorporate 0.925% pay award from 01.04.21
 - New allocations of CYP funding
 - Opening School Facilities and Cannock Wayfinding projects (do not affect bottom line)
 - Local partner income based on latest projections
 - Projected unrestricted free funds at 31.03.26 will be £75,000

2021-22 Budget (Appendix 3)

- A draft budget for 2021-22 has been produced, there are individual budgets for each cost centre which sit behind this.
- A final version will be produced once exact carry-forwards from 2020-21 are confirmed
- This has been produced on the basis that all Sport England carry forward from 2020-21 (mainly CYP) will be spent during 2021-22. The exception to this is £5000 in the School Games budget (from the saving made on the Programme

Manager post currently being part time) which will be used to support delivery in future years and enable the delivery budget to continue at its current level.

Risk Register (Appendices 4 & 5)

- The Risk Management Policy has been reviewed and a few cosmetic changes made
- The Risk Register has had a full review, with existing controls and proposed improvements updated
- A 'heat map' comparing current and residual risk has been added to the end of the document
- It was agreed this should be discussed in more detail by the Board on an annual basis, potentially at the October meeting.

Remuneration Policy (Appendix 6)

- The Remuneration Policy was discussed and agreed, following a meeting in March of FAG (acting as the Remuneration Advisory Committee) where the annual pay award and ongoing principles for future pay awards were agreed

Pension Review

- The Trustees have a responsibility to ensure that Together Active's pension provider (Aviva) is reliable and fit for purpose
- A review of Aviva's financial strength, administration quality, investment offering and member engagement can be carried out by our pension brokers, Punter Southall Aspire
- The group recommend that this review is carried out every two years (first review due September 2022).

Together Active
Budget vs. Actuals: Budget 2020-2021 - FY21 P&L Totals
 April 2020 - March 2021

	Total			
	Actual	Budget	over Budget	% of Budget
Income				
4000 Total Income			0.00	
4100 Funding - Sport England	659,930.48	490,992.35	168,938.13	134.41%
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	18,333.35	20,000.00	-1,666.65	91.67%
4240 Stafford BC	7,333.35	8,000.00	-666.65	91.67%
4250 Lichfield DC	6,416.65	7,000.00	-583.35	91.67%
4260 Newcastle-under-Lyme BC	7,333.35	8,000.00	-666.65	91.67%
4270 Stoke-on-Trent CC	7,333.33	8,000.00	-666.67	91.67%
4280 East Staffordshire BC	5,500.00	8,000.00	-2,500.00	68.75%
4290 Staffordshire Moorlands DC	7,333.33	8,000.00	-666.67	91.67%
4300 Inspiring Healthy Lifestyles	7,333.24	8,000.00	-666.76	91.67%
4310 Staffordshire University	1,999.97	2,333.33	-333.36	85.71%
4320 Keele University	4,000.00		4,000.00	
4330 Mind		2,000.00	-2,000.00	0.00%
Total 4200 Funding - Other	£ 469,696.59	£ 476,113.60	-£ 6,417.01	98.65%
4500 Other Income	2,152.00	274.00	1,878.00	785.40%
Total 4000 Total Income	£ 1,131,779.07	£ 967,379.95	£ 164,399.12	116.99%
Total Income	£ 1,131,779.07	£ 967,379.95	£ 164,399.12	116.99%
Total	£ 1,131,779.07	£ 967,379.95	£ 164,399.12	116.99%
Expenditures				
6000 Total Salaries and On Costs			0.00	
6001 Salaries - Gross	162,234.68	160,936.75	1,297.93	100.81%
6002 Salaries - Additional Hours	5,634.79		5,634.79	
6003 Salaries - Holiday Pay	580.70		580.70	
6005 NI - Employer Contributions	13,449.49	24,509.20	-11,059.71	54.88%
6006 Superannuation - Employer Contributions	22,564.14	21,397.75	1,166.39	105.45%
Total 6000 Total Salaries and On Costs	£ 204,463.80	£ 206,843.70	-£ 2,379.90	98.85%

6100 Total Staff Expenses				0.00	
6101 Car Allowances	2,377.41	10,445.82	-8,068.41	22.76%	
6102 Travel / Subsistence	36.00	3,702.01	-3,666.01	0.97%	
6103 Employment Checks	159.28		159.28		
6104 Advertising	554.00	590.00	-36.00	93.90%	
6105 Training, CPD & Conferences	3,827.62	8,322.19	-4,494.57	45.99%	
6106 Eye Tests	45.00	60.00	-15.00	75.00%	
6107 Flu Jab Reimbursement	13.99	120.00	-106.01	11.66%	
6108 Clothing & Uniforms - Staff		600.00	-600.00	0.00%	
6109 Life Assurance	345.61	720.00	-374.39	48.00%	
6110 Travel/Subsistence - Volunteers	114.55	1,470.00	-1,355.45	7.79%	
6111 Staff Expenses - Other	365.36		365.36		
Total 6100 Total Staff Expenses	£ 7,838.82	£ 26,030.02	-£ 18,191.20	30.11%	
6200 Total Rent and Utilities			0.00		
6201 Rents - Office Base	1,237.38	14,000.00	-12,762.62	8.84%	
6202 Rents - Parking		875.00	-875.00	0.00%	
Total 6200 Total Rent and Utilities	£ 1,237.38	£ 14,875.00	-£ 13,637.62	8.32%	
6300 Total Office Costs			0.00		
6301 Office Equipment & Furniture	1,190.92	2,400.00	-1,209.08	49.62%	
6302 Printing - Central Costs		900.00	-900.00	0.00%	
6303 Stationery		320.00	-320.00	0.00%	
6304 Copy Charges		634.73	-634.73	0.00%	
6305 Postages	267.13	70.00	197.13	381.61%	
6306 Telephones		600.00	-600.00	0.00%	
6307 Mobile Phones	1,460.98	1,578.80	-117.82	92.54%	
Total 6300 Total Office Costs	£ 2,919.03	£ 6,503.53	-£ 3,584.50	44.88%	
6400 Total Professional Fees & Insurances			0.00		
6401 Professional Fees - Payroll Service	239.80	602.00	-362.20	39.83%	
6402 Professional Fees - Audit		4,800.00	-4,800.00	0.00%	
6403 Professional Fees - Pension & Life Assurance Brokers		2,640.00	-2,640.00	0.00%	
6404 Professional Fees - Finance Support	1,034.00	10,800.00	-9,766.00	9.57%	
6405 Professional Fees - Health & Safety	950.00	1,140.00	-190.00	83.33%	
6406 Professional Fees - HR	2,251.50	1,093.71	1,157.79	205.86%	
6407 Insurances	2,851.32	2,600.00	251.32	109.67%	
6408 Subscriptions	371.00	774.00	-403.00	47.93%	
6409 Professional Fees - Other Consultancy	9,000.00		9,000.00		
Total 6400 Total Professional Fees & Insurances	£ 16,697.62	£ 24,449.71	-£ 7,752.09	68.29%	

6500 Total Marketing				0.00	
6501 Marketing - Core	8,836.76	14,838.80	-6,002.04	59.55%	
Total 6500 Total Marketing	£ 8,836.76	£ 14,838.80	-£ 6,002.04	59.55%	
6600 Total IT				0.00	
6601 Computer Equipment & Software - Purchase	1,596.52	3,184.00	-1,587.48	50.14%	
6602 Computer Equipment - Repairs		600.00	-600.00	0.00%	
6603 IT Support & Maintenance	3,769.60	7,639.00	-3,869.40	49.35%	
Total 6600 Total IT	£ 5,366.12	£ 11,423.00	-£ 6,056.88	46.98%	
6700 Total Delivery				0.00	
6701 Hire of Facilities		12,897.00	-12,897.00	0.00%	
6702 Equipment - Hire		600.00	-600.00	0.00%	
6703 Equipment - Purchase	1,269.80	6,889.00	-5,619.20	18.43%	
6704 Clothing & Uniforms - Programmes		1,096.00	-1,096.00	0.00%	
6705 Printing - Programmes		1,716.00	-1,716.00	0.00%	
6706 Grants	124,485.40	156,713.83	-32,228.43	79.43%	
6707 Hospitality	372.49	7,873.50	-7,501.01	4.73%	
6708 Promotions	126.00	950.00	-824.00	13.26%	
6709 Professional Fees - Programmes	29,117.00	42,805.24	-13,688.24	68.02%	
Total 6700 Total Delivery	£ 155,370.69	£ 231,540.57	-£ 76,169.88	67.10%	
6800 Total Contingency		7,389.23	-7,389.23	0.00%	
Total Expenditures	£ 402,730.22	£ 543,893.56	-£ 141,163.34	74.05%	
Net Operating Income	£ 729,048.85	£ 423,486.39	£ 305,562.46	172.15%	
Net Income/(Expenditure)	£ 729,048.85	£ 423,486.39	£ 305,562.46	172.15%	

