

# TOGETHER ACTIVE

## Board Meeting AGENDA

### Hybrid Meeting

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

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**Tuesday 19<sup>th</sup> July 1.30-4pm**

**Lunch will commence at 1pm.**

***If attending in person:*** please meet in the reception of the Mellor Building, Staffordshire University Campus, Stoke-on-Trent, ST4 2XE, **1pm for lunch for a 1.30pm start. The Staff Team will be in attendance too**

***If joining virtually:*** at 1.30pm 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. Safeguarding Awareness Training (CPSU / Ann Craft Trust)                         | 1.30 |
| 2. Introductions and Apologies  | 2.15 |
| 3. Audit Report, Trustees' Report and Annual Accounts (SH & Kerry Brown, Crowe LLP) | 2.20 |
| <i>Enc. 1</i>   |      |
| - Enc. 1a - Appendix 1 Audit Findings Report  |      |
| - Enc. 1b - Appendix 2 Trustees' Report and Financial Statements                    |      |
| - Enc. 1c - Appendix 3 Letter of Representation                                     |      |
| 4. Chief Executive Introduction   | 2.40 |
| 5. Declarations of Interest   | 2.45 |
| 6. Minutes of last meeting and Matters Arising <i>Enc. 2</i>                        | 2.50 |
| 7. Chair Recruitment (Jon Topham)   | 2.55 |
| 8. External Evaluation (Malcolm Armstrong) <i>Enc. 3</i>                            | 3.10 |
| 9. Staff and Partner Satisfaction Surveys (Jane Kracke) <i>Enc. 4 &amp; 5</i>       | 3.25 |

10. Reports (discussion by exception) 3.35
- Chair's Actions *Enc. 6*
  - PALS *Enc. 6*
  - Finance & Audit Group *Enc. 7*
  - Governance & Appointments Group *Enc. 8*
  - Equality, Diversity and Inclusion Group *Enc. 9*
  - Chief Executive and Chief Operating Officer Report *Enc. 10*
    - *Enc. 10a – Appendix 1 ADP Dashboard 2022-23 Q4*
11. Confidential Item 3.45
12. Dates & times of future meetings *Enc. 11* 3.55

Board	Tuesday 18th October 2022	2-4pm
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# Together Active

## Report to the Finance and Audit Group

### Year ended 31 March 2022

Strictly Private and Confidential

The Trustees  
Together Active  
PO Box 4799  
Stoke-on-Trent  
ST49J

Dear Trustees

I have pleasure in submitting our audit findings report for the year ended 31 March 2022. The primary purpose of this report is to communicate to the Committee and the Trustees the significant findings arising from our audit that we believe are relevant to those charged with governance.

I look forward to discussing our report with you, as well as any further matters you may wish to raise with us, and I shall be attending the Finance and Audit Group meeting on 12 July 2022.

I would like to take this opportunity to express our appreciation for the assistance provided to us by the finance team and the other staff at the charity during this **year's audit**.

Yours sincerely

Kerry Brown  
Partner

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# 1. Executive summary

## Our report to you

We are pleased to present our Audit Findings Report to the Finance and Audit Group and we welcome the opportunity to discuss our findings with you at your meeting on 12 July 2022.

The primary purpose of this report is to communicate to the Committee and the Trustees the significant findings arising from our audit that we believe are relevant to those charged with governance.

In accordance with International Standards on Auditing (UK) the matters in this report include

- |   |
|---|
| <ul style="list-style-type: none"> <li>the results of our work on areas of significant audit risk</li> </ul>  |
| <ul style="list-style-type: none"> <li>our views about significant qualitative aspects of the <b>charity's</b> accounting practices, including accounting policies, accounting estimates and financial statement disclosures</li> </ul> |
| <ul style="list-style-type: none"> <li>significant difficulties, if any, encountered during the audit</li> </ul>  |
| <ul style="list-style-type: none"> <li>any significant matters arising during the audit and written representations we are requesting</li> </ul>  |
| <ul style="list-style-type: none"> <li>unadjusted misstatement identified during the audit</li> </ul>   |
| <ul style="list-style-type: none"> <li><b>circumstances that affect the form and content of our auditor's report, if any</b></li> </ul>   |
| <ul style="list-style-type: none"> <li>any other significant matters arising during the audit that, in our professional judgment, are relevant to the oversight of the financial reporting process</li> </ul>                           |

We have included comments in relation to the above where relevant in the subsequent sections of this report.

We also report to you any significant deficiencies in internal control identified during our audit which, in our professional judgment, are of sufficient importance to merit your attention. We have reported a number of matters

relating to the charity's **systems and controls** in [Appendix 2](#), along with an updated on the status of matters raised in previous audits.

## Conclusions in relation to the areas of significant audit risk

In line with our audit plan we focussed our work on the significant audit risks related to:

- Revenue recognition – grant income
- Management override of controls

Further details on each of these risks is included in [Section 2](#) of this report.

## Other audit findings

[Section 3](#) sets out various comments on other important matters which we have identified from our audit.

## Fraud and irregularities

[Section 4](#) sets out the Trustees and our responsibilities in respect of fraud and irregularities.

## Audit materiality

The audit materiality for the financial statements set as part of our audit planning took account of the level of activity of Together Active and was set at 2% of income. We have reviewed this level of materiality based on the draft financial statements for the year ended 31 March 2022 and are satisfied that it continues to be appropriate.

## Unadjusted misstatements

We report to you any unadjusted individual errors other than where we consider the amounts to be trivial, and for this purpose we have determined trivial to be 5% of our audit materiality.

We are pleased to report that there are no remaining unadjusted items identified from our audit in excess of the above trivial limit.

## Audit completion and our Audit Report

We have substantially completed our audit in accordance with our Audit Planning Report which was sent to you and the senior management team on 01 March 2022, subject to the matters below.

- Completion of the going concern and post-Balance Sheet events reviews.
- Review of the final financial statements.
- Receipt of the signed letter of representation.

We will report to you orally in respect of any modifications to the findings or opinions contained in this report that arise from progressing these outstanding matters.

On the satisfactory completion of these matters, we anticipate issuing an unmodified audit opinion on the truth and fairness of the 2022 financial statements.

## Responsibilities and ethical standards

We have prepared this report taking account of the responsibilities of the Trustees and ourselves set out in [Appendix 4](#) of this report.

**The matters included in this report have been discussed with the charity's** management during our audit and at our closing meeting on 09 June 2022. Jane Kracke has seen a draft of this report and we have incorporated her comments and/or proposed actions where relevant.



