

TOGETHER ACTIVE

Board Meeting

AGENDA

Tuesday 19th October 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 20.07.21 *Enc. 1*
4. Reappointment of one trustee
5. Staff showcase – Mental Health (Charlotte Smith)
6. Key discussion item – Commonwealth Games: Opportunity or Distraction?
7. Sport England Funding Process
8. Reports (discussion by exception)
 - Chair's Actions *Enc. 2*
 - PALS *Enc. 2*
 - Finance & Audit Group *Enc. 3*
 - o *Enc. 3a - Appendix 1 5-Year Forecast*
 - o *Enc. 3b - Appendix 2 Finance Reports 21-22 Q2*
 - o *Enc. 3c – Appendix 3 Risk Register*
 - o *Enc. 3d - Appendix 4 Procurement Policy*
 - o *Enc. 3e – Appendix 5 Anti-Bribery Policy*
 - o *Enc. 3f – Appendix 6 FAG Terms of Reference*
 - Governance & Appointments Group *Enc. 4*
 - o *Enc. 4a - Appendix 1 Matters Reserved for the Board*
 - o *Enc. 4b – Appendix 2 Equality, Diversity and Inclusion Group Terms of Reference*
 - o *Enc. 4c – Appendix 3 Board Self-Assessment*
 - Equality, Diversity and Inclusion Group *Enc. 5*
 - o *Enc. 5a – EDI Rag and Ladder Report October 2021*
 - Chief Executive and Chief Operating Officer Report *Enc. 6*
 - o *Enc. 6a – Appendix 1 ADP Dashboard 2021-22 Q1*

9. Dates & times of future meetings

Board	Tuesday 25th January 2022	2-4pm
Board	Tuesday 26th April 2022	2-4pm
Board	Tuesday 19th July 2022	2-4pm
Board	Tuesday 18th October 2022	2-4pm

TOGETHER ACTIVE

**Together Active
Board Meeting
20th July 2021
Via Zoom
Meeting Minutes**

Present Attendees		Apologies	Also Distributed To:
Malcolm Armstrong (MA)	Chair	Sharon Heath	Core Team
Jude Taylor (JT)	CEO, Together Active	Jonathan Topham	
Jane Kracke (JK)	Chief Operating Officer	Mark Deaville	
Kimiyo Rickett (KR)	Senior Independent Director		
Tim Clegg (TC)	Board Member		
Pauline Walsh (PW)	Board Member		
Sarah Getley (SG)	Board Member		
Rebecca Roberts (RR)	Board Member		
Alistair Fisher (AF)	Board Member		
Hazell Thorogood (HT)	Office Manager		
Jackie Brennan (JB)	TA Team Member		
Chris Apperley (CA) (First item only)	Crowe LLP		
Toyin Higgs (TH)	Board Member		

No	Item Topic
1	Apologies & Introductions As above
2	Audit Report, Trustees' Report and Annual Accounts (CA) <ul style="list-style-type: none"> The audit went smoothly and all queries were answered satisfactorily. The trustees report was prepared to a high standard. In subsequent years it may not need the same level of detail. There were no monetary errors (£500) and no adjustment needed to the accounts. The only recommendation was to draw up an anti-bribery policy. The controls are well documented and are being followed as they should. Fraud and irregularity - The Board hold the ultimate responsibility to make sure there are sufficient controls in place. Crowe found no instances of fraud. Going Concern. Management have prepared a five-year forecast which Crowe reviewed and no issues were found. It is the Trustees responsibility as a Board to review these forecasts and confirm if they are content with management's conclusions. The Board passes their thanks onto Crowe, Jane for her outstanding commitment to this process and to Hazell. This audit is driven at fulfilling the statutory requirements but is also tailored to the organisation.

	<ul style="list-style-type: none"> Extended assurance work could take place if there is a particular issue which arises. The Trustees agree with the Going Concern assessment The Trustees are happy for the Trustees' Report and Final Accounts to be signed off. Electronic signatures are accepted Trustees are happy for the Letter of Representation to be signed and that they agree within the 18 statements within it. The Board agreed to add any items of concern or focus for the audit to the FAG agenda as an ongoing item and add to the Board agenda prior to the next audit <p>The audit is officially finalised for 2021.</p>
3	<p>Declarations of Interest Jane Kracke, Jude Taylor, and Hazell Thorogood as employees of Together Active CCDC have asked TC to act as Chief Executive for the next 12 months.</p>
4	<p>Minutes of Last Meeting – All agreed the minutes were an accurate record.</p>
5	<p>Reappointment of two trustees</p> <ul style="list-style-type: none"> Tim Clegg and Derek Peters. Both trustees agreed to re-stand for a second term, which was accepted by the Board.
6	<p>Staff showcase – Opening School Facilities (Jackie Brennan)</p> <ul style="list-style-type: none"> JB presented slides on the OSF project. Thanks to Lijana and Luke for their hard work in getting this project up and running. This has given us access to a network of facilities we will be able to work with in future. The impact of the delayed funding has been fed back to Sport England. This affected several active partnerships.
7	<p>Representational Voice</p> <ul style="list-style-type: none"> The Board discussed examples of best practice of how we understand and hear the voice of the people we are trying to affect change for. Post Covid things will need to be operated differently – can we draw examples from other sectors such as culture? PW suggested connecting with Keele University who have had extensive experience of working with stakeholder groups A youth panel was suggested; there are already various youth panels across Staffordshire and Stoke-on-Trent however they normally tend to provide feedback on very specific areas. Draw on existing networks and groups. JT to map solutions against what we need to achieve.
8	<p>Reports (discussion by exception)</p> <ul style="list-style-type: none"> Chair's Actions PALS Finance & Audit Group The Board agree to FAG's request for delegated authority to agree how to invest a proportion of Together Active's reserves The Board agreed to increase the hours of two staff members as recommended by FAG Governance & Appointments Group <ul style="list-style-type: none"> PW agreed to become a member of the Governance and Appointments Group. Equality, Diversity and Inclusion Group <ul style="list-style-type: none"> The Race Equality Code is ongoing and progressing The Board and staff drop-in session went particularly well.

- Chief Executive and Chief Operating Officer Report
 - We are currently looking at the return to the office and how to do this safely.
 - Safeguarding Policies
 - The Board are happy to adopt both the Adult and Children Safeguarding Policies
- We are currently applying for Sport England funding which would provide the opportunity to have a set amount each year for 5 years. This is to be submitted by 7th August.
- 1st Phase – Information in the diagnostic tool
 - 2nd Phase - Phase two will include evidencing alignment of strategies and delivery plans with UTM, this will take place between September and December.
- The first draft of documentation will be complete by 26th July and circulated to the Board. HT to set up a drop in session on Monday 2nd August 4:30pm for Board members to provide their feedback.

9 2021 Meetings

All agreed to hold the next Board meeting virtually and agreed the below dates for 2022.

Finance and Audit & Governance and Appointments Group	Tuesday 11th January	11am and 12pm	
Board	Tuesday 25th January	2-4pm	
Informal Board drop in	Tuesday 1st March	4:30-5:30pm	
Finance and Audit & Governance and Appointments Group	Tuesday 5th April	11am and 12pm	*Earlier due to Easter Holidays*
Board	Tuesday 26th April	2-4pm	
Informal Board drop in	Tuesday 7th June	4:30-5:30pm	
Finance and Audit & Governance and Appointments Group	Tuesday 12th July	11am and 12pm	
Board	Tuesday 19th July	2-4pm	*Earlier due to Summer Holidays*
Informal Board drop in	Tuesday 13th September	4:30-5:30pm	
Finance and Audit & Governance and Appointments Group	Tuesday 11th October	11am and 12pm	
Board	Tuesday 18th October	2-4pm	*Earlier due to half term*
Informal Board drop in	Tuesday 29th November	4:30-5:30pm	

10 Dates & times of future meetings

Board 2-4pm Informal sessions 5-6pm

Board - Tuesday 19th October 2021

(Informal Drop in) Tuesday 7th December

Actions	Owner	Date
The Board agreed to develop an anti-bribery policy	JT/JK	
Add any items of concern or focus for the audit to the FAG agenda as an ongoing item and add to the Board agenda prior to the next audit	HT	
Representational Voice -JT to map solutions against what we need to achieve.	JT	
Set up a Board drop-in session for Monday 2 nd August at 16:30	HT	

Decisions

1. The Trustees agree with the Going Concern assessment
2. Trustees are happy for the Trustees' Report and Final Accounts to be signed off.
3. Trustees are happy for the Letter of Representation to be signed and that they agree within the 18 statements within it.

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|---|
| 4. The Board agree to FAG's request for delegated authority to agree how to invest a proportion of Together Active's reserves |
| 5. The Board agreed to increase the hours of two staff members as recommended by FAG |
| 6. The Board are happy to adopt both the Adult and Children Safeguarding Policies |
| 7. The Board accepted that Tim Clegg and Derek Peters can re-stand as trustees for a second term |

Prepared By:	Date	Checked By	File Code
Hazell Thorogood	20.7.21	Malcolm Armstrong	Board Minutes 20.07.21

Report to the Board – Enclosure 2

Report Title	Chair's Actions since last meeting and PALS Report
Date	19.10.21

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:

- PALS X 3
- GAG X 1
- FAG X 1
- 1:1 with CEO X 3
- 1:1 with COO x 2
- Funding Panel for Community Youth Activity Fund
- 1:1 Coaching with Staff x 2
- Introductory welcome meeting with new staff x 2
- Away day Planning
- Board/Team Away half day
- Mental Health in Staffordshire Conference
- 1:1 individual annual discussion with Board members (after Internal Board Evaluation) x 9
- Update on Race Code Zoom meeting
- WEBINAR on Future national structure for Active Partnerships

PALS (Physical Activity Leadership in Staffordshire):

- Monthly catch-up sessions well attended
- Quarterly formal meeting held in September. Initial priorities agreed:
 - o Demonstrating impact
 - o Covid recovery
 - o Strengthening relationships with Public Health
 - o Swimming teacher / lifeguard shortages
- Data collected re leisure centre memberships post Lockdown 3. Headline figures for the sub-region show that memberships were down 27.58% after Lockdown 1 (October 20), down 28.94% after Lockdown 2 (December 20) and down 16.98% after Lockdown 3 (June 21) – all compared to pre-covid membership figures.

TOGETHER ACTIVE

Report to the Finance and Audit Group – Enclosure 03

Report Title	Finance and Audit Group Report
Date	19 th October 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 Finance and Audit Group on the following items:

- 5-Year Financial Forecast amendments
- 2021-22 Accounts: Expenditure against Budget
- Risk Register review
- Procurement Policy and Anti-Bribery Policy
- Amended Terms of Reference for the group

Key Information and Recommendations for Trustees

- **Recommendation:** That the Board adopts the Procurement Policy
- The main recommendation from our Audit was that Together Active develops an Anti-Bribery Policy
 - **Recommendation:** That the Board adopts the Anti-Bribery Policy
- Sport England have requested that we make some amendments to the FAG Terms of Reference in order to gain Tier 3 compliance
 - **Recommendation:** That the Board adopts the amended Finance and Audit Group Terms of Reference
- FAG carried out their annual Self Review and to support the agreed actions, the following will be carried out after the Board meeting:
 - All Trustees will be sent / resent a copy of the Whistleblowing

<p>Policy. Please note that Derek Peters is the Designated Whistleblowing Lead</p> <ul style="list-style-type: none"> ○ All Trustees will be sent links to a webinar and an online training session on cybersecurity. Trustees are asked to watch / complete these if they feel they need to refresh their knowledge on this subject. 	
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- **Report**

5-Year Financial Forecast Amendments (Appendix 1)

- The 5-Year Financial Forecast has been updated to include the following changes:
 - Increase in Jude Taylor and Hazell Thorogood's hours, associated increase in liabilities.
- It was agreed that the figures used for Unrestricted Funds (Reserves) would be adjusted to include 3 months' salary and on-costs for two additional staff members (previously covered via programme funding) as these programmes no longer receive ring-fenced funding from Sport England

2021-22 Accounts: Expenditure Against Budget (Appendix 2)

- The attached figures show a detailed breakdown of the financial performance to 30.09.21 against the budget for the same period
- The budget summary for TOGETHER ACTIVE is as follows:

	Budget 1 April to 30 September 21	Actual 1 April to 30 September 21	Variance
Expenditure	707,143	499,621	207,522
Income	523,716	437,215	86,501

- Income is c£86,500 less than expected because we haven't received the Wayfinding project funding from Sport England / Staffordshire County Council yet, and because we are still in the process of confirming funding agreements with a couple of local funding partners.
- Expenditure is c£145,000 less than expected primarily for the following reasons:
 - i. We have had various vacancies, and the maternity cover for a full time post is only part time
 - ii. Programme delivery is under-budget as we are slightly behind schedule on paying satellite club, School Games Pilot Project and OSF grants, and on young volunteer delivery and because the Wayfinding Project has not yet commenced

Exception reports for each individual budget heading are shown below.

Core (Formerly Partnership Services)

Income

See above

Expenditure - Overspend

We are currently overspent by £4,788 on Additional Hours. Most of this will be costed back to the Workforce and School Games cost centres as this has been mainly for backfill for vacant posts. This is also the reason for the £1,231 overspend on Superannuation.

We are currently overspent by £3,219 on Training as we have paid out £6000 for HR training. £5,000 will be reimbursed by Staffordshire Chambers

We are currently overspent by £1,447 on office furniture, partly due to the purchase of a set of office chairs. This will eventually be depreciated over five years. This also includes the removal costs of moving furniture from Stafford Borough Council to The Hub

We are currently overspent by £2,883 on IT equipment as we have purchased a couple of new laptops, including a higher-specification one for our Marketing lead. This also includes the hardware costs of setting up the new office.

Expenditure – Underspend

We are £2,438 underspent on National Insurance mainly because of staffing gaps.