Tuesday, Mar 30, 2021 09:02:03 AM GMT+1 - Accrual Basis

Together Active
Budget vs. Actuals 2020-21 Core
 April 2020 - March 2021

	Actual	Total Budget	over Budget
Income			
4000 Total Income			0.00
4100 Funding - Sport England	155,601.13	198,141.35	-42,540.22
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	255,239.27	253,266.65	1,972.62
4203 Non-Public Funding c/f from previous year	950.00		950.00
4204 Other Public Sector Funding c/f from previous year	266.00		266.00
4230 Staffordshire CC	18,333.35	20,000.00	-1,666.65
4240 Stafford BC	7,333.35	8,000.00	-666.65
4250 Lichfield DC	6,416.65	7,000.00	-583.35
4260 Newcastle-under-Lyme BC	7,333.35	8,000.00	-666.65
4270 Stoke-on-Trent CC	7,333.33	8,000.00	-666.67
4280 East Staffordshire BC	5,500.00	8,000.00	-2,500.00
4290 Staffordshire Moorlands DC	7,333.33	8,000.00	-666.67
4300 Inspiring Healthy Lifestyles	7,333.24	8,000.00	-666.76
4310 Staffordshire University	1,999.97	2,333.33	-333.36
4320 Keele University	4,000.00		4,000.00
4330 Mind		2,000.00	-2,000.00
Total 4200 Funding - Other	£ 464,402.84	£ 467,630.98	-£ 3,228.14
4500 Other Income	402.00		402.00
Total 4000 Total Income	£ 620,405.97	£ 665,772.33	-£ 45,366.36
Total Income	£ 620,405.97	£ 665,772.33	-£ 45,366.36
Total	£ 620,405.97	£ 665,772.33	-£ 45,366.36
Expenditures			
6000 Total Salaries and On Costs			0.00
6001 Salaries - Gross	107,587.48	111,216.00	-3,628.52
6002 Salaries - Additional Hours	5,562.22		5,562.22
6003 Salaries - Holiday Pay	580.70		580.70
6005 NI - Employer Contributions	9,286.10	17,639.95	-8,353.85
6006 Superannuation - Employer Contributions	14,679.62	14,803.81	-124.19
Total 6000 Total Salaries and On Costs	£ 137,696.12	£ 143,659.76	-£ 5,963.64
6100 Total Staff Expenses			0.00
6101 Car Allowances	1,230.40	7,630.76	-6,400.36
6102 Travel / Subsistence		2,710.32	-2,710.32
6103 Employment Checks	102.28		102.28
6104 Advertising	554.00	590.00	-36.00
6105 Training, CPD & Conferences	3,496.42	7,530.50	-4,034.08
6106 Eye Tests	15.00	60.00	-45.00
6107 Flu Jab Reimbursement	13.99	120.00	-106.01
6108 Clothing & Uniforms - Staff		600.00	-600.00
6109 Life Assurance	146.84	720.00	-573.16
6110 Travel/Subsistence - Volunteers	114.55	1,470.00	-1,355.45
6111 Staff Expenses - Other	30.36		30.36
Total 6100 Total Staff Expenses	£ 5,703.84	£ 21,431.58	-£ 15,727.74
6200 Total Rent and Utilities			0.00
6201 Rents - Office Base	1,237.38	14,000.00	-12,762.62
6202 Rents - Parking		875.00	-875.00
Total 6200 Total Rent and Utilities	£ 1,237.38	£ 14,875.00	-£ 13,637.62
6300 Total Office Costs			0.00
6301 Office Equipment & Furniture	1,190.92	2,400.00	-1,209.08
6302 Printing - Central Costs		900.00	-900.00
6303 Stationery		320.00	-320.00
6304 Copy Charges		599.73	-599.73
6305 Postages	267.13	70.00	197.13
6306 Telephones		600.00	-600.00
6307 Mobile Phones	1,023.72	1,122.92	-99.20
Total 6300 Total Office Costs	£ 2,481.77	£ 6,012.65	-£ 3,530.88

6400 Total Professional Fees & Insurances				0.00
6401 Professional Fees - Payroll Service	239.80	602.00		-362.20
6402 Professional Fees - Audit		4,800.00		-4,800.00
6403 Professional Fees - Pension & Life Assurance Brokers		2,640.00		-2,640.00
6404 Profession Fees - Finance Support	1,034.00	10,800.00		-9,766.00
6405 Professional Fees - Health & Safety	950.00	1,140.00		-190.00
6406 Professional Fees - HR	2,251.50	1,093.71		1,157.79
6407 Insurances	2,851.32	1,400.00		1,451.32
6408 Subscriptions	371.00	774.00		-403.00
6409 Professional Fees - Other Consultancy	9,000.00			9,000.00
Total 6400 Total Professional Fees & Insurances	£ 16,697.62	£ 23,249.71	-£	6,552.09
6500 Total Marketing				0.00
6501 Marketing - Core	8,836.76	14,838.80		-6,002.04
Total 6500 Total Marketing	£ 8,836.76	£ 14,838.80	-£	6,002.04
6600 Total IT				0.00
6601 Computer Equipment & Software - Purchase	1,496.74	3,184.00		-1,687.26
6602 Computer Equipment - Repairs		600.00		-600.00
6603 IT Support & Maintenance	3,769.60	7,639.00		-3,869.40
Total 6600 Total IT	£ 5,266.34	£ 11,423.00	-£	6,156.66
6700 Total Delivery				0.00
6701 Hire of Facilities		3,000.00		-3,000.00
6703 Equipment - Purchase		120.00		-120.00
6706 Grants		10,500.00		-10,500.00
6707 Hospitality	368.29	2,317.50		-1,949.21
6709 Professional Fees - Programmes	820.00			820.00
Total 6700 Total Delivery	£ 1,188.29	£ 15,937.50	-£	14,749.21
Total Expenditures	£ 179,108.12	£ 251,428.00	-£	72,319.88
Net Operating Income	£ 441,297.85	£ 414,344.33	£	26,953.52
Net Income/(Expenditure)	£ 441,297.85	£ 414,344.33	£	26,953.52

Tuesday, Mar 30, 2021 09:03:05 AM GMT+1 - Accrual Basis

Together Active
Budget vs. Actuals 2020-21 Workforce
 April 2020 - March 2021

	Actual	Total Budget	over Budget
Income			
4000 Total Income			0.00
4100 Funding - Sport England	67,782.84	64,280.70	3,502.14
4200 Funding - Other			0.00
4202 Local Authorities c/f from previous year - unrestricted free	0.00	1,722.29	-1,722.29
Total 4200 Funding - Other	£ 0.00	£ 1,722.29	-£ 1,722.29
4500 Other Income	1,750.00		1,750.00
Total 4000 Total Income	£ 69,532.84	£ 66,002.99	£ 3,529.85
Total Income	£ 69,532.84	£ 66,002.99	£ 3,529.85
Total	£ 69,532.84	£ 66,002.99	£ 3,529.85
Expenditures			
6000 Total Salaries and On Costs			0.00
6001 Salaries - Gross	20,416.69	20,417.00	-0.31
6002 Salaries - Additional Hours	72.57		72.57
6005 NI - Employer Contributions	1,619.38	2,818.00	-1,198.62
6006 Superannuation - Employer Contributions	1,639.18	1,663.00	-23.82
Total 6000 Total Salaries and On Costs	£ 23,747.82	£ 24,898.00	-£ 1,150.18
6100 Total Staff Expenses			0.00
6101 Car Allowances		1,458.00	-1,458.00
6102 Travel / Subsistence		500.00	-500.00
6103 Employment Checks	57.00		57.00
6105 Training, CPD & Conferences	180.00		180.00
6109 Life Assurance	35.32		35.32
Total 6100 Total Staff Expenses	£ 272.32	£ 1,958.00	-£ 1,685.68
6300 Total Office Costs			0.00
6307 Mobile Phones	148.35	151.69	-3.34
Total 6300 Total Office Costs	£ 148.35	£ 151.69	-£ 3.34
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		1,500.00	-1,500.00
6703 Equipment - Purchase		360.00	-360.00
6707 Hospitality		1,000.00	-1,000.00
6709 Professional Fees - Programmes	22,835.00	26,993.24	-4,158.24
Total 6700 Total Delivery	£ 22,835.00	£ 29,853.24	-£ 7,018.24
Total Expenditures	£ 47,047.38	£ 56,860.93	-£ 9,813.55
Net Operating Income	£ 22,485.46	£ 9,142.06	£ 13,343.40
Net Income/(Expenditure)	£ 22,485.46	£ 9,142.06	£ 13,343.40