## 2. Significant audit risks

We reported in our Audit Planning Report a number of areas we identified as having specific audit risk including the potential risk from management override of controls. Significant risk is considered in the context of how, and the degree to which, inherent risk factors affect the likelihood and magnitude of a misstatement occurring. Such factors may be qualitative or quantitative, and include complexity, subjectivity, change, uncertainty or susceptibility to misstatement due to management bias or other fraud risk factors. We have commented below on the results of our work in these areas as well as on any additional significant risks, judgements or other matters in relation to the financial statements of Together Active identified during our audit.

To assist in the understanding of these risks we have identified one or more of six potential reasons, as defined by ISA 315, for the increased audit risk. In addition, we also consider other factors which may give rise to significant risks, such as a history of previous issues or the matter involves significant judgement.

1. Fraud risk
2. Recent significant economic, accounting or other developments
3. Complexity of the transactions
4. Financial information involves a wide range of measurement uncertainty
5. Involves significant transactions with related parties
6. Significant transactions that are unusual / outside the normal course of business for the entity
7. Other specific factors

Significant risk identified	Risks	Key related judgements	Crowe response	Our conclusions / other comments
Revenue recognition – grant income	3	<p>Together Active receives a substantial amount of its income from grant making bodies. In 2022 such income totalled £1,187,403 (2021: £356,086).</p> <p>In certain cases, if grant income is not properly managed then the risk of claw back is high. In addition, official bodies may make their payment directly to the regional offices with the risk that the income is not correctly accounted for in terms of its allocation to specific funds.</p> <p>Income is not always received in line with the entitlement to the income in accordance with the Charity SORP and therefore there may be a requirement to defer or accrue income. There may also be performance criteria attached to the grants received which would</p>	<p>Our audit work included the following:</p> <ul style="list-style-type: none"> <li>• reviewing Together Active's <b>income</b> recognition policy in relation to grant income;</li> <li>• reviewing Together Active's <b>procedures</b> for identifying restrictions and conditions;</li> <li>• reviewing levels of grant debt held at the year end and investigate aged donor debts for instances of dispute and/or withheld funding;</li> <li>• reviewing the findings of any grant audits requested by donors;</li> <li>• scrutinise funding agreements so as to understand income recognition, terms, reporting requirements, and claw back risk;</li> </ul>	<p>During our testing of grant income we reviewed two new awards from Sport England which both have a 13 month delivery period starting on 1 March 2022. In the draft financial statements 1/13<sup>th</sup> of the grants had been recognised.</p> <p>Income from grants is recognised when there is evidence of entitlement, receipt is probable and its amount can be measured reliably. In the case of a grant, evidence of entitlement will usually exist when the formal offer of funding is communicated in writing to the charity.</p>



Significant risk identified	Risks	Key related judgements	Crowe response	Our conclusions / other comments
		<p>impact on the establishment of entitlement to the grant.</p> <p>Given the complexities within the recognition of grant income, we consider there to be a significant risk in respect of completeness and cut off.</p>	<ul style="list-style-type: none"> <li>• reviewing the clawbacks that have occurred in the year and assess whether provisions for further clawbacks are required; and</li> <li>• considering the controls and procedures in place to ensure that income received in the field is correctly accounted for so as to mitigate against the risk of double counting, omission or cut off errors.</li> </ul>	<p>Whether or not the grant has spent does not impact whether the income should be recognised.</p> <p>Some grants will contain terms or conditions that must be met before the charity has entitlement to the resources. However, the SORP is clear that where terms or conditions <b>are within the charity's control and</b> there is sufficient evidence that they have been or will be met, then the income must be recognised.</p> <p>There were no terms or conditions identified within the agreement which would prevent recognition. An adjustment has therefore been made to the financial statements to recognise the grants in full.</p> <p>Otherwise, our audit work did not highlight any material issues in relation to the recognition of this income.</p>
<p>Management override of controls, including through journal adjustments</p>	<p>1</p>	<p>Although the level of risk of management override of controls varies from entity to entity, Auditing Standards recognise that this risk is nevertheless present in all entities <b>because of management's ability</b> to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.</p> <p>Due to the unpredictable way in which such override could occur, including to</p>	<p>We assessed the design of the controls in place around key accounting cycles and areas of judgement and reviewed and <b>carried out sample testing on the charity's</b> controls around the processing of journal adjustments in the preparation of the financial statements (how journals are initiated, authorised and processed). We also considered the risk of potential manipulation by journal entry to mask fraud.</p> <p>We reviewed accounting estimates for bias that could result in material misstatement due to fraud including whether any</p>	<p>No issues have been identified from our substantive audit procedures on the relevant areas of judgement together with our assessment of the controls over journals operated by the charity that would suggest an inappropriate override of controls by management.</p>

Significant risk identified	Risks	Key related judgements	Crowe response	Our conclusions / other comments
		<p>mask fraud, the override of controls is a significant risk for all audits.</p> <p>The Trustees must satisfy themselves that the control environment present within the entity together with the trustee controls and controls over the posting of journals are adequate to deter any inappropriate override of controls from management.</p>	<p>differences between estimates best supported by evidence and those in the financial statements, even if individually reasonable, indicated a possible bias on the part of management.</p> <p>We also performed a retrospective review of <b>management's judgements and assumptions related to significant estimates reflected in last year's financial statements.</b></p>	

## 3. Other audit findings

In addition to matters relating to the significant audit risks as reported in Section 2, we have also noted the following matters from our audit work which we should bring to your attention.

### 3.1 Report and Financial Statements

As noted in the **Statement of Trustees' Responsibilities, the Trustees are responsible for preparing the Trustees' Annual Report and the financial statements** in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

### 3.2 Going concern

We explained in our Audit Planning Report that in preparing the financial statements to comply with Financial Reporting Standard 102 the Trustees and management are required to assess **the charity's ability to continue as a going concern**. In assessing whether the going concern assumption is appropriate, the Trustees and management are required to consider all available information about the future of the charity in the period of at least, but not limited to, twelve months from the date when the financial statements are approved and authorised for issue.

**The trustees' going concern assessment is a key area of emphasis and importance** for our audit and, in accordance with the requirements of ISAs (UK), our audit report includes a specific reference to going concern.

Where trustees identify possible events or scenarios, other than those with a remote probability of occurring, that could lead to failure, then these should be disclosed in the financial statements.

Trustees may consider and take account of realistic mitigating responses open to them, considering the likely success of any response.

