

TOGETHER ACTIVE

Board Meeting

AGENDA

Tuesday 25th January 2022 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. External Evaluation – Introduction (Governance United)
4. Minutes of last meeting 19.10.21 *Enc. 1*
5. Sport England Funding
6. Priority Work Strand: Active Environments (including Staff Showcase)
7. Commonwealth Games
8. Staff and Board Improvement Agenda *Enc. 2*
9. Risk Register *Enc. 3*
 - *Enc. 3a – Appendix 1 Risk Register*
 - *Enc. 3b – Appendix 2 Key Risks and Mitigations*
10. Reports (discussion by exception)
 - Chair's Actions *Enc. 4*
 - PALS *Enc. 4*
 - Finance & Audit Group *Enc. 5*
 - *Enc. 5a - Appendix 1 5-Year Forecast*
 - *Enc. 5b - Appendix 2 Finance Reports 21-22 Q3*
 - Governance & Appointments Group *Enc. 6*
 - Equality, Diversity and Inclusion Group *Enc. 7*
 - *Enc. 7a – Draft EDI Framework*
 - *Enc. 7b – RAG and Ladder Report*
 - Chief Executive and Chief Operating Officer Report *Enc. 8*
 - *Enc. 8a – Appendix 1 ADP Dashboard 2021-22 Q3*
11. Dates & times of future meetings

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
19th October 2021
Via Zoom
Meeting Minutes

Present Attendees		Apologies	Also Distributed To:
Malcolm Armstrong (MA)	Chair, Together Active	Sarah Getley Mark Deaville Tim Clegg Rebecca Roberts	Core Team
Jude Taylor (JT)	CEO, Together Active		
Jane Kracke (JK)	Chief Operating Officer		
Kimiyo Rickett (KR)	Senior Independent Director		
Pauline Walsh (PW)	Board Member		
Alistair Fisher (AF)	Board Member		
Hazell Thorogood (HT)	Office Manager		
Charlotte Smith (CL)	TA Team Member		
Toyin Higgs (TH)	Board Member		
Jonathan Topham (JTT)	Board Member		
Derek Peters (DP)	Board Member		
Sharon Heath (SH)	Board Member		

No	Item Topic
1	Apologies & Introductions As above
2	Declarations of Interest Jane Kracke, Jude Taylor, and Hazell Thorogood as employees of Together Active
3	Minutes of Last Meeting 20.07.21 DP was present and will be added to the minutes. Otherwise, all agreed the minutes were an accurate record.
4	Reappointment of one trustee – Toyin Higgs TH has agreed to stand for another three years and is the lead on the EDI group.
5	Staff showcase – Mental Health (Charlotte Smith) An online mental health conference was held in September with visitors from MIND, SCC, Together We're Better, and WASSPS who discussed key themes around their work with mental health and the mental health framework. WASSPS discussed their approach to mental health and walking football. The workshop broke off into three breakout rooms where the sub-groups discussed key themes of working together, training opportunities and how to work with people with mental health disabilities. The workshop received a high 4.3/5 feedback rating, with the information around the mental health framework and suicide prevention being highlighted as particularly useful. Key comments included: 'very helpful' 'great we are having these conversations' 'more sessions would be useful' 'more focus on some areas'.

	<p>Attendees requested more information on how to implement what they have learnt in the session in their clubs / organisations. Further sessions are planned in conjunction with Mind and other partners.</p> <p>The Cornerstone Project is running again over the October half-term and we are looking at additional partnership opportunities for working with other organisations.</p> <p>The Board acknowledged that mental health is a new area of work for us and a very crowded space generally. CL and CG have been very successful in making the link into the key partners we need.</p> <p>There was a large variety of types of organisations that attended; the aim with our workshops is for clubs to be in a position to identify if an individual is struggling with mental health, to be able to communicate with them in the appropriate way, and to signpost to the best services as a baseline; raising awareness and the issues around mental health.</p> <p>The Board requested an update on the mental health workstream every 6 months and acknowledged the session was very well received and well implemented.</p>
<p>6</p>	<p>Sport England Funding</p> <p>We have formally been invited to apply for £2,679,700.00 for the next 5-year period which is an approximate uplift of £38,000 per annum. Additional monies if we are successful will go toward an insight and learning capacity. We will hear before Christmas 2021 as to if we were successful. Our current strategy aligns well with what Sport England would like to see.</p> <p>The team are initially looking to focus on three ‘obsessions’</p> <ul style="list-style-type: none"> • Learning to Learn • Navigating and Influencing systems • Raising Profile and demonstrating impact <p>In order to develop Board obsessions KR commented the Board needs a shared understanding of these areas. JT to review this going forward.</p> <ul style="list-style-type: none"> • Whilst massive progress has been made since 2017 on TA’s financial position, we are currently still operating on an in-year deficit. The focus will be to produce a balanced budget to the end of 31.03.27 (the current SE funding cycle).
<p>7</p>	<p>Reports (discussion by exception)</p> <ul style="list-style-type: none"> • Chair’s Actions • PALS – The PALS meetings are going well and in addition to a monthly catch up they also have re-established the quarterly meetings. As a group they are looking at how to address the issue of the lack of swimming lessons available for children and young people. SOTC are investigating how to increase swimming opportunities and instill more confidence in parents to take their children swimming. • Finance & Audit Group <ul style="list-style-type: none"> - The Board confirmed they adopt the Procurement Policy - The Board confirmed they adopt the Anti-Bribery Policy - The Board confirmed they adopt the amended Finance and Audit Group Terms of Reference - The Board will be resent a copy of the Whistleblowing Policy. - Derek Peters is the Designated Whistleblowing Lead - The Board 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. • Governance & Appointments Group <ul style="list-style-type: none"> ○ The Board confirmed they adopt the Matters Reserved for the Board document ○ The Board confirmed they adopt the ED&I Group becoming a formal sub-group, and they approved the revised Terms of Reference. ○ Annual Internal Review. The Board agreed to discuss the outcomes of the 121 discussions at the next Board drop in in December.

	<ul style="list-style-type: none"> ○ The Board confirms they give delegated authority to GAG to manage the process of appointing a consultant to carry out the External Review ○ The Board doesn't currently have a safeguarding champion. The Board agreed to await requirements from Tier 3 to understand what is needed from this post before asking the Board for volunteers. ● Equality, Diversity and Inclusion Group ● Chief Executive and Chief Operating Officer Report <ul style="list-style-type: none"> - There have been some staff updates included a new appointee for the Open Data / Active My Way role, Camilla Denham-White has returned from maternity, James Austin who has been covering this role will leave at the end of October and Luke Greenfield left in August, (replaced by Catherine Pendlebury). <p>Section E3 on the ADP dashboard is amber; this is due to the delay in appointing a safeguarding lead, and in receiving a response from Sport England around our Tier 3 submission.</p>												
8	<p>Dates & times of future meetings</p> <table border="1"> <tr> <td>Board</td> <td>Tuesday 25th January 2022</td> <td>2-4pm</td> </tr> <tr> <td>Board</td> <td>Tuesday 26th April 2022</td> <td>2-4pm</td> </tr> <tr> <td>Board</td> <td>Tuesday 19th July 2022</td> <td>2-4pm</td> </tr> <tr> <td>Board</td> <td>Tuesday 18th October 2022</td> <td>2-4pm</td> </tr> </table>	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
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Actions	Owner	Date
Representational Voice -JT to map solutions against what we need to achieve. C/F to next meeting	JT	January 2022
JT to review the potential of 'Board obsessions' and next steps	JT	January 2022
The Board 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.	JK	January 2022
The Board doesn't currently have a safeguarding champion. The Board agreed to await requirements from Tier 3 to understand what is needed from this post before asking the Board for volunteers. JK to share requirements.	JK	January 2022

Decisions
1. The Board confirmed they adopt the Procurement Policy
2. The Board confirmed they adopt the Anti-Bribery Policy
3. The Board confirmed they adopt the amended Finance and Audit Group Terms
4. The Board confirmed they adopt the Matters Reserved for the Board document
5. Board confirmed they adopt the ED&I Group becoming a formal sub-group, and they approved the revised Terms of Reference.
6. The Board confirms they give delegated authority to GAG to manage the process of appointing a consultant to carry out the External Review

Prepared By:	Date	Checked By	File Code
Hazell Thorogood	19.10.21	Malcolm Armstrong	Board Minutes 19.10.21

TOGETHER ACTIVE

Report to the Board – Enclosure 02

Report Title	Staff and Board Improvement Agenda
Date	25 th January 2022

Open Agenda item	X	
Private and Confidential Agenda item		

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

For Information	X
For Decision	

Purpose of Report

To update the Board on work on the Staff and Board Improvement Agenda

Key Information and Recommendations for Trustees

- The Board is asked to select a topic from the list at the end of this report, for the first Scrutiny Group

Report

- As part of the 1-2-1 discussions held by the Chair with Trustees, Trustees were asked how they thought the engagement and performance of the Board could be improved
- These were then discussed at the Board Drop-in on 7th December
- Key suggestions have been collated into the table below:

We asked how we could improve the operations of the Board

You said...	We are considering...
1. Move back to in person meetings	<ul style="list-style-type: none"> • Commit to at least one in-person and one virtual Board meeting per year, consider balance for remaining meetings • A face-to-face Board meeting will be held at the next safe opportunity • Need to balance benefits of in-person meetings with convenience and environmental sustainability from virtual meetings
2. Hold networking events to develop a cooperative model	<ul style="list-style-type: none"> • Improve our deployment of Trustees to attend key events and meetings on behalf of Together Active • Hold regular Board / Team away days, and reintroduce social lunch before in-person team meetings • Increase involvement of Trustees in any partner events we organise
3. Board should check/challenge that the organisation is meeting/following its new strategy	<ul style="list-style-type: none"> • At each Board meeting, focus on one of the four priority work strands from our strategy (Systems; Environment; Communities and People; Advice, Influence and Information) – provide an overview, look at certain work in depth, discuss challenges • Commit to implementing the Scrutiny Group – first meeting to be held before April Board meeting. <ul style="list-style-type: none"> ○ Use these to discuss key challenges – ‘nuts we can’t crack’ ○ Membership to be fluid based on meeting focus – to include team members, external partners etc. as appropriate ○ Jude and Jane to compile list of key issues, Board to decide which one to focus on at first meeting
4. Should the board agree, and set, the annual objectives for the CEO (not just the Chair as is currently the case)?	<ul style="list-style-type: none"> • CEO appraisal to be carried out by Chair but deliverables/KPI to be discussed and agreed at GAG / Board • Revised Tier 3 guidance: “The Chair should also lead the annual appraisal of the organisation’s CEO or equivalent. It would be expected that this appraisal is linked to the performance of the organisation against established key performance indicators (KPIs). It would also be an opportunity for the CEO (or equivalent) to receive timely and balanced feedback to help them understand and meet the Board’s expectations. As with Directors, the process should be documented.”

	<ul style="list-style-type: none"> • Next PDR to be carried out prior to April meetings
5. We need to find a safeguarding champion	<ul style="list-style-type: none"> • On agenda for January GAG • Awaiting Role Description support from Sport England • Revised Tier 3 guidance: “To ensure that welfare and safety is given appropriate consideration during its decision-making, it is important for the Board to appoint a lead Director for this area. The lead Director will have responsibility for checking and challenging the Board on decisions that affect welfare and safety across the organisation and will be able to support the executive staff for issues in that area. The Board may also want to consider what role the lead Director could play in offering a direct route for raising any welfare and safety concerns from people for whom the organisation is responsible. The Board may appoint the welfare and safety lead Director from within its current membership or, when a vacancy arises, look to openly recruit an individual with specialist knowledge and expertise. UK Sport/Sport England will provide further guidance to help with the development of a role description and how best to appoint to this role on a Board.”
6. Do we need a standing item or sub group to consider project and programme outcomes... how and where are these discussed?	<ul style="list-style-type: none"> • It was felt that, if we implement Item 3 above alongside current reporting measures (Annual Delivery Plan update and Dashboard, Staff Showcase, Board Drop Ins) and the introduction of our Evaluation Framework, this would be met. • Brief overview of Evaluation Framework to be given at Board meeting
7. What is or can be the role of the scrutiny group and can we use it to a deep dive into key issues?	<ul style="list-style-type: none"> • Covered under Item 3
8. Can we future proof including the use of YAMMER?	<ul style="list-style-type: none"> • Need to ‘horizon scan’. This could be done in the following ways: <ul style="list-style-type: none"> ○ Away Days ○ ‘Soft Intelligence Round Up’ at end of each Board meeting ○ Set up a Teams Channel or similar • Teams Channel could also be used to share interesting news items, research etc.
9. Can we have a presentation about what are the actual work streams?	<ul style="list-style-type: none"> • Covered under Item 3

- Items 3 and 5 are already being implemented
- Under item 3, Scrutiny Group, the following potential topics have been identified:
 - Stoke-on-Trent engagement
 - Raising income v mission drift
 - Sustainability in grant giving
 - Recruiting a more diverse workforce
 - Influencing the ICS/ NHS transformation
 - Learning to Learn
 - Horizon scanning – recognising future opportunities and threats
 - Raising our political profile
 - Office environment / hybrid working

TOGETHER ACTIVE

Report to the Board – Enclosure 03

Report Title	Risk Register
Date	25 th January 2022

Open Agenda item	X
Private and Confidential Agenda item	

Contact Officer	Name:	Jane Kracke
	Tel:	07800 619187

For Information	X
For Decision	

Purpose of Report

To update the Board on changes to the Risk Register and the identification of four key risks.