We are £2,885 underspent on Car Allowances and £1,472 on Travel / Subsistence because the return to travelling to meetings etc. hasn't happened as quickly as we expected.

We are £1,227 underspent on Finance Support because we haven't needed to buy-in as much ongoing support as we expected.

We are £5,528 underspent on Marketing mainly because the monthly cost of Active My Way up to July was prepaid as SASSOT

Other Cost Centres

Workforce

We are £6,781 underspent on professional fees because we haven't yet confirmed the contract for Primary School support for the 2021-22 academic year, so haven't yet made the first payment

Tackling Inequalities

We are £11,020 overspent on grants because we have managed to pay these out quicker than expected. The £4,792 underspend on professional fees has been allocated to grants instead

Opening School Facilities

We are currently £45,000 overspent on grants because Sport England moved the deadline for committing funding forward. The money to cover this has been received.

No other exceptions

Risk Register (Appendix 3)

- No amendments to risk scores
- Full review to take place during January 2022 Board Meeting

Procurement Policy (Appendix 4)

- A draft Procurement Policy has been produced and approved by FAG

Anti-Bribery Policy (Appendix 5)

The main recommendation from our audit was that Together Active develops an Anti-Bribery Policy. The policy has been drafted and approved by FAG.

Finance and Audit Group Terms of Reference (Appendix 6)

Sport England has recently provided feedback on our Tier 3 submission (to ensure compliance with *A Code for Sports Governance*). One of their requirements is that we make some amendments to the 'Authority' section of the Finance and Audit Group Terms of Reference, to make it more explicit that the Board retains ultimate authority over finance matters.

These amendments have been made and the section is highlighted

Finance and Audit Group Self-Review

The Finance and Audit Group carried out its annual Self-Review, and has agreed the following actions:

Action
1. Return to face-to-face meetings when safe to do so
2. Improve the induction process for new members, and revisit the induction for members that have joined since Covid.
3. Ensure identified actions from the Audit are implemented, including developing an Anti Bribery Policy.
4. Ensure the organisation's cyber risk measures are reviewed with our IT Services provider on an annual basis, and provide training / guidance for the team and Trustees regarding cyber risks.
5. Ensure all Trustees and staff are familiar with the Whistleblowing Policy
6. Build in a standing agenda item with the Leadership Team around finance and financial strategy. Communicate key points to the whole team as appropriate.

As a follow up to the above:

- All Trustees will be sent / resent a copy of the Whistleblowing Policy. Please note that Derek Peters is the Designated Whistleblowing Lead
- All Trustees will be sent links to a webinar and an online training session on cybersecurity. Trustees are asked to watch / complete these if they feel they need to refresh their knowledge on this subject.

Together Active Five-Year Financial Projection

23.07.21

Summary

	<u>Note</u>	2021-22	2022-23	2023-24	2024-25	2025-26
<u>Income</u>						
Balance Carried Forward	1	- 748,240	- 480,160	- 434,030	- 381,800	- 323,360
Income	2	- 962,820	- 578,680	- 560,430	- 548,430	- 548,430
Monies received for use in next financial year	3	-	-	-	-	-
Transfers Between Budgets		-	-	-	-	-
		-	-	-	-	-
Total Income		- 1,711,060	- 1,058,840	- 994,460	- 930,230	- 871,790
<u>Expenditure</u>						
Employee Salaries & On-Costs	4	391,100	372,400	379,850	387,440	395,180
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	724,790	144,900	125,300	111,920	110,290
		-	-	-	-	-
Total Expenditure		1,230,900	624,810	612,660	606,870	612,980
		-	-	-	-	-
Balance		- 480,160	- 434,030	- 381,800	- 323,360	- 258,810
of which Restricted funds	12	- 5,000	- 4,980	- 4,110	- 2,380	-
of which Unrestricted Funds (Reserves)	13	- 202,540	- 229,160	- 247,320	- 267,090	- 286,750
of which Unrestricted Funds (Free)	14	- 272,620	- 199,890	- 130,370	- 53,890	27,940

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

Notes:

1. Reserves Carried Forward	Includes monies received in previous financial year for use in the new financial year
2. Income	Annual funding:
	Financial Year - 254447 2021-22; £245500 2022-23 onwards (7% cut from 20-21)
	Primary Role
	Local Partners 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 (inc. Additional Hours 2021-22) Amount included for Accrued A/L (£3995 included in 2020-21, £500 added in 21-22, then static (total cost listed under Core)
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. Restricted funds	Funding which can only be spend on a specific project or programme, includes all Sport England funding
13. Unrestricted Funds (Reserves)	Redundancy liabilities for all staff , plus 3 months' salary and on costs for non-programme staff as of 31st March
14. Unrestricted Funds (Free)	Funding where Together Active has flexibility to decide how best to use it to deliver identified outcomes.

Amendments to previous budget:

23.07.21 - Increase in Jude and Hazell's hours, associated increase in liabilities



**Together Active
Trial Balance
As of September 30, 2021**

	Debit	Credit
1101 Total Cash in Bank & in Hand:CAF Bank	816,089.99	
1200 Total Debtors (Accounts Receivable)	5,000.00	
1305 Total Current Assets:Accrued Revenue	0.00	
1306 Total Current Assets:Prepaid Expenses	15,694.51	
2000 Total Creditors (Accounts Payable)		5,127.35
2104 Total Current Liabilities:Pension Liabilities		4,106.71
2106 Total Current Liabilities:Payroll Liabilities		7,593.24
2107 Total Current Liabilities:Accrued Leave & Payroll		0.00
2108 Total Current Liabilities:Accrued Expenses		891.02
2109 Total Current Liabilities:Unearned or Deferred Revenue		133,234.67
VAT Control		0.00
3001 Total Capital & Reserves:Unrestricted Funds (Reserves)		176,197.00
3002 Total Capital & Reserves:Unrestricted Funds (Free)		299,767.22
3003 Total Capital & Reserves:Restricted Funds		272,273.41
3100 Retained Earnings		0.00
4100 Total Income:Funding - Sport England		396,807.33
4230 Total Income:Funding - Other:Staffordshire CC		7,500.00
4240 Total Income:Funding - Other:Stafford BC		1,249.99
4250 Total Income:Funding - Other:Lichfield DC		1,250.00
4260 Total Income:Funding - Other:Newcastle-under-Lyme BC		4,000.01
4280 Total Income:Funding - Other:East Staffordshire BC		1,250.00
4300 Total Income:Funding - Other:Inspiring Healthy Lifestyles		4,000.00
4310 Total Income:Funding - Other:Staffordshire University		1,666.67
4320 Total Income:Funding - Other:Keele University		1,666.67
4340 Total Income:Funding - Other:Masonic Charitable Foundation		15,913.34
4500 Total Income:Other Income		1,910.91
6001 Total Salaries and On Costs:Salaries - Gross	136,571.66	
6002 Total Salaries and On Costs:Salaries - Additional Hours	6,035.78	
6003 Total Salaries and On Costs:Salaries - Holiday Pay	712.68	
6005 Total Salaries and On Costs:NI - Employer Contributions	9,963.12	
6006 Total Salaries and On Costs:Superannuation - Employer Contributions	18,296.28	
6007 Total Salaries and On Costs:Annual Leave Carried Forward		3,994.60
6101 Total Staff Expenses:Car Allowances	2,002.08	
6102 Total Staff Expenses:Travel / Subsistence	74.63	
6103 Total Staff Expenses:Employment Checks	352.00	
6105 Total Staff Expenses:Training, CPD & Conferences	6,275.58	
6109 Total Staff Expenses:Life Assurance	262.21	
6110 Total Staff Expenses:Travel/Subsistence - Volunteers	141.70	
6201 Total Rent and Utilities:Rents - Office Base	5,103.76	
6301 Total Office Costs:Office Equipment & Furniture	2,977.22	
6302 Total Office Costs:Printing - Central Costs	91.16	
6303 Total Office Costs:Stationery	177.28	
6305 Total Office Costs:Postages	83.75	
6307 Total Office Costs:Mobile Phones	1,551.02	
6401 Total Professional Fees & Insurances:Professional Fees - Payroll Service	290.80	
6402 Total Professional Fees & Insurances:Professional Fees - Audit	0.00	
6404 Total Professional Fees & Insurances:Profession Fees - Finance Support	270.75	
6406 Total Professional Fees & Insurances:Professional Fees - HR	2,052.60	
6407 Total Professional Fees & Insurances:Insurances	2,861.77	
6408 Total Professional Fees & Insurances:Subscriptions	2,007.13	
6409 Total Professional Fees & Insurances:Professional Fees - Other Consultancy	1,575.00	
6501 Total Marketing:Marketing - Core	4,551.85	
6601 Total IT:Computer Equipment & Software - Purchase	7,632.17	
6602 Total IT:Computer Equipment - Repairs	0.00	
6603 Total IT:IT Support & Maintenance	3,999.47	
6701 Total Delivery:Hire of Facilities	180.00	
6703 Total Delivery:Equipment - Purchase	885.00	
6706 Total Delivery:Grants	259,661.00	
6707 Total Delivery:Hospitality	308.02	
6708 Total Delivery:Promotions	172.49	
6709 Total Delivery:Professional Fees - Programmes	21,825.68	
6712 Total Delivery:Cornerstone Project	4,670.00	
TOTAL	£ 1,340,400.14	£ 1,340,400.14

Together Active Balance Sheet

As of September 30, 2021

	Total
Fixed Asset	
Total Fixed Asset	
Cash at bank and in hand	
1100 Total Cash in Bank & in Hand	
1101 CAF Bank	816,089.99
Total 1100 Total Cash in Bank & in Hand	£ 816,089.99
Total Cash at bank and in hand	£ 816,089.99
Debtors	
1200 Total Debtors (Accounts Receivable)	5,000.00
Total Debtors	£ 5,000.00
Current Assets	
1300 Total Current Assets	
1305 Accrued Revenue	0.00
1306 Prepaid Expenses	15,694.51
Total 1300 Total Current Assets	£ 15,694.51
Total Current Assets	£ 15,694.51
Net current assets	£ 836,784.50
Creditors: amounts falling due within one year	
Trade Creditors	
2000 Total Creditors (Accounts Payable)	5,127.35
Total Trade Creditors	£ 5,127.35
Current Liabilities	
2100 Total Current Liabilities	
2104 Pension Liabilities	4,106.71
2106 Payroll Liabilities	7,593.24
2107 Accrued Leave & Payroll	0.00
2108 Accrued Expenses	891.02
2109 Unearned or Deferred Revenue	133,234.67
Total 2100 Total Current Liabilities	£ 145,825.64
VAT Control	0.00
Total Current Liabilities	£ 145,825.64
Total Creditors: amounts falling due within one year	£ 150,952.99
Net current assets (liabilities)	£ 685,831.51
Total assets less current liabilities	£ 685,831.51
Total net assets (liabilities)	£ 685,831.51
Charity funds	
3000 Total Capital & Reserves	
3001 Unrestricted Funds (Reserves)	176,197.00
3002 Unrestricted Funds (Free)	299,767.22
3003 Restricted Funds	272,273.41
Total 3000 Total Capital & Reserves	£ 748,237.63
3100 Retained Earnings	0.00
Surplus/(Deficit)	-62,406.12
Total Charity funds	£ 685,831.51

Together Active Profit and Loss

April - September, 2021

	Total
Income	
4000 Total Income	
4100 Funding - Sport England	396,807.33
4200 Funding - Other	
4230 Staffordshire CC	7,500.00
4240 Stafford BC	1,249.99
4250 Lichfield DC	1,250.00
4260 Newcastle-under-Lyme BC	4,000.01
4280 East Staffordshire BC	1,250.00
4300 Inspiring Healthy Lifestyles	4,000.00
4310 Staffordshire University	1,666.67
4320 Keele University	1,666.67
4340 Masonic Charitable Foundation	15,913.34
Total 4200 Funding - Other	£ 38,496.68
4500 Other Income	1,910.91
Total 4000 Total Income	£ 437,214.92
Total Income	£ 437,214.92
Total	£ 437,214.92
Expenditures	
6000 Total Salaries and On Costs	
6001 Salaries - Gross	136,571.66
6002 Salaries - Additional Hours	6,035.78
6003 Salaries - Holiday Pay	712.68
6005 NI - Employer Contributions	9,963.12
6006 Superannuation - Employer Contributions	18,296.28
6007 Annual Leave Carried Forward	-3,994.60
Total 6000 Total Salaries and On Costs	£ 167,584.92
6100 Total Staff Expenses	
6101 Car Allowances	2,002.08
6102 Travel / Subsistence	74.63
6103 Employment Checks	352.00
6105 Training, CPD & Conferences	6,275.58
6109 Life Assurance	262.21
6110 Travel/Subsistence - Volunteers	141.70
Total 6100 Total Staff Expenses	£ 9,108.20
6200 Total Rent and Utilities	
6201 Rents - Office Base	5,103.76
Total 6200 Total Rent and Utilities	£ 5,103.76
6300 Total Office Costs	
6301 Office Equipment & Furniture	2,977.22
6302 Printing - Central Costs	91.16
6303 Stationery	177.28
6305 Postages	83.75
6307 Mobile Phones	1,551.02
Total 6300 Total Office Costs	£ 4,880.43

6400 Total Professional Fees & Insurances		
6401 Professional Fees - Payroll Service		290.80
6402 Professional Fees - Audit		0.00
6404 Profession Fees - Finance Support		270.75
6406 Professional Fees - HR		2,052.60
6407 Insurances		2,861.77
6408 Subscriptions		2,007.13
6409 Professional Fees - Other Consultancy		1,575.00
Total 6400 Total Professional Fees & Insurances	£	9,058.05
6500 Total Marketing		
6501 Marketing - Core		4,551.85
Total 6500 Total Marketing	£	4,551.85
6600 Total IT		
6601 Computer Equipment & Software - Purchase		7,632.17
6602 Computer Equipment - Repairs		0.00
6603 IT Support & Maintenance		3,999.47
Total 6600 Total IT	£	11,631.64
6700 Total Delivery		
6701 Hire of Facilities		180.00
6703 Equipment - Purchase		885.00
6706 Grants		259,661.00
6707 Hospitality		308.02
6708 Promotions		172.49
6709 Professional Fees - Programmes		21,825.68
6712 Cornerstone Project		4,670.00
Total 6700 Total Delivery	£	287,702.19
Total Expenditures	£	499,621.04
Net Operating Income	-£	62,406.12
Net Income/(Expenditure)	-£	62,406.12