Tuesday, Mar 30, 2021 09:04:22 AM GMT+1 - Accrual Basis

Together Active
Budget vs. Actuals 2020-21 Sportivate
 April 2020 - March 2021

	Actual		Total Budget		over Budget
Income					
4000 Total Income					0.00
4100 Funding - Sport England	213,158.40				213,158.40
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	£ 218,452.15	£	5,294.00	£	213,158.15
Total Income	£ 218,452.15	£	5,294.00	£	213,158.15
Total	£ 218,452.15	£	5,294.00	£	213,158.15
Expenditures					
6700 Total Delivery					0.00
6706 Grants	92,655.40				92,655.40
6709 Professional Fees - Programmes	3,000.00		5,294.00		-2,294.00
Total 6700 Total Delivery	£ 95,655.40	£	5,294.00	£	90,361.40
Total Expenditures	£ 95,655.40	£	5,294.00	£	90,361.40
Net Operating Income	£ 122,796.75	£	0.00	£	122,796.75
Net Income/(Expenditure)	£ 122,796.75	£	0.00	£	122,796.75

Tuesday, Mar 30, 2021 09:05:48 AM GMT+1 - Accrual Basis

Together Active
Budget vs. Actuals 2020-21 School Games
 April 2020 - March 2021

	Actual	Total Budget	over Budget
Income			
4000 Total Income			0.00
4100 Funding - Sport England	53,458.04	64,698.30	-11,240.26
4200 Funding - Other			0.00
4203 Non-Public Funding c/f from previous year	0.00	950.00	-950.00
Total 4200 Funding - Other	£ 0.00	£ 950.00	-£ 950.00
Total 4000 Total Income	£ 53,458.04	£ 65,648.30	-£ 12,190.26
Total Income	£ 53,458.04	£ 65,648.30	-£ 12,190.26
Total	£ 53,458.04	£ 65,648.30	-£ 12,190.26
Expenditures			
6000 Total Salaries and On Costs			0.00
6001 Salaries - Gross	22,732.86	18,151.00	4,581.86
6005 NI - Employer Contributions	1,831.82	2,506.00	-674.18
6006 Superannuation - Employer Contributions	4,313.70	3,049.69	1,264.01
Total 6000 Total Salaries and On Costs	£ 28,878.38	£ 23,706.69	£ 5,171.69
6100 Total Staff Expenses			0.00
6101 Car Allowances	585.26	758.31	-173.05
6102 Travel / Subsistence	36.00	291.69	-255.69
6105 Training, CPD & Conferences	151.20	291.69	-140.49
6109 Life Assurance	128.17		128.17
6111 Staff Expenses - Other	335.00		335.00
Total 6100 Total Staff Expenses	£ 1,235.63	£ 1,341.69	-£ 106.06
6300 Total Office Costs			0.00
6304 Copy Charges		35.00	-35.00
6307 Mobile Phones	155.44	151.69	3.75
Total 6300 Total Office Costs	£ 155.44	£ 186.69	-£ 31.25
6400 Total Professional Fees & Insurances			0.00
6407 Insurances		1,200.00	-1,200.00
Total 6400 Total Professional Fees & Insurances	£ 0.00	£ 1,200.00	-£ 1,200.00
6600 Total IT			0.00
6601 Computer Equipment & Software - Purchase	55.89		55.89
Total 6600 Total IT	£ 55.89	£ 0.00	£ 55.89
6700 Total Delivery			0.00
6701 Hire of Facilities		8,147.00	-8,147.00
6702 Equipment - Hire		600.00	-600.00
6703 Equipment - Purchase	1,269.80	6,409.00	-5,139.20
6704 Clothing & Uniforms - Programmes		1,096.00	-1,096.00
6705 Printing - Programmes		1,716.00	-1,716.00
6707 Hospitality	4.20	4,356.00	-4,351.80
6708 Promotions	126.00	950.00	-824.00
6709 Professional Fees - Programmes		8,550.00	-8,550.00
Total 6700 Total Delivery	£ 1,400.00	£ 31,824.00	-£ 30,424.00
6800 Total Contingency		7,389.23	-7,389.23
Total Expenditures	£ 31,725.34	£ 65,648.30	-£ 33,922.96
Net Operating Income	£ 21,732.70	£ 0.00	£ 21,732.70
Net Income/(Expenditure)	£ 21,732.70	£ 0.00	£ 21,732.70

Together Active
Budget vs. Actuals 2020-21 Youth Sport
 April 2020 - March 2021

	Actual	Total Budget	over Budget
Income			
4000 Total Income			0.00
4100 Funding - Sport England	160,106.65	154,283.33	5,823.32
Total 4000 Total Income	£ 160,106.65	£ 154,283.33	£ 5,823.32
Total Income	£ 160,106.65	£ 154,283.33	£ 5,823.32
Total	£ 160,106.65	£ 154,283.33	£ 5,823.32
Expenditures			
6000 Total Salaries and On Costs			0.00
6001 Salaries - Gross	11,497.65	11,152.75	344.90
6005 NI - Employer Contributions	712.19	1,545.25	-833.06
6006 Superannuation - Employer Contributions	1,931.64	1,881.25	50.39
Total 6000 Total Salaries and On Costs	£ 14,141.48	£ 14,579.25	-£ 437.77
6100 Total Staff Expenses			0.00
6101 Car Allowances	561.75	598.75	-37.00
6102 Travel / Subsistence		200.00	-200.00
6105 Training, CPD & Conferences		500.00	-500.00
6106 Eye Tests	30.00		30.00
6109 Life Assurance	35.28		35.28
Total 6100 Total Staff Expenses	£ 627.03	£ 1,298.75	-£ 671.72
6300 Total Office Costs			0.00
6307 Mobile Phones	133.47	152.50	-19.03
Total 6300 Total Office Costs	£ 133.47	£ 152.50	-£ 19.03
6700 Total Delivery			0.00
6701 Hire of Facilities		250.00	-250.00
6706 Grants	31,830.00	137,802.83	-105,972.83
6707 Hospitality		200.00	-200.00
Total 6700 Total Delivery	£ 31,830.00	£ 138,252.83	-£ 106,422.83
Total Expenditures	£ 46,731.98	£ 154,283.33	-£ 107,551.35
Net Operating Income	£ 113,374.67	£ 0.00	£ 113,374.67
Net Income/(Expenditure)	£ 113,374.67	£ 0.00	£ 113,374.67

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Together Active
Budget vs. Actuals 2020-21 Volunteering
 April 2020 - March 2021

	Actual	Total Budget	over Budget
Income			
4000 Total Income			0.00
4100 Funding - Sport England	9,823.42	9,588.67	234.75
4200 Funding - Other			0.00
4202 Local Authorities c/f from previous year - unrestricted free	0.00	250.33	-250.33
4204 Other Public Sector Funding c/f from previous year	0.00	266.00	-266.00
Total 4200 Funding - Other	£ 0.00	£ 516.33	-£ 516.33
4500 Other Income	0.00	274.00	-274.00
Total 4000 Total Income	£ 9,823.42	£ 10,379.00	-£ 555.58
Total Income	£ 9,823.42	£ 10,379.00	-£ 555.58
Total	£ 9,823.42	£ 10,379.00	-£ 555.58
Expenditures			
6700 Total Delivery			0.00
6706 Grants		8,411.00	-8,411.00
6709 Professional Fees - Programmes	2,462.00	1,968.00	494.00
Total 6700 Total Delivery	£ 2,462.00	£ 10,379.00	-£ 7,917.00
Total Expenditures	£ 2,462.00	£ 10,379.00	-£ 7,917.00
Net Operating Income	£ 7,361.42	£ 0.00	£ 7,361.42
Net Income/(Expenditure)	£ 7,361.42	£ 0.00	£ 7,361.42

