TOGETHER ACTIVE

**Board Meeting
AGENDA**

**Hybrid Meeting
Face to face:** Mellor Building, Staffordshire University Campus, S-O-T ST4 2XE
and virtually via **Zoom**

**Tuesday 26ᵗʰ April 2022 2-4pm
Lunch will commence at 1:15pm.**

If attending in person: please meet in the reception of the <u>Mellor Building</u>, Staffordshire University Campus, Stoke-on-Trent, ST4 2XE, **1.15pm for lunch for a 2pm start.**

If joining virtually: at 2pm please join the meeting via this Zoom link
https://zoom.us/j/92833416501
Meeting ID: 928 3341 6501
One tap mobile +441314601196,,92833416501# United Kingdom

1. Apologies

2. Declarations of Interest

3. Potential approval of new Chair & Trustee

4. External Evaluation (Governance United) *Enc. 1*

5. Confidential Item

6. EDI Update and future priorities TH/JB *Enc. 2 EDI Report*
   Enc 2a EDI Framework Final
   Enc 2n RAG and Ladder report for Board

7. Minutes of last meeting 25.01.22 *Enc. 3*
   Enc 3a Update on Active Environments work strand discussions

8. Reflections on last year and looking ahead

9. Reports (discussion by exception)
   - Chair's Actions *Enc. 4*
   - PALS *Enc. 4*
   - Finance & Audit Group   *Enc. 5*
     o *Enc. 5a – Appendix 1 Draft budget for 2022-23*
     o *Enc. 5b - Appendix 2 5-Year Forecast*
     o *Enc. 5c - Appendix 3 Risk Register*
     o *Enc. 5d – Appendix 4 Key Risks and Mitigations*
     o *Enc. 5e – Appendix 5 Reserves Policy*
   - Governance & Appointments Group *Enc. 6*
   - Equality, Diversity and Inclusion Group *(no report- covered under Item 5)*
   - Chief Executive and Chief Operating Officer Report *Enc. 7*
     o *Enc. 7a – Appendix 1 ADP Dashboard 2021-22 Q4*

10. Dates & times of future meetings

Board	Tuesday 19th July 2022	2-4pm
Board	Tuesday 18th October 2022	2-4pm

TOGETHER ACTIVE

Staffordshire & Stoke-on-Trent

External Board evaluation of Together Active

prepared by Governance United
Rowland Jack
Janice Shardlow
Gemma Sykes

13 April 2022

1   Introduction

In December 2021, Together Active commissioned [Governance United](#) to undertake an external evaluation of its Board. This was in part to fulfil Sport England's requirement to comply with the Code for Sports Governance, which specifies that funded organisations should conduct an external Board evaluation at least once every four years. However, beyond the funding requirement, Together Active also recognised the value that an external evaluation of the Board can bring. Given the desired shift of the organisation 'from compliance to purpose', the current recruitment exercise for the new Chair and a new trustee, and the emergence from Covid restrictions, it is particularly timely to take the opportunity to reflect on the Board's ways of working.

While any Board evaluation inevitably involves an element of looking at what has gone before, it has been the aim of this exercise to concentrate on the present situation and to look forward to the future.

2   Objectives of the evaluation

The Invitation to Quote stated that Together Active wanted to transition 'from compliance to purpose', having achieved compliance with Tier 3 of A Code for Sport Governance. The external Board evaluation was to focus in particular on the following:

- The mix of skills, experience, knowledge, diversity and capacity of the Board and how to make best use of these for the greatest impact
- The clarity of the leadership of the Board in achieving the strategic goals and values of the organisation, and whether the Board focuses its efforts on the correct strategic issues
- The processes used to ensure sufficient debate for major decisions or contentious issues; the quality of discussions around individual topics and agenda items
- How the Board works together as a unit, and the tone set by the Chair and Chief Executive / senior staff
- The effectiveness of Board committees and how their work is connected with the main Board
- The processes for identifying and reviewing risks
- How the Board communicates with, and listens and responds to, members, staff and partners
- Succession planning within the Board and senior management
- Any other elements of Board responsibilities which are key to achieving the organisation's goals and where improvements can be made

In an initial call, the Chair also drew attention to the recently introduced staff showcase at Board meetings, interim video calls between Board meetings and how trustees could bring their expertise and connections to inform decision-making. We have taken all of these issues into consideration in our review.

3   Overall summary

After drawing together information from interviews, a survey, meeting observations and a review of documents, the evaluation found that Together Active currently has strong foundations of good governance, with considerable expertise among the trustees and a particularly skilled Chair who will be difficult to replace. The Board is supported by committed and capable staff. The Chair, trustees and staff deserve considerable credit for leading the organisation through what has undoubtedly been an extremely challenging time with the far-reaching impacts of the Covid-19 pandemic.

Together Active is a relatively small organisation which has to do a great deal with a modest level of resources. We particularly commend Together Active's commitment to the governance requirements set by its major funder, Sport England. Relative to similarly sized and resourced organisations with whom we have worked, we found that Together Active compared well.

Board members are generally satisfied with many aspects of the functioning of the Board, including the quality of information in papers, the timing of their distribution, the chairing of meetings and the management of conflicts of interest.

We fully support Together Active's ambition to now shift attention from procedural issues to a more strategic focus. The current Chair has put in place a number of measures to support this, including the interim, informal meetings between Board meetings. We found the sub-groups which complement the Board work well and clearly free up some of the Board's time.

That said, one potential barrier to the change in focus is the time constraints on Board meetings. Discussions on significant topics can feel rushed at times. Contributing to this is the fact that the Board currently only meets four times a year.

We found some imbalance in the level of contributions from Board members. It is clear that all trustees have a strong commitment to the ethos of Together Active's work, but other demands can make it difficult to ensure enough time is devoted both to attending meetings and remaining engaged between meetings.

As was identified at the start of the process, it was clear from the study that there could be more challenge and probing by trustees of the information presented by the executive, to ensure that key strategic issues and decisions are thoroughly interrogated.

4   Key findings and recommendations

In conducting the evaluation, we have been able to identify a number of issues that came across fairly consistently in the online questionnaire, one-to-one interviews and the meeting observations, sometimes from different perspectives. If the Together Active Board is to meet its full potential, these issues should be addressed.

There is a full list of recommendations in section 7 (with recommendations from the document review listed separately at 8), and detailed notes, but the key points are as follows:

4.1 Building on existing energy and commitment

Together Active's trustees exhibited a strong commitment to the organisation's work, with discussions at meetings found to be respectful and collegiate. There is a good combination of different skills, backgrounds, experience and connections among trustees and it is clear that the outgoing Chair is held in high regard. It will be important for Board membership to continue to evolve to meet the needs of the organisation.

We found variable levels of engagement within the trustee group. We saw some excellent contributions at the Board meeting, for example from some of the Independent Non Executive Directors (INEDS) and the stakeholder directors, but others were less engaged. Whilst we acknowledge that people have multiple demands on their schedules and may go through a particularly difficult phase for professional or personal reasons, it is important to be clear of the time commitment involved in being a trustee and ensure that the most effective use is made of trustees' availability.

4.2 Tackling the perceived lack of challenge between the Board and executive

We heard through the interviews that, although the executive has encouraged more check and challenge, trustees are sometimes reluctant to probe. This was also reflected in the Board meeting we observed. With only four Board meetings a year, it may be difficult for the executive to raise check and challenge topics with the Board in a timely manner and also for trustees to input thoroughly, particularly when they are not able to attend every meeting. The FAG, GAG, other committees including the new Resolutions Group, as well as the informal Zoom calls between formal meetings all provide further opportunities for trustees to provide input, although not all participate.

Together Active may wish to consider scheduling additional formal meetings throughout the year, for instance, meeting every two months. It could also be possible for the executive to request more input between meetings to enable consideration of strategic issues, with decisions potentially then taken by written resolution. Varying preferences among trustees in how they prefer to receive and process information should be taken into account.

In order to set expectations, we would emphasise the need to ensure all trustees are aware of the time commitment required not only by including a realistic estimation of the expected number of days per year in advertising for new positions, but also highlighting the commitment in interviews and in the letter of appointment.

4.3 Adjusting the Board meeting agenda

A priority identified by Together Active, and a theme picked up through our review, is the need to accelerate the transition from focusing on procedural topics to big, strategic issues. To make the most effective use of meeting time, the Board may consider structuring the agenda as follows:

- Reports for information
- Items for yes/no consent
- Items for discussion and decision

The staff showcase is a very useful tool in both bringing the Board closer to the operational activities of Together Active, and giving staff exposure to the Board. We think this is a great initiative which should continue. However, we suggest that it should be limited to no more than 40 minutes of a two-hour meeting.

Many of the aspects of risk management are handled well through FAG and discussion at Board. However, we suggest that Together Active continue to refine its approach to risk, and take the time to revisit and define the organisation's risk appetite. This will support the shift to a more strategic focus allowing the organisation if felt appropriate to pursue ambitious objectives properly underpinned by appropriate risk management.

4.4   Strengthening the connection with target audiences

There was widespread awareness of the lack of a direct connection between Together Active and the target audiences of physically inactive people in Staffordshire and Stoke-on-Trent. The range of skills, backgrounds, diversity and experience needed on the Board should inform recruitment each time there is a vacancy at Board level, however, the balance of views was against recruiting an individual specifically as a community representative.

We are aware that various options have been discussed and the PALS Group provides a channel for local expertise through to the Board. There appears to be considerable support at Board level for the formation of a community focus group. It would also be helpful to build closer links with relevant organisations that effectively reach different parts of the community in the region (e.g. youth and age focused charities).

4.5   Encouraging increased interaction in the context of pandemic-induced restrictions

As is the case in many organisations, both trustees and staff recognise some benefits from working remotely but also feel that the necessity to use more on-line meetings in the course of the pandemic has made it more difficult to build and maintain working relationships, particularly for new trustees.

The staff showcase item provides a valuable opportunity for trustees to learn more about the work of the staff on core themes and should continue, although we recommend that the time allocated is limited to 40 minutes.

We recommend that the Together Active Board holds at least occasional face to face meetings, provided that trustees are comfortable doing so, and that regulations permit it.

The Board/staff away day session in September 2021 was valued, despite the restrictions that were in place at that time. Another such session should be organised when feasible, particularly to provide an opportunity for the new Chair and new trustee to get to know the rest of the team.

4.6   Maintain solid governance foundations

As mentioned above, a lot of hard work has been done by Board and staff to make the transition to independent, charitable status. We found that the processes and documents are in good order, with only a few quite technical suggestions arising from the document review.

FAG and GAG appear to function well. We did not observe the other groups directly, but they also appear to be contributing effectively to the work of the organisation.

In shifting its focus, Together Active should obviously not neglect the solid governance foundations that are in place. One point raised during the evaluation was the need for a new safeguarding lead on the Board. Given the context in which Together Active operates this has particular importance.

5   Components of the evaluation

- Initial briefing call with the Chair, CEO and COO on 5 January 2022
- Observation of Finance and Audit Group and Governance and Appointments Group meetings on 11 January
- Observation of Board meeting on 25 January
- Survey of trustees and two members of senior staff in February
- Interviews with trustees and two members of senior staff in February - March
- Review of key governance documents

6   Findings of each element of the evaluation

6.1   Observation of Board meeting on 25 January

Brief notes are provided here on the observation of meetings. Further details are available in 11.5 and 11.6 in the appendix.

Two of the Governance United team observed the Board meeting on 25 January.

Key points:

- The staff showcase/Active Environments item was a useful way of bringing staff and Board together and demonstrating how operational delivery is working to meet the organisation's strategic objectives

- This section was, however, rather lengthy and at the start of the agenda, resulting in only limited time being available for some items towards the end of the meeting. This led to abbreviated discussions on some important points, such as an update on the organisation's delivery plan

- In the meeting we attended, we saw only limited critical evaluation by trustees of the information presented. While there was discussion in break-out groups on the Active Environments agenda item, there were few other agenda items that drew input from multiple trustees

- There were three trustees absent, and uneven contributions from those present, with some trustees not speaking in the main part of the meeting (although they did take part in the break-out group session)

- There was a collegiate, cordial atmosphere, but a lack of interrogation and challenge of the information being shared. This was despite a specific request made to the Board by the executive welcoming more challenge

- Much of the content of a couple of the papers that were provided in advance was then presented as slides by a member of staff during the meeting. While this is a reasonable approach, particularly when there are important details to consider, it does suggest an expectation that not all of the Board would be well-prepared
- The papers were circulated on 19 January, allowing sufficient time for review ahead of the meeting.

6.2 Observation of Financial and Audit Group and Governance and Appointments Group meetings on 11 January

We observed the Finance and Audit Group (FAG) and Governance and Appointments Group (GAG) meetings on 11 January. Our observations here cover both meetings combined.

Key points:

- The meetings were effective with participants who were evidently knowledgeable in the field of governance
- With only one professionally qualified financial expert member of the FAG, their absence at the meeting we observed meant the group was potentially short of specific financial expertise (although the wide experience and competence of those who did participate was not in question)
- Participants had good understanding of the objectives of the committees and asked sensible, and at times probing questions in a clear and supportive way
- Overall, there was a professional and efficient approach.

Meeting papers:

- It was helpful that paper numbering matched the agenda, and that reference to the corresponding papers is included. This makes it easy to follow the agenda and prepare beforehand
- Cover papers for the Board meeting set out the title, date of meeting and other useful information including the author/key contact. Papers also reference whether the item is for information or decision
- Purpose and key recommendations are clearly stated at start of Board paper
- Actions and decisions from each meeting are recorded on the minutes. We didn't see a separate action log tracking actions over time. The Board minutes included a report back on actions from the previous meeting.

6.3 Online questionnaire

A total of 11 out of 13 survey questionnaires were completed by trustees, the CEO and COO. Findings of the questionnaire were generally very positive. For the large majority of the 42 questions there was a consensus that the Board is effective in the areas those questions covered.

There were high ratings on some important topics, including:
- Board papers are distributed in an appropriate format with enough time for full review.
- The Board has a clear process for identifying and regularly reviewing the organisation's main risks.
- The Chair leads the meetings well.
- The Chair promotes full and open discussion before major decisions are taken.
- The Chair actively facilitates contributions from Board members outside formal meetings.

Topics where ratings were slightly lower (although still more positive than negative, on average) included:

- Adequate thought has been given to succession planning at Board level.
- The demographic diversity of the Board is appropriate for the organisation.
- The Board has a clear set of annual objectives (separate to the organisation's overall objectives).
- The Board has a good understanding of the stakeholder context in which it operates and supports good relationships with key stakeholders.

In open-ended questions, respondents wrote positively about the commitment of the Board and its supportive and inclusive culture. Critical comments related to the Board providing insufficient challenge to the executive and having a cautious approach, more concerned with process than action.

6.4   Interviews

One-to-one interviews were conducted with eight out of 11 trustees, and the CEO and COO by Teams, Zoom or phone. Although it is a little disappointing that three remaining trustees were unable to undertake an interview, it is understood that they have multiple other demands on their time. Whilst the online survey allowed for responses on processes and practices, the purpose of the interviews was to understand the working of the Board in more depth. It was therefore a more qualitative process, focusing on behaviours and culture. The interviews followed a standard set of questions (see 11.7 in the appendix below).

The views of the Board were on the whole positive. There was universal praise for the Chair and all that he had achieved as well as recognition of the challenge of replacing him.

Where there were negative comments in relation to the Board, these mostly focused on the difficulty of managing a busy agenda at the quarterly meetings, the perceived reluctance of some trustees to contribute to debate and doubts as to whether key strategic issues were attracting sufficient attention on the agenda. A repeated theme was the necessity to have a better understanding of target audiences among local communities, which could potentially be achieved in different ways.

We would draw your attention to the following recurring themes:

6.4.1   Commitment and energy

It was encouraging that all trustees with whom we were able to speak exhibited a strong commitment to Together Active. This was true even when trustees expressed some frustrations about the workings of the Board. Indeed, it is largely because of that commitment that the frustrations were felt – there is a desire for the Board to run smoothly to enable it to work even more effectively. There was also consensus that the

Board operates well as a group, with respectful, collegiate discussions, although a number of trustees did highlight that discussions could benefit from more open debate about difficult issues.