Report

- The existing risks in the risk register (Appendix 1) have been updated. No scores have been amended
- At the FAG Risk Register meeting in December, the following new risks were identified:
 - Unable to develop the necessary relationships across a wide breadth of services and strategic groups at Stoke-on-Trent City Council
 - Negative impact of office environment
 - Safeguarding incident - duty of care and reputational risk
- These have now been added to the Risk Register (highlighted in blue) and mitigation actions identified
- At the same meeting, the following were identified as the biggest risks to Together Active, either in the short or long term:
 - Relationship with Stoke-on-Trent City Council

- Loss of key staff / trustees
 - Capacity and skills
 - In-year deficit year on year
- These were discussed further at the January FAG meeting. A Key Risks and Mitigations document has been drawn up (Appendix 2)

Risk Register
April 2021 - Q3 Update



Risk Area	Risk Identified	Likelihood of Occurring (X)	Severity of Impact (Y)	Overall Risk (xy)	Existing Control Procedures (Note 1)	Proposed Improvements (Existing Control Procedures to be continued)	Action By	Residual Likelihood of Occurring (X)	Residual Severity of Impact (Y)	Residual Risk (Note 2)	Timetable for Action	Update Q3 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 and being delivered Board and Team Away Day (Sept 21) used to discuss increasing Board engagement - key actions agreed Board Drop In (Dec 21) used to discuss feedback from Trustee 1-2-1s and actions agreed to increase strategic challenge (to be discussed at GAG and Board Jan 22)
	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 groups and ensure firm understanding	Chair / CE	2	3	9	Ongoing As appropriate Ongoing	CYP Advisory Group scoping meeting held 29.06.21, full meeting held 14.12.21 TA invited to present at Children's ICS Group, and included in Children's Health Delivery Plan Presented overview of YOS work at Support for Young People Steering Group Dec 21
	1.3 Unable to develop the necessary relationships across a wide breadth of services and strategic groups at Stoke-on-Trent City Council	4	4	20	Stoke-on-Trent City Council Strategic Manager is a TA Trustee Quarterly meeting with Deputy Director of Public Health Regular meetings with Service Manager and team members as a funding partner Strong operational relationships within Sport and Leisure team Developing strategic approach to HWBB obsessions (physical activity)	Arrange meeting with Strategic Manager and other key personnel from other relevant services within the Council to discuss and agree actions Identify key relationships with individuals within the Council and assign to Leadership Team members to develop and nurture Continue to develop wider links across the City via our delivery work	CE CE / COO Team	2	4	12	March 22 April 22 Ongoing	New risk
	1.4 Board lacks relevant skills or commitment, or doesn't work effectively remotely	2	4	12	Board recruitment based on analysis of skills matrix, addressing gaps Annual review of Board Effectiveness (and self-assessment of individuals) and Action Plan to address findings Expected commitment outlined in Job Descriptions and through interview process Board meeting and sub-group meetings conducted electronically, with good attendance and contributions Good track record of decisions being made electronically where necessary	When next vacancy arises, or when next skills review with current Board is due, revise skills matrix to be more aligned to current needs Continue to monitor attendance at Board Drop-ins and other engagement outside of Board meetings. Discuss lack of engagement with individual Trustees if necessary	GAG Chair	1	4	8	March 22 Ongoing	Successful Drop In sessions held with Board from June 21 Board and Team Away Day (Sept 21) used to discuss increasing Board engagement - key actions agreed Board Drop In (Dec 21) used to discuss feedback from Trustee 1-2-1s and actions agreed to increase strategic challenge (to be discussed at GAG and Board Jan 22)
	1.5 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 now a formal sub-group of the Board. Draft ED&I framework produced Revised Tier 3 requirements released
	1.6 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	

	1.7 Ineffective organisational structure and governance (Team and Board)	3	4	18	<p>Board Sub-Group structure and Team structure reviewed when Together Active was formed (Sept 20) Job / Role Descriptions in place for staff and trustees</p> <p>Delegated Decision recently reviewed and used when appropriate</p> <p>Annual internal review of Board Effectiveness (and self-assessment of individuals) and Action Plan to address findings (Summer)</p> <p>Evidence for Tier Three of A Code for Sports Governance submitted to Sport England</p>	<p>Annual 'health check' of Board and Team Structures to ensure remain fit for purpose</p> <p>Continue to clarify roles of team members through 1-2-1s, PDRs etc.</p> <p>Ensure Delegated Decision form continues to be used consistently</p> <p>Prepare for External Board Review (due April 2022)</p> <p>Ensure compliance confirmed then continue to maintain compliance</p>	<p>Team: CE / COO Sub Groups: GAG COO Chair / COO COO</p>	2	4	12	<p>Sept 21</p> <p>Ongoing</p> <p>Ongoing</p> <p>From Jan 2022</p> <p>April 21 then ongoing</p>	<p>ToR of Board Sub Groups reviewed July 21</p> <p>PDRs carried out</p> <p>Consultants appointed to carry out external evaluation Jan - April 22</p> <p>Tier 3 compliance confirmed Nov 21</p>
	1.8 High Board turnover or loss (temporary or permanent) of key Board members	2	3	9	<p>Succession plan in place</p> <p>Board at capacity so unlikely to drop below minimum numbers</p> <p>Register of Board Terms maintained. Chair to liaise with individuals towards end of term to confirm if they intend to continue</p> <p>Opportunity for Board members to raise concerns as part of annual self-assessment process</p>	<p>Ensure Succession Plan is embedded - annual review by Governance and Appointments Group</p>	GAG	1	3	6	<p>Sept 21</p>	See separate document
	1.9 Reporting to Board inadequate (accuracy, timeliness and relevance)	2	3	9	<p>Board reports circulated 7 days prior to meetings</p> <p>'Staff Showcase' slots on Board Meeting and Annual Delivery Plan update / Dashboard</p> <p>Governance / Finance Sub Groups meet two weeks prior to Board to discuss / approve relevant information.</p> <p>Board Agendas put key items at beginning to allow time for discussion. Standing agenda items / reports for discussion by exception.</p>	<p>Embed culture of Board members being fully prepared for meetings, with any key items for discussion to be flagged up in the relevant reports</p>	GAG	1	3	6	<p>Dec 21</p>	<p>Board reports now include 'Key Information and Recommendations for Trustees' box</p> <p>Focus on one of TA's four Priority Work Strands at each Board meeting from Jan 22</p>
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 CE / COO / Board CE / COO</p>	3	5	20	<p>April 21</p> <p>Ongoing</p> <p>Ongoing</p>	<p>ADP in place</p> <p>Focus on one of TA's four Priority Work Strands at each Board meeting from Jan 22. Scrutiny Group to be used to look at key challenges - implement by March 22</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 Team DCHM 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 - team trained.</p> <p>Applied for funding uplift from Sport England to appoint an insight lead. 'Learning to learn' identified as a priority for the team and actions agreed.</p>
	2.3 Lack of partner satisfaction	3	4	18	<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 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 discussion 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>	CE / COO	3	4	18	<p>June 21 then ongoing</p>	See separate document
	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 CE / COO CE / COO</p>	2	5	15	<p>Ongoing</p> <p>Dates TBC</p> <p>June 21</p>	<p>See separate document</p> <p>PDRs carried out. HR training with leadership team completed</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>	CE	2	5	15	<p>Oct 21</p> <p>Oct 21</p>	See separate document	

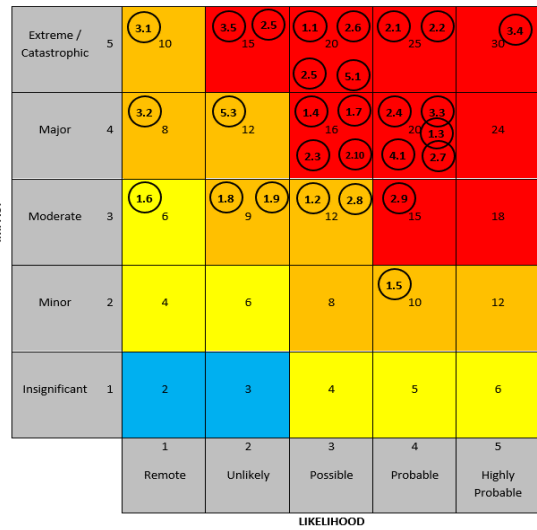
	2.7 Disengaged staff if any changes to Terms and Conditions become necessary in the future	4	4	20	Strong track record of open and honest conversations with staff during transfer 'People's Committee' rep in place	Continue to engage in open dialogue as appropriate	CE / Chair	3	4	16	TBC	
	2.8 Negative impact of lockdowns / continued home working on staff wellbeing	3	3	12	Regular communications with staff taking place; weekly team meetings Work-life Balance policy in place, allowing for flexible working, and additional flexibility permitted during periods of lockdown, homeschooling, additional short-term caring responsibilities etc. Wellbeing session held for team March 21, and Employee Support provider (The Listening Centre) engaged Regular informal 'tea break' drop-ins held	Appoint a Mental Health Champion for the team, ensuring role is defined Mental Health Champion to attend appropriate training along with an additional team member Champion to ensure appropriate training and support is in place for all staff	CE Champion Champion	2	3	9	Immediate	Ongoing discussions with team regarding return to office. Format / frequency of team meetings, learning events, socials etc. agreed
	2.9 Negative impact of office environment.	4	3	15	Regular open discussions with team around how best to use current office environment and future needs Hybrid working model in place	Secure additional office / meeting space at The Hub on a short term basis Investigate alternative office options, including hot desking and similar, which offer more flexibility of use and a more pleasant working environment, but which fall within budget. Consider heating costs with respect to environmental impact and rising fuel prices	AOM CE / COO	2	3	9	Jan 22 Apr 22	Additional office / small meeting room identified, waiting for WFH directive to be relaxed before confirming New Beacon Group offices viewed, Smithfield office visit booked
	2.10 IT Security Breach	3	4	16	Adequate anti-virus protection and file back-up in place In discussion with IT Provider regarding additional protection	Ensure premium Office 365 and virus protection in place Ensure IT Provider is satisfied IT set up (especially Firewall) is sufficient at The Hub		1	4	8	June 21 June 21	In place In place Team required to complete Cybersecurity training, and Board members encouraged to complete if needed
3. Financial	3.1 Poor budgetary control and financial reporting	1	5	10	Detailed annual budget and 5-Year Financial Forecast in place and reviewed quarterly by Finance and Audit Group Finance Policy and Procedures approved by Board and being implemented Auditors, accountants (to produce final accounts) and financial support (ongoing support from Support Staffordshire) in place Chief Exec required to sign off month-end reports and team required to sign off monthly budget v actuals reports as appropriate	Ensure year-end process goes smoothly and robust Trustees' Report / Final Accounts produced	FAG / COO	1	5	10	Jul-21	Audit took place May 21, final report signed off by Board July 21
	3.2 Insufficient reserves policy	1	4	8	Reserves policy in place. Reserves sufficient to cover redundancy liabilities and notice periods of non-programme staff throughout period of 5-year financial forecast	Amend reserves figure for 2021-22 onwards (awaiting confirmation of statutory redundancy figures for 21-22)	COO	1	4	8	April 21	Figures amended. Reserves policy to be reviewed Jan 22 then look at investment of savings
	3.3 Loss of local partner funding	4	4	20	Five Year Financial Forecast amended to build in further reduction in local partner funding Currently in discussions with funding partners regarding a smaller annual 'subscription'	Look at potential for income generation or additional partner funding to reduce % of total funding coming from Sport England Confirm funding partners and amounts for 2021-22 Adjust 5-year forecast on the above basis	FAG/CE / COO CE / COO COO	3	4	16	Ongoing April 21 April 21	All funding partners confirmed and invoiced
	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	See separate document 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 produced and adopted Oct 21
4. Environmental or External	4.1 Impact of Covid	4	4	20	Addressed under other risks: Financial risk - see 3.3 Staff / Trustee capacity risk - see 1.7, 2.4, 2.8 Inactivity levels risk - ongoing covid response included in Annual Delivery Plan, see 1.1, 2.2 and 2.2			3	4	16		