Tuesday, Mar 30, 2021 10:49:51 AM GMT+1 - Accrual Basis

**Together Active
Trial Balance
As of March 19, 2021**

	<u>Debit</u>	<u>Credit</u>
1101 Total Cash in Bank & in Hand:CAF Bank	802,900.03	
1200 Total Debtors (Accounts Receivable)	5,750.00	
1305 Total Current Assets:Accrued Revenue	0.00	
1306 Total Current Assets:Prepaid Expenses	2,851.29	
2000 Total Creditors (Accounts Payable)		10,698.50
2104 Total Current Liabilities:Pension Liabilities		8,905.66
2106 Total Current Liabilities:Payroll Liabilities		6,481.07
2109 Total Current Liabilities:Unearned or Deferred Revenue		56,367.24
VAT Control		0.00
4100 Total Income:Funding - Sport England		659,930.48
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		18,333.35
4240 Total Income:Funding - Other:Stafford BC		7,333.35
4250 Total Income:Funding - Other:Lichfield DC		6,416.65
4260 Total Income:Funding - Other:Newcastle-under-Lyme BC		7,333.35
4270 Total Income:Funding - Other:Stoke-on-Trent CC		7,333.33
4280 Total Income:Funding - Other:East Staffordshire BC		5,500.00
4290 Total Income:Funding - Other:Staffordshire Moorlands DC		7,333.33
4300 Total Income:Funding - Other:Inspiring Healthy Lifestyles		7,333.24
4310 Total Income:Funding - Other:Staffordshire University		1,999.97
4320 Total Income:Funding - Other:Keele University		4,000.00
4500 Total Income:Other Income		2,152.00
6001 Total Salaries and On Costs:Salaries - Gross	162,234.68	
6002 Total Salaries and On Costs:Salaries - Additional Hours	5,634.79	
6003 Total Salaries and On Costs:Salaries - Holiday Pay	580.70	
6005 Total Salaries and On Costs:NI - Employer Contributions	13,449.49	
6006 Total Salaries and On Costs:Superannuation - Employer Contributions	22,564.14	
6101 Total Staff Expenses:Car Allowances	2,377.41	
6102 Total Staff Expenses:Travel / Subsistence	36.00	
6103 Total Staff Expenses:Employment Checks	159.28	
6104 Total Staff Expenses:Advertising	554.00	
6105 Total Staff Expenses:Training, CPD & Conferences	3,827.62	
6106 Total Staff Expenses:Eye Tests	45.00	
6107 Total Staff Expenses:Flu Jab Reimbursement	13.99	
6109 Total Staff Expenses:Life Assurance	345.61	
6110 Total Staff Expenses:Travel/Subsistence - Volunteers	114.55	
6111 Total Staff Expenses:Staff Expenses - Other	365.36	
6201 Total Rent and Utilities:Rents - Office Base	1,237.38	
6301 Total Office Costs:Office Equipment & Furniture	1,190.92	
6305 Total Office Costs:Postages	267.13	
6307 Total Office Costs:Mobile Phones	1,460.98	
6401 Total Professional Fees & Insurances:Professional Fees - Payroll Service	239.80	
6404 Total Professional Fees & Insurances:Profession Fees - Finance Support	1,034.00	
6405 Total Professional Fees & Insurances:Professional Fees - Health & Safety	950.00	
6406 Total Professional Fees & Insurances:Professional Fees - HR	2,251.50	
6407 Total Professional Fees & Insurances:Insurances	2,851.32	
6408 Total Professional Fees & Insurances:Subscriptions	371.00	
6409 Total Professional Fees & Insurances:Professional Fees - Other Consultancy	9,000.00	
6501 Total Marketing:Marketing - Core	8,836.76	
6601 Total IT:Computer Equipment & Software - Purchase	1,596.52	
6603 Total IT:IT Support & Maintenance	3,769.60	
6703 Total Delivery:Equipment - Purchase	1,269.80	
6706 Total Delivery:Grants	124,485.40	
6707 Total Delivery:Hospitality	372.49	
6708 Total Delivery:Promotions	126.00	
6709 Total Delivery:Professional Fees - Programmes	29,117.00	
TOTAL	£ 1,214,231.54	£ 1,214,231.54

Together Active Five-Year Financial Projection

29.03.21

Summary

	<u>Note</u>	2021-22	2022-23	2023-24	2024-25	2025-26
<u>Income</u>						
Balance Carried Forward	1	- 709,410	- 483,680	- 456,260	- 423,110	- 384,130
Income	2	- 962,770	- 578,680	- 560,430	- 548,430	- 548,430
Monies received for use in next financial year	3	-	-	-	-	-
Transfers Between Budgets		-	-	-	-	-
		-	-	-	-	-
<u>Total Income</u>		- 1,672,180	- 1,062,360	- 1,016,690	- 971,540	- 932,560
<u>Expenditure</u>						
Employee Salaries & On-Costs	4	383,420	353,690	360,770	367,980	375,330
Staff Expenses	5	33,180	27,460	27,460	27,460	27,460
Rent & Utilities	6	10,890	10,890	10,890	10,890	10,890
Office Costs	7	8,370	7,850	7,850	7,850	7,850
Professional Fees & Insurances	8	29,740	30,340	30,340	30,340	30,340
Marketing	9	20,160	20,160	20,160	20,160	20,160
IT	10	12,670	10,810	10,810	10,810	10,810
Delivery / Contingency	11	690,070	144,900	125,300	111,920	110,290
		-	-	-	-	-
<u>Total Expenditure</u>		1,188,500	606,100	593,580	587,410	593,130
		-	-	-	-	-
<u>Balance</u>		- 483,680	- 456,260	- 423,110	- 384,130	- 339,430
of which Unrestricted Designated funds	12	- 190,090	- 210,780	- 228,160	- 246,370	- 264,420
of which Restricted funds	13	- 5,000	- 4,980	- 4,110	- 2,380	-
of which Unrestricted Free funds	14	- 288,590	- 240,500	- 190,840	- 135,380	- 75,010

Carry Forward from 2020-21 tbc

Assumptions:

That we reduce our requested funding from partners for 2021-22 onwards

That SE funding will reduce by 7% between 2020-21 and 2022-23

That we continue to receive CYP funding to 31.03.26 on same basis as currently

That our DfE Volunteer funding is only paid to 31.08.21

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 - 254447 2021-22; £245500 2022-23 onwards (7% cut from 20-21)
	Local Partners	72000 2020-21; 40500 2021-22; 35500 2022-23 onwards
	Workforce	37500
	CYP	Financial Year (229,926 2021-22 onwards)
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	
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	Includes website	
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. Contingency only in School Games	
12. Unrestricted Designated funds	Redundancy liabilities for all staff , plus 3 months' salary and on costs for non-programme staff as of 31st March	
13. Restricted funds	Funding which can only be spend on a specific project or programme, such as Satellite Clubs or Primary Premium	
14. Unrestricted Free funds	Funding where Together Active has flexibility to decide how best to use it to deliver identified outcomes. Includes Sport England Primary Role funding.	

Amendments to previous budget:

Staffing costs adjusted

New CYP allocations included

Local Partner income adjusted

Carry forwards from 2020-21 amended

Still need to further update unrestricted designated reserves once statutory redundancy figure released for 2021-22

Together Active Total Budget 2021-22

	£
6001 Salaries - Gross	306436
6002 Salaries - Additional Hours	6062
6003 Salaries - Holiday Pay	250
6004 Redundancy	0
6005 NI - Employer Contributions	32745
6006 Superannuation - Employer Contributions	37920
6101 Car Allowances	14050
6102 Travel/Subsistence - Staff	5500
6103 Employment Checks	300
6104 Advertising	1000
6105 Training, CPD and Conferences	9000
6106 Eye Tests	145
6107 Flu Jab Reimbursement	200
6108 Clothing & Uniforms - Staff	500
6109 Life Assurance	800
6110 Travel / Subsistence - Volunteers	1080
6111 Staff Expenses - Other	600
6201 Rents - Office Base	10888
6202 Rents - Parking Spaces	0
6301 Office Equipment & Furniture	3064
6302 Printing	1500
6303 Stationery	350
6304 Copy Charges	200
6305 Postages	400
6306 Telephones	260
6307 Mobile Phones	3040
6401 Professional Fees - Payroll Service	700
6402 Professional Fees - Audit	5400
6403 Professional Fees - Pension & Life Assurance Brokers	1440
6404 Professional Fees - Finance Support	4296
6405 Professional Fees - Health & Safety	900
6406 Professional Fees - HR	4000
6407 Insurances	7500
6408 Subscriptions	3500
6409 Other Consultancy	2000
6501 Marketing - Core	20160
6601 Computer Equipment & Software - Purchase	5613
6602 Computer Equipment - Repairs	500
6603 IT Support & Maintenance	6540
6701 Hire of Facilities	6917
6702 Equipment - Hire	1041
6703 Equipment - Purchase	1100
6704 Clothing & Uniforms - Programmes	100

6705	Printing - Programmes	150
6706	Grants	448260
6707	Hospitality	3885
6708	Promotions	192
6709	Professional Fees - Programmes	71225
6710	Wayfinding - Capital	0
6711	Wayfinding - Revenue	0
6801	Contingency	0
		0
	Expenditure	1031709
		0
4001	Funding - Sport England	763727
4002	Funding - Other	40500
4003	Other Income	1750
		0
		0
		0
	Income	805977
		0
	NET	-225732
		0

	Restricted funds	5000
	Unrestricted designated funds	190094
	Unrestricted free funds	288593
	B/f from 2019-20	709419
	Monies received in 2020-21 for use in 2021-22	0

Risk Management Policy

Introduction

Every business faces risks every day. An effective risk management policy and risk register can increase the business' chances of success and reduce the possibility of failure. Businesses that are better at identifying risk will be better prepared and have a more cost-effective way of dealing with it.

Risk is defined as the probability of an event and its consequences. Risk management focuses on identifying what could go wrong, evaluating which risks are important to deal with, and implementing strategies to deal with those risks.

Together Active's risk management process involves:

1. Establishing a risk management policy
2. Identifying risks
3. Assessing risks
4. Evaluating what action needs to be taken on risks
5. Reassessing residual risk
6. Periodic monitoring and assessment

The main categories of risk we consider are:

- **Governance** – risks associated with the way the organisation is run and its strategic direction
- **Operational** - risks associated with the delivery of the organisation's objectives
- **Financial** - risks associated with the financial structure of the partnership, the transactions the organisation makes, and the financial systems in place
- **Environmental or External** – risks associated with policy changes, financial climate etc.
- **Compliance** - risks associated with the need to comply with laws and regulations and any conditions of funding

Responsibility for Risk Management with Together Active

This Risk Management Plan and Risk Register is overseen by the Finance and Audit Group (FAG - a sub-group of the Board), with individual risks clearly assigned to individuals / groups.