6.4.2   A perceived lack of challenge between the Board and the executive

It is clear that the executive would welcome more challenge from the Board and there was a certain frustration from several interviewees that, although invited to provide challenge, the Board as a whole appeared generally reluctant to do so. These opinions were expressed without any criticism of the executives themselves; indeed, the CEO and COO were widely praised.

One trustee believed that one reason for the lack of challenge could be due to the timing of issues being brought to the Board's attention. Linked to the inevitable limitations of Board meetings taking place only four times per year, it was suggested that it was sometimes "too late" for the Board to provide significant input because a plan had already been put in place and therefore any challenge would be retrospective and critical. Although from our observation this may not be the only reason for the lack of challenge, we think that the trustee has identified a contributing factor.

6.4.3   Full agenda/insufficient time in Board meetings

There was a consistent view that it was difficult to get through Board agendas but that there were no easy solutions. To a certain extent it was considered that Tier 3 of the Code was responsible, with procedural requirements in place to ensure compliance by the newly created entity having left little time for discussion of the big, more strategic issues over the previous two years. It was hoped by those who cited this concern that governance procedures and policies might take up less time now that initial compliance has been achieved. Some trustees questioned whether the system of two-hour Board meetings four times per year was sufficient, but there was no consensus on whether additional meetings were necessary and some suggested that working groups/email interaction would be more practical ways to cover the workload.

FAG and GAG were cited by interviewees as successful in removing some of the detailed consideration from the main Board leaving the main meeting to focus on key decisions whilst others felt that this contributed to the lack of questioning/challenge on key issues. We heard differing views as to the pros and cons of providing more or less paperwork in permitting the meeting to focus on key issues.

The creation of the Scrutiny / Resolution Group would potentially allow for full discussion of some specific topics, freeing up more time at Board level.

We suggest that the general issue of lack of challenge may well be linked to the busy agenda at meetings and to a certain extent to a lack of engagement on the part of some trustees both in and outside of the Board meetings due to the other demands on their time. There were comments about the uneven levels of contribution during Board meetings and also in committee meetings and other trustee work. There was understanding that individual trustees may go through a specific period of time due to professional or personal circumstances during which their availability may be more limited than usual. We are aware that one trustee had left the Board just as the evaluation was getting underway at least partly due to lack of engagement.

6.4.4 The balance between operational and strategic

A number of trustees told us that they feel the Board can lack a focus on crucial strategic issues, the "big ticket" items, spending more time on procedural detail. This could be attributed to the necessary attention on moving to charitable status and achieving Sport England governance requirements but there was now a clear need to move to a broader perspective and to concentrate trustee discussion on the key objectives of the organisation in tackling activity levels in the community. As one trustee pointed out, this might require a greater willingness to take risks if the organisation was to make a real impact on the sedentary population.

6.4.5 The effect of the pandemic on Board relationships

The majority felt that the pandemic had had a detrimental effect on Board relationships and on connection with the wider executive team and this was a particular concern in relation to new trustees. Although measures had been put in place to counteract this challenge, the potential return to at least some in-person interaction was welcomed. The use of informal Zoom meetings was appreciated by those who had participated. The in-person session that took place in September 2021 was believed to be successful, although we understand that not everybody was able to attend.

6.4.6 Approach to risk

We heard from some Board members that the approach to risk should be reviewed, considering carefully what Together Active's risk appetite should be, what the potential risks are on the horizon, and which risks are tolerable to enable the organisation to progress its work. Recent positive news about funding would allow the organisation to plan ahead with more confidence.

6.4.7 Reflecting the needs of stakeholders

There was a clear consensus that the voice of the community was not sufficiently heard by the Board and that a closer connection was required. There were doubts however as to whether this could best be achieved by direct representation at Board level. The youth panel had been successful and it was suggested that a mechanism, perhaps in the form of a focus or consultation group, was required to bring in the wider community voice.

6.4.8 The Chair

Last but certainly not least it would be remiss of us not to record the admiration and appreciation of the trustees across the board for the achievements of Malcolm Armstrong as Chair. Colleagues praised his capability, passion and commitment to the organisation.

7   Recommendations from the meeting observations, survey and interviews

Ref	Topic	Recommendation	Rationale
1	Composition of Board	Ensure that recruitment materials, interviews and appointment letters for trustees make clear the time commitment required, including the expected number of days to be worked. Continue to maintain the focus on succession planning in the coming months, building on work by the current Chair.	Ensure those recruited are aware of time commitments. There is an existing succession plan, which is welcome given the added emphasis on this area in the revised Code. The terms of a number of trustees will be coming to an end fairly soon.
2	Executive to involve Board at earlier stage of key decisions where their input would be appropriate	Consider greater interaction with trustees either through additional Board meetings or requesting input between meetings on proposed actions, which may be followed up by written resolutions.	Enable trustees to offer challenge, opinions and insight at earlier stage in executive planning process
3	Action to provide more input from the community	Consider the formation of a community focus group to enable consultation on community priorities and ideas or seek to work with existing groups of this type. Build closer links with relevant organisations that effectively reach different parts of the community e.g. youth and age focused charitable organisations	Develop a more direct link between Together Active and its target audiences
4	Continue to refine the approach to risk	Continue to refine Together Active's approach to risk appetite and risk management, attempting to take a broader view of how best to achieve the overall strategic objectives.	It is understood that the need to be accountable for public funding necessarily restricts the organisation's risk appetite but there is nevertheless scope at this stage in the organisation's development to be more ambitious, reassured that appropriate controls are in place.
5	Action to bring together the Board and staff	Consider specific activities to strengthen the relationship between new trustees and staff, building on the new staff showcase initiative at Board meetings	After a lengthy period of remote working, it would be useful to increase trust and mutual understanding between new trustees and executive

Ref	Topic	Recommendation	Rationale
6	"Staff showcase" agenda item on Together Active's key workstreams at Board	Continue with the staff showcase agenda item featuring one of Together Active's key workstreams at most or all Board meetings but limit the time spent on it to no more than 40 minutes, which would be one third of a two-hour meeting.	The trustees had specifically asked for an opportunity to learn about and discuss specific work by Together Active. The Active Environments presentation and discussion in January was the first attempt at holding such a discussion and was regarded as helpful but took up nearly half of the meeting time available.
7	Board agenda and decision-making	Consider structuring the agenda in this format: - Report – reports for information - Consent – matters that will generally require straightforward yes/no consent from the Board - Discuss – topics that require further discussion before any decision is made It might also be helpful to show expected timings for agenda items.	Increase effectiveness of Board meetings and make the most of the time available.
8	Board forward-planning and objectives	Introduce a forward-planning document, or set of annual Board objectives, setting out the key matters for consideration over the year. This will also enable staff to understand the Board's priorities. Objectives may also include time for Board to meet with the staff or ensuring that Board members have a number of further opportunities to see physical activity projects in the region.	Prioritise matters for consideration, ensure Board has a clear vision of what it is trying to achieve.
9	Composition of Finance and Audit Group	Consider appointing a second individual with professional finance expertise, who could be external if there are no more eligible trustees. Consider whether it would be preferable for the Chair not to be a member of this group. The Chair is not usually a member of the audit committee, although a member/stakeholder director may	Having an additional individual with professional experience in the group could reduce the workload on the Chair of the group. The FAG can act as a check on the Chair (and also protect them) if they do not participate. In addition, this would reduce the Chair's workload.

Ref	Topic	Recommendation	Rationale
		be, usually with two or three INEDs, one of which is the SID.	
10	Record actions on a central log	For each of Board, GAG and FAG, set up a recommendations table to track progress against actions and enable reporting back to Board.	It is helpful to see the actions from each meeting recorded on that meeting's minutes but would also be useful to track actions to ensure they are completed.
11	FAG and GAG papers and agenda	Copy Board paper template over to FAG and GAG papers	The Board paper template setting out the date of the meeting the paper relates to, author, whether it's for information or decision etc is very helpful in preparing for and navigating the meeting.

8   Document review

We examined the available governance documents provided by Together Active, comparing them to best practice examples, noting where they already meet high standards and highlighting recommendations for any further improvements.

We would highlight the following points:

- Nearly all of the documents requested were provided by Together Active
- The documents generally appear to meet high standards and fulfil their purpose
- We have made a number of amendments to ensure consistency between documents
- Many documents, where appropriate, are stored on a secure area which was easy to navigate and helpful

Details of our findings and any recommendations we are making are detailed below, together with an explanation.

9 Recommendations from the document review

Ref	Document	Recommendation	Rationale
1	CIO Constitution	Consider whether Sub-clause 13.2 re the trustees using resolutions in writing or electronic form is properly understood/requires amendment. Consider amending wording in clause 22 re use of electronic communications to "any member [or] charity trustee of the CIO"	Uses the model CIO constitution for foundation model i.e. the only voting members are charity trustees. Clause 13.2 does not follow the standard foundation model format in that such a resolution has to be agreed on by "all of the charity trustees i.e. unanimous. 13.2.2 then uses the same words as the standard format i.e. to be effective amongst other things "the majority of all of the charity trustees" has to signify agreement. We would interpret this as meaning all trustees must agree and that this majority of all must signify agreement. It would be preferable to make this clear.
2	Annual Report 2020-21, Trustees' Report and Financial Statements accounts 2020-21	None	The annual report is clear with a mix of narrative update about the organisation's activity and governance information. The trustees' report and financial statements are very thorough.
3	Strategic plan 2021-25(Step Up)	Provide a version available to download that is easier to read. As the strategy notes ("Evaluating success"), it will be important to monitor progress in due course.	While the online version works fine, and much of the most important information is directly provided on the web page, the downloaded PDF of the strategy is in portrait format and difficult to follow in places where there is a double page spread. The strategy benefits from having been produced during the pandemic rather than before it, meaning that it remains relevant.
4	Board members' Governance Handbook and relevant policies: - Board member induction - Trustee code of conduct - Board member role descriptions	No recommendations	Comprehensive handbook held in secure area of the TA website. - Induction checklist and evaluation form are good examples of best practice. It is noted that the Constitution also sets out some requirements re. induction - Code of conduct is an example of best practice. - Role profiles and person specifications exist for chair, SID and trustees. They are great examples

Ref	Document	Recommendation	Rationale
5	Conflicts of interest policy and register of interests	Amend so that the wording used lines up precisely with that in Sub-clauses 7.1 and 7.2 of the Constitution.

Consider amending Clause 3 of the Conflicts of Interest policy to include a monetary de minimis for "token" personal gifts.

Also consider incorporating the term "conflict of loyalty" both in policy and in the declaration of interests form.

Suggest adding the word "manage" to line 1 of Introduction to declaration of interests form. | Comprehensive but does not precisely reflect the key provisions in Clause 7 of the constitution – this could cause confusion in the future.

The heading to Clause 7 refers to "Conflicts of Interest and conflicts of loyalty". The latter is a user-friendly term and may be worth referring to in the conflicts of interest policy and in the declaration of interests form.

May be helpful to put a financial limit on what is a "token" personal gift.

Conflict of interest form - small point but management of conflicts is also important.

Other than this point the form is very user friendly – one of the best we have seen. |
| 6 | Board skills audit | None | A thorough, and clearly well thought through skills matrix is in place. |
| 7 | Board member appraisal process | None | We understand that no formal process is in place. Trustees self-evaluate their performance as part of the annual Board Self Assessment, and this is discussed by the Chair in his 1-2-1 meetings. These are not formally recorded. Attendance at meetings is logged to ensure the minimum attendance requirements are met. This process appears to be adequate for the organisation. |
| 8 | Board Terms of Reference | Change references to sub-groups to committees e.g. 1.1 and also ensure that para 8 accurately reflects para 14 of the Constitution.

Para 3.4 - amend to be in line with 17.2 of the Constitution

Amend 7.4 to read "Subject to 7.6".

Follow on amendment to Terms of Reference of | Contained in "Board of Trustees Working Procedures document.

A more precise reflection of the Constitution would ensure there is no confusion in a couple of areas:
1) The Constitution refers at para 14 to the Board's ability to delegate to committees subject to certain conditions (14.2) – however the current set up refers to sub-groups – of which there are currently 5 (see organogram) |

Ref	Document	Recommendation	Rationale
		Finance and Audit Group required re Risk Management	2) Under sub para 17.2 Constitution CEO and COO are "non-voting associate members of the Board" 14 days' notice of agenda items required (7.4)/(7.6) appears to relax this for "exceptional items". Appendix 1 - Matters reserved to the Board is a very useful document. Just one issue re Risk Management: "Quarterly monitoring and annual review. Making recommendations to the Board" is not actually in the Terms of Reference at present.
9	Committee structure and terms of reference	Create terms of reference for SRC and PALS if these do not currently exist Amend FA Group terms to make reference to role in Quarterly monitoring and annual review. Making recommendations to the Board" Amend GA Group terms to clarify practical role in respect of governance	Organogram shows 5 groups/committees – see comments above. We have only received terms of reference for 3. - GA Group - FA Group - EDI Group FA Group - ToR does not set out responsibilities re risk in the detail set out in the Board of Trustees Working Procedures document GA Group - More detail than that set out at 1 of the terms would be advisable to clarify what it is meant to do in practice re governance
10	Strategic Risk register and Risk Policy	See above regarding FA Group terms of reference	See comments re lack of detail in FA Group terms of reference above. Having said that, the Risk Register is impressive for this scale of organisation. Important to ensure that all trustees are comfortable with it and that alterations/updates are properly flagged at trustee meetings. Key Risks document used to highlight main risks – useful summary
11	Board self assessment 2021	None	The Board self assessment is a comprehensive and probing questionnaire. Questions are kept largely consistent to enable tracking of scores from year to year. The findings, together with those from the Chair's one-to-one meetings, were discussed

Ref	Document	Recommendation	Rationale
			at a Board meeting, with some suggestions discussed in more detail at a Board drop-in session. These were then collated and discussed at the GAG. This appears to be a thorough process, with evidence that trustees' input is carefully considered, and suggestions taken forward.
12	Board papers – agendas, minutes, papers (reviewed as part of Board observation)	See 6.1 and 7 above	See 6.1 and 7 above
13	Diversity Action Plan	None. We note that a new version is being developed, which will align with the revised Code for Sports Governance.	Diversity Action Plan 2020-2023 seen. Work is beginning on a new version to ensure it is in line with the revised Code for Sports Governance and TA's own work on ED&I. We note that TA are currently undergoing a full review of its Equality, Diversity and Inclusion (ED&I) approach. They are 'early adopters' of the RACE code and have recently been accredited (The Race Code). A draft ED&I framework is currently being consulted on.
14	Notes from one-on-one meetings between Chair and Board Members.	None	Key points have been recorded in writing. Combined with the annual board self assessment, there is good evidence of the board taking self reflection seriously and taking actions to improve.
15	Delegated authorities	None	Good form for use with specific delegation e.g. financial. See comments re committees and delegation at 8 and 9 above
16	Succession planning documents	None	A succession plan is in place, covering all trustees, sub group members, senior and other staff. It is clear and thorough covering the principles, process and continuity plans.
17	'Phase 2 invited investment form' - Document about organisational policies used as part of Sport England funding application	It is understood that the document was a funding application which needed to meet the necessary criteria. The three "obsessions" are not immediately clear from an outsider's perspective. If the aim is that each Board and staff member should be able to articulate them, it	Jane Kracke drew attention to page 15: *We have developed three obsessions –three things that will have a profoundly positive impact on our work. Every Board and staff member will be able to articulate them, we have shared accountability, and everyone has a role to play to ensure we achieve them. These will form the foundations of all our planning and development, and form the*

Ref	Document	Recommendation	Rationale
		might be helpful to adjust the wording slightly. We are aware that we do not have a full understanding of the rationale and context but offer a possible revised version. Current version: • Moving & navigating systems • Raising our profile & demonstrating impact • Learning to learn Possible revised version: • *Understanding our influencing role* • Raising our profile & demonstrating impact • *Intelligent learning*	*basis of Board meetings & staff performance reviews; we will keep a clear line of sight* • *Moving & navigating systems* • *Raising our profile & demonstrating impact* • *Learning to learn* *We have made the decision to focus solely on these three obsessions and what they mean in practice, rather than submit development priorities under each of the six headings in this form. Our three obsessions will address each of these six areas (see our mapping below), but we believe taking this approach makes our improvement journey easier to articulate, navigate and measure.*

10 Acknowledgements

We are most grateful to the Together Active trustees, led by Chair, Malcolm Armstrong and participating staff for their co-operation and for generously offering their time in spite of multiple commitments and busy schedules. This type of review is only as effective as the information shared by the participants, and we do appreciate their candour.