We have discussed this with the Together Active management and explained that our work on going concern includes the following:

- reviewing the period used by Trustees to assess the ability of Together Active to continue as a going concern,

- examining budgets and forecasts prepared by management covering the period of the going concern assessment to ensure that these **appropriately support the trustees' conclusion**,
- reviewing the accuracy of past budgets and forecasts by comparing the budget for the current year against actual results for the year, and
- reviewing any other information or documentation which the Trustees have used in their going concern assessment.

Our conclusions and other comments

As at 31 March 2022 Together Active is reporting unrestricted funds totalling £540,011 (2021: £475,965) and restricted funds totalling £479,842 (2021: £272,273). Together Active's **surplus for the year is £271,615** (2021: £748,238), of which £64,046 is in unrestricted funds and £207,569 is in restricted funds.

The cash balance at year end is £787,207 (2021: £789,342).

Based on the original budget for FY 2021/22 it was expected that Together Active would end the year with an overall surplus of £210,380, £64,485 in Unrestricted Funds and £145,897K in Restricted funds. Actual performance was consistent with the forecast on Unrestricted funds at £64,046. The actual Restricted surplus was £207,569, £61,672 ahead of forecast – the key variations were that a budgeted £200k grant for the Wayfinding project was not recognised, as this went directly to the recipient despite being expected to be received by Together Active. However, this was more than offset by £272k of grant income awarded for 2 projects each covering a 13-month period where 12 months of the award will be delivered in the next financial year.

The budget produced for FY 2022/23 forecasts an overall deficit of £366k, made up of a surplus of £49k on unrestricted funds and a deficit of £415k on restricted funds. Together Active have sufficient available funds and cash to support this deficit and is consistent with our expectations of restricted income being spent down.

We will be seeking representations that the Board has considered the forecasts and is satisfied that the going concern basis is appropriate.

### 3.3 Payroll

Payroll is the largest single expenditure item for Together Active.

As part of our audit we reviewed the controls in place over monthly processing including the reconciliation of the payroll to the nominal ledger.

We also performed analytical procedures that consider gross pay, deductions and staff numbers during year to ensure that all trends and relationships appeared reasonable and that the totals agree with the ledger, and we have verified a sample of staff between the payroll and other HR records and agreed their costs to supporting documentation on a sample basis.

Our audit work was satisfactory with no issues noted.

### 3.4 Grants

Grants payable is the second largest expenditure item for Together Active. Our audit work focused on ensuring that grant awards and payments had been appropriately approved and that liabilities had been captured in the appropriate period.

We were provided with details that reconcile the opening liability for grants to the closing creditor and the expense in the financial statements taking into account payments and awards in the year. We tested the completeness and accuracy of this schedule by confirming and substantiating, on a sample basis, the movements in the year. We reviewed a sample of grants awarded during the period and ensured there was evidence of approval in line Together Active's policies for this purpose.

Our audit work was satisfactory with no issues noted.

### 3.5 Funds

Together Active operates a number of different funds subject to various restrictions and designations. We must ensure that all movements on funds are correctly identified and accounted for. This requires careful consideration of the various terms and conditions which may be applied to income.

We have:

- **Traced restricted donations and grants found in our income testing to the relevant fund account.**
- **Reviewed a sample of expenses allocated to restricted funds to ensure that the expenditure was spent in accordance with the objects of the fund.**
- **Reviewed the analysis of net assets to ensure that it has been correctly allocated across the funds.**
- **Reviewed the processes in place to ensure that restricted transactions are completely and accurately captured and reported within the organisation and reviewed year end balances to ensure that they appropriately reflect the restrictions that should be in force.**

Our audit work was satisfactory with no issues noted.

### 3.6 Judgements and estimates

ISA (UK) 540 Auditing Accounting Estimates and Related Disclosures **requires additional audit focus over management's estimates, including** undertaking separate risk assessments for both inherent and control risks. In respect of the former, consideration is required of the estimation uncertainty, the subjectivity and the complexity of the estimate. We are also required to consider whether the disclosures made in the financial statements are reasonable.

We have identified all areas where an accounting estimate or judgment is used and we have obtained an update from management on the basis of the estimates.

We have considered whether these have high or low estimation uncertainty. Where there is high estimation uncertainty (primarily, if there is a range of reasonable outcomes which exceeds our materiality) this indicates a **"significant risk"**. We have compared the estimates and judgments made in the prior period with actual outcomes.

We have also reviewed **management's assessment of this and specifically considered whether the estimates and judgments arrived at by management indicate any "management bias"**.

Our audit work was satisfactory with no issues noted.

## 4. Fraud and irregularities and our audit reporting

### Audit reporting on detecting irregularities, including fraud

In line with ISA (UK) 700 our audit report includes an additional comment to explain to what extent the audit was considered capable of detecting irregularities, including fraud.

Irregularities are acts of omission or commission which are contrary to the prevailing laws or regulations. Fraud includes both fraudulent financial reporting and misstatements resulting from misappropriation of assets.

Our responsibility is to obtain reasonable assurance that the financial statements taken as a whole are free from material misstatement, whether caused by fraud or error. The additional reporting requirements this year placed increased emphasis on our understanding of the risks to Together Active from fraud and irregularities. Our audit included discussions with management to obtain their assessment of the risk that fraud may cause a significant account balance to be materially misstated as well as other procedures to obtain sufficient appropriate audit evidence.

We obtained an understanding of the legal and regulatory frameworks within which the charity and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 and The Charities (Accounts and Reports) Regulations 2008 together with the Charities SORP (FRS102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be **fundamental to the charity's ability to operate or to avoid a material penalty**. We also considered the opportunities and incentives that may exist within the charity and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation and health and safety legislation.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to

respond to these risks included sample testing on grants received in the year, scrutiny of funding agreements, review of funds received post year end and clawbacks, review levels of grant debt held, enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, and reading minutes of meetings of those charged with governance.

In accordance with International Auditing Standards, we planned our audit so that we have a reasonable expectation of detecting material misstatements in the financial statements or accounting records including any material misstatements resulting from fraud, error or non-compliance with law or regulations.

However, owing to the inherent limitations of an audit, there is an unavoidable risk that some material misstatements of the financial statements may not be detected even though the audit is properly planned and performed in accordance with the ISAs (UK). No internal control structure, no matter how effective, can eliminate the possibility that errors or irregularities may occur and remain undetected. In addition, because we use selective testing in our audit, we cannot guarantee that errors or irregularities, if present, will be detected. Accordingly, our audit should not be relied upon to disclose all such misstatements or frauds, errors or instances of non-compliance as may exist.