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Together Active
Budget vs. Actuals: Budget 2021-2022 - FY22 P&L Classes
 April - September, 2021

	TOTAL		
	Actual	Budget	over Budget
Income			
4000 Total Income	0.00	0.00	0.00
4100 Funding - Sport England	396,807.33	501,716.00	-104,908.67
4200 Funding - Other	0.00	0.00	0.00
4230 Staffordshire CC	7,500.00	7,500.00	0.00
4240 Stafford BC	1,249.99	1,249.98	0.01
4250 Lichfield DC	1,250.00	1,249.98	0.02
4260 Newcastle-under-Lyme BC	4,000.01	1,249.98	2,750.03
4270 Stoke-on-Trent CC	0.00	1,249.98	-1,249.98
4280 East Staffordshire BC	1,250.00	1,249.98	0.02
4290 Staffordshire Moorlands DC	0.00	1,249.98	-1,249.98
4300 Inspiring Healthy Lifestyles	4,000.00	1,249.98	2,750.02
4310 Staffordshire University	1,666.67	1,999.98	-333.31
4320 Keele University	1,666.67	1,999.98	-333.31
4340 Masonic Charitable Foundation	15,913.34	0.00	15,913.34
Total 4200 Funding - Other	£ 38,496.68	£ 20,249.82	£ 18,246.86
4500 Other Income	1,910.91	1,750.00	160.91
Total 4000 Total Income	£ 437,214.92	£ 523,715.82	-£ 86,500.90
Total Income	£ 437,214.92	£ 523,715.82	-£ 86,500.90
Total	£ 437,214.92	£ 523,715.82	-£ 86,500.90
Expenditures			
6000 Total Salaries and On Costs	0.00	0.00	0.00
6001 Salaries - Gross	136,571.66	158,441.00	-21,869.34
6002 Salaries - Additional Hours	6,035.78	4,810.00	1,225.78
6003 Salaries - Holiday Pay	712.68	126.00	586.68
6005 NI - Employer Contributions	9,963.12	16,973.00	-7,009.88
6006 Superannuation - Employer Contributions	18,296.28	19,380.00	-1,083.72
6007 Annual Leave Carried Forward	-3,994.60	-3,995.00	0.40
Total 6000 Total Salaries and On Costs	£ 167,584.92	£ 195,735.00	-£ 28,150.08
6100 Total Staff Expenses	0.00	0.00	0.00
6101 Car Allowances	2,002.08	7,536.00	-5,533.92
6102 Travel / Subsistence	74.63	2,922.00	-2,847.37
6103 Employment Checks	352.00	248.00	104.00
6104 Advertising	0.00	752.00	-752.00
6105 Training, CPD & Conferences	6,275.58	4,668.00	1,607.58
6106 Eye Tests	0.00	85.00	-85.00
6107 Flu Jab Reimbursement	0.00	48.00	-48.00
6108 Clothing & Uniforms - Staff	0.00	252.00	-252.00
6109 Life Assurance	262.21	468.00	-205.79
6110 Travel/Subsistence - Volunteers	141.70	498.00	-356.30
6111 Staff Expenses - Other	0.00	300.00	-300.00
Total 6100 Total Staff Expenses	£ 9,108.20	£ 17,777.00	-£ 8,668.80
6200 Total Rent and Utilities	0.00	0.00	0.00
6201 Rents - Office Base	5,103.76	5,442.00	-338.24
Total 6200 Total Rent and Utilities	£ 5,103.76	£ 5,442.00	-£ 338.24

6300 Total Office Costs	0.00	0.00	0.00
6301 Office Equipment & Furniture	2,977.22	1,530.00	1,447.22
6302 Printing - Central Costs	91.16	750.00	-658.84
6303 Stationery	177.28	174.00	3.28
6304 Copy Charges	0.00	102.00	-102.00
6305 Postages	83.75	198.00	-114.25
6307 Mobile Phones	1,551.02	1,656.00	-104.98
Total 6300 Total Office Costs	£ 4,880.43	£ 4,410.00	£ 470.43
6400 Total Professional Fees & Insurances	0.00	0.00	0.00
6401 Professional Fees - Payroll Service	290.80	348.00	-57.20
6402 Professional Fees - Audit	0.00	0.00	0.00
6403 Professional Fees - Pension & Life Assurance Brokers	0.00	720.00	-720.00
6404 Profession Fees - Finance Support	270.75	1,548.00	-1,277.25
6405 Professional Fees - Health & Safety	0.00	450.00	-450.00
6406 Professional Fees - HR	2,052.60	1,998.00	54.60
6407 Insurances	2,861.77	3,021.00	-159.23
6408 Subscriptions	2,007.13	1,752.00	255.13
6409 Professional Fees - Other Consultancy	1,575.00	1,002.00	573.00
Total 6400 Total Professional Fees & Insurances	£ 9,058.05	£ 10,839.00	-£ 1,780.95
6500 Total Marketing	0.00	0.00	0.00
6501 Marketing - Core	4,551.85	10,080.00	-5,528.15
Total 6500 Total Marketing	£ 4,551.85	£ 10,080.00	-£ 5,528.15
6600 Total IT	0.00	0.00	0.00
6601 Computer Equipment & Software - Purchase	7,632.17	3,426.00	4,206.17
6602 Computer Equipment - Repairs	0.00	252.00	-252.00
6603 IT Support & Maintenance	3,999.47	3,330.00	669.47
Total 6600 Total IT	£ 11,631.64	£ 7,008.00	£ 4,623.64
6700 Total Delivery	0.00	0.00	0.00
6701 Hire of Facilities	180.00	3,345.00	-3,165.00
6702 Equipment - Hire	0.00	149.00	-149.00
6703 Equipment - Purchase	885.00	157.00	728.00
6704 Clothing & Uniforms - Programmes	0.00	14.00	-14.00
6705 Printing - Programmes	0.00	21.00	-21.00
6706 Grants	259,661.00	327,476.00	-67,815.00
6707 Hospitality	308.02	1,694.00	-1,385.98
6708 Promotions	172.49	27.00	145.49
6709 Professional Fees - Programmes	21,825.68	44,567.00	-22,741.32
6710 Wayfinding - Capital	0.00	54,882.00	-54,882.00
6711 Wayfinding - Revenue	0.00	23,520.00	-23,520.00
6712 Cornerstone Project	4,670.00	0.00	4,670.00
Total 6700 Total Delivery	£ 287,702.19	£ 455,852.00	-£ 168,149.81
Total Expenditures	£ 499,621.04	£ 707,143.00	-£ 207,521.96
Net Operating Income	-£ 62,406.12	-£ 183,427.18	£ 121,021.06
Net Income/(Expenditure)	-£ 62,406.12	-£ 183,427.18	£ 121,021.06

Together Active
Budget vs. Actuals: Budget 2021-2022 - Core
 April - September, 2021

	TACR - Together Active Core		
	Actual	Budget	over Budget
Income			
4000 Total Income			0.00
4100 Funding - Sport England	149,262.00	149,262.00	0.00
4200 Funding - Other			0.00
4230 Staffordshire CC	7,500.00	7,500.00	0.00
4240 Stafford BC	1,249.99	1,249.98	0.01
4250 Lichfield DC	1,250.00	1,249.98	0.02
4260 Newcastle-under-Lyme BC	4,000.01	1,249.98	2,750.03
4270 Stoke-on-Trent CC		1,249.98	-1,249.98
4280 East Staffordshire BC	1,250.00	1,249.98	0.02
4290 Staffordshire Moorlands DC		1,249.98	-1,249.98
4300 Inspiring Healthy Lifestyles	4,000.00	1,249.98	2,750.02
4310 Staffordshire University	1,666.67	1,999.98	-333.31
4320 Keele University	1,666.67	1,999.98	-333.31
Total 4200 Funding - Other	£ 22,583.34	£ 20,249.82	£ 2,333.52
4500 Other Income	160.91		160.91
Total 4000 Total Income	£ 172,006.25	£ 169,511.82	£ 2,494.43
Total Income	£ 172,006.25	£ 169,511.82	£ 2,494.43
Total	£ 172,006.25	£ 169,511.82	£ 2,494.43
Expenditures			
6000 Total Salaries and On Costs			0.00
6001 Salaries - Gross	97,898.46	97,044.00	854.46
6002 Salaries - Additional Hours	6,035.78	1,248.00	4,787.78
6003 Salaries - Holiday Pay	712.68	126.00	586.68
6005 NI - Employer Contributions	7,809.51	10,248.00	-2,438.49
6006 Superannuation - Employer Contributions	13,369.16	12,138.00	1,231.16
6007 Annual Leave Carried Forward	-3,994.60	-3,995.00	0.40
Total 6000 Total Salaries and On Costs	£ 121,830.99	£ 116,809.00	£ 5,021.99
6100 Total Staff Expenses			0.00
6101 Car Allowances	1,039.08	3,924.00	-2,884.92
6102 Travel / Subsistence	27.90	1,500.00	-1,472.10
6103 Employment Checks		48.00	-48.00
6104 Advertising		252.00	-252.00
6105 Training, CPD & Conferences	6,218.58	3,000.00	3,218.58
6106 Eye Tests		24.00	-24.00
6107 Flu Jab Reimbursement		48.00	-48.00
6108 Clothing & Uniforms - Staff		252.00	-252.00
6109 Life Assurance	145.72	198.00	-52.28
6110 Travel/Subsistence - Volunteers	141.70	498.00	-356.30
6111 Staff Expenses - Other		300.00	-300.00
Total 6100 Total Staff Expenses	£ 7,572.98	£ 10,044.00	-£ 2,471.02
6200 Total Rent and Utilities			0.00
6201 Rents - Office Base	5,103.76	5,442.00	-338.24
Total 6200 Total Rent and Utilities	£ 5,103.76	£ 5,442.00	-£ 338.24

6300 Total Office Costs				0.00
6301 Office Equipment & Furniture	2,977.22	1,530.00		1,447.22
6302 Printing - Central Costs	91.16	750.00		-658.84
6303 Stationery	177.28	174.00		3.28
6304 Copy Charges		102.00		-102.00
6305 Postages	83.75	198.00		-114.25
6307 Mobile Phones	725.08	780.00		-54.92
Total 6300 Total Office Costs	£ 4,054.49	£ 3,534.00	£	520.49
6400 Total Professional Fees & Insurances				0.00
6401 Professional Fees - Payroll Service	290.80	348.00		-57.20
6402 Professional Fees - Audit	0.00	0.00		0.00
6403 Professional Fees - Pension & Life Assurance Brokers		720.00		-720.00
6404 Profession Fees - Finance Support	270.75	1,548.00		-1,277.25
6405 Professional Fees - Health & Safety		450.00		-450.00
6406 Professional Fees - HR	2,052.60	1,998.00		54.60
6407 Insurances	2,861.77	3,021.00		-159.23
6408 Subscriptions	2,007.13	1,752.00		255.13
6409 Professional Fees - Other Consultancy	1,575.00	1,002.00		573.00
Total 6400 Total Professional Fees & Insurances	£ 9,058.05	£ 10,839.00	-£	1,780.95
6500 Total Marketing				0.00
6501 Marketing - Core	4,551.85	10,080.00		-5,528.15
Total 6500 Total Marketing	£ 4,551.85	£ 10,080.00	-£	5,528.15
6600 Total IT				0.00
6601 Computer Equipment & Software - Purchase	4,809.32	1,926.00		2,883.32
6602 Computer Equipment - Repairs		252.00		-252.00
6603 IT Support & Maintenance	2,389.68	2,658.00		-268.32
Total 6600 Total IT	£ 7,199.00	£ 4,836.00	£	2,363.00
6700 Total Delivery				0.00
6701 Hire of Facilities	180.00	1,002.00		-822.00
6706 Grants		4,002.00		-4,002.00
6707 Hospitality	294.72	498.00		-203.28
6708 Promotions	172.49			172.49
6709 Professional Fees - Programmes		0.00		0.00
Total 6700 Total Delivery	£ 647.21	£ 5,502.00	-£	4,854.79
Total Expenditures	£ 160,018.33	£ 167,086.00	-£	7,067.67
Net Operating Income	£ 11,987.92	£ 2,425.82	£	9,562.10
Net Income/(Expenditure)	£ 11,987.92	£ 2,425.82	£	9,562.10

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Together Active
Budget vs. Actuals: Budget 2021-2022 - FY22 P&L Classes
 April - September, 2021