We would particularly like to thank Together Active staff Jude Taylor, Jane Kracke and Hazell Thorogood who have all been very responsive and helpful throughout the process. They have been scrupulously fair at all times.

11 Appendices

List of appendices

11.1 Board members and staff invited to participate in the study

Trustees:
Malcolm Armstrong – Chair
Kimiyo Rickett – SID
Tim Clegg
Alistair Fisher
Sarah Getley
Sharon Heath
Toyin Higgs
Professor Derek Peters
Rebecca Roberts
Jonathan Topham
Professor Pauline Walsh

Staff:
Jude Taylor – CEO
Jane Kracke – COO

11.2 Survey questions

See separate file.

11.3 Data from survey responses

Ref	Question	Number of responses by option						Average excluding don't knows (out of 5)
		Strongly agree	Partially agree	Neither agree nor disagree	Partially disagree	Strongly disagree	I don't know	
2	The Board has set a strategy for the organisation with clear objectives.	9	1	0	0	1	0	4.55
3	The Board spends quality time reviewing the implementation and effectiveness of the strategy, for example, reflecting changes in resources available, the external environment.	4	5	1	0	1	0	4.00
4	The Board takes care to ensure new activities are clearly aligned to the organisation's objectives and fall within its remit.	7	2	0	0	1	1	4.40
5	The Board has a clear set of annual objectives (separate to the organisation's overall objectives). e.g. 'to review the strategy', or 'each board member to visit a partner organisation'.	3	5	0	2	1	0	3.64
6	The Board has a clear process for identifying and regularly reviewing the organisation's main risks, and makes necessary amendments in the light of changes in the internal and external environment. This process involves all parts of the business.	10	0	0	0	0	1	5.00
7	The Board receives regular, insightful reports on the organisation's risk management and internal control mechanisms.	10	0	0	0	0	1	5.00
8	The Board is willing to take risks when they are appropriate.	4	4	3	0	0	0	4.09

#	Statement							
9	The Board avoids taking risks when they are inappropriate.	8	1	1	0	0	1	4.70
10	Executive management regularly reports to the Board on key projects and their outcomes and the links to the organisation's strategy are clear.	8	1	0	0	2	0	4.18
11	The Board is alerted at an early stage about problems ahead that will adversely affect key outcomes, targets or financial performance.	7	2	0	0	2	0	4.09
12	The Board has effective oversight of the CEO.	7	2	0	1	1	0	4.18
13	The Board is aware of its responsibilities to employees and considers the interests of employees in its decision-making.	9	0	0	0	2	0	4.27
14	The Board takes collective responsibility for the performance of the organisation.	7	2	0	1	1	0	4.18
15	There is clarity between the role and remit of the Board, and that of the staff.	9	0	0	0	2	0	4.27
16	There is clarity between the role and remit of the Board, and that of the committees.	9	0	0	0	2	0	4.27
17	The Board has a clear conflict of interest policy and all potential conflicts of interest are registered.	8	1	0	0	2	0	4.18
18	The Board adequately scrutinises and challenges information they received from sub-committees.	6	2	1	1	1	0	4.00
19	Sub-committees effectively address the issues for which they are responsible.	7	2	0	0	2	0	4.09
20	Minutes and other information from sub-committees are adequate	9	0	0	0	2	0	4.27

	and they effectively report to the Board.						
21	The Board receives robust financial information and is not afraid to question that information and ask for further explanations.	9	0	0	0	2	0	4.27
22	The Board has confidence in the organisation's financial policies and procedures.	9	0	0	0	2	0	4.27
23	The Board is satisfied that it receives full and timely notification of all significant losses or concerns about financial propriety. The Board takes appropriate action to address any weaknesses or failures.	8	0	0	1	2	0	4.00
24	The Board has a good understanding of the stakeholder context in which it operates and supports good relationships with key stakeholders. Trustees use their individual networks to full effect.	2	8	0	0	1	0	3.91
25	Relations with key funders are productive and supported by regular and open communication.	8	2	0	0	1	0	4.45
26	Potential problematic issues with key stakeholders are brought to the attention of the Board at an early stage.	7	3	0	0	1	0	4.36
27	The number of Board meetings is appropriate.	10	0	0	0	1	0	4.64
28	Board agendas are well laid out and clear, with an appropriate number of items for decision in the time allowed.	8	2	0	0	1	0	4.45
29	Board papers are distributed in an appropriate format with enough time for full review.	10	0	0	0	1	0	4.64
30	The information supplied to the Board is of a quality	8	2	0	0	1	0	4.45

	that allows the Board to discharge its functions.							
31	Board meetings are productive and effective.	6	4	0	0	1	0	4.27
32	Board discussions are characterised by high quality debate with robust and probing discussions and no "no go" areas.	7	1	1	1	1	0	4.09
33	The Board is a cohesive group which is both supportive and provides appropriate challenge.	8	2	0	0	1	0	4.45
34	All Board members contribute fully to Board meeting discussions.	4	6	0	0	1	0	4.09
35	The Chair leads the meetings well, with a clear focus on the big issues facing the organisation.	10	0	0	0	1	0	4.64
36	The Chair exhibits a leadership style which promotes full and open discussion before major decisions are taken.	10	0	0	0	1	0	4.64
37	The Chair actively facilitates contributions from Board members outside formal meetings.	9	1	0	0	1	0	4.55
38	The Board has the right balance of skills, experience, background and personalities, and these are used to support the development of the organisation.	9	1	0	0	1	0	4.55
39	The demographic diversity of the Board is appropriate for the organisation.	1	7	1	1	1	0	3.55
40	Adequate thought has been given to succession planning at Board level.	1	6	2	1	1	0	3.45
41	When making decisions, the Board remains mindful of Equality, Diversity and Inclusion and of our priority audiences.	7	3	0	0	1	0	4.36
42	Thought has been given to how to build and	6	4	0	0	1	0	4.27

	maintain relationships between Board members while face-to-face opportunities are very limited.							
43	The contributions of Board members to meetings have not been adversely affected by the use of Zoom.	4	5	1	0	1	0	4.00

11.4 Findings from survey responses

The online survey was distributed in early February to 13 individuals, comprising the Board members, the CEO and COO. A number of reminder messages were sent. By the end of the month, 11 responses had been received.

The survey consisted of 42 scored questions and three that were open-ended, designed to probe views on a range of aspects of how the Board operates.

Overall, the results suggest that the trustees have a very positive view of the functioning and effectiveness of the Board. On average, the responses were mid-way between an assessment of "partially agree" and "strongly agree", where "strongly agree" is the most positive answer.

For the large majority of the questions there was a consensus that the Board is effective in the areas those questions covered.

Particularly high-scoring questions covered important topics and the role of the Chair, including:
- Board papers are distributed in an appropriate format with enough time for full review.
- The number of Board meetings is appropriate.
- The Chair leads the meetings well, with a clear focus on the big issues facing the organisation.
- The Chair exhibits a leadership style which promotes full and open discussion before major decisions are taken.
- The Chair actively facilitates contributions from Board members outside formal meetings.
- The Board has a clear process for identifying and regularly reviewing the organisation's main risks and makes necessary amendments in the light of changes in the internal and external environment. This process involves all parts of the business.
- The Board receives regular, insightful reports on the organisation's risk management and internal control mechanisms.
- The Board avoids taking risks when they are inappropriate.

At the other end of the scale, four questions had an average score lower than 4 out of the theoretical maximum of 5 (although all were still rated more positive than negative). Starting with the lowest first, these were:
- Adequate thought has been given to succession planning at Board level.

- The demographic diversity of the Board is appropriate for the organisation.
- The Board has a clear set of annual objectives (separate to the organisation's overall objectives). e.g. 'to review the strategy', or 'each board member to visit a partner organisation'.
- The Board has a good understanding of the stakeholder context in which it operates and supports good relationships with key stakeholders. Trustees use their individual networks to full effect.

One of the survey participants was notably less positive than others.

It should also be noted that one other participant acknowledged when interviewed that they had made accidental errors in completing the questionnaire, resulting in lower scores than intended.

Among the handful of questions that elicited responses of 'neither agree nor disagree" and below, potential areas for improvement might include:
- Board discussions are characterised by high quality debate with robust and probing discussions and no "no go" areas.
- The contributions of Board members to meetings have not been adversely affected by the use of Zoom.
- The Board is satisfied that it receives full and timely notification of all significant losses or concerns about financial propriety. The Board takes appropriate action to address any weaknesses or failures.

Among the Survey participants were invited to describe the Board "on its best day". Some themes which appeared several times included the following:
- Supportive and inclusive
- Committed

Describing the Board "on its worse day", respondents said that it:
- Lacks challenge and is passive
- Happy to accept reports without much discussion
- Cautious and concerned with process rather than action

A final question asked survey respondents to mention any other important points that had not been covered elsewhere in the survey. There were no responses.

11.5 Board observation notes

11.5.1 About the meeting

Meeting link sent via e-mail on 19 January 2022

Date of meeting: 25 January 2022

Attendees and role:

Malcolm Armstrong – Chair
Kimiyo Rickett – SID
Pauline Walsh – Board member
Alistair Fisher - Board member
Derek Peters – Board member – audio only initially, then video by showcase
Jonathan Topham – Board member
Tim Clegg – Board member – from agenda item 6
Rebecca Roberts - Board member
Jude Taylor – CEO
Jane Kracke – COO
Hazell Thorogood – Office manager
Jackie Brennan – Active Places Manager

Apologies for absence:
Sarah Getley – Board member
Sharon Heath – Board member
Toyin Higgs – Board member

11.5.2 About the agenda

- The agenda was clear but fairly brief with no indication of expected timings for agenda items
- It indicated items which were for "discussion by exception". While the agenda did not identify which items were for decision, each individual paper had a helpful cover page showing author and whether the item was for information or decision
- There was an agenda item on conflicts of interest

11.5.3 Observation of meeting

11.5.4 Preparation for meeting

- Meeting link sent via e-mail on 19 January 2022
- Papers sent as an attachment at the same time with a link to download one document from a fileshare system

- Most of the papers were provided in a single, combined PDF which was practical for Trustees to read and use
- The total length of the papers provided was realistic for Trustees to read
- Meeting participants therefore had sufficient time to review papers in advance of the meeting
- The layout of the Risk Register made it difficult to read on screen without making some adjustments to the screen view. This was not an issue for any other papers

11.5.5 Understanding items for discussion

- Board members showed good understanding of agenda items. For example, a number of Board members spoke about their personal knowledge of the Active Environments work strand, based on their employed roles

11.5.6 Focus on strategy rather than operational detail

- The lengthy Active Environments/staff showcases agenda item intentionally delved into operational detail to enable the Board to learn more about the work of the organisation. Discussions in break-out groups were to be compiled into a paper for the next Board meeting
- Only limited time was available for some items at the end of the agenda, which led to abbreviated discussions on some important points, such as an update on the organisation's delivery plan
- It is understood that the Together Active Board had spent a lot of time in recent months on governance compliance and wanted to shift its focus onto the purpose of the organisation

11.5.7 Awareness of governance responsibilities

- The Board showed good awareness of their governance responsibilities. For example, there was a discussion of remuneration for Together Active staff and acknowledgement of the need to designate one of the Trustees as safeguarding champion
- The minutes of the previous meeting showed clear actions, which included points relating to governance responsibilities
- The style of the meeting was relatively informal, with occasional lack of clarity about decisions reached. However, the minutes that were produced afterwards showed clear actions and decisions

11.5.8 Familiarity with strategic and operational objectives

- The Board demonstrated an understanding of both strategic and operational objectives. For example, the discussion on Active Environments covered both high-level objectives about increasing levels of physical activity and local projects

11.5.9 Awareness of environmental context

- The Board showed good awareness of the environmental context of the organisation. For example, in the staff showcase session, Trustees spoke about some of the current priorities and activity among local authorities in the region, drawing on knowledge from their employed roles and other experience

11.5.10 Critical evaluation of information presented

- The Board provided only limited critical evaluation of information presented. While there was discussion in break-out groups on the Active Environments agenda item, which is intended to be compiled into a paper, there were few other agenda items that drew input from multiple Trustees
- This was despite a specific request made to the Board by the executive for greater input by way of challenge to executive action

11.5.11 Contribute to problem-solving

- Board members contributed to problem-solving. For example, one Board member agreed to speak separately outside the meeting about challenges that Together Active had engaging with an important stakeholder organisation

11.5.12 Constructive and supportive behaviours

- Board members demonstrated highly supportive behaviours throughout
- For example, Trustees acknowledged good work by the staff team and Board to secure a five-year funding agreement and several meeting participants expressed their appreciation of the Chair, who announced that he would step down after the next Board meeting
- There was some constructive discussion. For example, Trustees engaged with a list of potential priority areas for the new Scrutiny Group to examine
- The general tone was supportive and collegial
- However, the overall impression was of a lack of constructive challenge for staff

11.5.13 Balance of contributions from across the Board/committee

- The balance of contributions from across the Board was uneven with a couple of Trustees not speaking during the main meeting, although they did contribute during break-out sessions that were part of the discussion on Active Environments
- No Trustees dominated discussion excessively
- The overall impression was that staff and the Chair led discussions in most areas

11.5.14 Evidence that Board/committee members were well-prepared for the meeting

- Several Board members showed that they were well-prepared for the meeting. For example, the Chair of one of the sub-committees provided a helpful introduction to one of the papers
- Much of the content of a couple of the papers that were provided in advance was then presented as slides by a member of staff during the meeting. While this is a reasonable approach, particularly when there are important details to consider, it does suggest an expectation that not all of the Board would be well-prepared
- In the case of Trustees who did not speak in the main meeting, it was unclear whether or not they were well-prepared

11.5.15 Well-chaired, including taking account of use of video conferencing software

- The meeting was well-chaired with Trustees being invited to speak when they used the "hand up" function on Zoom. The impression was that each meeting participant was able to contribute when they wished to do so
- The agenda item on Active Environments featuring a staff showcase perhaps took too large a proportion of the time available, cutting time short for other topics. It is understood that this was a new initiative, specifically agreed by the Board, and the format was experimental
- The Chair clearly had very good knowledge of the work of the organisation and appeared to be well-prepared

11.5.16 Timings

- The meeting started and ended punctually
- As mentioned above, there was insufficient time to cover a couple of significant items at the end of the agenda in any depth due to long discussions on the Active Environments item
- Staff made occasional, effective interventions to bring discussions back on track, when needed

11.5.17 Use of technology by participants (e.g., 1 screen or 2 / print-out of papers) and impact on the meeting

- Meeting participants all seemed comfortable using Zoom
- Internet connections appeared to work smoothly throughout
- A couple of Board members switched occasionally between video and audio, whether due to temporary connection difficulties or for privacy at home. This did not cause any disruption to the meeting
- At least one Trustee had a printed set of papers. Most appeared to work from a screen

11.5.18 Balance between ongoing issues and Covid-19

- The Board focused mainly on regular issues with few of the agenda items specifically addressing Covid-19, other than in the context of overall challenges holding back physical activity in the region

- One item on hybrid working for the Together Active staff was directly related to Covid
- Overall, the balance appeared to be fine with no loss of focus on Together Active's priority work

11.6 Finance and Audit group observation notes

11.6.1 About the meeting

Meeting link sent via e-mail on 5 January

Date of meeting: 11 January 2022

Attendees and role:

Kimiyo Rickett – Chair – Together Active SID
Malcolm Armstrong – Together Active Chair
Jane Kracke – Chief Operating Officer - Minutes
Jude Taylor - CEO

Apologies for absence:
Sharon Heath – Board Member
Hazell Thorogood – Office Manager