FAG will review this on a quarterly basis, with a report taken to the Board's quarterly meetings. A full review will be carried out by FAG annually.

Assessing Risk

Each identified risk is assessed based on its LIKELIHOOD of occurring and the severity of IMPACT should it occur:

Likelihood		
Descriptor	Score	Example
Remote	1	May only occur in exceptional circumstances
Unlikely	2	Unlikely to occur
Possible	3	May or may not occur
Probable	4	Likely to occur
Highly probable	5	Very likely to occur

Impact		
Descriptor	Score	Impact on Service and Reputation
Insignificant	1	<ul style="list-style-type: none"> • no impact on service • no impact on reputation • complaint unlikely • litigation risk remote
Minor	2	<ul style="list-style-type: none"> • slight impact on service • slight impact on reputation • complaint possible • litigation possible
Moderate	3	<ul style="list-style-type: none"> • some service disruption • potential for adverse publicity - avoidable with careful handling • complaint probable • litigation probable
Major	4	<ul style="list-style-type: none"> • service disrupted • adverse publicity not avoidable (local media) • complaint highly probable • litigation highly probable
Extreme/Catastrophic	5	<ul style="list-style-type: none"> • service interrupted for significant time • major adverse publicity not avoidable (national media) • major litigation expected • resignation of senior management and board • loss of beneficiary confidence

Using a scoring of $xy+y$, where x is likelihood and y is impact, the 'heat map' below categorises risks into four levels:

IMPACT	Extreme / Catastrophic	5	10	15	20	25	30
	Major	4	8	12	16	20	24
	Moderate	3	6	9	12	15	18
	Minor	2	4	6	8	10	12
	Insignificant	1	2	3	4	5	6
			1 Remote	2 Unlikely	3 Possible	4 Probable	5 Highly Probable
			LIKELIHOOD				

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

Risk Register
April 2021



Risk Area	Risk Identified	Likelihood of Occurring (X)	Severity of Impact (Y)	Overall Risk (xy)	Existing Control Procedures (Note 1)	Proposed Improvements (Existing Control Procedures to be continued)	Action By	Residual Likelihood of Occurring (X)	Residual Severity of Impact (Y)	Residual Risk (Note 2)	Timetable for Action	Update Q1 2021-22
1. Governance	1.1 Organisation lacks direction, strategy and forward planning	3	5	20	New Strategy (2021-) being finalised (with clear line-of-site to SE strategy) along with clear Vision and Mission, significant Board, Team and partner engagement undertaken Strategy, Vision and Mission compiled with partner input Progress against Annual Delivery Plan reviewed by Board quarterly	Strategy Launch to be used to gain partner buy-in to strategy Identify initial priorities and develop 21-22 Annual Delivery Plan Pilot ways of increasing Board engagement / challenge - use of Board Drop-Ins; Scrutiny Review Committee to meet before each Board meeting to analyse a pre-identified area of TA's work - membership flexible to reflect the focus of each meeting	CE CE / Team GAG	2	5	15	April 21 April 21 July 21	
	1.2 Organisation lacks support / influence at the highest levels. Physical activity not a priority for key partners	3	3	12	Range of partners / stakeholders as Board members Continue to engage with MPs and LA Chief Execs on key issues affecting the sector Existing links to strategic groups such STP, Health and Wellbeing Board, Support for Young People Group, Early Help PBA Group etc.	Clear outcomes for Together Active's involvement in these strategic groups agreed Strengthen links to relevant strategic groups in Stoke Share Together Active's manifesto with these	Chair / CE	2	3	9	Ongoing As appropriate Ongoing	
	1.3 Board lacks relevant skills or commitment, or doesn't work effectively remotely	2	4	12	Board recruitment based on analysis of skills matrix, addressing gaps Annual review of Board Effectiveness (and self-assessment of individuals) and Action Plan to address findings 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 electronically where necessary	When next vacancy arises, or when next skills review with current Board is due, revise skills matrix to be more aligned to current needs Continue to monitor attendance at Board Drop-ins and other engagement outside of Board meetings. Discuss lack of engagement with individual Trustees if necessary	GAG Chair	1	4	8	March 22 Ongoing	
	1.4 Board lacks diversity and is not representative of the communities it serves	4	2	10	Currently working through the Race Code as part of a West Midlands AP approach to addressing diversity	Complete Race Code work Action Plan to be developed as part of this work, linked to Tier Three compliance, and identifying key steps to ensure a wider diversity of applicants during next round of recruitment Development of an EDI framework	APM / Working Group	3	2	8	TBC April 22	
	1.5 Board dominated by one or two individuals, or by connected individuals	1	3	6	Declaration of interest policy in place. All board members complete declaration form on joining Board. Standard agenda item at start of all Board and sub-group meetings 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 personal responsibilities (Constitution) are emphasised in Induction Ensure Board and Team are aware of SID role this	Chair SID	1	3	6	Ongoing Ongoing	

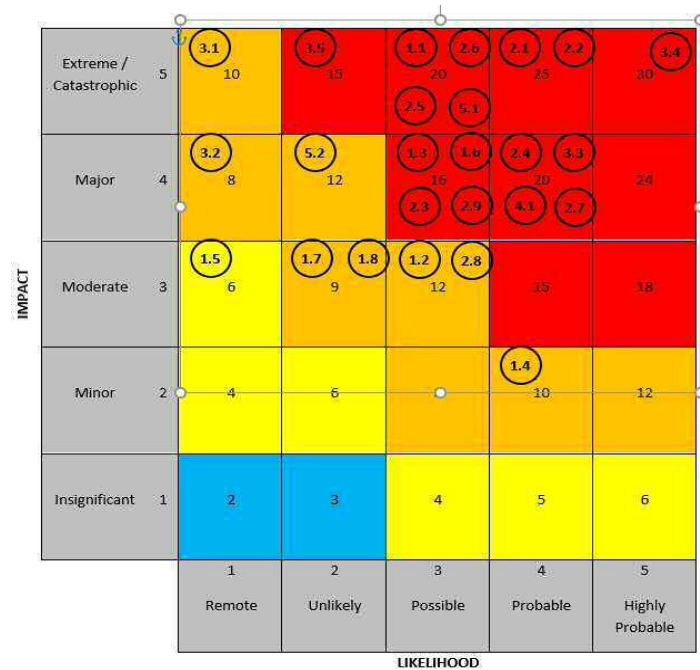
1.6 Ineffective organisational structure and governance (Team and Board)	3	4	16	<p>Board Sub-Group structure and Team structure reviewed when Together Active was formed (Sept 20) Job / Role Descriptions in place for staff and trustees</p> <p>Delegated Decision recently reviewed and used when appropriate</p> <p>Annual internal review of Board Effectiveness (and self-assessment of individuals) and Action Plan to address findings (Summer)</p> <p>Evidence for Tier Three of A Code for Sports Governance submitted to Sport England</p>	<p>Annual 'health check' of Board and Team Structures to ensure remain fit for purpose</p> <p>Continue to clarify roles of team members through 1-2-1s, PDRs etc.</p> <p>Ensure Delegated Decision form continues to be used consistently</p> <p>Prepare for External Board Review (due April 2022)</p> <p>Ensure compliance confirmed then continue to maintain compliance</p>	<p>Team: CE / COO Sub Groups: GAG</p> <p>COO</p> <p>Chair / COO</p> <p>COO</p>	2	4	12	<p>Sept 21</p> <p>Ongoing</p> <p>Ongoing</p> <p>From Jan 2022</p> <p>April 21 then ongoing</p>
	2	3	9	<p>Succession plan in place</p> <p>Board at capacity so unlikely to drop below minimum numbers</p> <p>Register of Board Terms maintained. Chair to liaise with individuals towards end of term to confirm if they intend to continue</p> <p>Opportunity for Board members to raise concerns as part of annual self-assessment process</p>	<p>Ensure Succession Plan is embedded - annual review by Governance and Appointments Group</p>	GAG	1	3	6	Sept 21
	2	3	9	<p>Board reports circulated 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>Board Agendas put key items at beginning to allow time for discussion. Standing agenda items / reports for discussion by exception.</p>	<p>Embed culture of Board members being fully prepared for meetings, with any key items for discussion to be flagged up in the relevant reports</p>	GAG	1	3	6	Dec 21
2.1 Non-delivery of agreed outcomes	4	5	25	<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 quarterly meetings</p>	<p>Develop clear actions / performance measure for 2021-22 ADP</p> <p>Ensure any risk of non-delivery is identified through quarterly reporting process. Utilise expertise of Board and Team for solutions</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</p> <p>CE / COO / Board</p> <p>CE / COO</p>	3	5	20	<p>April 21</p> <p>Ongoing</p> <p>Ongoing</p>
	4	5	25	<p>Annual Reports produced, focusing on impact</p> <p>Evaluation Framework developed</p>	<p>Review Annual Report format for 2021-22</p> <p>Ensure qualitative and quantitative evidence collected for each work area</p> <p>Put in place comms plan for promotion of our impact, including review of whether impact reports for funding partners are required</p> <p>Work required to understand how evaluation framework can evidence the impact of our work across our strategy</p>	<p>DCHM</p> <p>Team</p> <p>DCHM</p> <p>CE / DCHM</p>	3	5	20	<p>June 21</p> <p>Ongoing</p> <p>June 21</p> <p>Sept 21</p>
	3	4	16	<p>Annual Partner Satisfaction Survey carried out and analysed</p> <p>Two Stakeholder Events to be delivered annually</p> <p>Continue to monitor effectiveness of current PALS format</p> <p>Agreements in place with funding partners, with quarterly meetings</p>	<p>Ensure key areas for improvement from Partner Satisfaction Survey are discussed and actions agreed</p> <p>Work with PALS to agree future priorities for the group and for TA support</p>	<p>CE / COO</p> <p>CE / COO</p>	2	4	12	<p>May 21</p> <p>Sept 21</p>
2.4 Insufficient capacity to effectively deliver agreed outcomes (including short-term challenges due to staff illness / caring responsibilities)	4	4	20	<p>Strategy and Annual Delivery Plan developed with team to ensure expected outcomes / measures are achievable</p> <p>Regular 1-2-1s held with individuals, where capacity / key work areas is discussed</p> <p>Budget includes allowance for staff to undertake additional hours on a short term basis if necessary</p> <p>Work-life Balance Policy allows for flexible working, and additional flexibility permitted during periods of lockdown, homeschooling, additional short-term caring responsibilities etc.</p>	<p>Ensure that more than one staff member is involved in each key work area so they can deputise if necessary</p>	CE / COO	3	4	16	June 21 then ongoing