We have also included in [Appendix 5](#) some fraud risks that Trustees and management should be aware of.

### Trustee responsibilities

**The primary responsibility for safeguarding the charity's assets and for the prevention and detection of both irregularities and fraud rests with the trustees and management of the organisation.** It is important that management, with oversight of those charged with governance, place a strong emphasis on fraud prevention and fraud deterrence. This involves a commitment to creating a culture of honest and ethical behaviours which can be reinforced by an active oversight by those charged with governance.

As in past years, the following statements will be included in the letter of representation which we require from the trustees when the financial statements are approved.

- The trustees acknowledge their responsibility for the design and implementation of internal control to prevent and detect fraud and errors.
- The trustees have assessed that there is no significant risk that the financial statements are materially misstated as a result of fraud.
- The trustees are not aware of any fraud or suspected fraud affecting the charity involving management, those charged with governance or employees who have a significant role in internal control or who could have a material effect on the financial statements.

- The trustees are not aware of any allegations by employees, former employees, regulators or others of fraud, or suspected fraud, affecting **the charity's financial statements.**

We draw your attention to bullet point 2 above which presupposes that an assessment has been made. We have not been made aware of any actual or potential frauds which could affect the 2022 financial statements, or in the period since the previous year end.

## Appendix 1 – Reporting audit adjustments

### Unadjusted misstatements

International Standards on Auditing (UK) require that we report to you all misstatements which we identified as a result of the audit process but which were not adjusted by management, unless those matters are clearly trivial in size or nature.

We are pleased to report that there are no remaining unadjusted items identified from our audit in excess of the above trivial limit.



## Appendix 2 – Systems and controls

We have set out below certain potential improvements to the charity's processes and controls which we noted during our audit work and which we believe merit being reported to you.

Our evaluation of the systems of control at Together Active was carried out for the purposes of our audit and accordingly it is not intended to be a comprehensive review of your business processes. It would not necessarily reveal all weaknesses in accounting practice or internal controls which a special investigation might highlight, nor irregularities or errors not material in relation to the financial statements.

In order to provide you with a clearer picture of the significance of issues raised, we have graded the issues raised by significance/priority before any corrective actions are taken: We have also included below a brief update on the matters we raised last year.

High	These findings are significant and require urgent action.	(0 comments in this category)
Medium	These findings are of a less urgent nature, but still require reasonably prompt action.	(2 comments in this category)
Low	These findings merit attention within an agreed timescale.	(1 comment in this category)

Audit finding and recommendation	Priority	Management response
<p><b>1. Funding Agreement Error</b></p> <p>As part of our audit work we reviewed a number of funding agreements produced by Together Active. During this review, one instance was identified where there were inconsistencies of values within the agreement. The total funding amount differed from the detailed funding amount later in the agreement.</p> <p>We recommend that all funding agreements are reviewed thoroughly for mistakes and inconsistencies.</p>	Medium	<p>This was due to the funding amount not being updated from the previous agreement when producing a batch of agreements. A review is carried out on the agreements, but the check did not identify the error.</p>
<p><b>2. Outdated Declarations of Interest</b></p> <p>We have not successfully been able to obtain up to date declaration of interest forms completed by all trustees.</p> <p>We recommend that declaration forms are completed by all trustees annually, and any changes to such interests are brought to the attention of the Charity.</p> <p>We require an up to date copy of all declaration forms prior to signing the financial statements.</p>	Medium	<p>Trustees have been chased for completion of up to date declaration of interest forms, but not all have been completed.</p> <p>This will be actioned prior to the signing of the financial statements.</p>

Audit finding and recommendation	Priority	Management response
<p><b>3. Income Tracker Incorrect Restrictions</b></p> <p>As part of our audit work we have tested a sample of grants recorded on the income tracker maintained by management to ensure that restriction placed on such grants have been correctly treated. It was identified that two grants from Staffordshire County Council had been incorrectly recorded as unrestricted grants on the income tracker, despite the grants having restrictions on spend. These grants had been correctly restricted within the financial statements and funds.</p> <p>We recommend that grant restrictions are correctly recorded on the income tracker to ensure they are correctly treated within the financial statements.</p>	<p>Low</p>	<p>This was a mistake where details of another grant were copied and not updated. However, the income tracker is not relied upon for restrictions in the financial statements. A separate spreadsheet maintained by management is relied upon for restriction on grants.</p>

We have set out below the systems and control issues on which we reported after our audit last year together with an update on how the points raised have been addressed including information on the progress made at the time of the audit of the 2022 financial statements.

Status		Priority
Recommendation fully implemented or no longer relevant		These findings merit attention within an agreed timescale.
Recommendation partially implemented		These findings are of a less urgent nature, but still require reasonably prompt action.
These findings merit attention within an agreed timescale.		These findings are significant and require urgent action.

Observations and recommendations in 2021	Priority	Status	Update 2022
<p><b>1. Anti-Bribery Policy</b></p> <p>To manage the risks of financial crime and abuse the Charities Commission recommends that all charities have an anti-bribery policy in place. We understand that no specific antibribery policy is currently in place. We recommend that management should consider implementing a policy in line with the Charities Commission guidance.</p>	Low		An anti-bribery policy has been produced and implemented in the current year.

## Appendix 3 – Materiality

### Materiality and identified misstatements

As we explained in our Audit Planning Report, we do not seek to certify that the financial statements are 100% correct; rather **we use the concept of “materiality”** to plan our sample sizes and also to decide whether any errors or misstatements discovered during the audit (by you or us) require adjustment. The assessment of materiality is a matter of professional judgement but overall a matter is material if its omission or misstatement would reasonably influence the economic decisions of a user of the financial statements.

The following is a summary of the overall materiality levels we applied to the entity.

Entity	Materiality calculation	Materiality £	Reporting threshold £
Together Active	2% of income	18,000	900

## Appendix 4 – Responsibilities and ethical standards

### Audit purpose and approach

Our audit work has been undertaken for the purposes of forming our audit opinion on the financial statements of the Together Active prepared by management with the oversight of the trustees and has been carried out in **accordance with International Standards on Auditing (UK) ('ISAs')**.

Our work combined substantive procedures (involving the direct verification of transactions and balances on a test basis and including obtaining confirmations from third parties where we considered this to be necessary) with a review of certain of your financial systems and controls where we considered that these were relevant to our audit.