Observers:
Rowland Jack – Governance United
Gemma Sykes - Governance United

11.6.2 About the agenda

- The agenda was brief and clear. The topics covered were likely to be familiar to the participants and did not need detailed description
- There was an agenda item on conflicts of interest
- Timings were not included but it was clear that the meeting should only take 1 hour as there was another group meeting straight afterwards

11.6.3 Observation of meeting

11.6.4 Preparation for meeting

- Papers and meeting link sent by e-mail on 5 January 2022
- Papers have a cover half-page showing details, including the author and whether the paper is for information or decision

11.6.5 Understanding items for discussion

- It was an experienced group who demonstrated a good understanding of the items for discussion
- In the absence of one member of the group who had given an apology for absence, there was not a financial specialist in attendance

11.6.6 Focus on strategy rather than operational detail

- The group discussed agenda items with an appropriate level of detail considering their remit of ensuring the adequacy of the organisation's financial reporting
- For example, the group discussed the approach for determining the pay award for staff

11.6.7 Awareness of governance responsibilities

- The group showed good understanding of governance responsibilities
- For example, the group discussed different options for reducing Together Active's liabilities and agreed that legal advice should be sought on specific points

11.6.8 Familiarity with strategic and operational objectives

- The group showed full familiarity with strategic and operational objectives
- For example, the group discussed strategic objectives regarding the relationship with Stoke-on-Trent City Council
- The group discussed operational objectives in relation to staff capacity

11.6.9 Awareness of environmental context

- The group showed good awareness of environmental context
- For example, the group discussed the funding agreement from Sport England

11.6.10   Critical evaluation of information presented

- There was some critical evaluation of information presented
- For example, the group interrogated selected items from the risk register in some detail
- However, the fact that there were only 2 Board members and 2 members of staff present perhaps limited the range of the discussion

11.6.11   Contribute to problem-solving

- The group made a positive contribution to problem-solving
- For example, the group reached a conclusion on a recommendation for a pay award for staff

11.6.12   Constructive and supportive behaviours

- The members of the group demonstrate constructive and supportive behaviours throughout the meeting
- For example, all agreed that the Board and staff deserved collective credit for securing a 5-year funding agreement
- Staff were complimented on the quality of the papers for the meeting

11.6.13   Balance of contributions from across the group

- The participants in the meeting all made good contributions
- With only 4 participants in the meeting there was plenty of time for each to contribute

11.6.14   Evidence that group members were well-prepared for the meeting

- The group members all demonstrated that they were well-prepared for the meeting
- For example, the Chair had identified key figures in the financial forecast to discuss

11.6.15   Well-chaired, including taking account of use of video conferencing software

- The Chair handled the meeting well, leading on some agenda items and inviting staff to present on others
- Switching between participants on the video call worked well with no apparent difficulties

11.6.16   Timings

- The meeting overran by about 12 minutes, which resulted in a delayed start for the Governance and Appointments Group meeting
- The Chair mentioned at the start of the meeting that a fair proportion of the time available should be allocated to the risk register. This was done but the conversation ran on for some time
- The final agenda item felt slightly rushed

11.6.17   Use of technology by participants (e.g. 1 screen or 2 / print-out of papers) and impact on the meeting

- All participants appeared comfortable with the video call
- The technology appeared to work smoothly throughout
- Participants remained visible on video throughout
- One of the members of staff shared their screen on video successfully

11.6.18   Balance between ongoing issues and Covid-10

- The group focused mainly on general business rather than on issues directly related to Covid-19 specifically
- The pandemic was mentioned in relation to funding

11.7 Interview questions

1. When did you join the Board / organisation?
What attracted to the board and were your expectations different to reality?
What was induction like?

2. Following up from the online survey, how would you describe the board on its best day?

3. How would you describe the board on its worst day?

4. Thinking of the running of board meetings themselves, how would you describe the balance between information provided through verbal updates, and the information provided in papers? Is the balance right? What was your view of the staff showcase session on Active Environments on 25 Jan (if you attended that Board meeting)?

5. Do you feel Board meetings allow enough time and scope for discussion on the big decisions? Are the informal Zoom meetings helpful for more detailed discussions?

6. What is your view of the mix between strategic and operational focus at Board level? Do independent directors use their expertise to support, check and challenge executive functions? Is this too much/too little/about right?

7. How well do you feel the board operates as a cohesive group?

8. How far do you feel the Board represents the stakeholders it serves? Thinking in terms of diversity, skills, background, understanding of the environment/issues facing target group of stakeholders.

9. How would you describe the impact of the pandemic on relationships between Board members and the cohesiveness of the Board as a group when not able to meet in person?

10. How effectively do you think the Board and executive work together? Thinking in terms of overall relationship (generally positive?), reporting up, and reporting down, the line between board strategic oversight and operational role of executive – does one stray into the other?

11. How effective do you feel your contribution to the Board has been?

12. What one change would you make to improve the effectiveness of the Board? This could be skills, planning, cohesiveness, practicalities of board meetings and papers, chairing of meetings, decision-making, risk appetite, interaction with subcommittees.

13. Are there any other points you wanted to raise?

TOGETHER ACTIVE

Report to the Board – Enclosure 02

Report Title	Equality, Diversity, and Inclusion Group
Date	26th April 2022

Open Agenda item	X	
Private and Confidential Agenda item		

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

For Information	
For Decision	X

- **Purpose of Report**

To update the Board on the following items from the Equality, Diversity, and Inclusion Group (ED&I)
- ED&I Framework
- Inclusion Network
- Race Code Action Plan
- RAG and 'where are we now ladder' progress report

- **Recommendation:**

That the Board accepts the amendments to the ED&I Framework as a response to the consultation feedback and agrees to adopt the final ED&I Framework.

- **Report**

ED&I Framework (Appendix 1)

- A draft framework was widely circulated to our networks, via the newsletter and promoted on our social media platforms as part of the consultation process.
- Seven responses were received which were all positive but included a few suggestions for improvement which have incorporated.
- One suggestion was to compare demographic data against West Midlands data. The group decided to continue using Staffordshire and Stoke-on-Trent data diversity figures and wait to see what the new census data provides.
- The final ED&I framework is attached as a word document at Appendix 1 with the main changes highlighted in yellow.
- The final glossy version will include a Foreword from Toyin Higgs and be widely circulated and housed on our website.
- A two year delivery plan will ensure we implement our promises and aspiration. The Race Code Action Plan will be incorporated into the ED&I delivery Plan for streamlined reporting.

Inclusion Network

- The new Insight Evaluation and Engagement Manager will oversee the development ED&I of the Independent Advisory Group which was the preferred option but with a fluid approach to broaden or focus the conversation as required.

Priorities for next 12 months

- Oversight of the combined ED&I delivery plan and Race Code action plan
- Implementing the advisory group.
- Proactive communications and using our voice locally; map out the year from a comms perspective and potentially the next 5 years.
- Evaluation and impact report
- Together Fund/B2022 funding and soliciting bids from culturally diverse communities.
- Potentially hosting or partnering an event.

RAG progress report and Ladder (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.

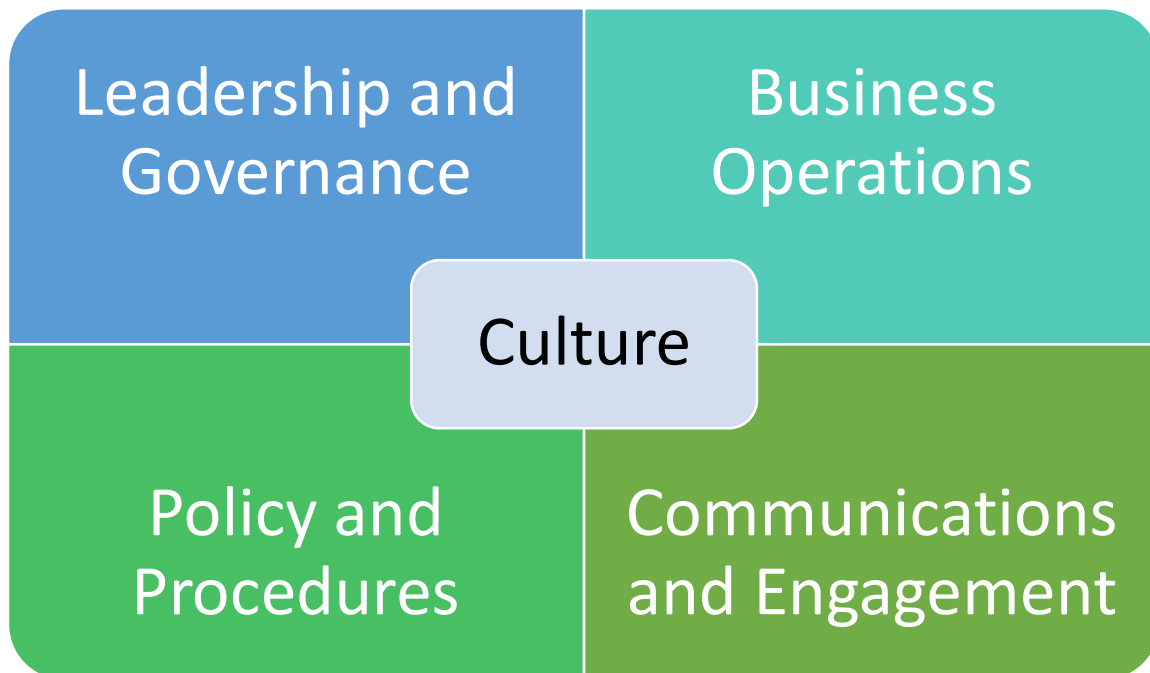# Together Active Equality, Diversity and Inclusion Framework

Introduction

The purpose of this framework is to

- Outline our journey to becoming a more equitable organisation
- Give structure to how we make organisational decisions which embed equality, diversity, and inclusion in everything we do
- Foster consistency in our approach
- Be transparent about what we will to do and how we will do it
- And it will act as a lens through which we make decisions and take action

This Framework will be underpinned by a two year delivery plan

Leadership and Governance

Business Operations

Culture

Policy and Procedures

Communications and Engagement

Culture

This Framework is underpinned by our organisational values included in our Step Up Strategy 2021-25

We are Focused. Everything we do will help people to be more active.
We are Inclusive. We leave nobody behind: we do not accept that characteristics such as age, gender, sexual orientation, disability, ethnicity or income should determine your access to physical activity.
We are Engaged. We will listen first; we always seek to understand.
We are Relentless. We are passionate about the importance of sport and physical activity.

We are Collaborative. We never go it alone; we work to develop collaborations that are capable of sparking change.

We are Effective. We will demonstrate the impact of our work using clinical, economic and social measures and support our partners in doing the same.

Culture

1. ED&I is a core value of our organisational culture both formal and informal which we will embed in our day-to-day work through our policies, procedures and delivery plan.

We will

2. Use this ED&I Framework to drive continuous cultural change and improvement within Together Active to become a fairer, more diverse and inclusive organisation.

3. Create a culture which <mark>actively seeks out listens and values</mark> people and communities with different lived experiences. <mark>We will use these voices to shape our decisions and actions.</mark>

Leadership and Governance

We will

1. 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. 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. 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. We will monitor other equity codes and charters to ensure the Action Plan incorporates all recommended ED&I good practices.

4. Achieve the new Sport England and UK Sport Tier Three of the revised Code of Sports Governance.

5. Continuously advocate for equity in access to sport and physical activity for all our communities.

6. Seek to effect change outside our organisation where we perceive injustice and discrimination

7. Encourage leaders of other organisations to push further with their own ED&I practices.

Policy and Procedures

We will:

1. Review and monitor our recruitment policies and process to ensure they are fair, accessible, and attractive to applicants from all backgrounds so that it will lead to a more diverse workforce.

2. Collect ED&I data at all stages of the recruitment process to measure our diversity progress.

3. 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.

4. Develop an ED&I Training, Education and Induction programme for our Board, staff and the wider workforce, which will build our knowledge, skills, and confidence to improve diversity and inclusion in physical activity and sport.

5. Explore and develop staff and wider workforce progression pathways by ensuring all staff and the wider workforce have the ability to progress.

6. Include ED&I as a mandatory value to assess in our Performance and Development Review process.

Business Operations

We will

1. Demonstrate an unwavering commitment and focus on increasing physical activity in our priority groups.

2. Support the development of sustainable community provision that meets the needs of our target audiences and truly addresses inequalities.

3. Use the Equality Impact Assessment tool in a proportionate way to adapt products and services and apply it to our community funding process.

4. Work with groups and organisations who demonstrate a commitment to engage, consult and have conversations with their target groups.

5. Improve our reach into diverse communities and collect appropriate data and insight to monitor the progress of our programmes and grant funded projects (using Katala[1] tool).

6. Use the Together Active Evaluation Framework to assess the impact of our collective actions on all equality diversity and inclusion.

Communications and engagement

We will

1. Improve our understanding and articulation of the needs of our diverse communities and of individuals within them.

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[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.

2. Use inclusive methods, across all our communication platforms and approaches in the right channels, sticking to our inclusive language principles and using diverse imagery.

3. Speak out where we have knowledge and understanding on key issues ==challenging discrimination and building== anti-discrimination practice.

4. Seek to understand barriers and opportunities better through true engagement, co-design and by building an advisory network of diverse voices to inform our work.

5. Use Katala as an ED&I stakeholder audit and engagement plan tool.

6. Report on our ED&I journey and understanding as an organisation in the annual plan on our website (infographic) and in social media.

7. Use ongoing storytelling to bring our journey to life and to enable more diverse voices to be heard.

Glossary of Terms

Equality

Making sure that everyone is treated the same, which does not necessarily result in equal outcomes as different people have different needs. It relates to the legislative framework in the UK, the Equality Act 2010.

Equity

Achieving equity means recognising and meeting different needs and results in fairness of outcome.

Code of Sports Governance

Organisations seeking public funding for sport and physical activity must meet gold standards of governance considered to be among the most advanced in the world. Tier 3 represents the top level of mandatory governance requirements in the Code.

Equality Impact Assessment

An equality impact assessment is a process designed to ensure that a policy, project or scheme does not unlawfully discriminate against any protected characteristic under The Equality Act 2010

Katala

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.

The Race Code

The Race Code is designed to provide organisations with an accountability framework and action plan to address race inequality in the boardroom and senior leadership team.

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	Blue
		Process of internal and external consultation agreed	Q2	Blue
		interim draft to go to ED&I staff and board away day	Q2	Blue
		Framework out for consulation	Q4	Blue
		Final version completed and signed off by Board	Q1 22/2023	Green
		Delivery Plan developed	Q1 22/2023	Green
		Framework published	Q1 22/2023	Green
2	Development of an inclusion network	Map and consult current network	Q2/Q3	Green
		Identify other examples of good practice	Q2	Green
		Develop proposals	Q3	Green
		Implement proposals and review	Q4	Red
3	Implementation of the Race Equality Code	Agree principle statements	Q1	Blue
		Include all MUST actions in action plan	Q2	Blue
		Review Shoulds	Q2	Blue
		Review Coulds	Q2	Blue
		Agree final action plan and incorporate into ED&I Framework	Q1 22/2023	Green
		Review progress against all agreed actions at quarterly ED&I group meetings	Ongoing	Green

EDI LADDER

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?