5. 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	Compliance confirmed Nov 21. Requirements of revised code to be met by Dec 22 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
	5.2 Safeguarding incident - duty of care and reputational risk	2	5	15	Assessed by CPSU as having met the required standards for Active Partnerships Policies and Procedures in place and reviewed regularly Two appropriately-trained Safeguarding leads Good relationship with Stoke-on-Trent LADO and with CPSU so advice available as needed	Tighten safeguarding requirements of organisations that we fund / contract via our Funding Agreements and vetting process Develop relationship with Staffordshire LADO and with both Safeguarding Children Boards Appoint Safeguarding Champion on Board Review policies and procedures annually and after any incidents	SL SL GAG SL	1	5	10	Mar 22 Mar 22 Apr 22 Ongoing	New risk
	5.3 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	Finance reconciliations submitted Oct 21. Self-review a key part of SE funding application process

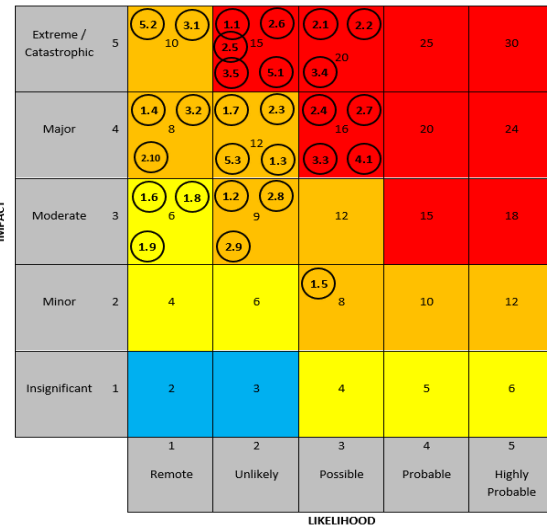
Note 1: Unless stated otherwise, all Existing Control Procedures will continue

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

- AOM Administrative Office Manager
- 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
- SL Safeguarding Leads

Key Risks for Together Active – Identified December 22

Relationship with Stoke-on-Trent City Council – link to ‘Moving and Navigating Systems’ obsession

Risk Register 1.3: Unable to develop the necessary relationships across a wide breadth of services and strategic groups at Stoke-on-Trent City Council

- Arrange meeting with Strategic Manager and other key personnel from other relevant services within the Council to discuss and agree actions
- Identify key relationships with individuals within the Council and assign to Leadership Team members to develop and nurture
- Continue to work with the Health and Wellbeing Board, supporting their physical activity ‘obsession’
- Investigate how to build on initial relationship work with local MPs and Councillors, including whether Trustees could support this
- Continue to develop wider links across the city via our delivery work

Loss of key staff / trustees

Risk Register 1.8: High Board turnover or loss (temporary or permanent) of key Board members

Risk Register 2.5: High staff turnover or loss of key staff

- Review Succession Plan
- Ensure key relationships with partners are not held by just one staff member
- Katala (CMS) will make it easier for other staff to take over these relationships if necessary
- Ensure staff and trustees feel valued:
 - Staff Satisfaction Survey and Board Internal Review findings actioned
 - Create a culture of listening, trust and reward
- Improve distribution of additional responsibilities (Champion roles, sub group membership etc.) across Board

Capacity and skills – link to ‘Raising our Profile and Demonstrating Impact’ and ‘Learning to Learn’ obsessions

Risk Register 2.4: Insufficient capacity to effectively deliver agreed outcomes (including short-term challenges due to staff illness / caring responsibilities)

Risk Register 2.6: Insufficient skills within team to effectively deliver agreed outcomes

- Insight and learning identified as a key capacity and skills gap in team
 - Funding for insight role secured via Sport England uplift
- Produce skills matrix for team and use to identify skills gaps. Action plan to address these
- Improvement in sharing of learning between team members and as a whole team via ‘learning to learn’ actions
- People Plan developed and adopted (Tier 3 requirement)
- Katala (CMS) will make it easier for other staff to pick up work in the short term if necessary
- *Actions to address capacity??*

In-year deficit year on year

Risk Register 3.4: Expenditure greater than Income each year

- Review of liabilities
- Aim to reduce % overspend each year. Need to set target.
 - Gap year on year from 22-23 = £38,170, £31,500, £64,170, £70,980, £83,920
 - Review each staff vacancy
 - Consider income-generation opportunities
 - Scrutinise operational costs annually
 - Reduce delivery budget through securing other external funding

Report to the Board – Enclosure 4

Report Title	Chair's Actions since last meeting and PALS Report
Date	25.01.22

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
- 1:1 with CEO x 2
- 1:1 with COO x 2
- Governance and Appointments Group
- Finance and Audit Group X 2
- Interviews for Board review
- First meeting with Governance United
- Equality Diversity and Inclusion Group
- Board Interim ZOOM meeting
- Coaching Staff x 1
- Active Partnerships National AGM
- Introductory meeting with new staff x 1
- Meeting Leicestershire and Rutland Active Partnership

PALS (Physical Activity Leadership in Staffordshire):

- Monthly catch-up sessions well attended
- Quarterly formal meeting held in December. Quarterly formal meeting held in September. Key items included Sport England's

Implementation Plan and Commonwealth Games funding opportunities / Queen's Baton Relay.

- A separate meeting was held with Swimming Leads to discuss the potential for county-wide collaboration to address the lack of swimming teachers / lifeguards. A proposal is being put together for discussion

TOGETHER ACTIVE

Report to the Finance and Audit Group – Enclosure 05

Report Title	Together Active Finance and Audit Group Report
Date	25 th January 2022

Open Agenda item	X
Private and Confidential Agenda item	

Contact Officer	Name:	Jane Kracke
	Tel:	07800 619187

For Information	
For Decision	x

Purpose of Report

To update the Board on the following items:

- 5-Year Financial Forecast amendments
- 2021-22 Accounts: Expenditure against Budget
- Funding Partner Update
- Pay Award 2022-23
- Review of Liabilities

The Risk Register was also reviewed at the January meeting, but is covered elsewhere on the agenda

Key Information and Recommendations for Trustees

- **Recommendation:** That the Board agrees a 1.75% pay award for all relevant staff from 01.04.22 (based on the 21-22 Local Government Pay Award offer), and awaits the final Local Government Pay Award settlement for 21-22 and 22-23
- **Recommendation:** That the Board agrees to cover 50% of Together Active's 'wrap up' costs from our Sport England Restricted Funding and 50% from Together Active's Unrestricted Funds.
- Legal advice will be sought regarding other potential ways of reducing

liabilities, and this will be a key discussion item at the next Board meeting

Report

5-Year Financial Forecast Amendments (Appendix 1)

- The 5-Year Financial Forecast has been updated to include various changes, as listed underneath the forecast itself.
- Figures for 2026-27 have been included so that the whole period of our new Sport England investment is covered.
- Net result is that at the October Board meeting, reserves as at 31.03.26 were predicted to be £27,940 in deficit. They are now predicted to be £2,440 in credit, but will go £101,430 into deficit by 31.03.27
- Figures to highlight the in-year deficit have been added. A joint meeting of FAG / GAG will be held before the next Board meeting to discuss an action plan to reduce this

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

- The attached figures show a detailed breakdown of the financial performance to 31.12.21 against the budget for the same period
- The budget summary for TOGETHER ACTIVE is as follows:

	Budget 1 April to 31 December 21	Actual 1 April to 31 December 21	Variance
Expenditure	893,175	696,868	196,307
Income	665,429	750,457	85,028

- Income is c£85,000 more than expected because of the following additional grants:
 - £41,500 from Sport England for School Games
 - £23,870 from the Masonic Charitable Foundation for the Cornerstone Project
 - £21,500 from Staffordshire County Council to support our Open Data work
 - 4 x Local Authorities signing up to an enhanced £8000 partnership agreement
 - Note – where the above grants are for a period longer than to 31.12.21, some of the income is deferred and therefore isn't showing in the accounts to 31.12.21
- Expenditure is c£196,000 less than expected primarily for the following reasons:
 - Staffing costs are lower - we have had various vacancies, and the maternity cover for a full-time post was only part time. Additionally NI, travel and subsistence and car allowance costs are significantly below budget
 - Programme delivery is under-budget as we are slightly behind schedule on paying satellite club, Community Youth Activation Fund,

School Games and TIF grants

Exception reports for each individual budget heading are shown below.

Core

Income

See above

Expenditure - Overspend

We are currently overspent by £5,364 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 £1,741 overspend on Superannuation.

We are currently overspent by £2,151 on Training. We have received funding from Staffordshire Chambers towards three separate sets of training / CPD for staff which will cover this overspend, but this is recorded under Other Income rather than against expenditure.

We are currently overspent by £2,575 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 currently underspent by £1,080 on Pension and Life Assurance Brokers, and by £1,881 on Finance Support – we are not undergoing a pension review this year, and have not needed as much finance support as expected due to the relevant team members gaining more experience.

We are £7,157 underspent on Marketing partly because the monthly cost of Active My Way up to July was prepaid as SASSOT. Additionally a lot of design work has been done in-house and we haven't printed key documents such as the strategy and annual report.

Other Cost Centres

Workforce

We are £15,724 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 £8,797 underspent on grants because we are still waiting on confirmation that a few TIF projects are going ahead. The £6,691 underspend on professional fees has been allocated to grants instead.

We are £19,456 overspend on the Cornerstone Project because when the budget was set we didn't know we would be receiving funding to deliver this project. All expenditure is covered by the grant from the Masonic Charitable Foundation, as mentioned above.

School Games

We are £4,125 overspent on Grants because we received an additional £30,000 from Sport England which we are in the process of paying out to our School Games Organisers – this hadn't been announced when the budgets were set, but is covered by the increase in income mentioned above.

Youth Sport

We are currently £124,318 underspent on grants – a significant proportion of this has been awarded and is waiting to be paid out. Additionally we have held back from launching a couple of grant rounds due to the additional TIF and CWG income received or coming from Sport England for similar purposes. We are currently looking at how best to reallocate this funding for maximum impact.

Opening School Facilities

We are currently £11,500 overspent on grants and £13,634 underspent on Professional Fees – the professional fees budget has been reallocated as grants.

No other exceptions

Funding Partner Update

- We now have formal agreement from eight of our local authorities and our two universities regarding funding for 21-22, with most funding received.

Pay Award 2022-23

- It was previously agreed when our Remuneration Policy was adopted that the January CPIH (Consumer Price Index including owner-occupier housing costs) figure would be used as the basis for the pay award % each year. However, it was also agreed that any pay award must be affordable by the organisation and therefore a cap may be implemented. CPIH for November 21 (latest figure) has risen from 0.925% (Jan 21) to 4.6%
- The 21-22 Local Government Pay Award, which applies to ex-Stafford BC staff, is proposed as 1.75% but has yet to be agreed by the unions. FAG recommends a 1.75% pay award for all relevant staff from 01.04.22, and await the final Local Government Pay Award settlement for 21-22 and 22-23

Review of Liabilities

- FAG discussed different options to reduce TA's liabilities figure.
- It was agreed that, given the amount of Sport England funding held at any point in time and that Sport England were highly unlikely to cease funding Active Partnerships without any notice period, they would recommend that 50% of Together Active's 'wrap up' costs (staff notice periods and any contractual liabilities for rent, mobile phones etc.) would be paid from our Sport England Restricted Funding and 50% from Together Active's Unrestricted Funds. This

would increase our free reserves by c£50,000 as of 31.03.27

- It was agreed that legal advice should be sought regarding other potential ways of reducing liabilities, and that once this had been secured a joint meeting of FAG / GAG should be held. This will then be a key discussion item at the next Board meeting.