	TAWF - Together Active Workforce		
	Actual	Budget	over Budget
Income			
4000 Total Income			0.00
4100 Funding - Sport England	36,093.50	36,096.00	-2.50
4500 Other Income	1,750.00	1,750.00	0.00
Total 4000 Total Income	£ 37,843.50	£ 37,846.00	-£ 2.50
Total Income	£ 37,843.50	£ 37,846.00	-£ 2.50
Total	£ 37,843.50	£ 37,846.00	-£ 2.50
Expenditures			
6000 Total Salaries and On Costs			0.00
6001 Salaries - Gross	4,392.12	17,664.00	-13,271.88
6002 Salaries - Additional Hours	0.00		0.00
6005 NI - Employer Contributions	333.25	1,854.00	-1,520.75
6006 Superannuation - Employer Contributions	351.38	1,416.00	-1,064.62
Total 6000 Total Salaries and On Costs	£ 5,076.75	£ 20,934.00	-£ 15,857.25
6100 Total Staff Expenses			0.00
6101 Car Allowances		750.00	-750.00
6102 Travel / Subsistence		252.00	-252.00
6103 Employment Checks	124.00		124.00
6105 Training, CPD & Conferences	57.00	252.00	-195.00
6106 Eye Tests		12.00	-12.00
6107 Flu Jab Reimbursement		0.00	0.00
6109 Life Assurance	9.96	42.00	-32.04
Total 6100 Total Staff Expenses	£ 190.96	£ 1,308.00	-£ 1,117.04
6300 Total Office Costs			0.00
6307 Mobile Phones	116.90	132.00	-15.10
Total 6300 Total Office Costs	£ 116.90	£ 132.00	-£ 15.10
6600 Total IT			0.00
6601 Computer Equipment & Software - Purchase	253.92	0.00	253.92
6603 IT Support & Maintenance	350.40	120.00	230.40
Total 6600 Total IT	£ 604.32	£ 120.00	£ 484.32
6700 Total Delivery			0.00
6701 Hire of Facilities		498.00	-498.00
6707 Hospitality		498.00	-498.00
6709 Professional Fees - Programmes	15,900.00	22,681.00	-6,781.00
Total 6700 Total Delivery	£ 15,900.00	£ 23,677.00	-£ 7,777.00
Total Expenditures	£ 21,888.93	£ 46,171.00	-£ 24,282.07
Net Operating Income	£ 15,954.57	-£ 8,325.00	£ 24,279.57
Net Income/(Expenditure)	£ 15,954.57	-£ 8,325.00	£ 24,279.57

Together Active
Budget vs. Actuals: Budget 2021-2022 - Tackling Inequalities
 April - September, 2021

	TATI - Together Active Tackling Inequalities		
	Actual	Budget	over Budget
Income			
4000 Total Income			0.00
4200 Funding - Other			0.00
4340 Masonic Charitable Foundation	15,913.34		15,913.34
Total 4200 Funding - Other	£ 15,913.34	£ 0.00	£ 15,913.34
Total 4000 Total Income	£ 15,913.34	£ 0.00	£ 15,913.34
Total Income	£ 15,913.34	£ 0.00	£ 15,913.34
Total	£ 15,913.34	£ 0.00	£ 15,913.34
Expenditures			
6700 Total Delivery			0.00
6701 Hire of Facilities		1,500.00	-1,500.00
6706 Grants	79,123.00	68,103.00	11,020.00
6707 Hospitality		500.00	-500.00
6709 Professional Fees - Programmes	1,300.00	6,092.00	-4,792.00
6712 Cornerstone Project	4,670.00		4,670.00
Total 6700 Total Delivery	£ 85,093.00	£ 76,195.00	£ 8,898.00
Total Expenditures	£ 85,093.00	£ 76,195.00	£ 8,898.00
Net Operating Income	-£ 69,179.66	-£ 76,195.00	£ 7,015.34
Net Income/(Expenditure)	-£ 69,179.66	-£ 76,195.00	£ 7,015.34

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Together Active
Budget vs. Actuals: Budget 2021-2022 - School Games
 April - September, 2021

	TASG - Together Active School Games		
	Actual	Budget	over Budget
Income			
4000 Total Income			0.00
4100 Funding - Sport England	21,273.17	21,274.00	-0.83
Total 4000 Total Income	£ 21,273.17	£ 21,274.00	-£ 0.83
Total Income	£ 21,273.17	£ 21,274.00	-£ 0.83
Total	£ 21,273.17	£ 21,274.00	-£ 0.83
Expenditures			
6000 Total Salaries and On Costs			0.00
6001 Salaries - Gross	6,466.64	13,122.00	-6,655.36
6002 Salaries - Additional Hours		3,562.00	-3,562.00
6005 NI - Employer Contributions	150.06	1,644.00	-1,493.94
6006 Superannuation - Employer Contributions	1,499.40	2,520.00	-1,020.60
Total 6000 Total Salaries and On Costs	£ 8,116.10	£ 20,848.00	-£ 12,731.90
6100 Total Staff Expenses			0.00
6101 Car Allowances	481.50	1,164.00	-682.50
6102 Travel / Subsistence		252.00	-252.00
6103 Employment Checks	76.00		76.00
6105 Training, CPD & Conferences		498.00	-498.00
6106 Eye Tests		12.00	-12.00
6107 Flu Jab Reimbursement		0.00	0.00
6109 Life Assurance	43.36	78.00	-34.64
Total 6100 Total Staff Expenses	£ 600.86	£ 2,004.00	-£ 1,403.14
6300 Total Office Costs			0.00
6307 Mobile Phones	116.93	132.00	-15.07
Total 6300 Total Office Costs	£ 116.93	£ 132.00	-£ 15.07
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		0.00	0.00
6602 Computer Equipment - Repairs	0.00		0.00
6603 IT Support & Maintenance	476.57	192.00	284.57
Total 6600 Total IT	£ 476.57	£ 192.00	£ 284.57
6700 Total Delivery			0.00
6701 Hire of Facilities		345.00	-345.00
6702 Equipment - Hire		149.00	-149.00
6703 Equipment - Purchase	885.00	157.00	728.00
6704 Clothing & Uniforms - Programmes		14.00	-14.00
6705 Printing - Programmes		21.00	-21.00
6706 Grants	3,404.00	9,695.00	-6,291.00
6707 Hospitality		198.00	-198.00
6708 Promotions		27.00	-27.00
6709 Professional Fees - Programmes		261.00	-261.00
Total 6700 Total Delivery	£ 4,289.00	£ 10,867.00	-£ 6,578.00
Total Expenditures	£ 13,599.46	£ 34,043.00	-£ 20,443.54
Net Operating Income	£ 7,673.71	-£ 12,769.00	£ 20,442.71
Net Income/(Expenditure)	£ 7,673.71	-£ 12,769.00	£ 20,442.71

Together Active
Budget vs. Actuals: 2021-22 Youth Sport
 April - September, 2021

	TAYS - Together Active Youth Sport		
	Actual	Budget	over Budget
Income			
4000 Total Income			0.00
4100 Funding - Sport England	55,274.00	55,272.00	2.00
Total 4000 Total Income	£ 55,274.00	£ 55,272.00	£ 2.00
Total Income	£ 55,274.00	£ 55,272.00	£ 2.00
Total	£ 55,274.00	£ 55,272.00	£ 2.00
Expenditures			
6000 Total Salaries and On Costs			0.00
6001 Salaries - Gross	9,759.60	9,762.00	-2.40
6005 NI - Employer Contributions	568.98	828.00	-259.02
6006 Superannuation - Employer Contributions	1,639.62	1,638.00	1.62
Total 6000 Total Salaries and On Costs	£ 11,968.20	£ 12,228.00	-£ 259.80
6100 Total Staff Expenses			0.00
6101 Car Allowances	481.50	498.00	-16.50
6102 Travel / Subsistence	20.04	252.00	-231.96
6105 Training, CPD & Conferences		252.00	-252.00
6106 Eye Tests		12.00	-12.00
6107 Flu Jab Reimbursement		0.00	0.00
6109 Life Assurance	24.27	42.00	-17.73
Total 6100 Total Staff Expenses	£ 525.81	£ 1,056.00	-£ 530.19
6300 Total Office Costs			0.00
6307 Mobile Phones	116.91	132.00	-15.09
Total 6300 Total Office Costs	£ 116.91	£ 132.00	-£ 15.09
6600 Total IT			0.00
6601 Computer Equipment & Software - Purchase	253.92	0.00	253.92
6603 IT Support & Maintenance	215.80	120.00	95.80
Total 6600 Total IT	£ 469.72	£ 120.00	£ 349.72
6700 Total Delivery			0.00
6706 Grants	12,134.00	125,676.00	-113,542.00
6709 Professional Fees - Programmes	493.68		493.68
Total 6700 Total Delivery	£ 12,627.68	£ 125,676.00	-£ 113,048.32
Total Expenditures	£ 25,708.32	£ 139,212.00	-£ 113,503.68
Net Operating Income	£ 29,565.68	-£ 83,940.00	£ 113,505.68
Net Income/(Expenditure)	£ 29,565.68	-£ 83,940.00	£ 113,505.68

Together Active
Budget vs. Actuals: Budget 2021-2022 - Volunteering
 April - September, 2021

	TAVO - Together Active Volunteering		
	Actual	Budget	over Budget
Income			
4000 Total Income			0.00
4100 Funding - Sport England	2,369.67	2,368.00	1.67
Total 4000 Total Income	£ 2,369.67	£ 2,368.00	£ 1.67
Total Income	£ 2,369.67	£ 2,368.00	£ 1.67
Total	£ 2,369.67	£ 2,368.00	£ 1.67
Expenditures			
6700 Total Delivery			0.00
6709 Professional Fees - Programmes	4,132.00	6,443.00	-2,311.00
Total 6700 Total Delivery	£ 4,132.00	£ 6,443.00	-£ 2,311.00
Total Expenditures	£ 4,132.00	£ 6,443.00	-£ 2,311.00
Net Operating Income	-£ 1,762.33	-£ 4,075.00	£ 2,312.67
Net Income/(Expenditure)	-£ 1,762.33	-£ 4,075.00	£ 2,312.67

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Together Active
Budget vs. Actuals: Budget 2021-2022 - OSF
 April - September, 2021

	TAOS - Together Active OSF		
	Actual	Budget	over Budget
Income			
4000 Total Income			0.00
4100 Funding - Sport England	132,534.99	159,042.00	-26,507.01
Total 4000 Total Income	£ 132,534.99	£ 159,042.00	-£ 26,507.01
Total Income	£ 132,534.99	£ 159,042.00	-£ 26,507.01
Total	£ 132,534.99	£ 159,042.00	-£ 26,507.01
Expenditures			
6000 Total Salaries and On Costs			0.00
6001 Salaries - Gross	18,054.84	20,849.00	-2,794.16
6005 NI - Employer Contributions	1,101.32	2,399.00	-1,297.68
6006 Superannuation - Employer Contributions	1,436.72	1,668.00	-231.28
Total 6000 Total Salaries and On Costs	£ 20,592.88	£ 24,916.00	-£ 4,323.12
6100 Total Staff Expenses			0.00
6101 Car Allowances		1,200.00	-1,200.00
6102 Travel / Subsistence	26.69	666.00	-639.31
6103 Employment Checks	152.00	200.00	-48.00
6104 Advertising		500.00	-500.00
6105 Training, CPD & Conferences		666.00	-666.00
6106 Eye Tests		25.00	-25.00
6107 Flu Jab Reimbursement		0.00	0.00
6109 Life Assurance	38.90	108.00	-69.10
Total 6100 Total Staff Expenses	£ 217.59	£ 3,365.00	-£ 3,147.41
6300 Total Office Costs			0.00
6307 Mobile Phones	475.20	480.00	-4.80
Total 6300 Total Office Costs	£ 475.20	£ 480.00	-£ 4.80
6600 Total IT			0.00
6601 Computer Equipment & Software - Purchase	2,315.01	1,500.00	815.01
6603 IT Support & Maintenance	567.02	240.00	327.02
Total 6600 Total IT	£ 2,882.03	£ 1,740.00	£ 1,142.03
6700 Total Delivery			0.00
6706 Grants	165,000.00	120,000.00	45,000.00
6707 Hospitality	13.30		13.30
6709 Professional Fees - Programmes		9,090.00	-9,090.00
Total 6700 Total Delivery	£ 165,013.30	£ 129,090.00	£ 35,923.30
Total Expenditures	£ 189,181.00	£ 159,591.00	£ 29,590.00
Net Operating Income	-£ 56,646.01	-£ 549.00	-£ 56,097.01
Net Income/(Expenditure)	-£ 56,646.01	-£ 549.00	-£ 56,097.01

Together Active
Budget vs. Actuals: Budget 2021-2022 - Wayfinding
 April - September, 2021

	TAWY - Together Active Wayfinding					
	Actual		Budget		over Budget	
Income						
4000 Total Income						0.00
4100 Funding - Sport England			78,402.00			-78,402.00
Total 4000 Total Income	£	0.00	£	78,402.00	-£	78,402.00
Total Income	£	0.00	£	78,402.00	-£	78,402.00
Total	£	0.00	£	78,402.00	-£	78,402.00
Expenditures						
6700 Total Delivery						0.00
6710 Wayfinding - Capital			54,882.00			-54,882.00
6711 Wayfinding - Revenue			23,520.00			-23,520.00
Total 6700 Total Delivery	£	0.00	£	78,402.00	-£	78,402.00
Total Expenditures	£	0.00	£	78,402.00	-£	78,402.00
Net Operating Income	£	0.00	£	0.00	£	0.00
Net Income/(Expenditure)	£	0.00	£	0.00	£	0.00