2. Op	2.5 High staff turnover or loss of key staff	3	5	20	Succession plan in place Annual Staff Satisfaction Surveys carried out and analysed Team fully involved in developing strategy, Annual Delivery Plans and their own budgets Staff rep identified and used to consult with staff on a range of issues	Ensure Succession Plan is embedded - annual review by Governance and Appointments Group Ensure key areas for improvement from Staff Satisfaction Survey are identified and actioned Review PDR process and reinstate with team	GAG CE / COO CE / COO	2	5	19	Ongoing Dates TBC June 21
	2.6 Insufficient skills within team to effectively deliver agreed outcomes	3	5	20	Robust recruitment processes in place	Develop skills matrix based on new strategy. Carry out and analyse with team members. Training and development plan in place based on the above, and embedded in PDR process (see 2.5)	CE	2	5	15	Oct 21 Oct 21
	2.7 Disengaged staff if any changes to Terms and Conditions become necessary in the future	4	4	20	Strong track record of open and honest conversations with staff during transfer 'People's Committee' rep in place	Continue to engage in open dialogue as appropriate	CE / Chair	3	4	16	TBC
	2.8 Negative impact of lockdowns / continued home working on staff wellbeing	3	3	12	Regular communications with staff taking place; weekly team meetings Work-life Balance policy in place, allowing for flexible working, and additional flexibility permitted during periods of lockdown, homeschooling, additional short-term caring responsibilities etc. Wellbeing session held for team March 21, and Employee Support provider (The Listening Centre) engaged	Appoint a Mental Health Champion for the team, ensuring role is defined Mental Health Champion to attend appropriate training along with an additional team member Champion to ensure appropriate training and support is in place for all staff	CE Champion Champion	2	3	9	Immediate
	2.9 IT Security Breach	3	4	16	Adequate anti-virus protection and file back-up in place In discussion with IT Provider regarding additional protection	Ensure premium Office 365 and virus protection in place Ensure IT Provider is satisfied IT set up (especially Firewall) is sufficient at The Hub		1	4	8	June 21 June 21
3. Financial	3.1 Poor budgetary control and financial reporting	1	5	10	Detailed annual budget and 5-Year Financial Forecast in place and reviewed quarterly by Finance and Audit Group Finance Policy and Procedures approved by Board and being implemented Auditors, accountants (to produce final accounts) and financial support (ongoing support from Support Staffordshire) in place Chief Exec required to sign of month-end reports and team required to sign off monthly budget v actual reports as appropriate	Ensure year-end process goes smoothly and robust Trustees' Report / Final Accounts produced	FAG / COO	1	5	10	Jul-21
	3.2 Insufficient reserves policy	1	4	8	Reserves policy in place. Reserves sufficient to cover redundancy liabilities and notice periods of non-programme staff throughout period of 5-year financial forecast	Amend reserves figure for 2021-22 onwards (awaiting confirmation of statutory redundancy figures for 21-22)	COO	1	4	8	April 21
	3.3 Loss of local partner funding	4	4	20	Five Year Financial Forecast amended to build in further reduction in local partner funding Currently in discussions with funding partners regarding a smaller annual 'subscription'	Look at potential for income generation or additional partner funding to reduce % of total funding coming from Sport England Confirm funding partners and amounts for 2021-22 Adjust 5-year forecast on the above basis	FAG/CE / COO CE / COO COO	3	4	16	Ongoing April 21 April 21
	3.4 Expenditure greater than Income each year	5	5	30	Five Year Financial Forecast reflects predicted income and expenditure, including reserves required for Liabilities - in credit to 31.03.26	See 3.3. Review of finances and options appraisal in line with confirmation of next funding cycle from Sport England	FAG/CE / COO	3	5	20	Autumn 21 tbc
	3.5 Risk of fraud	2	5	15	Various controls in place, as documented in the Finance Policies and Procedures	Implement any additional recommendations from Audit	FAG / COO	2	5	15	Sep-21

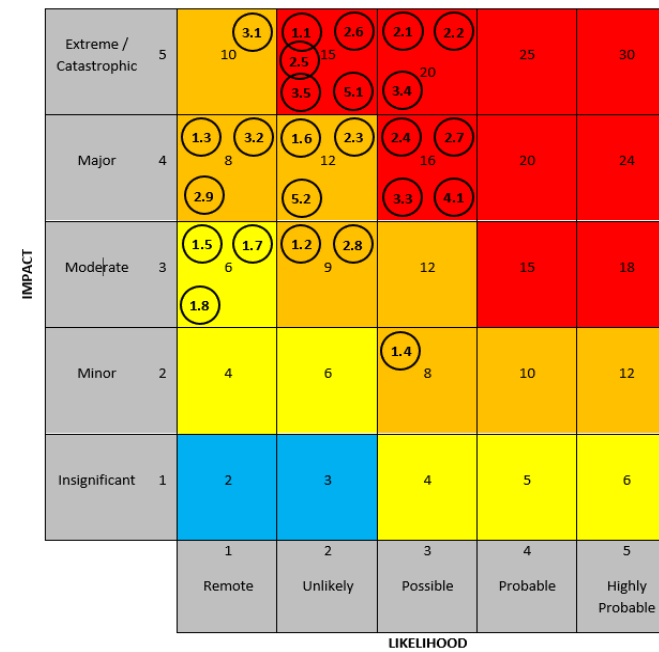
4. Environmental or External	4.1 Impact of Covid	4	4	20	Addressed under other risks: Financial risk - see 3.3 Staff / Trustee capacity risk - see 1.7, 2.4, 2.8 Inactivity levels risk - ongoing covid response included in Annual Delivery Plan, see 1.1, 2.2 and 2.2		3	4	16		
	5.1 Non-compliance with legislation, regulations and standards	3	5	20	Governance and Appointments Group Evidence for Tier Three of A Code for Sports Governance submitted to Sport England Health and Safety Advisor appointed and produced H&S policy for TA. GDPR policy in place, mandatory online training available to staff HR advisor appointed and advice procured as necessary	Ensure compliance confirmed then continue to maintain compliance Ensure new office base is used in a covid-safe way, and that virtual school games events include appropriate H&S advice Develop detailed GDPR guidance and provide briefing to team. Ensure remaining staff, including new starters, complete mandatory training Finalise outstanding policies via HR advisor	COO / GAG COO COO COO	2	5	15	April 21 then ongoing April 21 then ongoing June 21 June 21
5. Compliance	5.2 Not meeting reporting requirements for Sport England	2	4	12	Regular informal meetings with Sport England held Processes for ensuring effective reporting for Sport England programmes are well-established	Ensure actions identified via the PMIF review carried out and reviewed regularly Ensure sufficient staff capacity is allocated to any future reporting processes from Sport England (i.e. PMIF or equivalent)	CE / COO / Chair CE	1	4	8	Ongoing As appropriate

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

Risk Heat Map



Residual Risk Heat Map



- Abbreviations**
- APM Active Places Manager
 - CE Chief Executive
 - COO Chief Operating Officer
 - DCHM Digital, Campaigns and Health Manager
 - FAG Finance and Audit Group
 - GAG Governance and Appointments Group
 - SID Senior Independent Director

TOGETHER ACTIVE

Remuneration Policy

1. Introduction

Together Active recognises that our staff are our biggest asset. We believe they should be paid appropriately, based on their skills, experience and responsibilities within the organisation. We want to be able to recruit and retain excellent staff with the competencies and behaviours to enable us to operate successfully.