Together Active Five-Year Financial Projection

17.12.21

Summary

	Note	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Income							
Balance Carried Forward	1	- 748,240	- 518,700	- 480,530	- 449,030	- 384,860	- 313,880
Income	2	- 875,940	- 627,780	- 611,400	- 584,900	- 584,900	- 584,900
NI Rebate	3	-	4,000	4,000	4,000	4,000	4,000
Transfers Between Budgets		-	-	-	-	-	-
Total Income		- 1,624,180	- 1,150,480	- 1,095,930	- 1,037,930	- 973,760	- 902,780
Expenditure							
Employee Salaries & On-Costs	4	393,000	426,250	418,430	426,800	435,340	444,050
Staff Expenses	5	31,320	33,890	32,120	32,120	32,120	32,120
Rent & Utilities	6	10,890	15,000	15,000	15,000	15,000	15,000
Office Costs	7	8,520	8,070	7,850	7,850	7,850	7,850
Professional Fees & Insurances	8	29,740	36,340	30,340	30,340	30,340	36,340
Marketing	9	20,160	20,160	20,160	20,160	20,160	20,160
IT	10	12,670	11,950	11,170	11,170	11,170	11,170
Delivery / Contingency	11	599,180	118,290	111,830	109,630	107,900	106,130
Total Expenditure		1,105,480	669,950	646,900	653,070	659,880	672,820
Balance		- 518,700	- 480,530	- 449,030	- 384,860	- 313,880	- 229,960
of which Restricted funds	12	- 6,500	- 1,980	-	-	-	-
of which Unrestricted Funds (Reserves)	13	- 224,270	- 250,000	- 270,030	- 290,420	- 311,440	- 331,390
of which Unrestricted Funds (Free)	14	- 287,930	- 228,550	- 179,000	- 94,440	- 2,440	101,430
Total In-Year Income		- 875,940	- 631,780	- 615,400	- 588,900	- 588,900	- 588,900
Total Expenditure		1,105,480	669,950	646,900	653,070	659,880	672,820
In-Year Deficit		229,540	38,170	31,500	64,170	70,980	83,920

Assumptions:

That we will continue to receive School Games and Active Lives CYP funding on the same basis beyond 31.03.25

Notes:

1. Reserves Carried Forward	Includes monies received in previous financial year for use in the new financial year
2. Income	Annual funding:
	Primary Role 21 254447 (2021-22 only)
	Local Partners 62,500 2021-22; 47750 2022-23, 46,500 2023-24 onwards
	Workforce - 21- 37500 (2021-22 only)
	CYP - 21-22 229,924 (2021-22 only)
	SE 22-23 on 559900 (2022-23 on) - 500,000 Systemic, 59900
3. NI Rebate (Employment Allowance)	£4000 reduction in NI charges per year. Apportioned across cost
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; trustee travel / subsistence; misc -
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. External Board review in 2022-23 and 2026-27
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:

14.10.21

Increased liabilities slightly due to age of new recruit
Added 1.25% onto NI (Health and social care tax) (2022-23 onwards)
Added in LGPS pay award based on current offer (not yet agreed by unions)
Amended partner funding
Added in max SE funding over 5 years
Added in SCC Open Data funding for post plus £5k Delivery
Added in NI rebate 2022-23 onwards
Adjusted Unrestricted Funds (Reserves) to include ex-Programme Staff and new Insight role
Increased rent to allow for rental of another room at The Hub
Added in £6000 in 2022-23 and 2026-27 for External Review
Wayfinding Project removed - no impact on balance

17.12.21

Adjusted staffing and reserves (mainly CDW and LK)

**Together Active
Balance Sheet
As of December 31, 2021**

	Total
Fixed Asset	
Total Fixed Asset	
Cash at bank and in hand	
1100 Total Cash in Bank & in Hand	
1101 CAF Bank	972,922.13
Total 1100 Total Cash in Bank & in Hand	£ 972,922.13
Total Cash at bank and in hand	£ 972,922.13
Debtors	
1200 Total Debtors (Accounts Receivable)	4,000.00
Total Debtors	£ 4,000.00
Current Assets	
1300 Total Current Assets	
1305 Accrued Revenue	0.00
1306 Prepaid Expenses	12,486.32
Total 1300 Total Current Assets	£ 12,486.32
Total Current Assets	£ 12,486.32
Net current assets	£ 989,408.45
Creditors: amounts falling due within one year	
Trade Creditors	
2000 Total Creditors (Accounts Payable)	-4,851.57
Total Trade Creditors	-£ 4,851.57
Current Liabilities	
2100 Total Current Liabilities	
2104 Pension Liabilities	9,521.68
2106 Payroll Liabilities	8,092.74
2107 Accrued Leave & Payroll	0.00
2108 Accrued Expenses	941.93
2109 Unearned or Deferred Revenue	173,876.71
2110 Unearned Revenue - Staff Fundraiser	0.00
Total 2100 Total Current Liabilities	£ 192,433.06
VAT Control	0.00
Total Current Liabilities	£ 192,433.06
Total Creditors: amounts falling due within one year	£ 187,581.49
Net current assets (liabilities)	£ 801,826.96
Total assets less current liabilities	£ 801,826.96
Total net assets (liabilities)	£ 801,826.96
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)	53,589.33
Total Charity funds	£ 801,826.96

Together Active

Profit and Loss

April - December, 2021

	Total
Income	
4000 Total Income	
4100 Funding - Sport England	666,509.97
4200 Funding - Other	
4230 Staffordshire CC	16,637.00
4240 Stafford BC	1,874.98
4250 Lichfield DC	1,874.99
4260 Newcastle-under-Lyme BC	6,000.02
4270 Stoke-on-Trent CC	6,000.01
4280 East Staffordshire BC	1,874.99
4290 Staffordshire Moorlands DC	6,000.00
4300 Inspiring Healthy Lifestyles	6,000.01
4310 Staffordshire University	3,000.00
4320 Keele University	3,000.00
4340 Masonic Charitable Foundation	23,870.00
Total 4200 Funding - Other	£ 76,132.00
4500 Other Income	7,815.52
Total 4000 Total Income	£ 750,457.49
Total Income	£ 750,457.49
Total	£ 750,457.49
Expenditures	
6000 Total Salaries and On Costs	
6001 Salaries - Gross	219,530.18
6002 Salaries - Additional Hours	7,430.47
6003 Salaries - Holiday Pay	857.74
6005 NI - Employer Contributions	18,162.38
6006 Superannuation - Employer Contributions	28,236.40
6007 Annual Leave Carried Forward	-3,994.60
Total 6000 Total Salaries and On Costs	£ 270,222.57
6100 Total Staff Expenses	
6101 Car Allowances	3,167.85
6102 Travel / Subsistence	113.38
6103 Employment Checks	376.00
6105 Training, CPD & Conferences	6,827.58
6107 Flu Jab Reimbursement	29.98
6109 Life Assurance	448.40
6110 Travel/Subsistence - Volunteers	189.85
6111 Staff Expenses - Other	50.00
Total 6100 Total Staff Expenses	£ 11,203.04
6200 Total Rent and Utilities	
6201 Rents - Office Base	7,935.64
Total 6200 Total Rent and Utilities	£ 7,935.64
6300 Total Office Costs	
6301 Office Equipment & Furniture	3,027.14
6302 Printing - Central Costs	91.16

6303 Stationery	173.86
6305 Postages	133.25
6307 Mobile Phones	2,504.28
Total 6300 Total Office Costs	£ 5,929.69
6400 Total Professional Fees & Insurances	
6401 Professional Fees - Payroll Service	528.60
6402 Professional Fees - Audit	0.00
6404 Profession Fees - Finance Support	441.00
6405 Professional Fees - Health & Safety	720.00
6406 Professional Fees - HR	2,052.60
6407 Insurances	4,318.87
6408 Subscriptions	2,993.20
6409 Professional Fees - Other Consultancy	1,575.00
Total 6400 Total Professional Fees & Insurances	£ 12,629.27
6500 Total Marketing	
6501 Marketing - Core	7,962.10
Total 6500 Total Marketing	£ 7,962.10
6600 Total IT	
6601 Computer Equipment & Software - Purchase	8,427.78
6602 Computer Equipment - Repairs	0.00
6603 IT Support & Maintenance	5,484.23
Total 6600 Total IT	£ 13,912.01
6700 Total Delivery	
6701 Hire of Facilities	180.00
6703 Equipment - Purchase	885.00
6706 Grants	321,684.30
6707 Hospitality	895.87
6708 Promotions	26.99
6709 Professional Fees - Programmes	23,945.68
6712 Cornerstone Project	19,456.00
Total 6700 Total Delivery	£ 367,073.84
Total Expenditures	£ 696,868.16
Net Operating Income	£ 53,589.33
Net Income/(Expenditure)	£ 53,589.33

Wednesday, Jan 05, 2022 11:18:10 am GMT0 - Accrual Basis

**Together Active
Trial Balance
As of December 31, 2021**

	Debit	Credit
1101 Total Cash in Bank & in Hand:CAF Bank	972,922.13	
1200 Total Debtors (Accounts Receivable)	4,000.00	
1305 Total Current Assets:Accrued Revenue	0.00	
1306 Total Current Assets:Prepaid Expenses	12,486.32	
2000 Total Creditors (Accounts Payable)	4,851.57	
2104 Total Current Liabilities:Pension Liabilities		9,521.68
2106 Total Current Liabilities:Payroll Liabilities		8,092.74
2107 Total Current Liabilities:Accrued Leave & Payroll		0.00
2108 Total Current Liabilities:Accrued Expenses		941.93
2109 Total Current Liabilities:Unearned or Deferred Revenue		173,876.71
2110 Total Current Liabilities:Unearned Revenue - Staff Fundraiser		0.00
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		666,509.97
4230 Total Income:Funding - Other:Staffordshire CC		16,637.00
4240 Total Income:Funding - Other:Stafford BC		1,874.98
4250 Total Income:Funding - Other:Lichfield DC		1,874.99
4260 Total Income:Funding - Other:Newcastle-under-Lyme BC		6,000.02
4270 Total Income:Funding - Other:Stoke-on-Trent CC		6,000.01
4280 Total Income:Funding - Other:East Staffordshire BC		1,874.99
4290 Total Income:Funding - Other:Staffordshire Moorlands DC		6,000.00
4300 Total Income:Funding - Other:Inspiring Healthy Lifestyles		6,000.01
4310 Total Income:Funding - Other:Staffordshire University		3,000.00
4320 Total Income:Funding - Other:Keele University		3,000.00
4340 Total Income:Funding - Other:Masonic Charitable Foundation		23,870.00
4500 Total Income:Other Income		7,815.52
6001 Total Salaries and On Costs:Salaries - Gross	219,530.18	
6002 Total Salaries and On Costs:Salaries - Additional Hours	7,430.47	
6003 Total Salaries and On Costs:Salaries - Holiday Pay	857.74	
6005 Total Salaries and On Costs:NI - Employer Contributions	18,162.38	
6006 Total Salaries and On Costs:Superannuation - Employer Contributions	28,236.40	
6007 Total Salaries and On Costs:Annual Leave Carried Forward		3,994.60
6101 Total Staff Expenses:Car Allowances	3,167.85	
6102 Total Staff Expenses:Travel / Subsistence	113.38	
6103 Total Staff Expenses:Employment Checks	376.00	
6105 Total Staff Expenses:Training, CPD & Conferences	6,827.58	
6107 Total Staff Expenses:Flu Jab Reimbursement	29.98	
6109 Total Staff Expenses:Life Assurance	448.40	
6110 Total Staff Expenses:Travel/Subsistence - Volunteers	189.85	
6111 Total Staff Expenses:Staff Expenses - Other	50.00	
6201 Total Rent and Utilities:Rents - Office Base	7,935.64	
6301 Total Office Costs:Office Equipment & Furniture	3,027.14	
6302 Total Office Costs:Printing - Central Costs	91.16	
6303 Total Office Costs:Stationery	173.86	
6305 Total Office Costs:Postages	133.25	

6307 Total Office Costs:Mobile Phones	2,504.28	
6401 Total Professional Fees & Insurances:Professional Fees - Payroll Service	528.60	
6402 Total Professional Fees & Insurances:Professional Fees - Audit	0.00	
6404 Total Professional Fees & Insurances:Profession Fees - Finance Support	441.00	
6405 Total Professional Fees & Insurances:Professional Fees - Health & Safety	720.00	
6406 Total Professional Fees & Insurances:Professional Fees - HR	2,052.60	
6407 Total Professional Fees & Insurances:Insurances	4,318.87	
6408 Total Professional Fees & Insurances:Subscriptions	2,993.20	
6409 Total Professional Fees & Insurances:Professional Fees - Other Consultancy	1,575.00	
6501 Total Marketing:Marketing - Core	7,962.10	
6601 Total IT:Computer Equipment & Software - Purchase	8,427.78	
6602 Total IT:Computer Equipment - Repairs	0.00	
6603 Total IT:IT Support & Maintenance	5,484.23	
6701 Total Delivery:Hire of Facilities	180.00	
6703 Total Delivery:Equipment - Purchase	885.00	
6706 Total Delivery:Grants	321,684.30	
6707 Total Delivery:Hospitality	895.87	
6708 Total Delivery:Promotions	26.99	
6709 Total Delivery:Professional Fees - Programmes	23,945.68	
6712 Total Delivery:Cornerstone Project	19,456.00	
TOTAL		£ 1,695,122.78 £ 1,695,122.78