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Risk Register
October 21



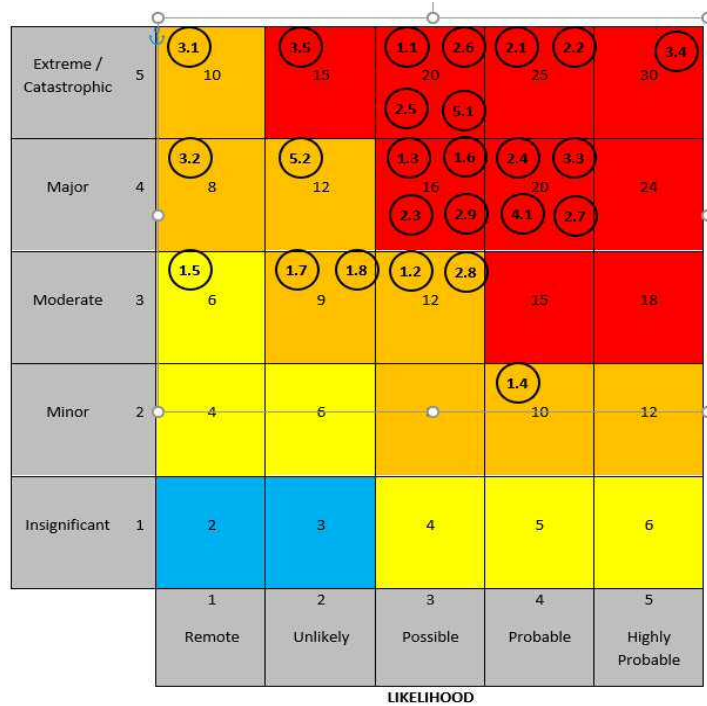
Risk Area	Risk Identified	Likelihood of Occurring (X)	Severity of Impact (Y)	Overall Risk xY+y	Existing Control Procedures (Note 1)	Proposed Improvements (Existing Control Procedures to be continued)	Action By	Residual Likelihood of Occurring (X)	Residual Severity of Impact (Y)	Residual Risk (Note 2)	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	Strategy launched following consultation with key partners 21-22 ADP developed Board and Team Away Day (Sept 21) used to discuss increasing Board engagement - key actions agreed
	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	CYP Advisory Group scoping meeting held 29.06.21 TA invited to present at Children's ICS Group
	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	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	ED&I Drop In session held with Board 01.06.21 Board and Team Away Day (Sept 21) used to discuss increasing Board engagement - key actions agreed
	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	Work ongoing. ED&I Group to become a formal sub-group of the Board
	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	Board Sub-Group structure and Team structure reviewed when Together Active was formed (Sept 20) Job / Role Descriptions in place for staff and trustees Delegated Decision recently reviewed and used when appropriate Annual internal review of Board Effectiveness (and self-assessment of individuals) and Action Plan to address findings (Summer) Evidence for Tier Three of A Code for Sports Governance submitted to Sport England	Annual 'health check' of Board and Team Structures to ensure remain fit for purpose Continue to clarify roles of team members through 1-2-1s, PDRs etc. Ensure Delegated Decision form continues to be used consistently Prepare for External Board Review (due April 2022) Ensure compliance confirmed then continue to maintain compliance	Team: CE / COO Sub Groups: GAG COO Chair / COO COO	2	4	12	Sept 21 Ongoing Ongoing From Jan 2022 April 21 then ongoing	ToR of Board Sub Groups reviewed July 21 PDRs carried out To be discussed at October GAG Ongoing - additional evidence submitted to Sport England, awaiting feedback
	1.7 High Board turnover or loss (temporary or permanent) of key Board members	2	3	9	Succession plan in place Board at capacity so unlikely to drop below minimum numbers Register of Board Terms maintained. Chair to liaise with individuals towards end of term to confirm if they intend to continue Opportunity for Board members to raise concerns as part of annual self-assessment process	Ensure Succession Plan is embedded - annual review by Governance and Appointments Group	GAG	1	3	6	Sept 21	To review Jan 2022
	1.8 Reporting to Board inadequate (accuracy, timeliness and relevance)	2	3	9	Board reports circulated 7 days prior to meetings 'Staff Showcase' slots on Board Meeting and Annual Delivery Plan update / Dashboard Governance / Finance Sub Groups meet two weeks prior to Board to discuss / approve relevant information. Board Agendas put key items at beginning to allow time for discussion. Standing agenda items / reports for discussion by exception.	Embed culture of Board members being fully prepared for meetings, with any key items for discussion to be flagged up in the relevant reports	GAG	1	3	6	Dec 21	Board reports now include 'Key Information and Recommendations for Trustees' box

2. Operational	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>	<p>ADP in place</p> <p>'Deep Dive' agenda item to be included on each Board agenda - Commonwealth Games Oct 21</p>
	2.2 Poor evidence of impact	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>	<p>2020-21 Annual Report produced and circulated, meeting with Stoke MP held.</p> <p>Revised Evaluation Framework being finalised</p>
	2.3 Lack of partner satisfaction	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>	<p>Areas for improvement embedded in annual delivery plan</p> <p>Initial discussed at PALS July 21 - key priorities identified and agreed, to be discussed in more detail</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>	<p>CE / COO</p>	3	4	16	<p>June 21 then ongoing</p>	
	2.5 High staff turnover or loss of key staff	3	5	20	<p>Succession plan in place</p> <p>Annual Staff Satisfaction Surveys carried out and analysed</p> <p>Team fully involved in developing strategy, Annual Delivery Plans and their own budgets</p> <p>Staff rep identified and used to consult with staff on a range of issues</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 are identified and actioned</p> <p>Review PDR process and reinstate with team</p>	<p>GAG</p> <p>CE / COO</p> <p>CE / COO</p>	2	5	15	<p>Ongoing</p> <p>Dates TBC</p> <p>June 21</p>	<p>PDRs carried out. HR training with leadership team booked</p>
	2.6 Insufficient skills within team to effectively deliver agreed outcomes	3	5	20	<p>Robust recruitment processes in place</p>	<p>Develop skills matrix based on new strategy. Carry out and analyse with team members.</p> <p>Training and development plan in place based on the above, and embedded in PDR process (see 2.5)</p>	<p>CE</p>	2	5	15	<p>Oct 21</p> <p>Oct 21</p>	
	2.7 Disengaged staff if any changes to Terms and Conditions become necessary in the future	4	4	20	<p>Strong track record of open and honest conversations with staff during transfer</p> <p>'People's Committee' rep in place</p>	<p>Continue to engage in open dialogue as appropriate</p>	<p>CE / Chair</p>	3	4	16	<p>TBC</p>	
	2.8 Negative impact of lockdowns / continued home working on staff wellbeing	3	3	12	<p>Regular communications with staff taking place; weekly team meetings</p> <p>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.</p> <p>Wellbeing session held for team March 21, and Employee Support provider (The Listening Centre) engaged</p>	<p>Appoint a Mental Health Champion for the team, ensuring role is defined</p> <p>Mental Health Champion to attend appropriate training along with an additional team member</p> <p>Champion to ensure appropriate training and support is in place for all staff</p>	<p>CE</p> <p>Champion</p> <p>Champion</p>	2	3	9	<p>Immediate</p>	<p>Ongoing discussions with team regarding return to office</p>
	2.9 IT Security Breach	3	4	16	<p>Adequate anti-virus protection and file back-up in place</p> <p>In discussion with IT Provider regarding additional protection</p>	<p>Ensure premium Office 365 and virus protection in place</p> <p>Ensure IT Provider is satisfied IT set up (especially Firewall) is sufficient at The Hub</p>		1	4	8	<p>June 21</p> <p>June 21</p>	<p>In place</p> <p>In place</p>
3. Financial	3.1 Poor budgetary control and financial reporting	1	5	10	<p>Detailed annual budget and 5-Year Financial Forecast in place and reviewed quarterly by Finance and Audit Group</p> <p>Finance Policy and Procedures approved by Board and being implemented</p> <p>Auditors, accountants (to produce final accounts) and financial support (ongoing support from Support Staffordshire) in place</p> <p>Chief Exec required to sign of month-end reports and team required to sign off monthly budget v</p>	<p>Ensure year-end process goes smoothly and robust Trustees' Report / Final Accounts produced</p>	<p>FAG / COO</p>	1	5	10	<p>Jul-21</p>	<p>Audit took place May 21, final report signed off by Board July 21</p>
	3.2 Insufficient reserves policy	1	4	8	<p>Reserves policy in place. Reserves sufficient to cover redundancy liabilities and notice periods of non-programme staff throughout period of 5-year financial forecast</p>	<p>Amend reserves figure for 2021-22 onwards (awaiting confirmation of statutory redundancy figures for 21-22)</p>	<p>COO</p>	1	4	8	<p>April 21</p>	<p>Figures amended.</p> <p>To look at investment of savings</p>
	3.3 Loss of local partner funding	4	4	20	<p>Five Year Financial Forecast amended to build in further reduction in local partner funding</p> <p>Currently in discussions with funding partners regarding a smaller annual 'subscription'</p>	<p>Look at potential for income generation or additional partner funding to reduce % of total funding coming from Sport England</p> <p>Confirm funding partners and amounts for 2021-22</p> <p>Adjust 5-year forecast on the above basis</p>	<p>FAG/CE / COO</p> <p>CE / COO</p> <p>COO</p>	3	4	16	<p>Ongoing</p> <p>April 21</p> <p>April 21</p>	<p>In process</p>

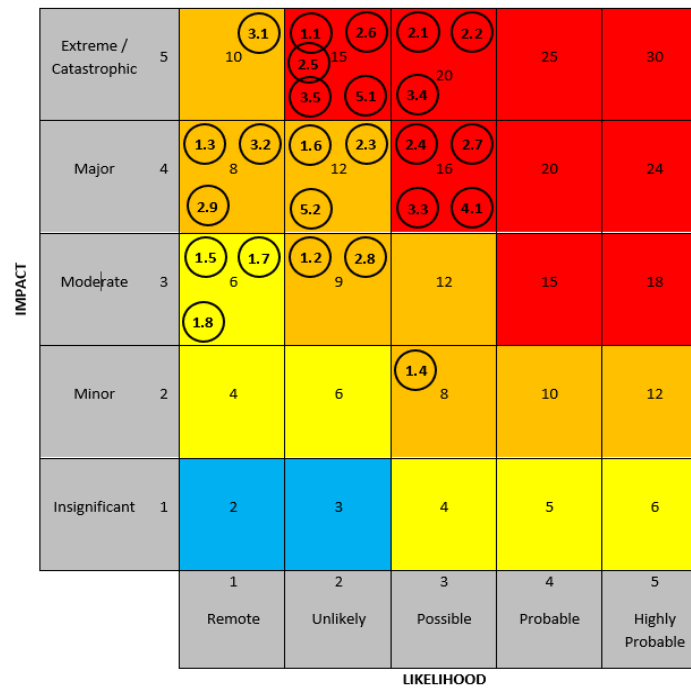
	3.4 Expenditure greater than Income each year	5	5	30	Five Year Financial Forecast reflects predicted income and expenditure, including reserves required for Liabilities - in credit to 31.03.26	See 3.3. Review of finances and options appraisal in line with confirmation of next funding cycle from Sport England	FAG/CE / COO	3	5	20	Autumn 21 tbc	Sport England funding due to be confirmed December 21
	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	Anti-Bribery policy being produced
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. Compliance	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	Ongoing - additional evidence submitted to Sport England, awaiting feedback School Games work completed. Office Covid-19 guidelines and Covid-19 Event Risk Assessment in place. Awaiting response from H&S advisor to finalise Covid19 risk assessment and general risk assessment.
	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

Procurement Policy

1. Introduction

This policy outlines how Together Active will decide where to procure goods and services. The procedures we implement will differ depending on the total value of the purchase or contract.

Through any procurement process, we will apply the principles of:

- Transparency and fairness
- Minimising financial risk to the organisation
- Balancing quality and value for money
- Environmental sustainability

2. Before Procurement

Before deciding to procure goods and services, it is necessary to consider the following questions:

- Is there a clear business need for the goods or services?
- Is there a budget in place for the goods or services?
- What does Together Active require from the goods or services?
- Are there any economies of scale to consider (i.e. if we purchase the goods or services as part of a group of organisations purchasing the same)?

Approval for the procurement process to be undertaken must be given by an appropriate authorised signatory prior to the process beginning. Authorised signatories within Together Active have different levels of authority – an estimated value for the procurement can be used to identify who has authority to approve the process.

3. Summary of Actions Required

The minimum actions required for different transaction limits are summarised below:

Value of Transaction (not including VAT)	Action Required (minimum)
Up to £750	No requirement to obtain written quotations but still have a duty to consider quality and value for money
Over £750 and up to £10,000	Three written / evidenced quotations must be obtained. This can be done by undertaking price comparisons on websites where appropriate.
Over £10,000	A formal quotation process must be followed, with a minimum of three written quotations obtained. As a minimum an advert must be placed on Together Active's website. For services, a contract should be issued.

A transaction must never be split into separate, smaller transactions purely to ensure each transaction is under a threshold. There may be situations where this is unavoidable, for example if purchasing new office furniture and, having considered quality and value for money, one supplier is chosen to supply chairs and another is chosen to supply desks. If this is the case, the reasons for this must be documented.

4. Transactions to the value of £750 (not including VAT)

For transactions up to and including £750 (not including VAT), there is no requirement to obtain written quotations. However, there is still an expectation that value for money and quality will be considered. This could be fulfilled through the following:

- Comparing prices from different retailers offering similar products / services
- Comparing reviews for different products / services
- Comparing prices for the same item from different retailers
- Consider similar purchases previously made by Together Active, including the price, quality and supplier

The officer leading on this process should make the recommendation to the authorised signatory, stating their reasons for the recommendation. The authorised signatory is responsible for making the final decision and authorising the transaction. **If the officer leading on this process is an authorised signatory, they can authorise the transaction.**

Any documentation should be retained for 12 months.

5. Transactions over £750 and up to £10,000 (not including VAT)

For transactions over £750 and up to and including £10,000 (not including VAT), the officer leading on this process must obtain at least three written / evidenced quotations. Price comparisons from the internet are acceptable if evidence can be retained (i.e. via a screenshot).

Both value for money and quality must be considered. The officer leading on the process must present the quotations to the authorised signatory, along with any other relevant information.

The authorised signatory is responsible for making the final decision and authorising the transaction, and must not be the person who obtained the quotations.

Any documentation, including quotations, should be retained for 12 months.

6. Transactions over £10,000 (not including VAT)

For transactions over £10,000 (not including VAT) a formal quotation process must be followed, with a minimum of three formal quotations received.