Together Active
Board Meeting
25th January 2022
Via Zoom
Meeting Minutes

Present Attendees		Apologies	Also Distributed To:
Malcolm Armstrong (MA)	Chair, Together Active	Sarah Getley	Core Team
Jude Taylor (JT)	CEO, Together Active	Toyin Higgs	
Jane Kracke (JK)	Chief Operating Officer	Sharon Heath	
Kimiyo Rickett (KR)	Senior Independent Director		
Pauline Walsh (PW)	Board Member		
Alistair Fisher (AF)	Board Member		
Tim Clegg (TC)	Board Member		
Rebecca Roberts (RR)	Board Member		
Hazell Thorogood (HT)	TA Team Member		
Jonathan Topham (JTT)	Board Member		
Derek Peters (DP)	Board Member		
Jackie Brennan (JB)	TA Team Member		
Rowland Jack (RJ)	Governance United		
Janice Shardlow (JS)	Governance United		

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	**External Evaluation – Introduction (Governance United)** MA introduced Governance United to the Board and discussed the process the trustees may go through.
4	**Minutes of Last Meeting 25.10.21** All agreed the minutes were an accurate record.
5	**Sport England Funding** Together Active has secured Sport England funding for five years to 31.03.27, including an uplift on 21-22 investment levels which will allow us to appoint an insight and evaluation lead.
6	**Priority Work Strand: Active Environments (including Staff Showcase)** JT/JB presented information on the Active Environments workstream. **Action 1**: JT to create a paper with feedback from all of the Active Travel subgroup sessions
7	**Commonwealth Games** - JT discussed the CWG presentation with the Board - The grant giving model needs to be reviewed in terms of capacity for the team.
8	**Staff and Board Improvement Agenda** *Enc. 2* Progress has been made on item 3 (The Board should check/challenge that the organisation is meeting/following its new strategy) by delving into the priority work strands in the Board meeting. One item below will be referred to the Scrutiny group. - 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 Stoke-on-Trent engagement: **Action** 2: AF to meet with JK and JT on improving links and engagement. Short term aspects to try to resolve: - Office environment / hybrid working - Grant giving model TC commented that the scrutiny committee should have a degree of autonomy to be able to focus on areas that they wish to take a closer look at. **Action 3**: JT to work with DP following the meeting regarding which item to take to the Scrutiny group.
9	**Risk Register Enc. 3** A separate Finance and Audit meeting was held to review the risk register. The group identified three new risks: - Unable to develop the necessary relationships across a wide breadth of service and strategic groups at SOT Council - Negative impact of office environment - In-year deficit year on year Key risks identified: - Relationship with SOT Council - - Loss of key staff and trustees - Capacity and skills - In year deficit year on year JK presented slides detailing how we will mitigate against the key risks and the Finance and Audit Group will ensure the risk register is considered on a regular basis with updates provided on the progress of the key risks above.
10	**Reports (discussion by exception)** - Chair's Actions - PALS - Finance & Audit Group A 1.75% award from 1st April for the staff team has been proposed. **Decision 1**: the Board agreed a 1.75% pay increase for relevant staff from 01.04.2022 Reducing Liabilities: 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 Legal advice will be sought regarding reducing future potential liabilities. **Decision 2:** the Board agreed 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

KR announced she is stepping down as Chair of the Finance and Audit Group following the April meeting and trustees were asked if there were any volunteers to take over.

Governance & Appointments Group *Enc. 6*
MA announced he was stepping down as Chair of the Board following the April 2022 meeting.
The Board thanked MA from the staff team and trustees, for his immense time given and dedication to Together Active. We are still seeking a trustee to be the Safeguarding champion:

Action 4: JT will share the recruitment plan for the new Chair.

Action 5: JK will circulate the safeguarding champion role profile with all trustees to respond to if they would like to take on this post.

Equality, Diversity and Inclusion Group *Enc. 7*

Chief Executive and Chief Operating Officer Report *Enc. 8*
As tabled at the previous Board meeting, Leicestershire and Rutland Sport (LRS) have undertaken a brand re-fresh 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 scheduled 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 months to assess if there has been any negative impact or confusion for either party.

Decision 3: The Board agreed for JT to formally write to LRS, requesting that they amend their brand guidelines to include the geography alongside "Active Together"

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

Actions	Owner	Date
Action 1: JT to create a paper with feedback from all of the Active Travel subgroup sessions	JT	26.04.22
Action 2: AF to meet with JK and JT on improving links and engagement.	AF/JK/JT	26.04.22
Action 3: JT to work with DP following the meeting regarding the item to take to the Scrutiny group	JT/DP	26.04.22
Action 4: JT will share the recruitment plan for the new Chair.	JT	26.04.22
Action 5: JK will circulate the role profile with all trustees to respond on if they would like to take on this post.	JK	26.04.22

Decisions
Decision 1: the Board agreed a 1.75% pay increase for the staff team from 01.04.2022
Decision 2: the Board agreed 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

Decision 3: The Board agreed for JT to formally write to LRS, requesting that they amend their brand guidelines to include the geography alongside "Active Together"

Prepared By:	Date	Checked By	File Code
Hazell Thorogood	25.01.22	Malcolm Armstrong	Board Minutes 25.01.22

Priority Work Strand: Active Environments

Follow up actions

1. The Board discussions were very supportive of the Active Environment approach and there was agreement to retain a stretched aspiration on this agenda.
2. The Active Environment priority work strands and outcomes will be slightly reworded and some small changes will be incorporated into the 2022/23 the delivery plan.
3. The 2021 - 2025 Health and Wellbeing Strategy has set some clear priorities around an increase in cycling and access to greenspace. Alistair Fisher offered to link Jude and Jackie into this work.
4. The new Staffordshire County Council Health and Wellbeing Strategy is out for consultation. Together Active will provide a response which amongst other things will advocate for a coordinated approach to the influencing of policy and practice within the planning and development system.

A flavour of the discussions

- Our built environments should not only be the easy choice for being active but the essential or only choice.
- Planners are overworked and underpaid, but that notwithstanding you should 'hold your ground with them'
- Support planners and policy makers by providing the evidence-base on a plate.
- Access to greenspace mean different things to different people
- Greenspace needs to be safe but also interesting – sometimes cities and towns can be safer for walking than rural country roads.
- Sport England have a statutory duty to protect pitches but not more informal greenspace – they need to be challenged to us their informal powers to protect these spaces too.

TOGETHER ACTIVE

Report to the Board – Enclosure 4

Report Title	Chair's Actions since last meeting and PALS Report
Date	26.04.22

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:

- Diversionary Activities Grant Panel with Claire Greenwood
- Interview with Board External Review Team
- Personal Coaching of Staff member x 2
- Meeting with local MPs
- 1:1 With CEO
- 1:1 COO
- PALS Quarterly meeting
- ED & I Subgroup meeting
- Governance and Appointments Group
- Finance and Audit Group
- Meeting with new member of staff

PALS (Physical Activity Leadership in Staffordshire):

- Monthly catch-up sessions well attended
- Quarterly formal meeting held in March. Key items included Football Facilities Funding and Commonwealth Games.

- Together Active has been given funding by Sport England to access the Moving Communities platform, which collects data from Local Authority owned or operated leisure facilities. Once access has been granted and training provided, Together Active will be able to provide various data sets, for example county-wide figures for individual LAs to benchmark against.

TOGETHER ACTIVE

Report to the Finance and Audit Group – Enclosure 05

Report Title	Together Active Finance and Audit Group Report
Date	26th April 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:
- 2021-22 Accounts: Expenditure against Budget
- 2022-23 Budget
- 5-Year Financial Forecast amendments
- Risk Register, including Key Risks
- Finance Policy amendments
- Funding Partner update
- Review of Liabilities
- Reserves Policy amendments

Key Information and Recommendations for Trustees
- **Recommendation:** That the Board approves the draft 2022-23 budget

- Pay Award - Since the decision was made at the January Board meeting to give a 1.75% pay award to staff as of 01.04.22, there have been various discussions across the Active Partnership network. The average pay award across a representative sample of APs is 2.86%, and most are budgeting for a 3% pay award for 2023-24 onwards. It

was agreed to budget for a 3% pay award for 2023-24 onwards. It was also agreed to propose to the Board that the 1.75% pay award for 2022-23 is increased.

- **Recommendation:** That the Board agrees an increased pay award for 2022-23 based on the modelling below

- <u>Office Move Implications</u> – A potential new office base at Staffordshire University (Stoke Campus) is being considered. The additional travel costs and time for some staff were discussed.
- **Recommendations:**
  - That that Board agreed that, as ex-Stafford BC staff have any additional travel costs covered for three years, this should be offered to all staff.
  - That the Board agreed that, for staff that live nearer to the current office, then this should be the 'home to work mileage' taken off any work-related travel claims for a period of three years.
- Additionally it was felt that the current policy of travel time to meetings (less normal home to work travel time) being claimed as working time should be reviewed.

- **Recommendation:** That the Board agreed the proposed amendments to the Finance Policy
- **Recommendation:** That the Board agreed the proposed amendments to the Reserves Policy

Report

2021-22 Accounts: Expenditure Against Budget

Note: It was agreed by FAG that the full Board should receive the Budget Update summary as produced for FAG, but did not need to receive the appendices (the various reports from the finance system).

- The figures below show a breakdown of the financial performance to 29.03.22 against the budget to 31.03.22
- Please note that these are not the final year-end figures, various end-of-month / end-of-year transactions need to be included.
- For an estimate of final income and expenditure for 21-22, please see the first column of the Five-Year Forecast, below.

- The budget summary for TOGETHER ACTIVE is as follows:

	Budget 1 April to 31 March 2022	Actual 1 April to 29 March 2022	Variance
Expenditure	1,066,906	855,118	211,788
Income	806,019	862,217	56,198

- Income is c£56,000 more than expected because of the following additional

grants:
- o £41,500 from Sport England for School Games
- o £23,870 from the Masonic Charitable Foundation for the Cornerstone Project
- o £21,500 from Staffordshire County Council to support our Open Data work
- o 4 x Local Authorities signing up to an enhanced £8000 partnership agreement
- o £8,108 from Sport England for the Moving Communities Platform
- o Note – the journals to transfer March's proportion of income are not yet showing in the figures, so this income will increase by 31.03.22
- Expenditure is c£212,000 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 behind our predicted 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
<u>Income</u>
See above

<u>Expenditure - Overspend</u>
We are currently overspent by £5,047 on Additional Hours. Most of this will be covered by Workforce and School Games funding as this has been mainly for backfill for vacant posts.

We are currently overspent by £4,585 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.   The £2911 overspend on Other Consultancy is mainly due to not including the external review in the budget.

We are currently overspent by £10,056 on IT equipment. This is mainly due to a charge of £8,108 to access the Moving Communities platform (a data collection and analysis tool for LAs / Leisure Trusts). All Active Partnerships were offered this amount by Sport England, which had to be used on accessing the platform. Additionally 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.

<u>Expenditure – Underspend</u>

We are currently underspent by £1,440 on Pension and Life Assurance Brokers, and by £3822 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. However, we need to pay for the Final Accounts preparation shortly. Our Insurances and HR Professional

Fees have also come in lower than expected.

We are £8,836 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 £25,060 underspent on professional fees because we haven't yet paid the invoices for the first payments for the contracts for Primary School support for the 2021-22 academic year

Tackling Inequalities
We are £8,697 underspent on grants because there are now a couple of projects which won't happen, and we will re-award this funding via the Together Fund. The £8,594 underspend on professional fees has been allocated to grants instead.

We are £20,396 overspent 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 £21,075 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 £120,042 underspent on grants – a significant proportion of this has been awarded and is waiting to be paid out. Additionally we chose not to launch some of our planned funding rounds due to the additional TIF and CWG income received or coming from Sport England for similar purposes. This funding will has now been allocated in the 22-23 budget instead.

Volunteering
We are currently £3,641 underspent on Professional Fees. This was due to go on young volunteer training but this has now been covered via the CWG Legacy School Games funding we received.

Opening School Facilities
We are currently £15,867 overspent on grants and £13,634 underspent on Professional Fees – the professional fees budget has been reallocated as grants.

No other exceptions

2022-23 Draft Budget (Appendix 1)

- The draft budget for 2022-23 has been compiled. This will be amended once the final carry forwards from 21-22 are confirmed. Any grant expenditure included in the predicted 21-22 figures but not paid out by 31.03.22 will be rolled forward and included in the Delivery budget for 22-23 and in the carry forward amount so will not affect the bottom line
- Due to significant underspend from 2021-22, and the fact that our grants programmes will be covered through separate Sport England funding awards during 2022-23 rather than from our Core funding, we do not plan to use any of our reserves or 2022-23 local partner funding during the year

- Key differences between the 21-22 and 22-23 budgets are as follows:
- <u>Salaries and On Costs</u> – this is c£60k higher than 21-22 as we have appointed a new Insight, Evaluation and Engagement Manager, funded through our Sport England uplift. We have also increased the hours of three staff on a temporary basis to deliver two Sport England projects, which is covered within the funding for those projects.

- <u>Staff Expenses</u> – we have included significantly higher mileage / travel and subsistence costs as more face to face meetings will take place. This also includes a potential subsidy to staff with additional travel costs if the office base moves to Stoke. We have also included a budget for lateral flow tests for staff.

- <u>Rent</u> - increased by £4,000 to cover the increase in costs of a new office base

- <u>Office Costs</u> – reduced by £1,300 due to not needing to purchase office chairs etc. again

- <u>Professional Fees</u> – reduced by £3,000 as doesn't include external Board review or Evaluation Framework

- <u>Marketing</u> – increased by £8,000 to match the planned budget for 21-22

- <u>IT</u> – comparable

- <u>Delivery</u> – reduced by £114,700. However, £64,000 of deliver funding is currently coded to Contingency (see below). The remainder is because a significant proportion of 21-22 expenditure was underspend from the Satellite Clubs programme for activity which was delayed due to Covid. This programme has now finished.

- <u>Contingency</u> – two amounts are currently coded here but will be recoded shortly. £23,000 is School Games delivery budget – the total has been finalised and the School Games lead is in the process of breaking this down into different expenditure items. Additionally, £41,000 has been allocated to supporting the sustainability of community organisations / projects that we fund, and for

additional marcomms support. Further work is needed to identify the best way to resource this (i.e. additional capacity within the team, consultancy, contracting a partner organisation etc.) so the amount has been placed in Contingency at present.

- **Recommendation:** That the Board approves the draft 2022-23 budget

The following specific items relating to 2022-23 expenditure were discussed by FAG:

- <u>Pension Review</u> – It was agreed that this should be every three years, so would take place in September 2023

- <u>Pay Award</u> – Since the decision was made at the January Board meeting to give a 1.75% pay award to staff as of 01.04.22, there have been various discussions across the Active Partnership network and the cost of living has continued to rise. The average pay award across a representative sample of APs is 2.86%, and most are budgeting for a 3% pay award for 2023-24 onwards. It was agreed to budget for a 3% pay award for 2023-24 onwards. It was also agreed to propose to the Board that the 1.75% pay award for 2022-23 is increased.
- Two scenarios for an increased 2022-23 pay award have been modelled below:

Based on the current 1.75% Pay Award as of 01.04.22, and with a budgeted maximum pay award of 2% in future years, our total Salaries and On-Costs to 31.03.27 are **£2,245,207** and our staffing-related liabilities as at 31.03.27 (3-months salaries and on-costs and redundancies) are **£326,288.** This currently give us predicted Unrestricted Free Reserves of **£104,640** at 31.03.27.

FAG agreed that from next financial year we should budget for a maximum pay award of 3%, although actual pay awards will be agreed by the Board annually. This would increase our total Salaries and On-Costs by **£42,979** to 31.03.27 and our staffing-related liabilities as at 31.03.27 would increase by **£12,033.** This would give us predicted Unrestricted Free Reserves of **£49,628** at 31.03.27

If we were to increase the 2022-23 pay award to **2.5%** (and budget for a 3% increase in future years) this would increase our total Salaries and On-Costs by **£14,635** to 31.03.27 and our staffing-related liabilities as at 31.03.27 would increase by **£2,221** (compared to just increasing future pay awards by 3%). This would give us predicted Unrestricted Free Reserves of **£32,772** at 31.03.27

If we were to increase the 2022-23 pay award to **2.8%** (and budget for a 3% increase in future years) this would increase our total Salaries and On-Costs by **£20,489** to 31.03.27 and our staffing-related liabilities as at 31.03.27 would increase by **£3,109** (compared to just increasing future pay awards by 3%). This would give us predicted Unrestricted Free Reserves of **£26,030** at 31.03.27

- **Recommendation:** That the Board agrees an increased pay award for 2022-23 based on the above modelling

- <u>Purchase of Additional Annual Leave</u> – as part of the above Active Parnership

network discussions, other staff benefits have been discussed, and several APs offer the option for staff to purchase additional annual leave, which is valued by staff. It was agreed that JK would investigate how this would work with the pension scheme, and to draft some parameters for a potential scheme.
- Office Move Implications – A potential new office base at Staffordshire University (Stoke Campus) is being considered. The additional travel costs and time for some staff were discussed. Ex-Stafford BC staff have any additional travel costs covered for three years, it was proposed that this should be offered to all staff. It was also proposed that for staff that live nearer to the current office, then this should be the 'home to work mileage' taken off any work-related travel claims for a period of three years.
- Additionally it was felt that the current policy of travel time to meetings (less normal home to work travel time) being claimed as working time should be reviewed.
- **Recommendations:**
  o That that Board agreed that, as ex-Stafford BC staff have any additional travel costs covered for three years, this should be offered to all staff.
  o That the Board agreed that, for staff that live nearer to the current office, then this should be the 'home to work mileage' taken off any work-related travel claims for a period of three years.