### Financial statements

The trustees of Together Active are responsible for the preparation of the financial statements on a going concern basis (unless this basis is inappropriate). The trustees are also responsible for ensuring that the financial statements give a true and fair view, that the process your management go through to arrive at the necessary estimates or judgements is appropriate, and that any disclosure on going concern is clear, balanced and proportionate.

### Legal and regulatory disclosure requirements

In undertaking our audit work we considered compliance with the following legal and regulatory disclosure requirements, where relevant.

- Charities Act 2011
- The Charities (Accounts and Reports) Regulations 2008
- Financial Reporting Standard 102 (FRS 102)
- The Charities SORP (FRS 102)

### Ethical Standard

We are required by the Ethical Standard for auditors issued by the Financial **Reporting Council ('FRC') to inform you of all significant facts and matters that** may bear upon the integrity, objectivity and independence of our firm.

Crowe U.K. LLP has procedures in place to ensure that its partners and professional staff comply with both the relevant Ethical Standard for auditors and the Code of Ethics adopted by The Institute of Chartered Accountants in England and Wales.

As explained in our audit planning report, in our professional judgement there are no relationships between Crowe U.K. LLP and Together Active or other matters that would compromise the integrity, objectivity and independence of our firm or of the audit partner and audit staff. We are not aware of any further developments which should be brought to your attention.

### Independence

International Standards on Auditing (UK) require that we keep you informed of our assessment of our independence.

We confirm that we have carried non-audit services as detailed below. We have not identified any other issues with regards to integrity, objectivity and independence and, accordingly, we remain independent for audit purposes.

The matters in this report are as understood by us as at 01 June 2022. We will advise you of any changes in our understanding, if any, during our meeting prior to the financial statements being approved.

### Non-audit services

We have considered the non-audit services we have provided in the period and have concluded that there are no facts or matters that bear upon the integrity, objectivity and independence of our firm or of the audit partner and audit staff related to the provision of such services which we should bring to your attention. Our fees for non-audit services in the year have been as follows.

Accounts preparation    £1,000

### Use of this report

This report has been provided to the Finance and Audit Group to consider and ratify on behalf of the Board of Trustees, in line with your governance structure. We accept no duty, responsibility or liability to any other parties, since this report has not been prepared, and is not intended, for any other

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purpose. It should not be made available to any other parties without our prior written consent.

## Appendix 5 – Fraud risks

As part of our audit procedures we make enquiries of management to obtain their assessment of the risk that fraud may cause a significant account balance to contain a material misstatement. However, we emphasise that the responsibility to make and consider your own assessment rests with yourselves and that the trustees, Finance and Audit Group and management should ensure that these matters are considered and reviewed on a regular basis.

Usually fraud in the charity sector is not carried out by falsifying the financial statements. Falsifying statutory financial statements usually provides little financial benefit, as compared to say a plc where showing a higher profit could lead to artificial share prices or unearned bonuses. However, falsifying financial statements can be used to permit a fraud or to avoid detection. As a generality, charities represented by its management and its trustees do not actively try to falsify financial statements as there are not the same incentives to do so. In the charity world fraud is usually carried out through misappropriation or theft.

The trustees should be aware that the Charity Commission provides guidance (updated in October 2019) on how to protect your charity from fraud including information about fraud, how to spot it and what you can do to protect against it –

**The Charity Commission’s first guiding principle recognises that fraud will always happen.** It is therefore important that, as part of setting their overall risk appetite, the trustees consider fraud within their tolerance for the risks **associated with the management of the organisation’s (and group’s) funds.**

The development and continued assurance of a robust counter fraud control framework should then contribute to the organisation matching the risk appetite and tolerance agreed by the trustees.

A fraud risk assessment is an objective review of the fraud risks facing an organisation to ensure they are fully identified and understood. This includes ensuring:

- fit for purpose counter fraud controls are in place to prevent and deter fraud and minimise opportunity, and

- action plans are in place to deliver an effective and proportionate response when suspected fraud occurs including the recovery of losses and lessons learnt.

Good practice suggests that to be most effective the risk assessment should be undertaken at a number of levels within the organisation:

- Organisational – to assess the key policy, awareness raising and behavioural (including leadership commitment) requirements that need to be in place to build organisational resilience to counter fraud.
- Operational – a detailed analysis of the fraud risk and counter fraud control framework at the operational level – by function (activity) or individual business unit (including programmes and projects).

Any fraud risk assessment should not be seen as a standalone exercise but rather an ongoing process that is refreshed on a regular basis. Carrying out the fraud risk assessment may reveal instances of actual or suspected fraud. Should this happen next steps will be determined on circumstances, the existing control framework (including any response plan(s)), and in **consultation with the key members of the organisation’s management team.**

### Considering risks of fraud

There is evidence that during times of economic instability there is an increased risk of fraud. This may be because resource constraints can reduce internal controls and oversight and also because individuals facing hardship may be more likely to consider fraudulent practices.

The following provides further information on the three kinds of fraud that charities such as Together Active should consider.

#### a) *Frauds of extraction*

This is where funds or assets in possession of the charity are misappropriated. Such frauds can involve own staff, intermediaries or partner organisations since they require assets that are already in the possession of the entity being extracted fraudulently. This could be by false invoices, overcharging or making unauthorised grant payments.



Essentially such frauds are carried out due to weaknesses in physical controls over assets and system weaknesses in the purchases, creditors and payments cycle. The cycle can be evaluated by considering questions such as who authorises incurring a liability and making a payment. On what evidence? Who records liabilities and payments? Who pays them and who checks them?

The close monitoring of management accounts, ledger entries and strict budgetary controls are also generally seen as an effective way of detecting and deterring frauds in this area.

Staff should be made aware of the increasing use of mandate fraud. This is where when the fraudster gets the organisation to change a direct debit, standing order or bank transfer mandate by purporting to be a supplier or organisation to which the charity makes regular payments.

Insufficient due diligence around requests to amend supplier or payroll details has led to payments to unauthorised individuals so sufficient checks in these areas is of increasing importance.

Some charities have also been victims of what is being termed CEO fraud, although it does not involve the CEO. In this case cyber criminals spoof company email accounts and impersonate executives to try and fool an employee in accounting or HR into executing unauthorised wire transfers or sending out confidential information.