Wednesday, Jan 05, 2022 11:17:01 am GMT0 - Accrual Basis

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

	Actual	TOTAL Budget	over Budget
Income			
4000 Total Income	0.00	0.00	0.00
4100 Funding - Sport England	666,509.97	633,304.00	33,205.97
4200 Funding - Other	0.00	0.00	0.00
4230 Staffordshire CC	16,637.00	11,250.00	5,387.00
4240 Stafford BC	1,874.98	1,874.98	0.00
4250 Lichfield DC	1,874.99	1,874.98	0.01
4260 Newcastle-under-Lyme BC	6,000.02	1,874.98	4,125.04
4270 Stoke-on-Trent CC	6,000.01	1,874.98	4,125.03
4280 East Staffordshire BC	1,874.99	1,874.98	0.01
4290 Staffordshire Moorlands DC	6,000.00	1,874.98	4,125.02
4300 Inspiring Healthy Lifestyles	6,000.01	1,874.98	4,125.03
4310 Staffordshire University	3,000.00	2,999.98	0.02
4320 Keele University	3,000.00	2,999.98	0.02
4340 Masonic Charitable Foundation	23,870.00	0.00	23,870.00
Total 4200 Funding - Other	£ 76,132.00	£ 30,374.82	£ 45,757.18
4500 Other Income	7,815.52	1,750.00	6,065.52
Total 4000 Total Income	£ 750,457.49	£ 665,428.82	£ 85,028.67
Total Income	£ 750,457.49	£ 665,428.82	£ 85,028.67
Total	£ 750,457.49	£ 665,428.82	£ 85,028.67
Expenditures			
6000 Total Salaries and On Costs	0.00	0.00	0.00
6001 Salaries - Gross	219,530.18	237,652.00	-18,121.82
6002 Salaries - Additional Hours	7,430.47	5,435.00	1,995.47
6003 Salaries - Holiday Pay	857.74	189.00	668.74
6005 NI - Employer Contributions	18,162.38	25,455.00	-7,292.62
6006 Superannuation - Employer Contributions	28,236.40	29,066.00	-829.60
6007 Annual Leave Carried Forward	-3,994.60	-3,995.00	0.40
Total 6000 Total Salaries and On Costs	£ 270,222.57	£ 293,802.00	-£ 23,579.43
6100 Total Staff Expenses	0.00	0.00	0.00
6101 Car Allowances	3,167.85	11,133.00	-7,965.15
6102 Travel / Subsistence	113.38	4,381.00	-4,267.62
6103 Employment Checks	376.00	273.00	103.00
6104 Advertising	0.00	877.00	-877.00
6105 Training, CPD & Conferences	6,827.58	7,002.00	-174.42
6106 Eye Tests	0.00	127.00	-127.00
6107 Flu Jab Reimbursement	29.98	173.00	-143.02
6108 Clothing & Uniforms - Staff	0.00	377.00	-377.00
6109 Life Assurance	448.40	700.00	-251.60
6110 Travel/Subsistence - Volunteers	189.85	748.00	-558.15
6111 Staff Expenses - Other	50.00	450.00	-400.00
Total 6100 Total Staff Expenses	£ 11,203.04	£ 26,241.00	-£ 15,037.96
6200 Total Rent and Utilities	0.00	0.00	0.00
6201 Rents - Office Base	7,935.64	8,164.00	-228.36
Total 6200 Total Rent and Utilities	£ 7,935.64	£ 8,164.00	-£ 228.36

6300 Total Office Costs	0.00	0.00	0.00
6301 Office Equipment & Furniture	3,027.14	2,296.00	731.14
6302 Printing - Central Costs	91.16	1,125.00	-1,033.84
6303 Stationery	173.86	261.00	-87.14
6304 Copy Charges	0.00	152.00	-152.00
6305 Postages	133.25	298.00	-164.75
6307 Mobile Phones	2,504.28	2,481.00	23.28
Total 6300 Total Office Costs	£ 5,929.69	£ 6,613.00	-£ 683.31
6400 Total Professional Fees & Insurances	0.00	0.00	0.00
6401 Professional Fees - Payroll Service	528.60	523.00	5.60
6402 Professional Fees - Audit	0.00	0.00	0.00
6403 Professional Fees - Pension & Life Assurance Brokers	0.00	1,080.00	-1,080.00
6404 Profession Fees - Finance Support	441.00	2,322.00	-1,881.00
6405 Professional Fees - Health & Safety	720.00	675.00	45.00
6406 Professional Fees - HR	2,052.60	2,998.00	-945.40
6407 Insurances	4,318.87	5,259.00	-940.13
6408 Subscriptions	2,993.20	2,627.00	366.20
6409 Professional Fees - Other Consultancy	1,575.00	1,502.00	73.00
Total 6400 Total Professional Fees & Insurances	£ 12,629.27	£ 16,986.00	-£ 4,356.73
6500 Total Marketing	0.00	0.00	0.00
6501 Marketing - Core	7,962.10	15,120.00	-7,157.90
Total 6500 Total Marketing	£ 7,962.10	£ 15,120.00	-£ 7,157.90
6600 Total IT	0.00	0.00	0.00
6601 Computer Equipment & Software - Purchase	8,427.78	4,515.00	3,912.78
6602 Computer Equipment - Repairs	0.00	377.00	-377.00
6603 IT Support & Maintenance	5,484.23	4,995.00	489.23
Total 6600 Total IT	£ 13,912.01	£ 9,887.00	£ 4,025.01
6700 Total Delivery	0.00	0.00	0.00
6701 Hire of Facilities	180.00	5,130.00	-4,950.00
6702 Equipment - Hire	0.00	596.00	-596.00
6703 Equipment - Purchase	885.00	628.00	257.00
6704 Clothing & Uniforms - Programmes	0.00	56.00	-56.00
6705 Printing - Programmes	0.00	84.00	-84.00
6706 Grants	321,684.30	445,176.00	-123,491.70
6707 Hospitality	895.87	2,788.00	-1,892.13
6708 Promotions	26.99	108.00	-81.01
6709 Professional Fees - Programmes	23,945.68	61,796.00	-37,850.32
6712 Cornerstone Project	19,456.00	0.00	19,456.00
Total 6700 Total Delivery	£ 367,073.84	£ 516,362.00	-£ 149,288.16
Total Expenditures	£ 696,868.16	£ 893,175.00	-£ 196,306.84
Net Operating Income	£ 53,589.33	-£ 227,746.18	£ 281,335.51
Net Income/(Expenditure)	£ 53,589.33	-£ 227,746.18	£ 281,335.51

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

	TACR - Together Active Core		
	Actual	Budget	over Budget
Income			
4000 Total Income			0.00
4100 Funding - Sport England	230,928.46	223,893.00	7,035.46
4200 Funding - Other			0.00
4230 Staffordshire CC	16,637.00	11,250.00	5,387.00
4240 Stafford BC	1,874.98	1,874.98	0.00
4250 Lichfield DC	1,874.99	1,874.98	0.01
4260 Newcastle-under-Lyme BC	6,000.02	1,874.98	4,125.04
4270 Stoke-on-Trent CC	6,000.01	1,874.98	4,125.03
4280 East Staffordshire BC	1,874.99	1,874.98	0.01
4290 Staffordshire Moorlands DC	6,000.00	1,874.98	4,125.02
4300 Inspiring Healthy Lifestyles	6,000.01	1,874.98	4,125.03
4310 Staffordshire University	3,000.00	2,999.98	0.02
4320 Keele University	3,000.00	2,999.98	0.02
Total 4200 Funding - Other	£ 52,262.00	£ 30,374.82	£ 21,887.18
4500 Other Income	5,923.52		5,923.52
Total 4000 Total Income	£ 289,113.98	£ 254,267.82	£ 34,846.16
Total Income	£ 289,113.98	£ 254,267.82	£ 34,846.16
Total	£ 289,113.98	£ 254,267.82	£ 34,846.16
Expenditures			
6000 Total Salaries and On Costs			0.00
6001 Salaries - Gross	149,403.37	145,563.00	3,840.37
6002 Salaries - Additional Hours	7,236.58	1,873.00	5,363.58
6003 Salaries - Holiday Pay	857.74	189.00	668.74
6005 NI - Employer Contributions	13,166.13	15,372.00	-2,205.87
6006 Superannuation - Employer Contributions	19,948.12	18,207.00	1,741.12
6007 Annual Leave Carried Forward	-3,994.60	-3,995.00	0.40
Total 6000 Total Salaries and On Costs	£ 186,617.34	£ 177,209.00	£ 9,408.34
6100 Total Staff Expenses			0.00
6101 Car Allowances	1,632.15	5,886.00	-4,253.85
6102 Travel / Subsistence	112.38	2,250.00	-2,137.62
6103 Employment Checks	24.00	73.00	-49.00
6104 Advertising		377.00	-377.00
6105 Training, CPD & Conferences	6,650.58	4,500.00	2,150.58
6106 Eye Tests		36.00	-36.00
6107 Flu Jab Reimbursement	29.98	73.00	-43.02
6108 Clothing & Uniforms - Staff		377.00	-377.00
6109 Life Assurance	250.01	298.00	-47.99
6110 Travel/Subsistence - Volunteers	189.85	748.00	-558.15
6111 Staff Expenses - Other	50.00	450.00	-400.00
Total 6100 Total Staff Expenses	£ 8,938.95	£ 15,068.00	-£ 6,129.05
6200 Total Rent and Utilities			0.00
6201 Rents - Office Base	7,935.64	8,164.00	-228.36
Total 6200 Total Rent and Utilities	£ 7,935.64	£ 8,164.00	-£ 228.36

6300 Total Office Costs				0.00
6301 Office Equipment & Furniture	3,027.14	2,296.00		731.14
6302 Printing - Central Costs	91.16	1,125.00		-1,033.84
6303 Stationery	163.88	261.00		-97.12
6304 Copy Charges		152.00		-152.00
6305 Postages	133.25	298.00		-164.75
6307 Mobile Phones	1,230.23	1,170.00		60.23
Total 6300 Total Office Costs	£ 4,645.66	£ 5,302.00	-£	656.34
6400 Total Professional Fees & Insurances				0.00
6401 Professional Fees - Payroll Service	528.60	523.00		5.60
6402 Professional Fees - Audit	0.00	0.00		0.00
6403 Professional Fees - Pension & Life Assurance Brokers		1,080.00		-1,080.00
6404 Profession Fees - Finance Support	441.00	2,322.00		-1,881.00
6405 Professional Fees - Health & Safety	585.00	675.00		-90.00
6406 Professional Fees - HR	2,052.60	2,998.00		-945.40
6407 Insurances	4,318.87	4,959.00		-640.13
6408 Subscriptions	2,993.20	2,627.00		366.20
6409 Professional Fees - Other Consultancy	1,575.00	1,502.00		73.00
Total 6400 Total Professional Fees & Insurances	£ 12,494.27	£ 16,686.00	-£	4,191.73
6500 Total Marketing				0.00
6501 Marketing - Core	7,962.10	15,120.00		-7,157.90
Total 6500 Total Marketing	£ 7,962.10	£ 15,120.00	-£	7,157.90
6600 Total IT				0.00
6601 Computer Equipment & Software - Purchase	5,464.34	2,889.00		2,575.34
6602 Computer Equipment - Repairs		377.00		-377.00
6603 IT Support & Maintenance	3,174.24	3,988.00		-813.76
Total 6600 Total IT	£ 8,638.58	£ 7,254.00	£	1,384.58
6700 Total Delivery				0.00
6701 Hire of Facilities	180.00	1,502.00		-1,322.00
6706 Grants		6,002.00		-6,002.00
6707 Hospitality	819.82	748.00		71.82
6708 Promotions	26.99			26.99
6709 Professional Fees - Programmes	140.00	0.00		140.00
Total 6700 Total Delivery	£ 1,166.81	£ 8,252.00	-£	7,085.19
Total Expenditures	£ 238,399.35	£ 253,055.00	-£	14,655.65
Net Operating Income	£ 50,714.63	£ 1,212.82	£	49,501.81
Net Income/(Expenditure)	£ 50,714.63	£ 1,212.82	£	49,501.81