5-Year Financial Forecast Amendments (Appendix 2)
- The 5-Year Financial Forecast has been updated to include the following changes:
- Adjusted reserves to allocate 50% of to Unrestricted Funds (Reserves). 50% to be paid from Sport England restricted funding
- Adjusted reserves slightly re statutory redundancy entitlement
- Updated 21-22 figures based on predicted spend
- Updated 22-23 figures based on draft budget
- Together Fund and B2022 Small Grants funding added in
- Open Data funding from SCC included, along with Open Data post

- Net result is that at the last Board meeting, reserves as at 31.03.27 were predicted to be £101,430 in deficit. These are now predicted to be £104,640 in credit by 31.03.27. However, from 23-24 onwards we are still predicted to have a significant annual in-year deficit.

Risk Register (Appendices 3 & 4)

- The risk register (Appendix 3) has been updated. No scores have been amended
- Updates have been provided for the four Key Risks as identified by the Board in January 22 (Appendix 4)

Finance Policy Amendments

- The Finance Policy has remained in draft format since Together Active's inception, as we have continually been amending it to reflect our evolving

working practices, we feel this is now in a position to be finalised and approved, with annual review.
- o The original draft was approved by the Board, and any major amendments have also had Board approval
- o The following main amendments have been made:

- o <u>Responsibilities for the Board and FAG</u> now reflect the revised Terms of Reference for FAG (which were amended to meet Tier 3 requirements)

- o <u>Grant Applications</u> – it previously stated that "The Chief Executive will determine whether an application is to be made, with reference to the strategy / annual delivery plan, and with reference to the Board of Trustees if appropriate (normally if the amount being applied for is £5,000 or more, and / or if the requirements of the grant will require significant capacity to deliver).". This has been amended to the following as we feel anything under this amount is unlikely to have significant impact on the organisation:

"The Chief Executive will determine whether an application is to be made, with reference to the strategy / annual delivery plan, and with reference to the Board of Trustees if appropriate (normally if the amount being applied for is £50,000 or more, or if the requirements of the grant will require significant internal capacity to deliver or are a potential deviation from Together Active's strategy)."

- o <u>Training and other forms of CPD</u> – the following has been added so an employee can't authorise their own CPD, and so Line Managers are aware of any CPD their reports do: "Regardless of cost, and even if free, all training and other forms of CPD must be authorised by the individual's line manager.   All training and other CPD costing over £100 must be authorised by the Chief Executive or Chief Operating Officer, who will refer to the training budget before authorising.

- o <u>Authorised Signatories</u> – the following has been added in terms of signing the Register of Authorised Signatories: "If wet signatures are not possible, emails confirming the approval of any update will be received from the Chief Executive and Chair, and filed alongside the Register of Authorised Signatories."

- <u>Cheques</u> – The following has been amended to account for working from home: "Cheque books will be kept securely and no blank cheques shall be pre-signed. At present cheques are not being used and the cheque books are kept by the Chief Operating Officer. Should cheques be used, the Administrative Office Manager is responsible for checking the numbers of all cheques presented to CAF Bank and of noting gaps in numbering. Any anomalies are reported to the Chief Operating Officer immediately and the bank informed not to honour cheques which cannot be accounted for."

- o <u>Credit Cards / Cash</u> – These sections have been updated to reflect that Together Active does not currently hold any credit cards, nor handle

cash.

- o <u>Petty Cash</u> – This has been updated to state that most expenses are claimed via payroll or via electronic payments. A process for petty cash advances has been added but it is not expected that this will be needed

- o <u>Prepaid / Accrued Monthly Expenses</u> – It previously stated that "Together Active's policy is that any prepaid / accrued monthly expenses of less than £20 including VAT or any annual prepaid / accrued expenses of less than £100 including VAT should not be treated as accruals or prepayments." This creates significant admin at the end of each month, so the amounts have been amended to £50 and £500 as this will not make a material difference to month / year end balances.

- <u>Year End Process</u> – this section has been added, and a separate more detailed task list is being compiled through this year's Year End

- **Recommendation:** That the Board approves the above amendments

Funding Partner Update

- Three Local Authority partners have verbally confirmed funding for 2022-23. Meetings with the remaining partners are being arranged

Review of Liabilities

- Legal advice was sought from a firm of Solicitors regarding potential ways of reducing liabilities. Having looked at the documentation they recommended using a TUPE specialist who has now been identified and instructed.
- Once this advice has been received this will be discussed at the subsequent FAG and Board meetings

Reserves Policy Amendments (Appendix 5)

- Following the decision at the January Board meeting to allocate 50% of Staff Notice Periods and Other Commitments to Restricted Funds (Sport England funding), the Reserves Policy and the reserves figures for 22-23 have been amended. These are highlighted in the policy (Appendix 5)

- **Recommendation:** That the Board approves the above amendments

Together Active Total Budget 2022-23

		£			
6001	Salaries - Gross	353070		6000	Salaries and On Costs
6002	Salaries - Additional Hours	2500			£436,900.00
6003	Salaries - Holiday Pay	250			
6004	Redundancy	0			
6005	NI - Employer Contributions	37770			
6006	Superannuation - Employer Contributions	42810			
6007	Annual Leave Carried Forward	500			
6101	Car Allowances	18640		6100	Staff Expenses
6102	Travel/Subsistence - Staff	3390			£36,810.00
6103	Employment Checks	100			
6104	Advertising	500			
6105	Training, CPD and Conferences	9000			
6106	Eye Tests	180			
6107	Flu Jab Reimbursement	180			
6108	Clothing & Uniforms - Staff	200			
6109	Life Assurance	660			
6110	Travel / Subsistence - Volunteers	1160			
6111	Staff Expenses - Other	2800			
6201	Rents - Office Base	14700		6200	Rent and Utilities
6202	Rents - Parking Spaces	0			£14,700.00
6301	Office Equipment & Furniture	2000		6300	Office Costs
6302	Printing	300			£6,380.00
6303	Stationery	250			
6304	Copy Charges	0			
6305	Postages	300			
6306	Telephones	0			
6307	Mobile Phones	3530			
6401	Professional Fees - Payroll Service	750		6400	Professional Fees and Insurances
6402	Professional Fees - Audit	5400			£31,760.00
6403	Professional Fees - Pension & Life Assurance Brokers	1440			
6404	Professional Fees - Finance Support	2400			
6405	Professional Fees - Health & Safety	500			
6406	Professional Fees - HR	3000			
6407	Insurances	6500			
6408	Subscriptions	4200			
6409	Other Consultancy	7570			
6501	Marketing - Core	20520		6500	Marketing
6601	Computer Equipment & Software - Purchase	7500		6600	IT
6602	Computer Equipment - Repairs	500			£14,770.00
6603	IT Support & Maintenance	6770			
6701	Hire of Facilities	2500		6700	Delivery
6702	Equipment - Hire	0			£376,490.00
6703	Equipment - Purchase	0			
6704	Clothing & Uniforms - Programmes	0			
6705	Printing - Programmes	0			
6706	Grants	32800			
6707	Hospitality	2500			
6708	Promotions	0			
6709	Professional Fees - Programmes	63950			
6712	Cornerstone Project	3480			
6713	Grants - Together Fund	179390			
6714	Grants - B2022 Small Grants	91870			
6801	Contingency	64280		6800	Contingency
6901	Depreciation Expense - Furniture & Fixtures	0		6900	Depreciation
6902	Depreciation Expense - Computer Equpiment	670			
		0			
	Expenditure	1003280			
		0			
4001	Funding - Sport England	578140		4000	Income
4002	Funding - Other	61020			
4003	Other Income	0			
		0			
		0			
		0			
	Income	639160			
		0			
	NET	-364120			
		0			

	Restricted funds	2680	
	Unrestricted designated funds	196040	
	Unrestricted free funds	391880	
	B/f from 2021-22	954720	

Together Active
Five-Year Financial Projection

22.03.22

Summary

	Note	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Income							
Balance Carried Forward	1	748,240	954,720	590,600	567,550	511,350	450,100
Income	2	1,175,550	639,160	611,400	584,900	584,900	584,900
NI Rebate	3	-	-	4,000	4,000	4,000	4,000
Transfers Between Budgets		-	-	-	-	-	-
		-	-	-	-	-	-
Total Income		1,923,790	1,593,880	1,206,000	1,156,450	1,100,250	1,039,000
		-	-	-	-	-	-
Expenditure		-	-	-	-	-	-
Employee Salaries & On-Costs	4	377,400	436,900	420,060	428,410	436,930	445,620
Staff Expenses	5	20,010	36,810	30,980	30,980	29,540	29,540
Rent & Utilities	6	10,700	14,700	15,000	15,000	15,000	15,000
Office Costs	7	7,680	6,380	5,130	5,130	5,130	5,130
Professional Fees & Insurances	8	34,750	31,760	26,190	26,190	26,190	31,190
Marketing	9	12,490	20,520	20,520	20,520	20,520	20,520
IT	10	14,890	15,440	15,540	15,540	14,870	14,010
Delivery / Contingency	11	491,150	440,770	105,030	103,330	101,970	101,060
		-	-	-	-	-	-
Total Expenditure		969,070	1,003,280	638,450	645,100	650,150	662,070
		-	-	-	-	-	-
Balance		954,720	590,600	567,550	511,350	450,100	376,930
of which Restricted funds	12	414,270	2,680	770	340	160	-
of which Unrestricted Funds (Reserves)	13	224,270	196,040	210,820	231,870	252,670	272,290
of which Unrestricted Funds (Free)	14	316,180	391,880	355,960	279,140	197,270	104,640

			2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Total In-Year Income			1,175,550	639,160	615,400	588,900	588,900	588,900
Total Expenditure			969,070	1,003,280	638,450	645,100	650,150	662,070
In-Year Deficit			206,480	364,120	23,050	56,200	61,250	73,170

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 financialyear
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 Delivery. Note - Delivery will only be awarded to 24-25, assumption that funding will continue on same level beyond this point

3. NI Rebate (Employment Allowance)	£4000 reduction in NI charges per year. Apportioned across cost centres and included in Employee Salaries and On Costs figures for Year 1, included under Core Year 2 onwards
4. Employee Salaries & On Costs	Salaries, NI and Superannuation (inc. 2500 Additional Hours) 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 - see separate tab
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. Includes IT depreciation costs for the year
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, and office rent / mobile liabilities
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:

08.02.22
Closed down Volunteering budget as DfE funding no longer received. Small budget moved to Workforce
Adjusted reserves to allocate 50% of to Unrestricted Funds (Reserves). 50% to be paid from Sport England restricted funding

18.03.22
Adjusted reserves slightly re statutory redundancy entitlement
Updated 21-22 figures based on predicted spend
Updated 22-23 figures based on draft budget
Together Fund and B2022 Small Grants funding added in
Open Data funding from SCC included, along with Open Data post

Risk Register

2021-22 Q4 Update

TOGETHER ACTIVE

Risk Area	Risk Identified	Likelihood of Occuring (X)	Severity of Impact (Y)	Overall Risk x*y	Existing Control Procedures (Note 1)	Proposed Improvements (Existing Control Procedures to be continued)	Action By	Residual Likelihood of Occuring (X)	Residual Severity of Impact (Y)	Residual Risk (Note 2)	Timetable for Action	Update Q4 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 / Team / GAG	2	5	15	April 21 / April 21 / July 21	Strategy launched following consultation with key partners. 21-22 ADP developed, delivered and reviewed, draft 22-23 ADP developed. 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	Briefing session held with Staffordshire and Stoke MPs. Subsquently invited to meet Stoke MP Jo Gideon. 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 Childrens' 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 obessions (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	Key Risk - see separate document
	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). Lack of engagement from some Trustees re External Review and other requests for input. Lack of applications for Chair role
	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 framwork	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 and consultation undertaken. 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	

Category	Risk	L	I	Score	Controls in place	Further actions required	Owner	L	I	Score	Target date	Progress / comments
	1.7 Ineffective organsational structure and governance (Team and Board)	3	4	16	Board Sub-Group structure and Team structure reviewed when Together Active was formed (Sept 20) Job / Role Descriptions in place for staff and trustees Delegated Decision recently reviewed and used when appropriate Annual internal review of Board Effectiveness (and self-assessment of individuals) and Action Plan to address findings (Summer) Evidence for Tier Three of *A Code for Sports Governance* submitted to Sport England	Annual 'health check' of Board and Team Structures to ensure remain fit for purpose Continue to clarify roles of team members through 1-2-1s, PDRs etc. Ensure Delegated Decision form continues to be used consistently Prepare for External Board Review (due April 2022) Ensure compliance confirmed then continue to maintain compliance	Team: CE / COO Sub Groups: GAG COO Chair / COO COO	2	4	12	Sept 21 Ongoing Ongoing From Jan 2022 April 21 then ongoing	ToR of Board Sub Groups reviewed July 21 PDRs carried out External review undertaken, findings to be reported April 22 Tier 3 compliance confirmed Nov 21
	1.8 High Board turnover or loss (temporary or permanent) of key Board members	2	3	9	Succession plan in place Board at capacity so unlikely to drop below minimum numbers Register of Board Terms maintained. Chair to liaise with individuals towards end of term to confirm if they intend to continue Opportunity for Board members to raise concerns as part of annual self-assessment process	Ensure Succession Plan is embedded - annual review by Governance and Appointments Group	GAG	1	3	6	Sept 21	Key Risk - see separate document
	1.9 Reporting to Board inadequate (accuracy, timeliness and relevance)	2	3	9	Board reports circulated 7 days prior to meetings 'Staff Showcase' slots on Board Meeting and Annual Delivery Plan update / Dashboard Governance / Finance Sub Groups meet two weeks prior to Board to discuss / approve relevant information. Board Agendas put key items at beginning to allow time for discussion. Standing agenda items / reports for discussion by exception.	Embed culture of Board members being fully prepared for meetings, with any key items for discussion to be flagged up in the relevant reports	GAG	1	3	6	Dec 21	Board reports now include 'Key Information and Recommendations for Trustees' box Focus on one of TA's four Priority Work Strands at each Board meeting from Jan 22 - feedback positive from Jan meeting
	2.1 Non-delivery of agreed outcomes	4	5	25	Clear actions / performance measures in place in Annual Delivery Plan, linking directly to Strategy. Quarterly reporting process to Board Agreements in place with funding partners, with quarterly meetings	Develop clear actions / performance measure for 2021-22 ADP Ensure any risk of non-delivery is identified through quarterly reporting process. Utilise expertise of Board and Team for solutions Work with the team to ensure everyone is confident regarding the current priorities of the organisation and their role within it.	CE / COO CE / COO / Board CE /COO	3	5	20	April 21 Ongoing Ongoing	ADP in place, 22-23 plan drafted Focus on one of TA's four Priority Work Strands at each Board meeting from Jan 22. Exploration and Resolution Group to be used to look at key challenges - office requirements / hybrid working discussed March 22
	2.2 Poor evidence of impact	4	5	25	Annual Reports produced, focusing on impact Evaluation Framework developed	Review Annual Report format for 2021-22 Ensure qualitative and quantitative evidence collected for each work area Put in place comms plan for promotion of our impact, including review of whether impact reports for funding partners are required Work required to understand how evaluation framework can evidence the impact of our work across our strategy	DCHM Team DCHM CE / DCHM	3	5	20	June 21 Ongoing June 21 Sept 21	2020-21 Annual Report produced and circulated, meeting with Stoke MP held. Revised Evaluation Framework finalised - team trained. Insight lead appointed, with responsibility for embedding this 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.
	2.3 Lack of partner satisfaction	3	4	16	Annual Partner Satisfaction Survey carried out and analysed Two Stakeholder Events to be delivered annually Continue to monitor effectiveness of current PALS format Agreements in place with funding partners, with quarterly meetings	Ensure key areas for improvement from Partner Satisfaction Survey are discussed and actions agreed Work with PALS to agree future priorities for the group and for TA support	CE / COO CE / COO	2	4	12	May 21 Sept 21	Areas for improvement embedded in annual delivery plan Initial discussion at PALS July 21 - key priorities identified and agreed, to be discussed in more detail Partner Stakeholde survey to be carried out April 22
2. Operational	2.4 Insufficient capacity to effectively deliver agreed outcomes (including short-term challenges due to staff illness / caring responsibilities)	4	4	20	Strategy and Annual Delivery Plan developed with team to ensure expected outcomes / measures are achievable Regular 1-2-1s held with individuals, where capacity / key work areas is discussed Budget includes allowance for staff to undertake additional hours on a short term basis if necessary Work-life Balance Policy allows for flexible working, and additional flexibility permitted during periods of lockdown, homeschooling, additional short-term caring responsibilities etc.	Ensure that more than one staff member is involved in each key work area so they can deputise if necessary	CE / COO	3	4	16	June 21 then ongoing	Key Risk - see separate document
	2.5 High staff turnover or loss of key staff	3	5	20	Succession plan in place Annual Staff Satisfaction Surveys carried out and analysed Team fully involved in developing strategy, Annual Delivery Plans and their own budgets Staff rep identified and used to consult with staff on a range of issues	Ensure Succession Plan is embedded - annual review by Governance and Appointments Group Ensure key areas for improvement from Staff Satisfaction Survey are identified and actioned Review PDR process and reinstate with team	GAG CE / COO CE / COO	2	5	15	Ongoing Dates TBC June 21	Key Risk - see separate document PDRs carried out. HR training with leadership team completed
	2.6 Insufficient skills within team to effectively deliver agreed outcomes	3	5	20 / 16	Robust recruitment processes in place	Develop skills matrix based on new strategy. Carry out and analyse with team members. Training and development plan in place based on the above, and embedded in PDR process (see 2.5)	CE	2	5	15	Oct 21 Oct 21	Key Risk - 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	