This type of phishing scam is a sophisticated scam targeting businesses working with foreign suppliers and/or businesses that regularly perform wire transfer payments. The scam is carried out by compromising legitimate business e-mail accounts through social engineering or computer intrusion **techniques to conduct unauthorised transfers of funds. Action Fraud, the UK's national fraud and cyber-crime reporting centre has reported an increase in fraud and scams, including a rise in phishing emails where the fraudster attempts to trick people into opening malicious attachments which could lead to fraudsters stealing people's personal information, email logins and passwords, and banking details.**

Charities should therefore ensure that they reiterate their procedures to employees and raise awareness of fraud preventions across their organisations. All employees should exercise real scepticism and not make any payments which are not properly supported and outside the normal **payment mechanisms. To paraphrase Action Fraud's recommendations,** which are particularly significant as staff are working remotely and some

working different hours in order to manage the challenges of working from home:

- Ensure all staff, not just finance teams, know about current frauds and scams.
- Have a system in place which allows staff to properly verify contact from their CEO or senior members of staff; for example, having two points of contact so that the staff can check that the instruction which they have received from their CEO is legitimate.
- Always review financial transactions to check for inconsistencies/errors, such as a misspelt company name.
- Consider what information is publicly available about the business and whether it needs to be public.
- Ensure computer systems are secure and that antivirus software is up to date.

All employees should exercise real scepticism and not make any payments which are not properly supported and / or outside the normal payment mechanisms.

#### *b) Backhanders and inducements*

There is also an inherent risk that individuals who are able to authorise expenditure or influence the selection of suppliers can receive inducements to select one supplier over the other. This risk can be mitigated by robust supplier selection and tendering procedures.

There is also the risk that once a donation of money or aid has been authorised and released in the UK, this could be diverted, probably into the underground economy, as a result of inducements paid in the destination country. Charities should be aware of the requirements and extent of the UK Bribery Act 2010, as this extends their liability to actions beyond the shores of the UK and to cover the actions of their intermediaries and agents. Organisations are required to put in place proportionate measures to prevent backhanders and inducements from being paid, either by their workers, agents or intermediaries or to their workers, agents or intermediaries.

c) *Frauds of diversion*

This is where income or other assets due to Together Active are diverted before they are entered into the accounting records or control data.

Essentially, it is easy to check what is there but very difficult to establish that it is all there. Therefore, ensuring the completeness of income provided to a charity becomes difficult.

It is important to consider the different income streams and when and how **they are received. So income received directly into the charity's bank account** will be a lower risk than income being received by home based fundraisers.

## Appendix 6 – External developments

We have summarised below some of the developments and changes in the charity sector over the recent period which we believe may be of interest and relevant to you. Please note that this information is provided as a summary only and that you should seek further advice if you believe that you have any specific related issues or intend to take or not take action based on any of the comments below.

We believe it is important to keep our clients up to date on the issues that affect them and, as a part of our ongoing communication, we regularly hold webinars and therefore encourage you to visit our website (<https://www.crowe.com/uk/croweuk/industries/webinars>) or register to our mailing list ([nonprofits@crowe.co.uk](mailto:nonprofits@crowe.co.uk)) to stay updated on these. Any webinars which you have missed remain available on demand on our website.

### Governance

#### The Charities Bill: 5 key changes to charity law

The Charities Act 2022 (the Act) received Royal Assent on 24 February 2022 and brings into force a number of key changes to the Charities Act 2011, aimed at simplifying a number of processes.

While the Act comes into force on the date on which it was passed, a number of the provisions of the Act will only come into force when secondary legislation has been passed. It is expected that this will take place on a staggered basis over the next 12 – 18 months. In addition, the Charity Commission will be updating their guidance and online tools for each change to the Act.

We have set out below some of the key changes.

#### *Governing document amendments*

Amendments have been made to the Act to more closely align the rules for charities amending their constitution irrespective of the legal structure. Whilst the Commission will still need to approve any regulated amendments (e.g. **changes to the charity's objects**), they will now apply the same consistent criteria to approve these.

#### *Permanent endowments*

A number of changes have been made in respect of permanent endowments.

Firstly, the definition of permanent endowments has been updated with a simplified definition where property is considered to be a permanent **endowment if it is** 'subject to a restriction on being expended which distinguishes between **income and capital**'.

The Charities Act has also been updated to increase the maximum value of a permanent endowment that Trustees can resolve to release restrictions on spending capital from £10,000 to £25,000. This power has also been extended to incorporated entities.

In addition, a new provision in the Act will allow Trustees to borrow up to 25% **of the value of a charity's permanent endowment subject to the amount being repaid within 20 years of being borrowed.**

These new and amended powers will grant Trustees of permanently endowed charities increased flexibility in times of economic uncertainty.

#### *Failed appeals*

The Act introduces new rules granting the power for trustees to apply *cy-près*, allowing charities more flexibility in response to a charity appeal that has failed, allowing donations to be applied for another charitable purposes rather than having to be returned to donors under certain conditions:

- i) The donation is a single gift of £120 or less; and the Trustees reasonably believe that during the financial year the total amount received from the donor for the specific charitable purpose is

- £120 or less (unless the donor states in writing that the gift must be returned if the charitable purposes fail); or
- ii) The donor, after all agreed actions have been taken, cannot be identified or found; or
- iii) The donor cannot be identified (for example cash collections)

In order to avail themselves of the new rules, Trustees will need to pass a resolution having regard to (a) the desirability of securing that the purposes are, so far as reasonably practicable, similar to the specific charitable purposes for which the money or other property was given; and (b) the need for the purposes to be suitable and effective in the light of current social and economic circumstances.

Where the proceeds are in excess of £1,000 a copy of the resolution, along with a statement of their reasons for passing it must be provided to the Commission. Such a resolution does not take effect until consent is provided by the Commission in writing.

#### *Payments to Trustees*

Under the Charities Act 2011, Trustees (or a person connected to the trustee) may receive payment for the provision of services to a charity under certain conditions. The Act extends this provision to allow payment for the provision of goods to a charity.

#### *Ex Gratia Payments*

Amendments to the act allow for ex gratia payments to be made without the **Commission's consent, up to a maximum of £20,000 depending on the charity's income. In addition, the amendments allow this decision to be delegated to staff.**

#### *Mergers*

A key amendment to the Act allows for legacies to be transferred to a merged **charity. This change will remove the need for 'shell charities' to be maintained** and therefore reduce administration costs.

Full details of all the changes can be found [here](#) and [here](#).

## Responsible investments guidance

The Charity Commission ran a public consultation in April 2022 in respect of updated guidance for responsible investments.

The results of the consultation were published on 18 August 2022, and can be viewed [here](#).