However, staffing is also the largest expenditure of the organisation, and as a charity we have a responsibility to ensure that our funds are managed responsibly and that the organisation remains financially sustainable.

This policy takes into account both of the above. It is non-contractual and, although it is designed to indicate how remuneration matters should be dealt with within Together Active, we reserve the right to vary, replace or terminate it at any time.

2. Remuneration Advisory Committee

The role of the Remuneration Advisory Committee is currently undertaken by the Finance and Audit Group, although it has its own Terms of Reference. The Board has approved this policy and has delegated authority to the Chief Executive and / or the Remuneration Advisory Committee to make decisions based on the content of this policy.

3. Employee Salaries: New Posts

Salaries for new roles will be decided taking the following into account:

- Salaries of other roles within the team
- Benchmarking of salaries for similar roles across the Active Partnership network, the wider voluntary / charity sector and locally
- The funding available for the new role
- How easy / hard it is likely to be to recruit to the role.

We will not appoint anyone on a salary below the National Living Wage or appropriate National Minimum Wage.

We do not currently operate a salary banding scheme / annual increments for new posts.

Salaries for any new posts will be signed off by the Chief Executive.

4. Employee Salaries: Existing Posts

Benchmarking of salaries for existing posts will take place every three years, or sooner if a post becomes vacant. This benchmarking will look at similar roles across the Active Partnership network, the wider voluntary / charity sector and locally.

No salaries will be decreased through this process; the purpose is to make sure our organisation's salaries are at least comparable to similar roles elsewhere.

Any increases to the salaries of existing posts will be signed off by the Chief Executive and the Remuneration Advisory Committee. Any changes to the salary of the Chief Executive will be decided by the Remuneration Advisory Committee.

5. Annual Pay Award

Wherever it is financially possible, Together Active will award an annual pay award to staff as an acknowledgement of the increase in the cost of living. This will take effect from 1st April each year.

This pay award will be based on the CPIH (Consumer Price Index including owner-occupier housing costs). In order to ensure that any month-to-month fluctuations in the CPIH figure are evened-out, the % pay award will be taken from the average monthly CPIH figures from the twelve months up to and including the January figure for the year of the pay award.

Only those staff who have been employed for a minimum of six months before the pay award comes into effect will be eligible for the pay award for that year. This applies to both permanent staff and those on fixed-term / temporary contracts too.

Does this only apply to permanent staff, or fixed-term / temporary too?

Any pay award must be affordable by the organisation. Therefore, should the CPIH % rise significantly in future years, a cap may be required. This currently stands at 2% but will be reviewed annually.

The decision whether to make an annual pay award, and the % to be used, will be agreed by the Remuneration Advisory Committee annually. Nothing in this policy constitutes an agreement that a pay award will be made each year.

6. Temporary Responsibility Awards

There may be occasions when a member of staff is asked to take on additional responsibilities or to take on all or part of the role of a more senior member of staff. We view these situations as an opportunity for the staff member involved to develop new skills / knowledge and gain valuable experience. To a certain extent, this is part and parcel of working within a small team, but we also recognise that at times it may be appropriate to provide additional remuneration to reflect this additional work / responsibility.

If an employee is required to take on additional responsibilities or some / all of the role of a more senior member of staff for a period of more than four weeks, then it may be appropriate to pay the staff member a Temporary Responsibility Award to reflect this. Depending on circumstances, this may take the form of either:

- a temporary increase in salary for an agreed period (a Contract Amendment Form should be completed)
- a one-off payment to be paid at the end of the period (an Additional Payment Form should be completed)

Any payment will be made as part of the normal monthly salary payment and will be subject to the appropriate deductions (including pension).

Any temporary increase in salary would normally be for no longer than 12 months unless there are exceptional circumstances.

Temporary Responsibility Awards will be signed off by the Chief Executive.

7. Permanent Change in Job Role / Responsibilities

If the content of an individual's role substantially changes on a permanent basis, either in terms of content or level of responsibility, then a new or amended job description and person specification for the role should be produced. The salary of the role should then be reassessed as per section 3 above.

8. Performance-Related Pay

Together Active does not currently offer performance-related pay as standard. However, in exceptional circumstances the CEO may make a recommendation to the Remuneration Advisory Committee to increase an employee's salary, if that individual has performed at a consistently high level in all areas of work over a significant period of time.

9. Non-Salary Awards

Non-salary awards are awards not paid through payroll (such as an extra day of annual leave, a voucher or other gift) which are made on a discretionary basis to individuals or the whole team for exceptional performance, either over a period of time or on a specific piece of work.

The Chief Executive will normally present a report to the Remuneration Advisory Committee explaining the reason for the award and the type / value of award recommended. Where awards are recommended for individuals / groups of team members there must be very clear justification for this, with clear evidence of exceptional performance demonstrated.

The decision to make a non-salary award will be agreed by the Remuneration Advisory Committee, who may also decide to make a non-salary award to the Chief Executive without receiving a report.

There is no set period of employment before a staff member can be eligible for a non-salary award, and awards can be made to permanent, fixed-term and temporary employees.

Report to the Board – Enclosure 05

Report Title	Governance and Appointments Group Report
Date	20 th April 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
- Strategy Launch and Annual Delivery Plan
- Representation Voice

Recommendations

- That the Board formally approves the new Strategy

Report

Tier Three Compliance

- Our Tier Three evidence file was submitted to Sport England in February and we await feedback

Strategy Launch and Annual Delivery Plan

- The Launch will take place on April 29th at 11am

- Following comments from the Board on the final draft circulated 01.04.21, the Strategy is now finalised
- The Annual Delivery Plan will be presented at the July Board meeting for approval

Representational Voice

- Discussion took place around a Youth Panel and how to ensure the correct representation
- It was agreed this would be established by the end of the year.

Other Items

- Please note, the following were also discussed at the meeting but are covered elsewhere on the agenda:
 - Equality, Diversity and Inclusion
 - Partner Satisfaction Survey

Report to the Board – Enclosure 06

Report Title	Chief Executive and Chief Operating Officer Report
Date	20 th April 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:

- New projects
- Staffing changes
- Local Partner funding
- Office base
- The work of the team (via the Annual Delivery Plan Dashboard)
- Staff wellbeing

2. Recommendation(s)

- None

3. Report

3.1 New Projects

- We have recently been awarded two new grants from Sport England:
- Opening School Facilities (Phase 2) - £238,563 for 01.04.21 to 31.12.21. The

project is aimed at supporting schools to offer extra-curricular opportunities including opening facilities in a COVID-19 secure manner. The funding will be used to employ two fixed-term posts and the remainder will be awarded to schools as grants to help them open their facilities

- Cannock Wayfinding Demonstrator Project - £199,050 from 01.04.21 to 31.03.24 – aimed at connecting local communities from the Hednesford North Ward to Cannock Chase via the existing Heritage Trail using innovative and community co-designed wayfaring tools, physical infrastructure improvements and engaging digital content

3.2 Staffing

- Tom Dale, who was covering Camilla Denham-White's maternity leave, handed in his notice and left at the end of February. Andy Weston was appointed to replace Tom, and started last month, joining us from the English Schools FA. Andy is well known within our networks, having previously been a SASSOT Board member and worked for Staffordshire FA.
- Lijana Kaziow, who previously held the role of Young People and Workforce Manager, has moved into the Programme Manager role for the Opening School Facilities project
- We are currently recruiting to the Young People and Workforce Manager and Programme Officer (Opening School Facilities) roles, with interviews taking place on 4th and 5th May.