| Category	Risk	L	I	Score	Controls / Mitigations in place	Further actions	Owner	L	I	Score	Timescale	Progress / Comments
	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 Wellbeing grants offered to all staff - well received
	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	Three office sites visited, Staffordshire University looking positive
	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 of 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 Preparations underway for 21-22 Audit. Finance Policy final version to be approved by Board April 22
3. Financial	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 finanicial forecast	Amend reserves figure for 2021-22 onwards (awaiting confirmation of statutory redundancy figures for 21-22)	COO	1	4	8	April 21	Change in reserves calculations discussed and agreed Jan 22, reserves figures and policy updated
3. Financial	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 disucssions 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	2021-22 All funding partners confirmed and invoiced. 2022-23 meetings begun - one partner confirmed so far
3. Financial	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 to March 27 confirmed. Budget for 22-23 based on using restricted carry forwards and restricted income only.
3. Financial	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: Finanical 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 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 - action plan produced School Games work completed. Office Covid-19 guidelines and being reviewed regularly. Covid-19 Event Risk Assessment in place. Office Risk Assessment in place.
5. Compliance	5.2 Safeguarding incident - duty of care and reputational risk	2	5	15	Asssessed 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	Role Description and Person Specification for Lead Trustee for Safeguarding developed. Recruitment of Lead Trustee underway

| | 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

Assurance Process completed for TIF funding |

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
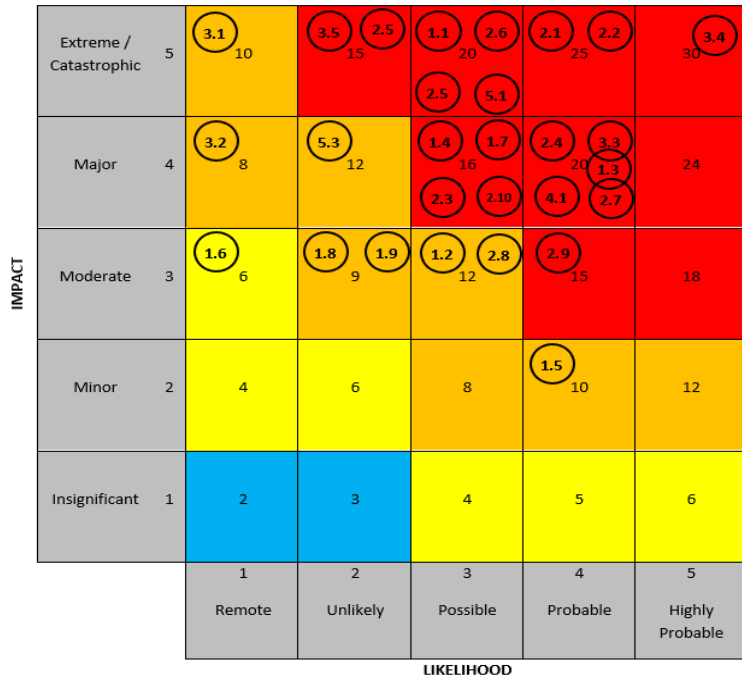
Residual Risk Heat Map
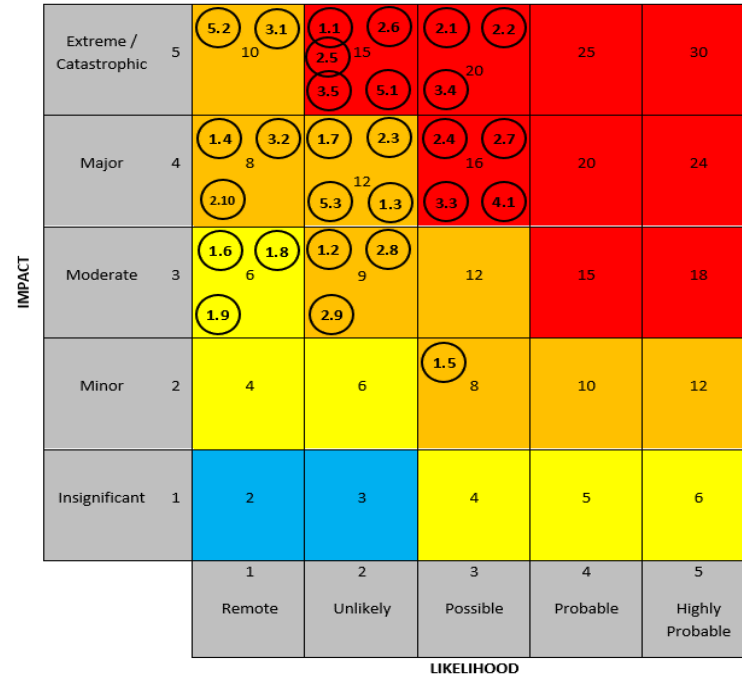
Abbreviations

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

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

Key Risks for Together Active – Identified December 21

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

Update April 22:

- Continued dialog regarding the Stoke HWBB obsession work, held several exploratory meetings. Await SoTCC view in how to progress this 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:
    o Staff Satisfaction Survey and Board Internal Review findings actioned
    o Create a culture of listening, trust and reward
- Improve distribution of additional responsibilities (Champion roles, sub group membership etc.) across Board

Update April 22:

- Four applications for role of Trustee, three shortlisted
- No applications for role of Chair
- One further Trustee stepping down (so two Trustee vacancies plus Chair)
- Opted in to national AP Staff Satisfaction Survey – to be carried out in next quarter. Personalised questions added re wellbeing and hybrid working / office move
- Wellbeing Grants well received
- Training on use of Katala rolled out and all staff now using the system. Next priority is to ensure enough data is added to make reports

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??*

Update April 22:

- Insight, Evaluation and Engagement Manager starts 04.04.22
- Dates and subjects for Team Learning Days confirmed
- Katala now being used by all team members

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
  - Increase proportion of delivery funding covered through securing additional external funding rather than from Sport England System Partner funding

Update April 22:

- Budget for 22-23 drafted, with expenditure covered by restricted carry forwards and restricted income only

Reserves Policy from 01.04.22

1. **Introduction**
   Together Active is a Charitable Incorporated Organisation (CIO) that works with other partners across Staffordshire and Stoke-on-Trent to increase levels of physical activity within the area. It is also one of a network of Active Partnerships which together cover the whole of England.

   The majority of Together Active's funding comes from Sport England, with a number of local partners also contributing. As such Together Active is heavily reliant on grants and other funding which are awarded on a short term basis (often annually, and usually for no more than a three-year period).

2. **The Need for a Reserves Policy**
   Together Active has identified the need for a robust Reserves Policy in order to:
   - Manage short-term cash-flow issues such as the loss of one funding stream or a delay in a payment from Sport England
   - Manage unforeseen costs or liabilities. By definition, these are hard to identify but may include for example legal fees or staff on long-term sick leave
   - Manage the dissolution of the CIO should this be necessary, meeting all associated liabilities
   - Ensure reserves are invested appropriately
   - Allow business growth

   Together Active takes active steps to ensure that a reduction in income can be managed within annual budgets and long-term financial forecasts. For example, given that Active Partnerships received a percentage reduction in their core funding from Sport England at the beginning of the last funding cycle (2018-21), a similar cut has been included in the financial forecasts for the next funding cycle. Similarly, a reduction in local funding partners has been included in the forecasts.

   However, Together Active recognises that not all circumstances can be covered within annual budgets or long-term forecasts and therefore a certain level of reserves must be held to cover the possibility of larger or longer-term financial pressures.

   By identifying the level of reserves required to meet the above, Together Active can mitigate the risk of a short-term interruption to the level of service provided, or of not being able to meet its financial obligations following a reduction in funding.

3. **Definition of Reserves**
   Together Active's reserves can be defined under two headings:

This is the amount of funding which the Together Active Trustees have agreed needs to be held to meet the situations outlined in section 2 above.

Unrestricted Free Funds
This is any funding beyond the designated funds or restricted funds, and which is not allocated to expenditure within the current financial year. This can be invested back into the organisation and its delivery to support the organisation's growth.

4. **Restricted Funds**
Together Active also normally holds Restricted Funds. This is grant funding which has been received and is held for future delivery within the grant period. This funding must be spent within the terms of the grant, normally on a specific project or work area. As an example, some Sport England grants are awarded for an academic year period (September to August). These are normally received in September, and therefore a proportion of the grant will need to be carried into the next financial year in order to service the second part of the award period. These carry forwards are managed within the annual budgets and financial forecasts. Therefore, whilst not forming part of Together Active's reserves, these need to be ringfenced separately within our budgets and accounts and not included within the Unrestricted Designated or Free Funds.

5. **The Level of Unrestricted Designated Funds Required**

There is no legal requirement of charities to set reserves at a certain amount, nor is there a recommended approach. Each Board of Trustees should consider the needs of their own organisation and agree an approach which ensures sufficient Unrestricted Designated Funds are held, while not holding more than is required and therefore reducing investment in the growth of the organisation

Redundancy Liabilities
Together Active's current reliance on Sport England System Partner funding is such that, should this be withdrawn then Together Active would be unable to continue its core operations and the Trustees would, in all likelihood, take the decision to wind up the organisation.

Should this be the case, all staff that have worked continuously for Together Active (or its predecessor, SASSOT) for two or more years would be entitled to a redundancy payment. Sport England funding cannot be used for this, therefore Together Active must hold this amount taken from other partner funding, income etc.

See Appendix One for current figures.

Staff Notice Periods
Should any / all staff need to be made redundant, Together Active will give the statutory notice period to staff as follows:
- Continuous employment of 4 weeks or more but less than 2 years – one week
- Continuous employment of 2 years or more but less than 12 years – one week per complete year of service

- Continuous employment of 12 years or more – not less than 12 weeks notice

<u>Other Commitments</u>
Together Active's operational-related financial commitments, such as leases on premises, utilities, service contracts etc. will be assessed on an individual basis once the details are confirmed, and will be added to the amount needed for Unrestricted Designated Funds if it is unlikely they can be covered through existing budgets. At present the office lease and mobile phone contracts are included in the Unrestricted Designated Funds amount listed in Appendix One

Together Active's delivery-related financial commitments, such as contracts with local activity deliverers, are covered by funding which Together Active receives up front. Therefore, should the organisation be wound up or a funding stream end, sufficient funding will be held within Together Active's annual operating budget to honour these commitments.

<u>Amount to be held in Unrestricted Designated Funds</u>

The full amount of redundancy liabilities as listed in Appendix One will be held in Unrestricted Designated Funds.

Based on the following assumptions, 50% of Staff Notice Periods and Other Commitments will be held in Unrestricted Designated Funds with 50% to be paid from Restricted Funds:

- Sport England pays funding in advance, normally 6 or 12 months up front
- The Board believes it is highly unlikely that Sport England would not provide any notice of their intention to cease funding
- These costs are eligible to be paid from Sport England funding

Appendix One provides full details of the above figures and the total amount to be held in Unrestricted Designated Funds

6. **Use of the Reserves for Other Expenditure**

<u>Short-Term Cash Flow Issues or Unexpected Costs / Liabilities</u>
Should a short-term cash flow issue (up to three months) or minor unexpected cost occur (up to £20,000) which cannot be covered by the Unrestricted Free Funds, then the Unrestricted Designated Funds may be used to cover this. This will be discussed by the Finance and Audit Group and may be agreed provided that the means of returning the Unrestricted Designated Funds to their agreed total is identified at the time and will be implemented within a 12-month period.

As there is no way to predict larger unexpected costs or liabilities, Together Active will consider these within the context of the organisation's Risk Management Policy and Register and take reasonable steps to mitigate these risks.

<u>Growth and Opportunity</u>

Together Active's ambition is to grow the organisation over time. This will be detailed within the organisation's Strategy and Annual Delivery Plans. These will identify the funding required to achieve this and how this funding will be secured.

However, Together Active recognises that sometimes unforseen opportunities arise, and is committed to ensuring that the organisation is in a position to react in an agile manner to take advantage of these if appropriate.

Therefore, should this occur and there are not enough Unrestricted Free Funds to cover these costs, then the use of part of the Unrestricted Designated Funds will be considered.

Each case will be assessed on an individual basis. The Finance and Audit Group will prepare a recommendation for the Board based on weighing up the financial risk against the potential benefits, and prepare a plan detailing how the Unrestricted Designated Funds will be returned to their agreed total within a reasonable timeframe. The Board will take the final decision on whether the Unrestricted Designated Funds can be used in this way.

7. **Investment of Reserves**

Section to be added in terms of cash flow and finance procedures to identify whether all / some of the Unrestricted Designated Funds can be held within a Savings Account or needs to be held in the current account to cover cash flow issues when Sport England is late in paying a grant. This may depend on the nature of the savings account and whether there is a penalty for accessing funds

8. **Review of this Policy**
This policy will be reviewed by the Finance and Audit Group on an annual basis in line with the annual budget setting process.

The Finance and Audit Group will in particular review section 5 to ensure that the principles outlined in this section still meet the predicted needs of Together Active. Any amendments to the Policy will be discussed by the Board of Trustees before adoption.

The level of Unrestricted Designated Funds required will also be reviewed and recalculated at least on an annual basis in line with annual budget setting, to take into account changes in redundancy entitlements and notice periods, and may be undertaken more often due to staff changes. The amount will be agreed by the Finance and Audit Group before being taken to the Board of Trustees for sign-off.

Appendix One – Unrestricted Designated Funds Levels 2022-23

As of 10.03.22, the expected redundancy liabilities of Together Active at 31.03.23 are **£135,853**

The expected costs of covering a three-month employment period for all non-programme staff at 31.03.23 are £107,714. 50% of this is **£53,857**

We are required to provide three months' notice on our office base, at a current cost of £824 per month, totalling **£2,472. 50% of this is £1236**

We are committed to paying the monthly line rental for all our mobile phones until the end of the current contracts. At 31.03.23 this would amount to an estimated **£7352. 50% of this is £3,676**

Therefore the total Unrestricted Designated Funds required by Together Active as of 31.03.23 are **£194,622**

Report to the Board – Enclosure 06

Report Title	Governance and Appointments Group Report
Date	26th April 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 05.04.22:
- Tier Three compliance
- Document Updates

Key Information and Recommendations for Trustees
- Compliance with Tier Three of the revised *Code for Sports Governance:* An action plan has been produced and approved by GAG, which outlines the required actions month-by-month to ensure compliance by December 22.