Invitation to Quote

An Invitation to Quote (ITQ) should be produced. This should normally include the following information:

- An introduction to Together Active, including its vision and mission
- An explanation of why this work is needed
- A description of the work required and the specific outcomes expected
- Any key requirement of the work, i.e. reporting processes, timescales etc.
- How the Quotations will be assessed, including any scoring / weighting criteria

- Any requirements of the individuals / organisations submitting ITQs, such as insurance, safeguarding policies etc.
- A statement regarding Together Active's Environmental Criteria if applicable (see below)
- Deadline for Quotations to be received (date and time), and where they need to be sent (Quotations received by email are normally acceptable)
- Overview of the assessment process for Quotations, including timescales
- Contact details for further information / questions
 - It may be appropriate to invite all those intending to quote to arrange a short discussion with the lead officer – this must be offered to all, and undertaken with all who request it.
 - It may also be appropriate to include a statement saying that answers to any questions will be circulated to all those who have indicated an intention to submit a Quotation
- Approximate budget
- Explanation of the Due Diligence checks which may be undertaken, i.e. asking for references or examples of previous work
- Additional information as appropriate

The ITQ should, as a minimum, be published on Together Active's website. Consideration should also be given to advertising in an appropriate trade/professional journal. Together Active may also directly approach individuals / organisations and invite them to submit an Quotation

Documentation relating to the Formal Quotation Process should be kept for 24 months beyond the end of the contract.

Process for receiving and assessing Quotations

All quotations should be logged when received, and an acknowledgement email sent.

All quotations should only be opened after the deadline, by the lead officer (a member of the Leadership Team)

A panel, consisting of at least the lead officer and the Chief Executive / Chief Operating Officer, should assess the Quotations using the scoring / weighting criteria outlined in the ITQ.

At times it may be appropriate to produce a shortlist and to invite shortlisted individuals / organisations to present to a panel. Details of this must be included in the ITQ.

The decision should be made by the panel and authorised by an appropriate authorised signatory (this will be the Chief Executive / Chief Operating Officer, or the Chair / Senior Independent Director, depending on the value of the transaction)

7. Exceptions to the above processes – Grants

Together Active sometimes awards grants to local partners and other organisations, normally to deliver activity. Each Grant Scheme has its own criteria and application process, and a process for assessing applications and making decisions regarding where to award funding (normally via an assessment panel including appropriate external partners). Therefore these Procurement Procedures do not apply to the awarding of Grants.

8. Exceptions to the above processes - Other

Number of quotations

There may be situations where it is not possible to receive at least three quotations / formal quotations, particularly when the work is of a highly-specialised nature. All efforts must be made by the lead officer to gain three quotations, but if this isn't possible the Chief Executive / Chief Operating Officer may approve the continuation of the process with less than three quotations.

For the Formal Quotation Process, a list of organisations / individuals invited to quote should be kept, and at least three organisations / individuals should be approached.

Extension to contracts

When contracting an individual / organisation to provide a service, it may be necessary to consider an extension to the original contract length (for example if further funding for a project or programme is confirmed). The following principles should apply:

- An extension can be made if this was included in the original terms and conditions of the contract, subject to satisfactory performance
- Extensions should not be for longer than the initial period of the contract

Extensions to contracts must be requested via the form in Appendix 1, and must be approved by the Chief Executive or Chief Operating Officer. They cannot be approved by the person making the request.

A contract should not normally be issued for the provision of a service over longer than 3 years. This allows for a review of the service provision and to go back out to market to ensure quality and value for money.

Contract must never be issued for a shorter period, with the intention to extend, just to ensure the value of the initial contract falls below one of the thresholds in Section 3 above.

Other Exceptions

Any other exceptions to the Procurement Policy not listed above must be approved by the Finance and Audit Group and documented in full.

9. Declaration of Interests

In line with Together Active's Declaration of Interests policy, "An employee must not use their position improperly to confer an advantage or disadvantage on any person."

Employees are required to register any interests, and to update these on at least an annual basis. However, if there is, or if there could be seen to be, a conflict of interest for any individual involved in procuring goods or services, they must declare this immediately and should take no further part in the procurement process. This applies regardless of whether an interest has previously been declared on the Register of Interests.

10. Safeguarding of Children, Young People and Adults at Risk

Where Together Active is securing goods or services which will involve the provider of these goods or services having contact with Children, Young People or Adults at Risk, Together Active will ensure the provider has the following in place, as appropriate:

- Safeguarding Policy and Procedures
- Appropriate DBS checking and other screening in place
- Appropriate qualifications and / or experience

Normally, these requirements would be stated at the outset, for example in the ITQ.

11. Environmental Sustainability (to be updated to reflect our Environmental Policy once adopted)

Together Active is committed to minimising our impact on the environment. To this end, all procurement must take this into account. This should include considering the following:

- The environmental impact of the products / services required, and whether there are options with less environmental impact
- The environmental policies and practices of the individuals / organisations being considered as suppliers
- The location of suppliers if travel / transportation is involved

Together Active has a policy of using suppliers for products / services from within Staffordshire and Stoke-on-Trent wherever possible, if this does not affect the need to ensure quality and value for money.

At times it may be appropriate to pay slightly more for goods or services in order to use a local individual / organisation, or to receive goods with less environmental impact (for example, choosing recyclable products over non-recyclable ones). This will be considered on a case-by-case basis.

Appendix One

REQUEST TO EXTEND A PROCURED CONTRACT

Name Officer making the request:
Length and value of original contract:
Brief description of original contract:
Has the original contract previously been extended?
How long are you proposing to extend the contract by, and what is the estimated cost of this extension?
Why are you proposing to extend the contract rather than to re-procure the service?
How will you ensure quality and value for money?

Approved by:

Signature:
Name:
Date:

Contract extensions can only be approved by the Chief Executive or Chief Operating Officer, and cannot be approved by the Officer making the request.

TOGETHER ACTIVE

Anti-Bribery Policy

Policy Statement - Anti Bribery

Bribery is a criminal offence. We do not, and will not, pay bribes or offer improper inducements to anyone for any purpose, nor do we or will we, accept bribes or improper inducements.

To use a third party as a conduit to channel bribes to others is a criminal offence. We do not, and will not, engage indirectly in or otherwise encourage bribery.

We are committed to the prevention, deterrence and detection of bribery. We have zero-tolerance towards bribery. We aim to maintain anti-bribery compliance on an ongoing basis rather than as a one-off exercise.

Objective of this policy

This policy provides a coherent and consistent framework to enable the Together Active's employees to understand and implement arrangements enabling compliance. In conjunction with related policies and key documents it will also enable employees to identify and effectively report a potential breach.

We require that all personnel working for Together Active on a paid or voluntary basis:

- act honestly and with integrity at all times and to safeguard the organisation's resources for which they are responsible
- comply with the spirit, as well as the letter, of the laws and regulations of all jurisdictions in which the organisation operates, in respect of the lawful and responsible conduct of activities

Scope of this policy

This policy applies to all of Together Active's activities. For partners, joint ventures and suppliers, we will seek to promote the adoption of policies consistent with the principles set out in this policy.

Within the organisation, the responsibility to control the risk of bribery occurring resides at all levels of the organisation. It does not rest solely within the Board or senior management, but across everyone working for Together Active on a paid or voluntary basis.

This policy covers all personnel, including those permanently or temporarily employed, Trustees and other volunteers, temporary agency staff, contractors and consultants.

Together Active's commitment to action

Together Active commits to:

- Setting out a clear anti-bribery policy and keeping it up to date
- Making all employees and Trustees aware of their responsibilities to adhere strictly to this policy at all times
- Training all employees and Trustees so that they can recognise and avoid the use of bribery by themselves and others
- Encouraging its employees and Trustees to be vigilant and to report any suspicions of bribery, providing them with suitable channels of communication and ensuring sensitive information is treated appropriately
- Rigorously investigating instances of alleged bribery and assisting police and other appropriate authorities in any resultant prosecution
- Taking firm and vigorous action against any individual(s) involved in bribery
- Provide information to all employees and Trustees to report breaches and suspected breaches of this policy
- Include appropriate clauses in contracts to prevent bribery.

Definition of Bribery

Bribery is an inducement or reward offered, promised or provided to gain personal, commercial, regulatory or contractual advantage.

The Bribery Act

There are four key offences under the Act:

- bribery of another person (section 1)
- accepting a bribe (section 2)
- bribing a foreign official (section 6)
- failing to prevent bribery (section 7)

The Bribery Act 2010 (http://www.opsi.gov.uk/acts/acts2010/ukpga_20100023_en_1) makes it an offence to offer, promise or give a bribe (Section 1). It also makes it an offence to request, agree to receive, or accept a bribe (Section 2). Section 6 of the Act creates a separate offence of bribing a foreign public official with the intention of obtaining or retaining business or an advantage in the conduct of business. There is also a corporate offence under Section 7 of failure by a commercial organisation to prevent bribery that is intended to obtain or retain business, or an advantage in the conduct of business, for the organisation. An organisation will have a defence to this corporate offence if it can show that it had in place adequate procedures designed to prevent bribery by or of persons associated with the organisation.

Are we a “commercial organisation”?

The guidance states that a “commercial organisation” is any body formed in the United Kingdom and “...it does not matter if it pursues primarily charitable or educational aims or purely public functions. It will be caught if it engages in commercial activities, irrespective of the purpose for which profits are made.” We are a “commercial organisation”.

What are “adequate procedures”?

Whether the procedures are adequate will ultimately be a matter for the courts to decide on a case-by-case basis. Adequate procedures need to be applied proportionately, based on the level of risk of bribery in the organisation. It is for individual organisations to determine proportionate procedures in the recommended areas of six principals. These principles are not prescriptive. They are intended to be flexible and outcome-focussed, allowing for the different circumstances of organisations.

Proportionate procedures

An organisation’s procedures to prevent bribery by persons associated with it are proportionate to the bribery risks it faces and to the nature, scale and complexity of the organisation’s activities. They are also clear, practical, accessible, effectively implemented and enforced.

Top level commitment

The top-level management (for Together Active this means Trustees and Senior Management) are committed to preventing bribery by persons associated with it. They foster a culture within the organisation in which bribery is never acceptable.

Risk Assessment

The organisation assesses the nature and extent of its exposure to potential external and internal risks of bribery on its behalf by persons associated with it. The assessment is periodic, informed and documented. It includes financial risks but also other risks such as reputational damage.

Due diligence

The organisation applies due diligence procedures, taking a proportionate and risk based approach, in respect of persons who perform or will perform services for or on behalf of the organisation, in order to mitigate identified bribery risks.

Communication (including training)

The organisation seeks to ensure that its anti-bribery policy and procedures are embedded and understood throughout the organisation through internal and external communication, including training that is proportionate to the risks it faces.

Monitoring and review

The organisation monitors and reviews procedures designed to prevent bribery by persons associated with it and makes improvements where necessary.

Together Active is committed to proportional implementation of these principles.

Penalties

An individual guilty of an offence under sections 1, 2 or 6 of The Bribery Act 2010 is liable:

- On conviction in a magistrates court, to imprisonment for a maximum term of 12 months, or to a fine not exceeding £5,000, or to both
- On conviction in a crown court, to imprisonment for a maximum term of ten years, or to an unlimited fine, or both

Organisations are liable for these fines and if guilty of an offence under section 7 are liable to an unlimited fine.

Bribery is not tolerated

It is unacceptable to:

- give, promise to give, or offer a payment, gift or hospitality with the expectation or hope that a business advantage will be received, or to reward a business advantage already given
- give, promise to give, or offer a payment, gift or hospitality to a government official, agent or representative to "facilitate" or expedite a routine procedure
- accept payment from a third party that you know or suspect is offered with the expectation that it will obtain a business advantage for them
- accept a gift or hospitality from a third party if you know or suspect that it is offered or provided with an expectation that a business advantage will be provided by us in return
- retaliate against or threaten a person who has refused to commit a bribery offence or who has raised concerns under this policy
- engage in activity in breach of this policy.

Facilitation payments

Facilitation payments are not tolerated and are illegal. Facilitation payments are unofficial payments made to public officials in order to secure or expedite actions.

Gifts and hospitality

This policy is not meant to change the requirements relating to gifts and hospitality in our Employee / Trustee Declaration of Interest Policies. This makes it clear that:

- Employees / Trustees should only accept offers of hospitality if there is a genuine need to impart information or represent Together Active within that sphere. Offers to attend purely social, sporting, or any other functions, as an employee or Trustee, should be accepted only in circumstances where the nature of the event would give rise to an expectation that Together Active would be represented.
- Where the person offering the hospitality has a current matter with Together Active for consideration or determination or where they are a contractor who might be expected to

compete for Together Active business the presumption should be against accepting offers of hospitality.

- Hospitality offered during attendance at conferences and courses may be accepted where it is clear the hospitality is corporate rather than personal and where the employee is satisfied that no suspicion could arise that advantage was being sought in any current or future procurement or other decisions. (For the purposes of this policy, Hospitality does not include refreshments, meals or accommodation offered as standard to all attendees or included within the attendance price at any conferences, courses or meetings).
- All hospitality should be reported to the Chief Executive (for employees and the Chair) or the Chair (for Trustees and the Chief Executive) who will record it in the register kept for that purpose. The Hospitality Register will not be confidential and will be available for public inspection.
- When hospitality has to be declined those making the offer should be courteously but firmly informed of the procedures and standards operating within Together Active.
- Employees and Trustees must not accept personal gifts in the course of or arising out of their employee duties. This does not apply to items of token value such as pens, diaries, calendars, etc. where these are offered with no expectation of advantage.

Public contracts and failure to prevent bribery

Under the Public Contracts Regulations 2006 (which gives effect to EU law in the UK), a company is automatically and perpetually debarred from competing for public contracts where it is convicted of a corruption offence. There are no plans to amend the 2006 Regulations for this to include the crime of failure to prevent bribery. Organisations that are convicted of failing to prevent bribery are not automatically barred from participating in tenders for public contracts. Together Active has the discretion to exclude organisations convicted of this offence.