During the consultation two charities were granted permission to bring a case relating to responsible investment to the High Court. They are seeking clarification of the law, and there will be a court hearing in 2022. As a result, the updated guidance is not expected to be published until the court has given its judgement as this may affect the final guidance.

## Guidance on hybrid working launch by ACAS

ACAS recently published guidance for employers on hybrid working, following the extended period of remote working as a result of the coronavirus pandemic.

The guidance is broken down into the following five sections:

- Considering hybrid working for your organisation
- Consulting and preparing to introduce hybrid working
- Creating a hybrid working policy
- Treating staff fairly in hybrid working; and
- Supporting and managing staff in hybrid working

The guidance also considers other legal matters that employers should consider, including data and privacy issues, health and safety issues and working time requirements.

The guidance can be found [here](#).

## Charity Commission: 'Take action on fraud'

As part of Charity Fraud Awareness Week, the Charity Commission issued a press release in October 2022 warning charity trustees and management to **'take action on fraud' as new figures show £8million reported lost to crime last year.**

The latest data from Action Fraud also shows 1,059 separate incidents of fraud were reported by charities in just one year from April 2020 to March 2022.

Together with the Fraud Advisory Panel, the regulator is urging all trustees to sign up to a new [Stop Fraud Pledge](#), which commits charities to taking six practical actions to reduce the chances of falling victim to fraud.

The pledge includes the following measures:

- Appoint a suitable person (staff member, volunteer or trustee) to champion counter fraud work throughout the organisation
- Ensure that all trustees are aware of their legal duty to protect the **charity's assets**.
- Consult with staff, volunteers and trustees to identify the types of fraud that threaten the organization and the ways they can be prevented.
- Create a written fraud policy and share it regularly – with staff, volunteers and trustees – so that everyone understands what fraud is and how they can help prevent it.
- Perform checks on the individuals and organisations with whom we have a financial relationship.
- Assess annually how well the fraud controls are working, taking into account new risks and making improvements as needed.

## Financial and other reporting

### COVID-19-related rent concessions beyond 30 June 2022

In June 2022, the Financial Reporting Council updated the amendment to FRS 102 in respect of Covid-19 related rent concessions, extending the period to which the amendments apply to 30 June 2022.

Under the amendments, any reduction in lease payments are recognised over the period that the change in lease payments is intended to compensate. For example, if a lessee is offered a rent holiday such that the rent due for July 2022 to March 2022 is waived, no lease expense would be recognized in that period.

The lessee will also need to disclose the change in lease payments recognised in profit or loss in accordance with the amendments, unless the entity is a small entity applying Section 1A of FRS 102, in which case such a disclosure is recommended.

The effective date for these amendments is accounting periods beginning on or after 1 January 2022, with early application permitted.

A copy of the updated amendment to FRS 102 can be obtained [here](#).

## Taxation

### Advertising vs Marketing: An update for charities

Charities are allowed to acquire advertising services from suppliers with the zero-rate of VAT but one condition for the relief to apply is that the advertising is made to the general public.

After consultation with the charity and advertising sector, HMRC released its [Revenue and Customs Brief 13](#) in September 2020. The brief indicated that some supplies that are made by suppliers like Facebook could be treated as zero-rated, e.g. audience targeting and location targeting. However, the notice goes on to state that the standard rate of VAT applies to social media accounts because "when individuals log in to their personal pages, sites use tools to apply advertisements to them when they are signed in. The content **will be related to the individual's known likes, dislikes, interests or location, as a signed in member of the website.**"

We have a number of charity clients that are affected by this as they use suppliers like Facebook for a number of fundraising campaigns. As Facebook is based outside the UK it is up to the UK based charity to account for any VAT due and this is often to a large extent irrecoverable. Therefore, we have written to HMRC to seek clarification of its position.

HMRC has been provided with numerous examples of services and the terms and conditions applicable.

HMRC's response states that all supplies of Facebook advertising fall outside of zero-rated advertising. Consequently, 20% VAT must be accounted for by charities on such supplies received from suppliers based outside the UK.

HMRC's position is now clear and unless it is successfully challenged reverse charge VAT should be applied to services received from suppliers such as Facebook.

If VAT has not been applied to these services, HMRC should be notified of the amount of tax due in order that any penalties applicable can be mitigated.

### Grant Funding: Business or non-business

Our [Insight](#) in January 2022 informed you of the decision of the Upper Tier Tribunal in Colchester Institute and the potential adverse effects it could have upon institutions other than those in the Further Education (FE) sector.

Subsequently there has been a further unsuccessful attempt by a FE College to exploit the decision made by the upper Tier Tribunal ([read the transcript](#)) and HMRC has also responded with its guidance in its [business brief 08/21](#).

The decision has a direct application to those in the Further Education sector that receive grant income. However, in theory the conclusion arrived at by the UTT could be applied to any entity that has received grant income that has **treated this as 'non-business'**.

The decision in Colchester Institute reversed the common opinion that grant income is used to support non-business activities as the court opined that funding from The Skill Funding Agency (SFA) and the Education Funding Agency (EFA) was in fact consideration for supplies of educational services. In theory this could have wide reaching application in relation to the zero-rating of buildings used for charitable purposes, the application of reduce rate VAT to Fuel and Power and recovery of VAT on costs using both the standard method and special methods of partial exemption.

Many VAT commentators have seen the decision by the Tribunal as a threat to common well-founded VAT treatments applied by charities.

**HMRC's brief 08/21 does give comfort to the charities' sector as well as the education sector since it essentially confirms that it disagrees with the Tribunal's decision and states that whilst it will not appeal, its policy on grant funded education will not change. Therefore, it appears that HMRC has no motivation to use the decision to serve a wider purpose and disturb well established VAT treatments for the charities' sector. Furthermore, it is willing to retain the status quo in relation to SFA and EFA funding (i.e. treat the income as non-business).**

### Three common trading activity VAT issues for charities in 2022

#### *Donated Goods Retail Gift Aid Scheme and VAT*

The Retail Gift Aid scheme is used by many charities in order to treat what would have been the sale of donated goods as donations of cash by acting as agent for the owners in selling their goods. This enables the charity to be able to claim Gift Aid.

It is important to note, that from a VAT perspective, this changes the nature of the transaction entirely. If donated goods are sold the shop is making a zero-rated taxable business activity which enables VAT recovery on associated costs. Whereas, if a charity is selling goods on behalf of someone in return for **a donation, this is a 'non-business activity' and so while there is no VAT due** on the donation, VAT cannot be recovered on the associated costs.