Wednesday, Jan 05, 2022 11:19:35 am GMT0 - Accrual Basis

Together Active
Budget vs. Actuals: 2021-2022 Workforce
April - December, 2021

	TAWF - Together Active Workforce		
	Actual	Budget	over Budget
Income			
4000 Total Income			0.00
4100 Funding - Sport England	51,639.75	54,142.00	-2,502.25
4500 Other Income	1,750.00	1,750.00	0.00
Total 4000 Total Income	£ 53,389.75	£ 55,892.00	-£ 2,502.25
Total Income	£ 53,389.75	£ 55,892.00	-£ 2,502.25
Total	£ 53,389.75	£ 55,892.00	-£ 2,502.25
Expenditures			
6000 Total Salaries and On Costs			0.00
6001 Salaries - Gross	13,223.13	26,495.00	-13,271.87
6002 Salaries - Additional Hours	0.00		0.00
6005 NI - Employer Contributions	1,246.81	2,781.00	-1,534.19
6006 Superannuation - Employer Contributions	1,057.88	2,121.00	-1,063.12
Total 6000 Total Salaries and On Costs	£ 15,527.82	£ 31,397.00	-£ 15,869.18
6100 Total Staff Expenses			0.00
6101 Car Allowances	39.15	1,125.00	-1,085.85
6102 Travel / Subsistence	1.00	377.00	-376.00
6103 Employment Checks	124.00		124.00
6105 Training, CPD & Conferences	177.00	377.00	-200.00
6106 Eye Tests		17.00	-17.00
6107 Flu Jab Reimbursement		20.00	-20.00
6109 Life Assurance	26.32	62.00	-35.68
Total 6100 Total Staff Expenses	£ 367.47	£ 1,978.00	-£ 1,610.53
6300 Total Office Costs			0.00
6307 Mobile Phones	187.04	197.00	-9.96
Total 6300 Total Office Costs	£ 187.04	£ 197.00	-£ 9.96
6600 Total IT			0.00
6601 Computer Equipment & Software - Purchase	304.63	42.00	262.63
6603 IT Support & Maintenance	441.03	180.00	261.03
Total 6600 Total IT	£ 745.66	£ 222.00	£ 523.66
6700 Total Delivery			0.00
6701 Hire of Facilities		748.00	-748.00
6707 Hospitality		748.00	-748.00
6709 Professional Fees - Programmes	16,296.00	32,020.00	-15,724.00
Total 6700 Total Delivery	£ 16,296.00	£ 33,516.00	-£ 17,220.00
Total Expenditures	£ 33,123.99	£ 67,310.00	-£ 34,186.01
Net Operating Income	£ 20,265.76	-£ 11,418.00	£ 31,683.76
Net Income/(Expenditure)	£ 20,265.76	-£ 11,418.00	£ 31,683.76

Together Active
Budget vs. Actuals: Budget 2021-2022 - Tackling Inequalities
 April - December, 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	23,870.00		23,870.00
Total 4200 Funding - Other	£ 23,870.00	£ 0.00	£ 23,870.00
Total 4000 Total Income	£ 23,870.00	£ 0.00	£ 23,870.00
Total Income	£ 23,870.00	£ 0.00	£ 23,870.00
Total	£ 23,870.00	£ 0.00	£ 23,870.00
Expenditures			
6700 Total Delivery			0.00
6701 Hire of Facilities		1,500.00	-1,500.00
6706 Grants	88,106.00	96,903.00	-8,797.00
6707 Hospitality		500.00	-500.00
6709 Professional Fees - Programmes	1,300.00	7,991.00	-6,691.00
6712 Cornerstone Project	19,456.00		19,456.00
Total 6700 Total Delivery	£ 108,862.00	£ 106,894.00	£ 1,968.00
Total Expenditures	£ 108,862.00	£ 106,894.00	£ 1,968.00
Net Operating Income	-£ 84,992.00	-£ 106,894.00	£ 21,902.00
Net Income/(Expenditure)	-£ 84,992.00	-£ 106,894.00	£ 21,902.00

Wednesday, Jan 05, 2022 11:21:05 am GMT0 - Accrual Basis

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

	TASG - Together Active School Games		
	Actual	Budget	over Budget
Income			
4000 Total Income			0.00
4100 Funding - Sport England	64,957.05	30,766.00	34,191.05
Total 4000 Total Income	£ 64,957.05	£ 30,766.00	£ 34,191.05
Total Income	£ 64,957.05	£ 30,766.00	£ 34,191.05
Total	£ 64,957.05	£ 30,766.00	£ 34,191.05
Expenditures			
6000 Total Salaries and On Costs			0.00
6001 Salaries - Gross	14,760.34	19,682.00	-4,921.66
6002 Salaries - Additional Hours	193.89	3,562.00	-3,368.11
6005 NI - Employer Contributions	947.75	2,464.00	-1,516.25
6006 Superannuation - Employer Contributions	2,757.32	3,779.00	-1,021.68
Total 6000 Total Salaries and On Costs	£ 18,659.30	£ 29,487.00	-£ 10,827.70
6100 Total Staff Expenses			0.00
6101 Car Allowances	722.25	1,574.00	-851.75
6102 Travel / Subsistence		377.00	-377.00
6103 Employment Checks	76.00		76.00
6105 Training, CPD & Conferences		748.00	-748.00
6106 Eye Tests		17.00	-17.00
6107 Flu Jab Reimbursement		20.00	-20.00
6109 Life Assurance	70.12	118.00	-47.88
Total 6100 Total Staff Expenses	£ 868.37	£ 2,854.00	-£ 1,985.63
6300 Total Office Costs			0.00
6307 Mobile Phones	187.16	197.00	-9.84
Total 6300 Total Office Costs	£ 187.16	£ 197.00	-£ 9.84
6400 Total Professional Fees & Insurances			0.00
6405 Professional Fees - Health & Safety	135.00		135.00
6407 Insurances		300.00	-300.00
Total 6400 Total Professional Fees & Insurances	£ 135.00	£ 300.00	-£ 165.00
6600 Total IT			0.00
6601 Computer Equipment & Software - Purchase		42.00	-42.00
6602 Computer Equipment - Repairs	0.00		0.00
6603 IT Support & Maintenance	668.04	287.00	381.04
Total 6600 Total IT	£ 668.04	£ 329.00	£ 339.04
6700 Total Delivery			0.00
6701 Hire of Facilities		1,380.00	-1,380.00
6702 Equipment - Hire		596.00	-596.00
6703 Equipment - Purchase	885.00	628.00	257.00
6704 Clothing & Uniforms - Programmes		56.00	-56.00
6705 Printing - Programmes		84.00	-84.00
6706 Grants	13,820.50	9,695.00	4,125.50
6707 Hospitality	30.00	792.00	-762.00
6708 Promotions		108.00	-108.00
6709 Professional Fees - Programmes	1,584.00	1,044.00	540.00

Total 6700 Total Delivery	£	16,319.50	£	14,383.00	£	1,936.50
Total Expenditures	£	36,837.37	£	47,550.00	-£	10,712.63
Net Operating Income	£	28,119.68	-£	16,784.00	£	44,903.68
Net Income/(Expenditure)	£	28,119.68	-£	16,784.00	£	44,903.68

Wednesday, Jan 05, 2022 11:24:47 am GMT0 - Accrual Basis

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

	TAYS - Together Active Youth Sport		
	Actual	Budget	over Budget
Income			
4000 Total Income			0.00
4100 Funding - Sport England	82,910.50	82,908.00	2.50
Total 4000 Total Income	£ 82,910.50	£ 82,908.00	£ 2.50
Total Income	£ 82,910.50	£ 82,908.00	£ 2.50
Total	£ 82,910.50	£ 82,908.00	£ 2.50
Expenditures			
6000 Total Salaries and On Costs			0.00
6001 Salaries - Gross	14,639.40	14,641.00	-1.60
6005 NI - Employer Contributions	970.50	1,242.00	-271.50
6006 Superannuation - Employer Contributions	2,459.43	2,457.00	2.43
Total 6000 Total Salaries and On Costs	£ 18,069.33	£ 18,340.00	-£ 270.67
6100 Total Staff Expenses			0.00
6101 Car Allowances	747.61	748.00	-0.39
6102 Travel / Subsistence		377.00	-377.00
6105 Training, CPD & Conferences		377.00	-377.00
6106 Eye Tests		17.00	-17.00
6107 Flu Jab Reimbursement		20.00	-20.00
6109 Life Assurance	40.63	62.00	-21.37
Total 6100 Total Staff Expenses	£ 788.24	£ 1,601.00	-£ 812.76
6300 Total Office Costs			0.00
6303 Stationery	9.98		9.98
6307 Mobile Phones	187.05	197.00	-9.95
Total 6300 Total Office Costs	£ 197.03	£ 197.00	£ 0.03
6600 Total IT			0.00
6601 Computer Equipment & Software - Purchase	283.90	42.00	241.90
6603 IT Support & Maintenance	320.73	180.00	140.73
Total 6600 Total IT	£ 604.63	£ 222.00	£ 382.63
6700 Total Delivery			0.00
6706 Grants	28,257.80	152,576.00	-124,318.20
6709 Professional Fees - Programmes	493.68		493.68
Total 6700 Total Delivery	£ 28,751.48	£ 152,576.00	-£ 123,824.52
Total Expenditures	£ 48,410.71	£ 172,936.00	-£ 124,525.29
Net Operating Income	£ 34,499.79	-£ 90,028.00	£ 124,527.79
Net Income/(Expenditure)	£ 34,499.79	-£ 90,028.00	£ 124,527.79

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

	TAVO - Together Active Volunteering		
	Actual	Budget	over Budget
Income			
4000 Total Income			0.00
4100 Funding - Sport England	2,048.17	3,032.00	-983.83
4500 Other Income	142.00		142.00
Total 4000 Total Income	£ 2,190.17	£ 3,032.00	-£ 841.83
Total Income	£ 2,190.17	£ 3,032.00	-£ 841.83
Total	£ 2,190.17	£ 3,032.00	-£ 841.83
Expenditures			
6700 Total Delivery			0.00
6709 Professional Fees - Programmes	4,132.00	7,107.00	-2,975.00
Total 6700 Total Delivery	£ 4,132.00	£ 7,107.00	-£ 2,975.00
Total Expenditures	£ 4,132.00	£ 7,107.00	-£ 2,975.00
Net Operating Income	-£ 1,941.83	-£ 4,075.00	£ 2,133.17
Net Income/(Expenditure)	-£ 1,941.83	-£ 4,075.00	£ 2,133.17

Wednesday, Jan 05, 2022 11:21:56 am GMT0 - Accrual Basis

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

	TAOS - Together Active OSF		
	Actual	Budget	over Budget
Income			
4000 Total Income			0.00
4100 Funding - Sport England	234,026.04	238,563.00	-4,536.96
Total 4000 Total Income	£ 234,026.04	£ 238,563.00	-£ 4,536.96
Total Income	£ 234,026.04	£ 238,563.00	-£ 4,536.96
Total	£ 234,026.04	£ 238,563.00	-£ 4,536.96
Expenditures			
6000 Total Salaries and On Costs			0.00
6001 Salaries - Gross	27,503.94	31,271.00	-3,767.06
6005 NI - Employer Contributions	1,831.19	3,596.00	-1,764.81
6006 Superannuation - Employer Contributions	2,013.65	2,502.00	-488.35
Total 6000 Total Salaries and On Costs	£ 31,348.78	£ 37,369.00	-£ 6,020.22
6100 Total Staff Expenses			0.00
6101 Car Allowances	26.69	1,800.00	-1,773.31
6102 Travel / Subsistence		1,000.00	-1,000.00
6103 Employment Checks	152.00	200.00	-48.00
6104 Advertising		500.00	-500.00
6105 Training, CPD & Conferences		1,000.00	-1,000.00
6106 Eye Tests		40.00	-40.00
6107 Flu Jab Reimbursement		40.00	-40.00
6109 Life Assurance	61.32	160.00	-98.68
Total 6100 Total Staff Expenses	£ 240.01	£ 4,740.00	-£ 4,499.99
6300 Total Office Costs			0.00
6307 Mobile Phones	712.80	720.00	-7.20
Total 6300 Total Office Costs	£ 712.80	£ 720.00	-£ 7.20
6600 Total IT			0.00
6601 Computer Equipment & Software - Purchase	2,374.91	1,500.00	874.91
6603 IT Support & Maintenance	880.19	360.00	520.19
Total 6600 Total IT	£ 3,255.10	£ 1,860.00	£ 1,395.10
6700 Total Delivery			0.00
6706 Grants	191,500.00	180,000.00	11,500.00
6707 Hospitality	46.05		46.05
6709 Professional Fees - Programmes		13,634.00	-13,634.00
Total 6700 Total Delivery	£ 191,546.05	£ 193,634.00	-£ 2,087.95
Total Expenditures	£ 227,102.74	£ 238,323.00	-£ 11,220.26
Net Operating Income	£ 6,923.30	£ 240.00	£ 6,683.30
Net Income/(Expenditure)	£ 6,923.30	£ 240.00	£ 6,683.30

Report to the Board – Enclosure 06

Report Title	Governance and Appointments Group Report
Date	25 th January 2022

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 11.01.22:

- Tier Three compliance
- Safeguarding
- Board Recruitment

Feedback from the Board Drop-in, which considered suggestions from the 1-2-1 sessions with the Board was also discussed, this will be covered in a separate agenda item.