Employee and Trustee responsibilities

The prevention, detection and reporting of bribery and other forms of corruption are the responsibility of all those working for the organisation or under its control. All employees and Trustees are required to avoid activity that breaches this policy.

You must:

- ensure that you read, understand and comply with this policy
- raise concerns as soon as possible if you believe or suspect that a conflict with this policy has occurred, or may occur in the future.

As well as the possibility of civil and criminal prosecution, employees or Trustees that breach this policy will face disciplinary action, which could result in dismissal for gross misconduct. Serious incidents that fall under The Bribery Act 2010 will be reported to the National Crime Agency (by emailing contactICU@nca.x.gsi.gov.uk)

Raising a concern

Together Active is committed to ensuring that all of us have a safe, reliable, and confidential way of reporting any suspicious activity. We want each and every employee or Trustee to know how they can raise concerns.

We all have a responsibility to help detect, prevent and report instances of bribery. If you have a concern regarding a suspected instance of bribery or corruption, please speak up – your information and assistance will help. The sooner you act, the sooner it can be resolved.

There are multiple channels to help you raise concerns. Please refer to the Whistleblowing policy for further details or how to raise concerns and the investigating procedure.

We encourage individuals to put their name to any disclosures they make. In the event that an incident of bribery, corruption, or wrongdoing is reported, we will act as soon as possible to evaluate the situation. We have clearly defined procedures for investigating fraud, misconduct and non-compliance issues and these will be followed in any investigation of this kind. Concerns expressed anonymously are much less credible, but they may be considered at the discretion of the organisation.

Employees or Trustees who refuse to accept or offer a bribe, or those who raise concerns or report wrongdoing can understandably be worried about the repercussions. We aim to encourage openness and will support anyone who raises a genuine concern in good faith under this policy, even if they turn out to be mistaken. We are committed to ensuring nobody suffers detrimental treatment through refusing to take part in bribery or corruption, or because of reporting a concern in good faith.

If you have any questions about these procedures, please contact the Chief Executive

Other relevant policies

- Whistleblowing Policy
- Employee Declaration of Interests Policy
- Trustee Declaration of Interests Policy
- Disciplinary Policy

Terms of Reference: Finance and Audit Group

Purpose of the Finance and Audit Group

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

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

Membership

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

Chair

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

Frequency of Meetings

- At least four times per year, held not less than one week before each Board meeting to approve the finance reports for the Board
- The Group may meet more often as dictated by circumstances

Quorum

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

Decisions

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

Transparency

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

Review of the Group

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

Authority

- For purposes of clarity, the Board retains the overall responsibility for:
 - Overseeing and managing the finance, financial performance and financial planning of Together Active
 - Adopting appropriate and proportional finance policies and procedures
 - Approving and then filing with the appropriate authorities the annual Trustees' Report and financial statements
 - Setting annual budgets and long-term financial forecasts, then monitoring and reacting to any performance variations from them
 - Monitoring and reviewing the quarterly financial performance reports presented at Board meetings and taking any appropriate remedial actions as a result of the information provided
 - Adopting robust risk management and internal control systems
 - Ensuring that the effectiveness of these risk management and internal control systems are reviewed on a regular basis (at least annually)
- The Finance and Audit Group's role is to make informed recommendations to the Board for all of the above.

These Terms of Reference were agreed by the Board in July 2020, with minor amendments agreed by FAG in July 2021 and October 2021

A review of these Terms of Reference is due by July 2022

Report to the Board – Enclosure 04

Report Title	Governance and Appointments Group Report
Date	19 th October 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 05.10.21:

- Tier Three compliance – Matters Reserved for the Board document
- Equality, Diversity and Inclusion Group
- Annual Internal Review
- External Board Review

Key Information and Recommendations for Trustees

- Sport England require us to produce a Matters Reserved for the Board document as part of Tier 3 compliance
 - **Recommendation:** That the Board adopt the *Matters Reserved for the Board* document
- At the recent Board and Team away day it was suggested that the Equality, Diversity and Inclusion Group becomes a formal sub-group of the board rather than a working group.
 - **Recommendation:** That the Board approves this proposal
 - **Recommendation:** That the Board adopts the amended Terms of

Reference

- Our external governance review is due by May 2022. GAG requests delegated authority to manage this process and appoint a consultant
 - **Recommendation:** That the Board gives delegated authority to GAG for the above.

Report

Tier Three Compliance

- Together Active submitted our completed Tier 3 evidence for *A Code for Sports Governance* to Sport England in January
- We received a response recently, identifying five criteria where Sport England require additional evidence
- One of these is the requirement for a Matters Reserved for the Board / Scheme of Delegation document (Appendix 1)

Equality, Diversity and Inclusion Group

- At the recent Board and Team away day it was suggested that the Equality, Diversity and Inclusion Group becomes a formal sub-group of the board rather than a working group.
- The Group's Terms of Reference have been amended to reflect this change

Annual Internal Review

- The annual internal review questionnaire has been completed by the majority of Trustees
- The Chair is in the process of carrying out one-to-one calls with all Trustees
- GAG agreed to use the same questionnaire as last year, with some minor additions as outlined below
- A summary of the results, compared to last year, can be found in Appendix 3

External Board Review

- We are required by Sport England to carry out an External Governance Review every four years, with the review due by May 2022.
- GAG discussed whether to include any additional requirements within the review specification beyond a general review. It was agreed that an in depth look at how to move from compliance to purpose would also be included
- The proposed timeline is as follows:
 - Produce and circulate Invitation to Quote to a selection of recommended consultants by 31.10.21
 - Closing date 26.11.21
 - Shortlisting / interviews – Early Decmeber
 - Review to begin 04.01.22
 - Presentation of report to GAG (05.04.22) and Board (26.04.21)
- GAG requests delegated authority to agree the Invitation to Quote, manage the selection process and appoint a consultant.

Matters Reserved for the Board

Area	Reserved for the Board	Delegated to...
Governance	<p>Approval of all relevant documentation and policies relating to the governance of the organisation</p> <p>Approval of any major changes to the governance of the organisation, including amendments to sub-groups and appointment of trustees and Chief Executive</p>	<p>Chief Executive, Chief Operating Officer and / or relevant Board Sub-Groups as appropriate: Preparation of relevant documentation.</p> <p>Governance and Appointments Group: carrying out of trustee / Chief Executive recruitment</p>
Board Administration	<p>Sign off minutes</p> <p>Agree training needs and skills shortages within Board and approved recommended actions to address these</p>	<p>Chair: Agree agenda, sign off minutes for circulation</p> <p>Chief Executive Officer, Chief Operating Officer, Board Sub-Groups: Prepare papers</p> <p>Administrative Office Manager: Circulate papers, prepare draft minutes</p> <p>Governance and Appointments Group: Identification of training needs and skills shortages within Board and propose actions to address these</p>
Organisational Structure	Approve substantial changes to core staffing	Chief Executive: Implement minor amendments to the staffing structure
Performance Management	Manage any ongoing underperformance of the Chief Executive	<p>Chair / Senior Independent Director: Undertake performance management reviews of the Chief Executive and provide support in the first instance</p> <p>Line Managers: Undertake performance management reviews of reportees</p>
HR	<p>As above</p> <p>Any potential dismissal outside of probation periods</p>	Chief Executive: Day-to-day HR issues. Recruitment of staff

Strategy	<p>Agree the strategic direction of Together Active based on intelligence and insight.</p> <p>Approve any new strategy documents</p> <p>Monitor actual performance against the strategy</p>	<p>Chief Executive: Compilation of the strategy; organisation of consultation events etc.</p> <p>Manage the day-to-day implementation of the strategy, including robust impact measurement and evaluation is in place</p>
Annual Delivery Plans	Approve annual delivery plans	Chief Executive: Manage the day-to-day implementation of the Annual Delivery Plan
Finance Management	<p>Oversee and manage the finance, financial performance and financial planning of Together Active</p> <p>Adopt appropriate and proportional finance policies and procedures</p>	Chief Operating Officer and Finance and Audit Group: Prepare, review and amend financial policies and procedures, making recommendations to the Board regarding any changes
Budgets (Setting and Monitoring)	<p>Set annual budgets and long-term financial forecasts, then monitor and react to any performance variations from them</p> <p>Monitor and review the quarterly financial performance reports presented at Board meetings and take any appropriate remedial actions as a result of the information provided</p> <p>Approve significant changes to key financial policies, such as Reserves</p>	<p>Chief Operating Officer and Finance and Audit Group: Prepare annual budgets and long-term forecasts, making recommendations to the Board regarding any changes</p> <p>Prepare quarterly reports of expenditure against budget, identifying significant variances and the reason for these</p>
Annual Report and Accounts	<p>Approve and then file with the appropriate authorities the annual Trustees' Report and financial statements</p> <p>Approve appointment / reappointment of Auditors</p>	<p>Chief Operating Officer: Preparation of information for annual accounts and draft of Trustees' Report</p> <p>Finance and Audit Group: Oversee process for appointing / reappointing auditors, making recommendation to Board</p>
Expenditure / Income commitments	See Authorised Signatories List	See Authorised Signatories List
Risk Management	Adopt robust risk management and internal control systems	Finance and Audit Group: Quarterly monitoring and

	Ensure that the effectiveness of these risk management and internal control systems are reviewed on a regular basis (at least annually)	annual review, making recommendations to Board
Communication	Approval of communication plans relating to matters of major significance	Chief Executive: Identify matters of major significance. Draw up communication plans relating and draft content relating to matters of major significance Manage day-to-day communications of the organisation

Any one-off changes to the above must be agreed by the Board, recorded in the minutes of a Board Meeting and documented via a signed Delegated Decision form.

Terms of Reference: Equality, Diversity and Inclusion Group

Purpose of the Equality, Diversity and Inclusion 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 Group will consist of between five and six members:

- Board Member with a focus on Equality, Diversity and Inclusion (ED&I)
- Chair of the Board
- A third 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 Inclusion Group shall be chaired by the 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 Equality, Diversity and Inclusion 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 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 xxxx 2021

A review of these Terms of is due in 3 years

Together Active Board Self-Assessment Survey - 2020-21 Comparison

Positive Change: 13
Negative Change: 4
Remained Static: 16 with agree and strongly agree % ranging from 88.88%-100%

Board 2020-2021 Self Assessment Summary	Agree and Strongly Agree Combined 2020	Agree and Strongly Agree Combined 2021	Change
Q2 The Board has a full and common understanding of its roles and responsibilities	89.00%	100.00%	Positive Change
Q3 The Board knows very clearly what the core purpose of the organisation is	100.00%	100.00%	No change
Q4 The Board is independent, open, responsive and accountable	100.00%	88.89%	Negative Change
Q5 There is a genuine and shared commitment across the Board to ensure effective governance of the organisation	100.00%	100.00%	No change
Q6 There is a genuine and shared commitment across the Board to the organisation's vision, mission and values	88.89%	88.89%	No change
Q7 The Board sets the strategic direction for the organisation	66.66%	100.00%	Positive Change
Q8 The Board regularly monitors and evaluates progress towards strategic goals	77.77%	100.00%	Positive Change
Q9 The Board ensures that effective organisation-wide risk management processes are in place and receives appropriate risk information and reports	88.89%	100.00%	Positive Change
Q10 There is a clear understanding of the difference between the role of the Board and of the Director	100.00%	100.00%	No change
Q11 The Board provides clear direction to the Director and makes proper arrangement for their supervision, support and appraisal	55.55%	88.88%	Positive Change
Q12 The Board ensures that it upholds and applies the principles of equality and diversity and that these are also upheld and applied by the whole organisation	77.77%	88.88%	Positive Change
Q13 The Board has the necessary range of skills, experience and knowledge needed to oversee the effective running of the organisation	100.00%	88.89%	Negative Change
Q14 The Board is sufficiently diverse to make decisions based on the needs of the Active Partnership area	55.55%	88.89%	Positive Change
Q15 The Board has an effective strategy for recruitment and succession planning for members	88.89%	88.89%	No change
Q16 Trustees are motivated, participate actively in meetings and their skills and experience are used effectively to the benefit of the organisation	77.78%	88.88%	Positive Change
Q17 Trustees receive the necessary induction, training and ongoing support needed to discharge their duties	77.77%	77.78%	Positive Change
Q18 The organisation structure of the Board (main Board, Sub-Groups / Advisory Groups and any working groups) is effective	88.89%	100.00%	Positive Change
Are you a member of the Governance and Appointments Group		n/a	
Q20 (Additional question for 2021) - I have a full understanding of the roles and responsibilities of GAG		77.78%	n/a
Q21 (Additional question for 2021) - GAG operates effectively		66.66%	n/a
Q22 (Additional question for 2021) GAG reports its work to the Board with appropriate detail and in a timely manner		77.78%	n/a
Q23 (Additional question for 2021) I feel GAG's membership is appropriate for the needs of the organisation		66.66%	n/a
Q24 (Additional question for 2021) The Board receives timely and accurate information for all areas for which it is responsible and has confidence in the robustness of the information	100.00%	100.00%	No change
Q25 The arrangements for Board meetings are fit for purpose (number, timing, location, length, time allocated to agenda items etc.)	100.00%	100.00%	No change
Q26 There is a clear system of delegation to the sub-groups or other groups with appropriate reporting mechanisms	88.88%	88.88%	No change
Q27 Board meetings are managed effectively to ensure that everyone is encouraged to participate, and decisions are made by consensus wherever possible	100.00%	100.00%	No change
Q28 The Board is able to deal with disagreements or differences of opinion between Board members	77.77%	66.66%	Negative Change
Q29 Board meetings are challenging and stimulating	88.89%	88.89%	No change
Q30 The Board acts according to high ethical standards and ensure that conflicts of interest are properly dealt with	88.88%	100.00%	Positive Change
Q31 Please list at least one improvement action for the Board	n/a		n/a
Q32 Any further comments:	n/a		n/a
Q33 I have a full understanding of my role and responsibilities as a Trustee	100.00%	100.00%	No change
Q34 I have a full understanding of what the core purpose of the organisation is	100.00%	100.00%	No change
Q35 I have the necessary range of skills, experience and knowledge needed to help oversee the running of the organisation effectively	87.50%	100.00%	Positive Change
Q36 I am involved and interested in the Board's work	100.00%	100.00%	No change
Q37 I prepare thoroughly for Board meetings (and sub-group meetings where appropriate)	100.00%	100.00%	No change
Q38 I contribute to meetings effectively, playing an active part in discussions and asking probing questions where appropriate	87.50%	88.88%	Positive Change
Q39 I am confident to be able to constructively challenge within the work of the Board	100.00%	66.67%	Negative Change
Q40 I am confident to be able to ask for further information if I am not provided with enough to form an opinion or make a decision	100.00%	100.00%	No change
Q41 I am proud to be a member of the Board	100.00%	100.00%	No change
Q42 What in the past 12 months (or since you became a Trustee if this is less than 12 months) has given you most satisfaction and why?	n/a	n/a	n/a
Q43 Please list any training needs or additional support required in relationship to your role on the Board:	n/a	n/a	n/a
Q40 Any further comments:	n/a	n/a	n/a