3.3 Local Partner Funding

- We have now confirmed funding agreements with all of our projected partners for 2020-21. All partners have paid except one whom has recently been invoiced.
- We are currently in discussion with our funding partners regarding a new approach for 2021-22, based on a lower contribution then additional payments for additional services

3.4 Office Base

- We have signed the lease with The Hub (Stafford) for two offices from April 2021 onwards. These have been decorated and Stafford Borough Council have kindly agreed to allow us to take the furniture from our old offices. We are currently arranging for this to be moved, and we will then look at when / how to begin using the offices in line with restrictions and health and safety guidance

3.5 Annual Delivery Plan Q4 2020-21 (Appendix 1)

- The Annual Delivery Plan Dashboard for Q4 is attached as Appendix 1, which summarises progress, highlights and challenges for the quarter.
- The full Annual Delivery Plan 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 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 since the last meeting:

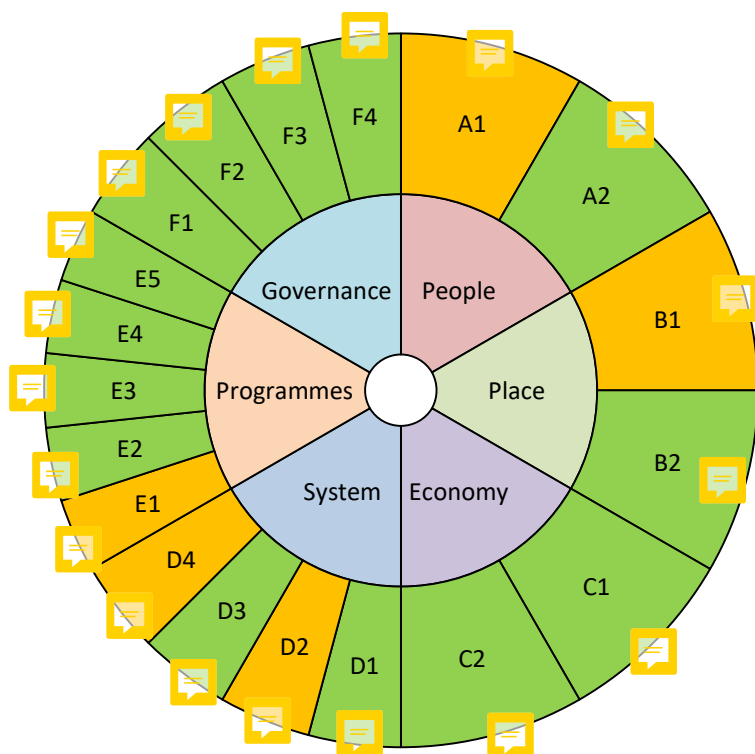
- Organised a wellbeing session for staff, delivered by The Listening Centre, who we have contracted to provide employee support where necessary
- Held a few informal 'tea breaks' – short-notice drop-in sessions for a non-work chat, which are entirely optional but which have been well received
- The annual Staff Satisfaction Survey, organised by the Active Partnerships National Team, is currently open. We requested a couple of additional questions including one regarding how staff feel about a return to the office when restrictions allow, giving them the chance to voice any concerns anonymously

Annual Delivery Plan 2020-21 Quarter Four Dashboard



Ratings for each Priority*

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



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

- **Strategy Development:** Following in-depth consultation with the team, Trustees and partners, 'Step Up', our 2021-2025 strategy, has been finalised and will be launched on 29th April.
- **Whole Systems Approach to Obesity:** We are working with Staffordshire County Council and the Health and Wellbeing Board on a Whole Systems Approach to obesity. Asset mapping, stakeholder identification and insight are almost complete and the local workshop development process is well underway
- **New Funding Awards from Sport England:** We have been awarded a further £96,000 through the Tackling Inequalities Fund (taking our total funding through this scheme to £256,000), all of which will be passed out to community organisations. We have also been awarded £283,563 to be part of Phase Two of the Opening School Facilities programme, and £199,050 for the Cannock Chase Wayfinding Demonstration Project (see next page)
- **Children and Young People Delivery:** Despite lockdowns, we have supported 32 new clubs and provided funding to sustain 15 existing clubs, most of whom have managed to run sessions when restrictions have allowed. A full programme of virtual School Games events is underway, with county winners being announced via two virtual presentations during the summer term. Over 1000 young people have completed the Active Lives CYP survey despite school closures, and 54 young leaders have received recognised training through the Volunteer Leaders and Coaches project
- **Workforce Development:** We were able to access free codes from Mind for staff and volunteers to access the online Mental Health Awareness for Sport and Physical Activity workshop, and 266 people within our network took up this opportunity. We have also co-delivered five Clinical Champions workshops to healthcare professionals over the last quarter, and are currently taking bookings for our first Social Prescribing workshops, which will take place in May.

Challenges – areas not progressing as planned

- **Evaluation and Impact Measurement:** We are currently grappling with the challenge of how to ensure we can demonstrate the impact of our new strategy and the individual work areas within it. We are currently looking at how our Evaluation Framework, which we commissioned pre-covid, can be adapted to help us achieve this.

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

Achieving Our Vision: Cannock Chase Wayfinding Demonstration Project

At the end of December 2020 Together Active were solicited by Sport England (SE) to put in a bid to their Wayfinding Demonstration Fund. This was not direct Commonwealth Games Legacy funding, but it was specifically targeted at Cannock to ensure a wider benefit to local communities. We are the lead organisation, but the application was a collaborative approach and SE have awarded us £199,050 to deliver the Cannock Wayfinding Demonstrator project has been with our partners.

Hednesford North is a ward in the Cannock Chase District which experiences high levels of health inequality. The aim of this wayfinding project is to connect local communities actively and emotionally from the Hednesford North Ward to Cannock Chase via the existing Heritage Trail using innovative and community co-designed wayfaring tools, physical infrastructure improvements and engaging digital content. The core outcomes for our target audience will be increased physical activity through increased walking distance, increased access to Cannock Chase and improved mental wellbeing through connection to place and nature.

Although housing estates abut the southern edge of the AONB access routes onto the Chase are limited. Local residents have said they did not know the Heritage Trail existed or did not know how to get onto the trail due to lack of signs. This community particularly feels a lack of ownership and connection with Cannock Chase as it is perceived as a place for walkers, cyclists, and horse-riders from higher socio-economic groups.

The distance is approximately 2.5 miles from the interactive section of the Heritage Trail to Marquis Drive and Cannock Chase Visitor Centre an important hub for the Chase. It is also the location for the Toc H trail. The route will incorporate artistically co-designed rest stops inspired by the natural beauty of Cannock Chase to support people with mobility issues, long term conditions and young families to reduce access barriers, aid progression and build confidence through goal setting.



The Toc H Trail is designed to be wheelchair friendly, but it needs upgrading to be fully accessible. Improvements to the Toc H trail and additional rest stops would provide a much-needed trail for people with disabilities and long-term health conditions to access the health benefits of Cannock Chase too. The original signage for the trail is worn, very difficult to read and no longer fit for purpose. This project would provide welcoming and interpretive signs and provide a dedicated blue badge parking area. The viewing platform for wheelchair users is also in a poor state and has no shelter, seating, or interpretive signage so the project will address these needs.



Co-produced digital content and themes

The rest stops will incorporate distance way markers with embedded digital QR codes to measure increases in distance walked and provide personal fitness targets. Codes or the use of a holding page from a single code would direct people to different interactive content and a variety of themed trails on the same route, appealing to different audiences. The digital content will be able to change over time and with the seasons for example, so the trail is constantly evolving. Cannock Chase District Council (CCDC) have developed a

new Cannock Chase Can app and this will incorporate several wellbeing challenges and goal setting tools for this project.



The project will also aim to connect local people emotionally to the place through themed digital content which will highlight sites of historic interest and living histories. Brindley Village site, Cannock Museum (tells the history of local mining in the area), and RAF Hednesford Camp are all located on or near to the proposed route to Marquis Drive. Brindley Village first existed as a Military Hospital during the Great War and then as a village for miners working at the pit in Hednesford but now it is totally overgrown and only the foundations and some areas of brick remain.

Cannock Chase is a stunning natural and bio-diverse landscape. Local people should be able to feel that “Cannock Chase is for me” and is an innate part of their lives but it also needs protecting, so raising awareness and appreciation for this nationally important landscape as well as educating people about where to go and how to behave responsibly will be another element of this project using wayfinding signage, QR codes and interpretative signs.

The forthcoming 2022 Commonwealth Games features the Mountain Biking competition on the Chase, will also provide a great platform for physical activity. This project offers a unique opportunity to leave a meaningful legacy from the Games to local people.

A large part of this project will be to ensure community engagement and co-design from the outset. This will include workshops with local artists, sculptors, historians, and other content creators to design both the interactive themes and digital content but also the rest stops, interpretive signage, and the new lookout platform on the Toc H trail.

The community will decide the interactive content and themes, but options include:

- Different activity levels, intensities, challenges
- Mindfulness and nature appreciation
- Children’s interactive adventures
- Environmental and biodiversity understanding
- Sites of historic interest and living histories
- Creative including art, poetry, woodcraft, and ceramics

We will set up a residents digital/online forum on social media aligned with Together Active’s My Way approach which will enable us to test our approach and messages as we go and provide us with iterative learning.

Partners

Together Active will be the accountable body and will coordinate and manage the project through the project steering group and project plan. The key partners for delivery locally and leading the community engagement work will be through Inspiring Healthy Lifestyles and Cannock Chase District Council. Staffordshire County Council environment team will lead on physical infrastructure improvements to Toc H trail and car park as well as the enhanced visitor experience work at Marquis Drive and Cannock Chase Visitor Centre as part of the Masterplan for the area. Cannock Chase AONB Partnership will advise on conservation and destination branding and messaging.

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