Key Information and Recommendations for Trustees

- Compliance with Tier Three of the revised Code for Sports Governance: An action plan will be produced for the next GAG meeting and reported against quarterly in order to ensure we are fully compliant with the Code by December 22 and that our Diversity and Inclusion Action Plan is in place by April 2023
- Safeguarding: All Trustees are asked to consider whether they could take on the role of Safeguarding Champion

Report

Tier Three Compliance

- Together Active was confirmed by Sport England as compliant with Tier 3 of *A Code for Sports Governance* on 26.11.21
- The Code has undergone a full consultation and revision over the past 18 months, with the headline changes and criteria released in the summer. The full, revised Code (including commentary) was released 07.12.21 and can be found here: [A Code for Sports Governance \(sportengland-production-files.s3.eu-west-2.amazonaws.com\)](https://s3.eu-west-2.amazonaws.com/sportengland-production-files.s3.eu-west-2.amazonaws.com)
- There are three main additions to the Code, in the areas of:
 - Diversity and Inclusion Action Plans
 - Welfare and Safety in Sport
 - People Plan
- Sport England will start to review compliance against the revised Code in December 22
- They will provide support, available from April 22, around the development of Diversity and Inclusion Action Plans. The timeline for this is as follows:
 - Diversity and Inclusion Action Plans agreed by April 2023
 - Significant and tangible progress expected by April 2025
- An action plan will be produced for the next GAG meeting and reported against quarterly in order to ensure we are fully compliant with the Code by December 22 and that our Diversity and Inclusion Action Plan is in place by April 2023

Safeguarding

- Training for Trustees: GAG discussed training for Trustees. It was agreed that basic awareness training and an overview of TA's policy and procedures would be useful for all Trustees and that this would be built into a future Board Away Day
- Safeguarding Champion: The revised Tier Three requirements (see above) include the following:
 - “The Board shall ensure its responsibilities towards the welfare and safety of its members and people (including but not limited to employees, participants and volunteers) are factored into the decisions it makes and shall appoint one of its directors to take a lead in this area.”
- Guidance on role descriptions will be produced by Sport England / UK Sport but there is no timescale for this
- GAG agreed that we need to proceed with recruitment to this role as a priority. Therefore a role description would be produced and circulated to Trustees for their consideration, and could be amended in the future if necessary in light of further guidance
 - The Group agreed that in-depth Safeguarding expertise would not be a requirement, as the role would focus on championing safeguarding, and supporting and checking and challenging the work of our Safeguarding Leads
- If no Trustees put themselves forward for the role this would be included in the upcoming Board recruitment (see below)
- All Trustees are asked to consider whether they could take on this role.

Board Recruitment

- There is one Trustee vacancy to replace Mark Deaville
- Our Skills Matrix has been updated by GAG to reflect our new strategy, and will be circulated after the Board meeting for all Trustees to complete. Any gaps will be a focus of recruitment
- Draft recruitment timetable:
 - Feb 22 – draft recruitment pack and agree advertising plan
 - 01.03.22 – Go out to advert
 - 27.03.22 – Closing Date
 - 28 or 29.03.22 – Shortlisting
 - w/c 04.04.22 – Interviews
 - 26.04.22 – Board – approve appointment
- A working group of Kimiyo Rickett, Pauline Walsh, Jude Taylor and Jane Kracke will oversee the recruitment process
- Governance United have agreed to provide interim feedback in mid February if relevant to the recruitment process

TOGETHER ACTIVE

Report to the Board – Enclosure 07

Report Title	Equality, Diversity, and Inclusion Group
Date	25 th January 2022

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)

- Inclusion Network
- Race Code Action Plan
- ED&I Framework
- RAG and 'where are we now ladder' progress report

- **Recommendations**

- **Report**

Inclusion Network

- An options paper was taken to the ED&I sub-group with an Independent Advisory Group selected as the preferred option but with a fluid approach to broaden or focus the conversation as required.
- This would mean incorporating an inclusion Forum once or twice a year and using our existing networks on a needs led or opportunity basis.

Race Code Action Plan

- An action plan for implementation of the RACE Code will be developed as part of the ED&I Framework as part of the ED&I Framework with a streamlined reporting process.
- Reporting back to the ED&I sub group will be by exception.

ED&I Framework (Appendix 1)

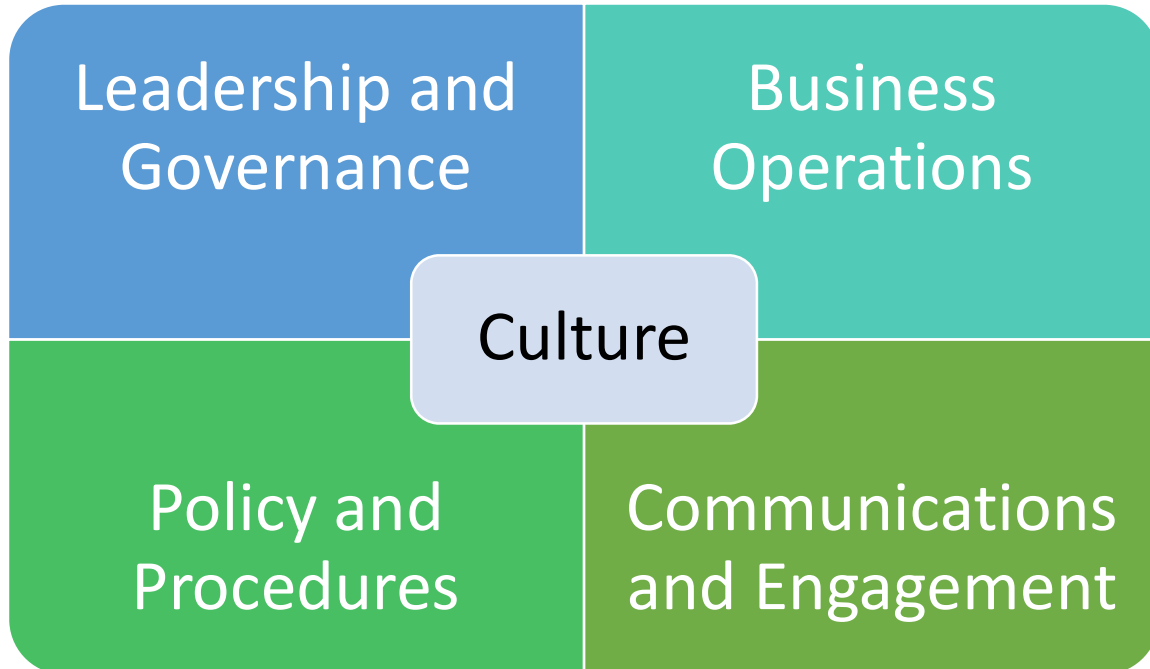
- A draft framework has been agreed with a consultation timeline in place.
- The final framework will go to the Board in April 2022 for final sign-off and publication.
- The draft framework is attached at Appendix 1.

RAG progress report (Appendix 2)

- 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 2) as an ongoing check and challenge process at future Board and team meetings.

Appendix 1

Together Active Equality, Diversity and Inclusion Framework -draft



Culture

1. This ED&I Framework will drive continuous cultural change and improvement within Together Active to become a fairer, more diverse and inclusive organisation.
2. ED&I will be a core value of our organisational culture both formal and informal and will be embedded in our day-to-day work.
3. We will create a culture in which listening to people and communities with different lived experiences is valued.

Leadership and Governance

1. We will make strategic and financial decisions which will break down and not perpetuate the barriers to access and inclusion that are too often experienced by people from marginalised backgrounds.
2. We will use the best data available to us to compare the population data for Staffordshire and Stoke-on-Trent as a whole, to the Board, staff and wider workforce demographic. We will use this to set inclusive racial diversity guiding principles, to be scrutinised regularly, rather than being prescriptive about targets.

3. We will implement the Race Code Action Plan over the next 3 years with agreed targets and commitments which will be accountable to the ED&I sub-group of the Board
4. We will achieve the new Sport England Tier 3 governance.
5. We will seek to effect change outside our organisation where we perceive injustice and discrimination

Policy and Procedures

1. We will review our recruitment policies and process to ensure they are fair, accessible, and attractive to applicants from all backgrounds.
2. We will review all our HR policies which pertain to ED&I and race specifically. This will include updating our ED&I policy, anti-bullying and harassment policy.
3. We will develop an ED&I Training and Education programme which will build our knowledge, skills, and confidence to improve diversity and inclusion in physical activity and sport
4. We will include both basic training as part of our Board and staff induction (including but not limited to understanding unconscious bias and micro-aggressions) and development training at all levels of the organisation and the wider workforce. We will include Equality Impact Assessment training for some staff as appropriate.
5. We will explore and develop staff and wider workforce progression pathways
6. We will include ED&I as a mandatory value to assess in our Performance and Development Review process.

Business Operations

1. We will achieve an unwavering commitment and focus on increasing physical activity in underrepresented groups.
2. We will support the development of sustainable community provision that meets the needs of our target audiences and truly addresses inequalities.
3. We will use the Race Impact Assessment tool in a proportionate and appropriate way to adapt products and services and apply it to our community funding process.
4. We will work with groups and organisations who demonstrate an understanding of their target group and or who have a commitment to engage/consult and have a conversation with them.
5. We will collect appropriate data and insight to monitor the progress of our programmes and grant funded projects (using Katala¹ tool) to better understand and improve our reach into diverse communities.

¹ Katala is a relationship management tool designed specifically for non-profits to help the team share information, measure change and demonstrate the impact of projects.

6. We will use the Together Active Evaluation Framework (Tiller) to assess the impact of our collective actions on all equality diversity and inclusion.

Communications and engagement

1. We will improve our understanding and articulation of the needs of our diverse communities and of individuals within them.
2. We will use inclusive methods, in the right channels, sticking to our inclusive language principles and using diversity of imagery.
3. We will speak out where we have knowledge and understanding on key issues and build anti-racist practice.
4. We will seek to understand barriers and opportunities better through true engagement, co-design and by building an inclusion or advisory network of diverse voices to inform our work.
5. We will use Katala as an ED&I stakeholder audit and engagement plan tool.
6. We will report on our diversity journey and understanding as an organisation in the annual plan on our website (infographic) and in social media.
7. We will use ongoing storytelling of the journey and to enable more diverse voices to be heard.