TOGETHER ACTIVE

Report to the Board – Enclosure 05

Report Title	Equality, Diversity, and Inclusion Group
Date	19 th October 2021

Open Agenda item	X	
Private and Confidential Agenda item		

Contact Officer	Name:	Toyin Higgs/Jackie Brennan
	Tel:	07736 958699

For Information	X
For Decision	

- **Purpose of Report**

To update the Board on the following items from the Equality, Diversity, and Inclusion Group (ED&I)

- Race Equality Code Assessment
- Staff and Board half-day away day
- RAG and 'where are we now ladder' progress report

- **Recommendations**

- **Report**

Race Code assessment and statements

- Together Active have completed the RACE Equality Code 2020 Assessment and have received the RACE Equality Code Mark.
- This now completes the process however we will need to carry out a full review after 3 years (with a monitoring review within 18 months of your report date).
- The next full review and reassessment should take place no later than May 2024.
- An action plan for implementation of the RACE Code will be developed as part

of the ED&I Framework.

Staff and Board half-day away day 16th September 2021

- At the recent Board and Team away day it was suggested that the Equality, Diversity and Inclusion Group becomes a formal sub-group of the board rather than a working group.
- Equality, Diversity and Inclusion Network practical application exercise generated some good discussion and options for the development of the network.

RAG progress report (Appendix 1)

- Quarterly RAG progress report on the following
 - ED&I Framework to be in place and launched by April 2022
 - 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 1) as an ongoing check and challenge process at future Board and team meetings.

Equality Diversity and Inclusion RAG Report 2021 -2022

Rating
Key

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

	Objectives	Actions	Timeframe	RAG Rating
1	ED&I Framework to be in place and launched by April 2022	Initial framework drafted and reviewed by the ED&I sub-group	Q1	
		Process of internal and external consultation agreed	Q2	
		Interim draft to go to ED&I staff and board away day	Q2	
		Framework out for consultation	Q3	
		Final version completed and signed off by Board	Q3	
		Delivery Plan developed	Q4	
2	Development of an inclusion network	Framework published	Q4	
		Map and consult current network	Q2/Q3	
		Identify other examples of good practice	Q2	
		Develop proposals	Q3	
3	Implementation of the Race Equality Code	Implement proposals and review	Q4	
		Agree principle statements	Q1	
		Include all MUST actions in action plan	Q2	
		Review Shoulds	Q2	
		Review Coulds	Q2	
		Agree final action plan and incorporate into ED&I Framework	Q3	
		Review progress against all agreed actions at quarterly ED&I group meetings	Ongoing	

Report to the Board – Enclosure 06

Report Title	Chief Executive and Chief Operating Officer Report
Date	19 th October 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	

Purpose of Report

To update the Board on the following:

- Staffing changes
- The work of the team (via the Annual Delivery Plan Dashboard)

Key Information and Recommendations for Trustees

- N/A

Report

Staffing Changes

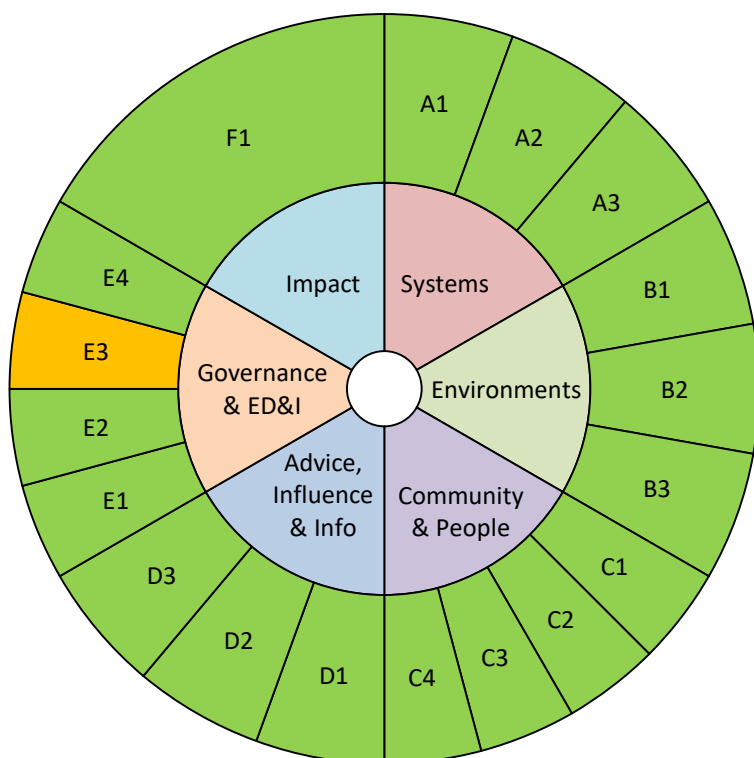
- We have secured funding from Staffordshire County Council to appoint a part-time Programme Officer to work on Open Data / Active My Way. We have also moved the open data element of the Programme Officer – Opening School Facilities (see below) into this role to make a 3.5 days per week post for a 12 month period. Helen Hopkin has been appointed and will start in November. This role will allow us to raise the profile of Active My Way and to work with partners, schools and community organisations to increase the number of

organisations opening their data.

- Camilla Denham-White returned from maternity leave on 11.10.21. She will be working for three days per week until early in 2022 and will then return to full time. James Austin, who has been covering this role on two days per week, leaves us on 31.10.21
- Luke Greenfield, our Programme Officer for the Opening School Facilities project, left us in August. We have appointed Catherine Pendlebury into the role (which runs until 31.12.21) on two days per week. Catherine is a previous employee of SASSOT and currently works part time for Everyone Active, the Leisure Trust in East Staffordshire

Annual Delivery Plan Q2 2021-22 (Appendix 1)

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



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

- **Multi-Agency Funding Proposals:** Active Through Football submission successful, bringing £560,000 into Stoke. TA is an active member of the Project Board
- **Ensuring Targeted Investment:** 18 priority schools funded so far through Opening School Facilities (£180,000). Over £25,000 awarded to 13 projects via our new Community Youth Activation Fund (Youth Diversionary round). c£250,000 awarded through the Tackling Inequalities Fund, and preparations being made to launch Round 4 shortly.
- **Collaborative Working:** Initial post-Covid priorities agreed by PALS (demonstrating impact, Covid recovery, strengthening relationships with public health and swimming teacher / lifeguard shortages). Understanding Mental Health conference delivered in September to raise awareness among physical activity professionals of what mental health support looks like in Staffordshire and Stoke-on Trent, and to initiate greater partnership working between the two sectors.
- **Equality, Diversity and Inclusion:** Race Code Quality Mark awarded following assessment of our response to four principle statements
- **Insight:** Over 500 young people completed the Active Lives CYP survey in the summer term, via randomly selected schools / classes.
- **Securing Financial Support:** Funding confirmed from eight LAs for 2021-22 (5 x bespoke offer, 3 x core offer). £41,500 confirmed from Sport England to ensure School Games is linked to Commonwealth Games Legacy. Funding secured from Staffordshire County Council towards a part-time Open Data Officer role, starting in November. Phase 1 application to Sport England for 5-year systemic partner funding agreed, process outlined for Phase 2 application.

Challenges – areas not progressing as planned

- **Meeting Industry-Recognised Standards:** We have just received feedback from Sport England regarding Together Active’s Tier 3 submission for *A Code for Sports Governance* and are required to submit additional evidence before we can be classed as. Work to fully review our Safeguarding policies and practices has been delayed due to staff vacancies but has just begun.

*For details of each Priority or its individual Actions please see the full Annual Delivery Plan Quarterly Review. Strategic Outcomes and Priorities are listed at the end of this document.

Achieving Our Vision: The Cornerstone Project

The Cornerstone Project is a local initiative funded by the Free Masons Society and managed by Together Active with support from the NHS Combined Trust.

The NHS Combined Trust Suicide Prevention Lead approached Together Active to draw up a summer physical activity programme to support some of the young people aged 10-13 years that are / or might struggle with transitioning to secondary school and the impact of COVID-19.

The collaboration involves the NHS Combined Trust working to identify potential participants with their Children's Services contacts and Action for Children. Together Active have co-ordinated the provision of activities with trusted providers and will manage the grant and distribution of the funding, and MIND will support with the potential to run a supporting session for the young people and possibly staff training.

We managed (at very short notice with funding only being confirmed in July!) to pull together 4 providers to deliver through the month of August to small groups of 10 children. Our thanks to Staffordshire Wildlife Trust, Achieving Goalz and Dreams, Port Vale Community Trust and Gartmore Riding School for their responsiveness and flexibility in planning and delivery.

112 hours of Summer activity were delivered to over 50 children with some lovely feedback from parents and children. We are planning some ongoing delivery and October Half Term activity, along with training for the providers involved and have secured an additional 2 providers to deliver activity in Stafford.



Port Vale Foundation

"It has been an absolute pleasure to work with you on this project. I would personally like to thank you for giving us the chance to be part of it."



STEVE GATO

COMMUNITY ENGAGEMENT COORDINATOR
01932 754086
PORT VALE FOUNDATION, VALE PARK, HAMILTON ROAD, STERLING

ENGAGE - INSPIRE - MOTIVATE

"The first morning Nathan went in extremely nervous. I had a chat with Steve about Nathan Auditory Processing Disorder, Tinnitus and Hyperacusis and dyspraxia. He took on board what this meant for Nathan.

I picked him up and wow what a change in him from the morning. He could not stop talking about what had happened and what he had done.

They have taken a child who was extremely nervous, worrying and never part of a team into a happy child working well in a team. Nathan is not the most co-ordinated person due to his dyspraxia but learning new skill this week has improved his co-ordination.

I cannot express my thanks to the team at Port Vale they went above and beyond each and everyday."

Achieving Goalz and Dreams, Cannock

“Hello, a few photos from yesterday. Activities, team building, laughs, competition, and relax time. A day in pictures. The young people coming through this week. They came on the day. Then also went to other sessions so really building confidence and team working. They are really enjoying it.”

Bal Singh, Achieving Goalz and Dreams



Gartmore Riding School

“All young riders in attendance also completed their ABRS grade 1 riding or RDA grade 1 and 2. 6 of the 8 have continued, joined the volunteer scheme and/or had the confidence to go on to join group sessions after school or at the weekend. A start up pony club for these young people to come together has been created.”

Tracy Francis, Gartmore Riding School



Staffordshire Wildlife Trust

“Thank you again for the opportunity. Everyone who took part had a wonderful time and some even came to some of our other activities, which was really nice to see.

Through the project I had some great conversations with parents who are just beginning to gain confidence after lockdown to come out to these events, they are dealing with 'lockdown children' who are very different in confidence and behaviour than they were 18 months ago, some shy, some just not knowing how to play with other children and one boy suffering with anxiety.

Working with Mind was really interesting, and now that we have done these two weeks and had the opportunity to see and talk about the different ways we work then we would be able to find new ways of working together. “

Katie Shipley

People Engagement Manager, Staffordshire Wildlife Trust

Strategic Outcomes

Priorities

Systems	A: Strong strategic leadership ensures that PA becomes a core feature in local policy and practice	A1: Strong strategic leadership ensures that PA becomes a core feature in local policy and practice
		A2: Embed PA into treatment pathways and preventative strategies for lifestyle conditions
		A3: Continue to make the case to retain and grow investment into Physical Activity
Environments	B: Our physical environments are places where being active is the easy choice	B1: Influence policy and decision makers to prioritise active travel, accessibility and PA in place and space making
		B2: Campaign for design guidance to be integrated into all planning policies and new development
		B3: Improve access to community assets particularly for those with health conditions and disabilities
Community and People	C: A workforce ranging from health professionals to community leaders will be mobilised to create multiple gateways into PA	C1: Fund well placed partners, community orgs etc. to deliver PA interventions to people with long-term health conditions
		C2: We will support and facilitate the learning and development of our volunteer and professional workforce to create a more accessible and sustainable sector
		C3: We will support the recovery of community and public leisure provision during & following the pandemic
		C4: Commission targeted support for young people in care and youth justice systems
Advice, Influence and Information	D: TA is a trusted source of information, advice and guidance for residents, volunteers and professionals	D1: Use digital tools & campaigns that empower & support people with health conditions to be more active
		D2: Use open data and Active My Way to support individuals into PA
		D3: Act as an expert advisors, connecting to funding, disseminating guidelines and sharing best practice
Governance / ED&I	E: Our work is underpinned by impeccable standards of corporate governance and operations	E1: Ensuring TA is financially secure
		E2: Equity, diversity, Inclusion
		E3: Meeting industry-recognised standards
		E4: Nurturing and developing staff
Impact	F: Ensuring we can effectively demonstrate the impact of our work	F1: Demonstrating Impact