- Document Updates
  - **Recommendation:** That the Board accepts the amendments to various documents and agrees to adopt these

Report

Tier Three Compliance

- An action plan has been produced and approved by GAG, which outlines the required actions month-by-month to ensure compliance by December 22.
- Immediate priorities for April – May include:
  - Annual Trustees' Report
  - Review of grant funding agreements
  - Partner Satisfaction Survey
  - Review and update previous Tier 3 submission and all necessary documentation
  - Webpage signposting community organisations and clubs to governance support
  - Update skills matrix for new Trustees
  - Develop Business Continuity Plan and review Succession Plan

Document Updates

- Whilst preparing for the Chair and Trustee recruitment process, various amendments have been made to key documents to update them, particularly with reference to Safeguarding. Additionally, a new Safeguarding Lead Trustee Role Description and Person Specification has been produced.
- The amendments are outlined below, full copies of the documents can be provided on request

Board of Trustees Working Procedures

- A section around recruitment processes has been added:

10.   Recruitment

10.1   Recruitment of the Chair and other Trustees, and of the Chief Executive, will be delegated to the Governance and Appointments Group (acting as the Nomination Committee), who will make recommendations to the Board for approval.

10.1.1 When acting as the Nominations Committee for the recruitment of a Trustee or the Chief Executive, the Nomination Committee will be chaired by the Chair of the Board of Trustees or, if that post is vacant, by the Senior Independent Director or another Independent Trustee. The panel will consist of a majority of Independent Trustees, and a minimum of three individuals in total.

10.1.2 When acting as the Nominations Committee for the recruitment of a Chair, the Nomination Committee will be chaired by the Senior Independent Director or, if that post is vacant, by another Independent Trustee. The panel will consist of a majority of Independent Trustees, and a minimum of three individuals in total.

10.1.3 The Chief Executive or other staff members should not be on the selection panel for the Chair, but may meet with the candidates separately and provide feedback for the panel's consideration

10.2 The Nominations Committee will ensure that Sport England is informed at the earliest opportunity of any appointment process being carried out by the organisation in relation to the Chair, other Trustees or the Chief Executive, and shall permit Sport England to observe any such process.

10.3 Recruitment of other staff will be overseen by the Chief Executive. At least one Trustee will be part of the selection panel for Leadership Team posts, and Trustees may be invited to be involved in the selection panel for other roles as appropriate.

- A minor amendment has been made to the 'Matters Reserved for the Board' section, with 'Chair' added to the below:

Area	*Reserved for the Board*	*Delegated to…*
Governance	*Approval of all relevant documentation and policies relating to the governance of the organisation* *Approval of any major changes to the governance of the organisation, including amendments to sub-groups and appointment of the **Chair**, Trustees and Chief Executive*	*Chief Executive, Chief Operating Officer and / or relevant Board Sub-Groups as appropriate: Preparation of relevant documentation.* *Governance and Appointments Group: carrying out of **Chair**, Trustee and Chief Executive recruitment*

Trustee Code of Conduct

A statement regarding a commitment to Equality, Diversity and Inclusion, and to Safeguarding, has been added:

- *When making decisions, I will remain mindful of Equality, Diversity and Inclusion and of our priority audiences. I will also demonstrate a strong and clear commitment to safeguarding children, young people and adults at risk.*

Role Descriptions and Person Specifications

All roles:
The following have been added to all Role Descriptions:

Location section:

You do not need to be a resident of Staffordshire or Stoke-on-Trent to apply for this role

Time Commitment section:

- *Board meetings, which are normally held quarterly and last for two hours;* [previously A minimum of 4 and a maximum of 8 meetings of the Board annually]

The following have been added to all Person Specifications:

- *Demonstrates a strong and clear commitment to equality, diversity and inclusion, and to safeguarding children, young people and adults at risk*
- *A belief in the power of physical activity and sport to positively change lives*

Chair
The following have been added to the Chair Role Description:

You do not need to be a resident of Staffordshire or Stoke-on-Trent to apply for this role

Time Commitment section:

- *Board meetings, which are normally held quarterly and last for two hours;* [previously A minimum of 4 and a maximum of 8 meetings of the Board annually]

- *The Chair normally Chairs our Governance and Appointments Group and sits on the Finance and Audit Group;*

- *Induction meeting for new Trustees.*

The following have been added to the Chair Person Specification:

- *A strong and demonstrable knowledge of the challenges and opportunities facing Stoke-on-Trent is desirable*

Senior Independent Director

The following has been added to the Senior Independent Director Role Description:

- Act as an alternative point of contact for stakeholders, Trustees and staff *or the public* who wish to share concerns, if the normal channels of the Chair or Together Active's senior management fail to resolve the matter or in cases where such contact is inappropriate. *This includes safeguarding concerns*;

- *Ensure that staff and trustee wellbeing is regularly reviewed and relevant actions are agreed and implemented*

Lead Trustee for Safeguarding

The Role Description and Person Specification include all requirements of the Trustee role, with additional requirements regarding safeguarding.

The safeguarding elements of the Role Description are as follows:

Additional purpose of role for the Lead Trustee for Safeguarding:

<u>*Main purpose of role:*</u>
- *To ensure the Board gives appropriate consideration to safeguarding within its decision making, and to provide both support and challenge to the staff Designated Safeguarding Leads.*

Strategic
- *Consider Together Active's strategic plans and, through liaison with the Designated Safeguarding Leads, make sure they reflect safeguarding legislation, statutory guidance, and the safeguarding expectations of the Charities Commission, the Child Protection in Sport Unit and the Ann Craft Trust*
- *Work with the Chief Executive and designated safeguarding leads to regularly review whether the measures Together Active has put in place are creating a safer culture and keeping people safe.*
- *Ensure Together Active's risk register reflects safeguarding risks properly and that it identifies sensible measures to take, including relevant insurance for trustees' liability.*
- *Present, or co-present with the Designated Safeguarding Leads, safeguarding reports at Board Meetings and help trustees understand and challenge those reports. This will be done when needed, and annually as a minimum.*
- *Attend occasional Active Partnership network meetings specifically for Safeguarding Lead Trustees*

Effective policy and practice
- *Make sure the following take place and are reported to trustees:*
    - *An annual review of safeguarding policies and procedures*
    - *Development, implementation and review of an annual Safeguarding Action Plan*
- *Liaise with the Chief Executive and / or Designated Safeguarding Lead to ensure any concerns, allegations or incidents reported to Together Active are managed appropriately.*
- *Ensure learning from any relevant safeguarding cases is used to improve Together Active's policies, procedures and practices. This could be cases Together Active is involved in, or other local / national cases as appropriate*

Creating the right culture
- *Champion safeguarding throughout the organisation.*
- *Attend relevant safeguarding training events and conferences.*
- *Encourage trustees to developing their individual and collective understanding of safeguarding*

Please note – while we have appointed an individual Trustee as a Safeguarding Lead, the Board is ultimately responsible for ensuring the welfare and safety of its employees, participants and volunteers, and for any decisions made in this regard.

The safeguarding elements of the Person Specification are as follows:

- *Knowledge and experience in the area of safeguarding, or a willingness to develop this through appropriate training and by working with the staff Designated Safeguarding Leads*
- *Ability to provide both support and challenge to the staff Designated Safeguarding Leads*
- *Ability to apply the attributes listed under the 'Core Competencies' and 'Abilities, Skills and Knowledge' sections above to champion safeguarding within the organisation*

<u>Trustee</u>
The following have been added to the Trustee Role Description:

The following have been removed from the Trustee Person Specification to make it easier for first-time Trustees to apply for roles:

- *Has a successful track record of leadership and strategic management, having operated effectively at a senior level in the commercial, public or voluntary sector.*

- *Experience of board or committee membership*

- *'Legal and financial responsibilities' has been removed from the following: Ability to actively monitor and manage the performance of the organisation, encouraging and supporting others to achieve the highest standards of governance and scrutiny, legal and financial responsibilities*

<u>Senior Independent Director and Trustee:</u>
The following has been added to the Senior Independent Director and Trustee Role Descriptions:

- *Where appointed a member, meetings of any sub groups or time-limited action groups; All trustees are expected to sit on at least one group during each term as a Trustee. These normally meet quarterly for one to two hours;*

Report to the Board – Enclosure 07

Report Title	Chief Executive and Chief Operating Officer Report
Date	26th April 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)
- Office Accommodation

Key Information and Recommendations for Trustees
• That the Board is informed on the pending office move to Staffordshire University

Report

Staffing Changes
- John McRobie joined us on 4th April as Insight, Evaluation and Engagement Manager (a Leadership Team role)
- We have been able to increase both Lijana Kaziow's and Georgia Phillips' hours by an additional day on a temporary basis, due to funding for two grants programmes (Together Fund and B2022 Small Grants)

- Helen Hopkin, our Programme Officer (Open Data) has handed in her notice and leaves us in early May. This role is a 12 month post, due to end in November 2022, so we are currently reviewing options for this role

Annual Delivery Plan Q4 2021-22 (Appendix 1)
- The Annual Delivery Plan Dashboard for Q4 is attached as Appendix 1, which summarises progress, highlights and challenges for the quarter.
- The full Annual Delivery Plan can be viewed in the secure Board Members section of our website (https://togetheractive.org/about-us/board-member-secure-area/)

Office Accommodation
- Current office space at the Hub Stafford doesn't adequately support hybrid working and the increase prevalence in online meetings
- We have secured an office within the Business Catalyst unit at Staffordshire Universities Stoke Campus. The Catalyst is a shared space, co-located with a number of local business startups. The package includes flexible meeting space, hybrid technology, free university CPD packages and networking events
- Cost £900 per month (plus VAT) with the first month free.
- Tenancy begins on June 1st

Annual Delivery Plan 2021-22
Quarter Four Dashboard

TOGETHER ACTIVE
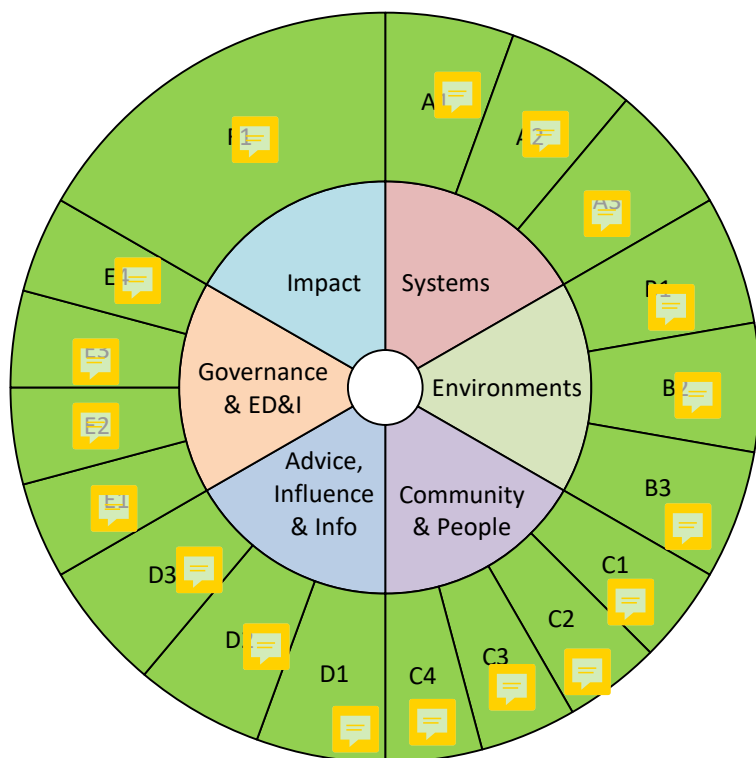
Ratings for each Priority*

Green	Progress better than or as expected at this point in time
Amber	Progress in some areas behind where 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
- Ensuring Targeted Investment:
  - A second round of our Community Youth Activity Fund (Youth Diversionary activities) has awarded £26,767 to a further 12 projects across Staffordshire and Stoke
  - Our Primary School support this year has been directed towards schools identified via SGOs and via Child Weight Management and Pupil Premium data. 8 identified schools have so far taken up the offer of bespoke support to improve their whole-school approach to physical activity
  - The majority of our School Games pilot projects have been delivered and evaluated. We held our first face-to-face events for two years last month, delivering sportshall athletics to primary and secondary pupils. These events were supported by 40 trained young leaders.
  - The governance arrangements for the Long Covid projects have been approved. Funded via TIF and delivered in partnership with Midlands Partnership Foundation Trust via local partners, these pilots will commence shortly
- Securing Financial Support: £272,490 funding secured from Sport England for community grants programmes (Together Fund and B2022 Small Grants)
- Mental Health: Mental Health strategy completed. 46 individuals from clubs and physical activity groups have accessed free Mental Health Awareness training. Mental Health schools pilot project planning nearly completed ready to commence after Easter.
- Raising our Profile: We presented a session at the recent Active Partnerships National Convention, sharing our open data / Active My Way journey and learnings alongside colleagues from London Sport and Open Active

Challenges – areas not progressing as planned
- Youth Offending and Sport Post: This joint post between Together Active, Staffordshire County Council and Street Games has still not been readvertised. Currently in discussions with the other partners to reaffirm the focus of the post. However, there may be potential to link to a regional Virtual Schools project.
- Wayfinding: Progress slower than expected due to County Council's contract agreement processes, which has delayed the timeline. However, project overall continues to move in right direction.

Achieving Our Vision: School Games Pilot Projects

At the start of academic year 2021-22, we were still very much in uncertain times and the pandemic continued to affect how we delivered our programme and whether we could bring schools together from across the County. However, we did not want to lose sight of the opportunity to drive forwards our School Games focus of including all young people and really targeting those young people that are most in need.

As a result of the above, we funded each School Games Organiser to run a pilot project to target a specific group of young people. The idea was that these local pilot projects could help shape our District and County programme moving forwards into academic year 2021-2022 and really identify what could work with a specific target group. It was also the first time School Games Organisers across our area had received a delivery budget to support their work.

Examples included Playground Leader training, a summer school to help with transition to high schools and then the example that can be found below of the work that was done in North and South Stoke by School Games Organisers Nigel Edwards and Vicki Lightfoot.

Young people from a number of schools who were identified as being the most negatively affected by the pandemic and also those who were care-experienced were put forwards to take part. The young people selected formed the Organising Committee for the project. The Organising Committee had the task of creating an event for Year 6 children. As part of this they used existing local youth voice forums in Key Stage 2, 3 and 4. In order to run the event on the day, around 20 Year 8 sports leaders were also trained.

Activities on the day included an Inflatable obstacle course, Danceathon, Football skills challenge, Ladders & Hoops run, 60 Active Minutes Awareness Warm up and Space Hopper races. Year 10 prefects were in attendance to address transition issues and to give pupils the opportunity to ask any questions that may have been concerning them about moving up to high school. The aim of this pilot project was to help motivate Year 6 pupils to take part in physical activity following on from the pandemic and provide them with a transition event. It was also hoped that the Organising Committee may go on to train as leaders. The Year 8 sports leaders who were trained will go on to run a lunchtime club for those Year 6 pupils when they arrive at school in September 2022 as year 7 pupils to help support that transition. Key learning from the project was to allow plenty of time to work with the Organising Committee prior to the event. Because of the characteristics of the young people who make up the Organising Committee, they require more support with confidence and communication skills. It is also important to build and develop a good relationship with the group as trust is key.

"It was really fun to have a go on the obstacle course and do the other things" Primary pupil

"I was able to help younger children, be happy and have a good time, while I learned some new skills" Member of the Organising Committee (Looked after child)

"I was really pleased to be given the chance to officially open the event with a speech and welcome the younger children on to the school site" Year 8 Sports leader

Number of Leaders Trained: 97   **Number of young people participating: 923**

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