ED&I framework consultation timeline

1. December 2021 ED&I sub-group
2. Dec/early Jan 2021 Staff consultation
3. January 2022 Use a focused group of trusted critical friends to develop and strengthen the framework
4. January 25th 2022 Board consultation
5. February 2022 Cascade to wider networks February
6. March Back to ED&I sub-group for final review in March
7. April 26th 2022 Board final sign off

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	Q4	
		Final version completed and signed off by Board	Q1 22/2023	
		Delivery Plan developed	Q1 22/2023	
		Framework published	Q1 22/2023	
2	Development of an inclusion network	Map and consult current network	Q2/Q3	
		Identify other examples of good practice	Q2	
		Develop proposals	Q3	
		Implement proposals and review	Q4	
3	Implementation of the Race Equality Code	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	Q4	
		Review progress against all agreed actions at quarterly ED&I group meetings	Ongoing	

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

**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

Report to the Board – Enclosure 08

Report Title	Chief Executive and Chief Operating Officer Report
Date	25 th January 2022

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)
- Trademark infringement
- Office Accommodation
- Funding for training and CPD
- CYP Advisory Group

Key Information and Recommendations for Trustees

- N/A

Report

Staffing Changes

- Helen Hopkin joined us in mid-November as our Programme Officer – Open Data, after we secured funding from Staffordshire County Council for a 12 month part-time post. 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 will reduce her hours from full time to three days per week from 01.04.22, following approval of a flexible working request. She will retain her School Games / Young Volunteer role but not her Workforce role.
- Lijana Kaziow's role as Programme Manager – Opening School Facilities came to an end 31.12.21 as the project was completed. Lijana has accepted a part-time role with us as Programme Manager – Workforce, to cover the work previously done by Camilla (see above).
- As part of our five-year funding award from Sport England we have been given an uplift to allow us to appoint an Insight and Evaluation Lead for four days per week, as a member of our Leadership Team. Recruitment will begin shortly with the new postholder starting on or asap after 01.04.22

Annual Delivery Plan Q3 2021-22 (Appendix 1)

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

Trademark Infringement

- As tabled at our previous Board meeting, Leicester-Shire and Rutland Sport (LRS) have undertaken a brand re-refresh and relaunched as Active Together, which we believe is an infringement of our trademark obtained in 2020. As agreed at the last Board meeting, a meeting was schedule between Jude and Malcolm and the LRS Chair & CEO.
- Following that meeting our recommendation to Board is that we formally write to LRS, requesting that they amend their brand guidelines to include the geography alongside “Active Together”, in addition that we agree to review in six month to assess if there has been any negative impact or confusion for either party.

Office Accommodation

- Over the recent months it has become apparent that The Hub is not a fit for purpose office space, particularly in light of our on-going hybrid working arrangement. A staff working group has been established to understand what a future proof workspace might consist of and we are looking at the local rental market.

Funding for training and CPD

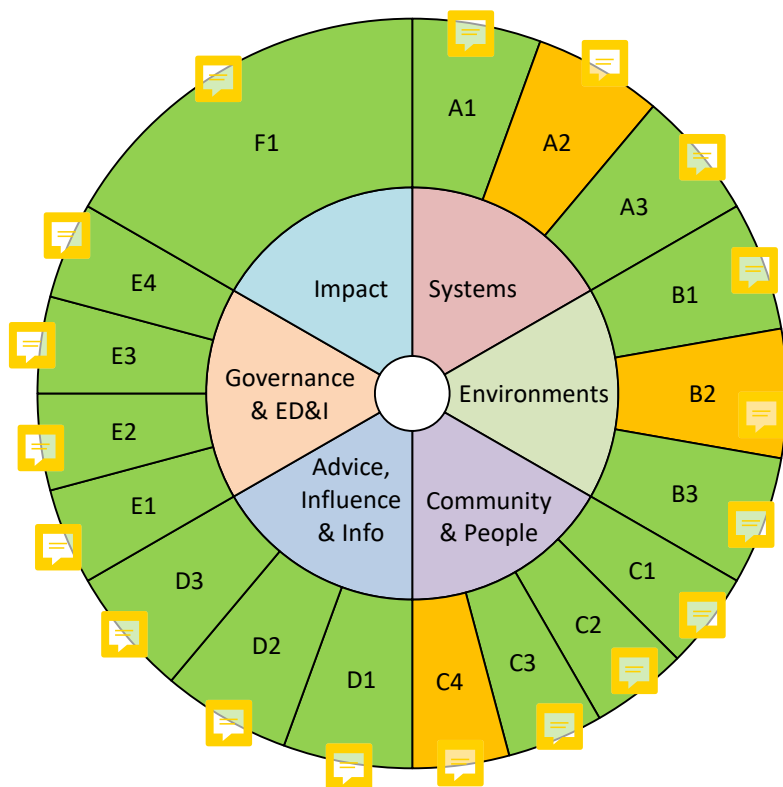
- Over the last eight months Together Active has successfully applied for £9,443 of European Social Funding, towards staff CPD and training. This has been awarded as four grants, administrated by Staffordshire Chambers of Commerce's Skills Hub. These monies have contributed to the cost of:
 - HR & Management Training - Leadership team
 - Staff Skills Portal (e-learning training – all staff

- AAT Advanced Diploma – Jane Kracke
- MBA accelerator training- Jude Taylor

CYP Advisory Group

- Following a scoping meeting in the summer, the first full meeting of our CYP Advisory Group was held in December, with a range of key partners represented
- The purpose of this group is to provide strategic challenge for our CYP work and to ensure we are aligned to the wider CYP agenda locally
- The key focus for discussion was around use of our funding for delivery versus capacity; the group agreed that as well as providing grants to community organisations to deliver activity, the longer-term sustainability of these projects and the organisations that deliver them should also be a focus, and that we should use some of our CYP funding to invest in capacity to do this work. This could be within our own team or via other organisations that can provide this support, for example we are currently piloting some work with Sported to support three key delivery organisations that have identified a willingness to grow and to become more sustainable

**Annual Delivery Plan 2021-22
Quarter Three Dashboard**



Ratings for each Priority*

Green	Progress better than or as expected at this point in time
Amber	Progress in some areas behind where expected, progress in other areas better than or as expected
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

- **Strategic Influence:** Updates on various work areas presented at the Support for Young People Steering Group, to Strategic Delivery Managers (Staffordshire CC), and to the Children’s ICS. We have been invited to attend this last group.
- **Ensuring Targeted Investment:**
 - All 19 priority schools have now received Opening School Facilities funding (£190,000).
 - A second round of our Community Youth Activity Fund (Youth Diversionary activities) has been launched.
 - We have applied for our allocation of £172,000 for the Together Fund, and £100,000 of CWG Small Grants funding.
 - We have worked with the Public Health and Connectivity team at Staffordshire CC who have reached the feasibility stage of the Social Prescribing and Active Travel Pilot, and been awarded £40,000
 - Our delivery of School Games and Primary School Support has been refocused this year – each School Games activity now has a specific audience and links to at least one of the five School Games outcomes, and we are working with SGOs to identify which primary schools should be prioritised for support.
- **Securing Financial Support:** £2,679,700 funding secured from Sport England for five years to 31.03.27
- **Compliance:** Confirmed as compliant with Tier Three of *A Code for Sports Governance* and judged by the Child Protection in Sport Unit to be meeting required standards
- **Staff Development:** £9,500 secured from Staffordshire Chambers towards an accountancy qualification, HR / management training for the leadership team, access to an e-learning portal for the team (all completed) and an MBA Accelerator course. Two staff attending Applied System Leadership training course and one staff member being supported to study a degree via the Open University

Challenges – areas not progressing as planned

- **Addressing Long Covid:** Our planned TIF project with MPFT and four local delivery partners has still not begun as the information governance is causing major delays. The project is now at risk
- **Youth Offending and Sport Post:** This joint post between Together Active, Staffordshire County Council and Street Games has still not been readvertised. We are currently pushing for progress or for alternative options to be considered

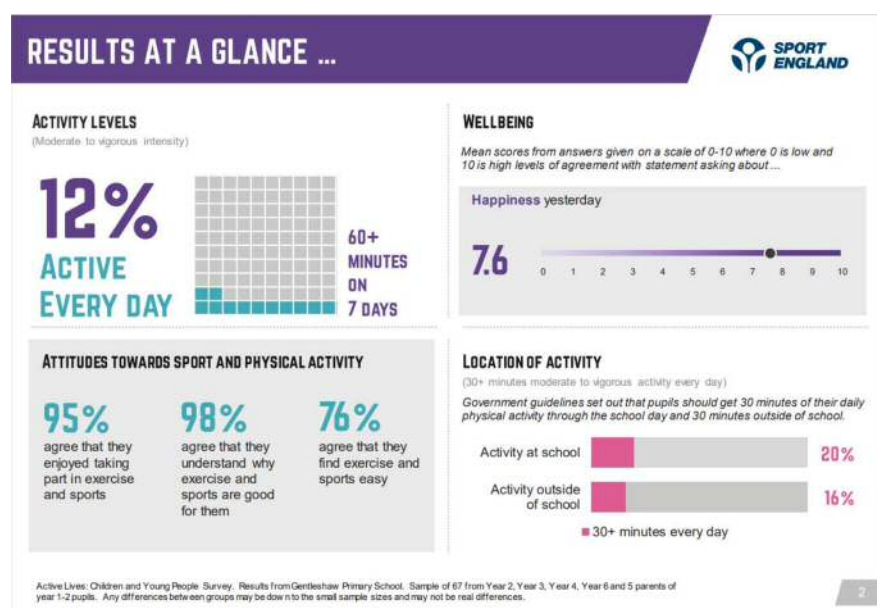
Achieving Our Vision: Active Lives Children and Young People Survey



Sport England’s Active Lives Children and Young People survey is now in its fourth year. It provides a world-leading approach to gathering data on how children engage with sport and physical activity and gives anyone working with children and young people aged 5-16 key insight to help understand children’s attitudes and behaviours around sport and activity.

Together Active coordinates the Active Lives children and young people survey for Staffordshire and Stoke-on-Trent. We contact a set of Sport England selected schools at the start of each term (typically around 60 schools) to explain the benefits of taking part and invite the schools to take part in the survey. We identify the key physical activity lead within the school and approach them via email and follow up telephone conversations, with information about the survey and how they can take part, in addition to letting them know of the benefits the school receives in return.

By taking part, schools receive a bespoke report with detailed information on activity levels, physical literacy, wellbeing, self-efficacy and levels of social trust, allowing them to implement tailored health and wellbeing plans for their pupils.






Schools also receive a gold silver or bronze rating from the Department for Education Healthy Schools Rating Scheme which is a self-assessment tool designed to help schools improve the health and wellbeing of their pupils.

All schools are included in a sports equipment incentive providing credits to allow them to purchase items from an extensive range of health and wellbeing items for the pupils if they reach the correct number of responses to the survey.

Throughout the term, we work alongside the schools who have agreed to take part, to answer queries, provide access to the surveys, signpost them to all of the information needed for them to roll out the survey with parents (for children in year 1 and 2) and pupils, and provide progress updates as the surveys are completed.

The numbers of schools taking up the survey through the Covid-19 pandemic has dropped, however we've worked with them to highlight how the survey can be filled in from home rather than in the school environment during full lockdowns. Even when schools reopened, the social distancing measures meant accessing the surveys was more difficult, and schools fed back that a lack of resources due to staff absence and isolation periods meant that it was difficult to prioritise the survey. Despite this, we know the reports are well received and enable the school to target their physical activity plans where it is most needed.



Mike Randles, Assistant Head Teacher and P.E. Lead at the William Shrewsbury School, administered the survey with his students during the lockdown period, commented:

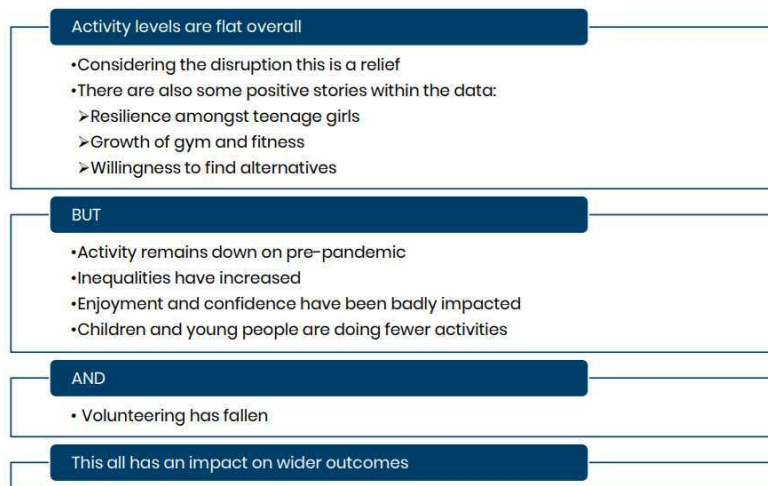
.....

"The survey was harder to fill in as school circumstances have strict social distancing regimes, but as a school, we've been able to see what the children are saying and have implemented lots of Personal Social and Health Education activities on their return so we can try to help them as much as possible...taking part raises the profile of PE across the school and the (final report) is always shared with our Headteacher and governing body. It gets the children thinking about their physical activity levels and motivates some to do more..."

.....

For academic year 2020-21, Staffordshire and Stoke-on-Trent as a region has seen a positive increase in the number of children and young people who are active, (up 2.9% from last year) and more children have moved into the 'fairly active' category from 'less active'. This is an encouraging result for the region and reflects the efforts being made to help keep children and young people active.

National Headlines, Academic Year 2020-21:



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
		D3: 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