This can result in the shop being required to apply an apportionment to arrive at the correct amount of VAT recoverable in relation to the shop costs so VAT administration increases and VAT recovery is reduced.

Solution: To properly operate the scheme, the charity should charge a VAT bearing commission to the donor of the goods. This does mean a small amount of VAT being paid to HMRC but VAT on associated costs incurred on the shops can be recovered in full.

#### *Lottery ticket sales from shops*

Most charities that operate a lottery sell tickets by entering into monthly agreements with customers who buy directly from a head-office. In addition, some tickets may also be sold in charity shops.

Lottery tickets are exempt from VAT, and therefore, no VAT is due on the sales but VAT cannot be recovered on associated costs. This again results in less VAT being recovered by the charity within the shops. It also adds an extra layer of administration as overhead costs of the shop would need to be apportioned.

Solution: In reality, the VAT bearing costs used by the shop to make the lottery/raffle ticket sales is minimal and so application should be made to HMRC to apply a fairer apportionment on shop costs where these sales exist.

#### *Effect of COVID-19 on VAT recovery rates*

The COVID-19 pandemic has resulted in many charity shops, cafes and social enterprise activities to close temporarily. This could have an impact on the

amount of VAT recoverable on overhead costs, particularly where the charity uses an income-based apportionment as the proxy for recovery (e.g. the standard method of partial exemption). This is because taxable income has been reduced while exempt income may have remained constant. For example, care services in general will have continued during lockdown, while shops/cafes and conference venues have remained closed.

Solution: Apply to HMRC to agree an alternative recovery method for the year. HMRC has released an information sheet which states it will look at these requests sympathetically and has set up a purpose-built inbox to review these applications. We would suggest that charities review their recovery rates to see if there has been, or will be (using a forecast), a heavy reduction input tax recovery so this **can be addressed. HMRC's release can be accessed [here](#).**

### Health and Social Care Levy

The government has announced on 8 September 2022 a new Health and Social Care Levy to pay for reforms to the care sector and NHS funding in England.

The levy will apply from April 2022, although will operate slightly differently in 2022–23 compared to future tax years.

From April 2022, the levy will see an increase of 1.25% on the rates of:

- Class 1 Primary and Secondary National Insurance Contributions – paid by employees and employers on gross wages, respectively
- Class 1A and Class 1B Contributions – paid by employers on benefits provided to employees
- Class 4 National Insurance Contributions – paid by the self-employed on profits.

In 2022–23, this will operate as a simple increase of the National Insurance Contributions rates, so only those liable to pay National Insurance Contributions will be subject to the levy.

From 2023–24 onwards, once HMRC have developed new systems, the levy will operate as a separate payment to National Insurance Contributions, and it will also apply to those above the State Pension age, which is currently not the case for Class 1 Primary and Class 4 National Insurance Contributions. However, existing reliefs for Class 1 Secondary National Insurance

Contributions will also apply to the new levy for employers of apprentices under the age of 25, all employees under the age of 21, veterans, and new employees in Freeports (from April 2022). The levy deduction will appear separately on employee payslips.

From an employer perspective, the effective increase in Class 1 Secondary National Insurance Contributions means that employment costs will increase. It is important that employers assess the impact of this increase on their employment costs and assess how it can be funded. Alternatively, employers may wish to consider other means of remunerating their employees, for example, through tax-efficient benefits, which would not be subject to the levy.

### 12.5% VAT rate applied to hospitality

From 1 October 2022 the VAT rate applied to hospitality changed from 5% to 12.5%. From 15 July 2020 VAT had been chargeable at 5% on:

- on-premises catering and non-alcoholic drinks sold with catering
- hot takeaway food and drinks
- admissions to attractions including theatres and amusement parks
- hotel and holiday accommodation.

This was always intended to be a temporary measure to boost the hospitality sector at this difficult time. Rather than return to 20% VAT in one go, the VAT rate applicable to these goods and services changed to 12.5% where these are supplied between 1 October 2022 and 31 March 2022.

It should be noted that none of the above affects situations where no VAT is chargeable, such as cold takeaway food.

We have produced guidance on actions both suppliers and customers should take here <https://www.crowe.com/uk/insights/preparing-for-the-new-vat-rate>.

### VAT and Covid-19 Testing

HMRC has recently released its policy, Revenue and Customs Brief 11, in relation to the VAT treatment of COVID-19 tests, and is relevant to any organisation who is involved in the provision of tests for COVID-19 or receives these services from suppliers.



HMRC's recent brief has confirmed its policy on the VAT treatment of COVID-19 testing and the requirements for VAT exemption to apply. These should be followed to avoid HMRC issuing VAT assessments and penalties.

HMRC has stated that the medical care exemption will apply in instances where:

- the service incorporates the administration of the test to the patient; and
- the provision of the results,
- by a medical professional or somebody supervised by a medical professional such as a qualified registered nurse, doctor or a state regulated institution.

Exemption can still apply where the service is supplied by a non-registered person but the services are 'wholly performed' by a medical professional.

Exemption does not apply where:

- the service is provided by UK Accredited Service or the Care Quality Commission as HMRC does not consider these as being state regulation
- the service is administered by the patient themselves. Therefore, lateral flow tests are standard rated
- tests are supplied by manufacturers to hospitals. pharmacies.

HMRC's policy may be challenged as the application to some scenarios could be complicated and provide results that will appear inequitable.

However, if your organisation's treatment is not in line with the policy corrective action should be taken both retrospectively and going forward.

Furthermore, if a supplier has been applying standard rate VAT where exemption applies, the over-charged VAT can be recovered by seeking a credit from the supplier.

### Tax on Covid-19 Grants for charities

Over the last couple of years many charities and/or their trading subsidiaries have claimed payments under the coronavirus job retention scheme (CJRS). The CJRS scheme ended on 30 September 2022 and was replaced by the Job Support Scheme (JSS).

Charities may also have claimed the following Covid grants, or 'coronavirus support payments' (CSP), which include:

- the self-employment income support scheme (SEISS),
- the small business grant fund,
- the retail, hospitality and leisure grant fund, the local authority discretionary grants fund,
- the coronavirus statutory sick pay (SSP) rebate scheme,
- the equivalent grant funds in Scotland, Wales and Northern Ireland
- amounts paid under the test and trace support payment scheme and its equivalent in Scotland and Wales, called self-isolation support payments
- Eat Out to Help Out (EOTHO)

*CJRS and other CSP payments are generally stated to be taxable for income or corporation tax – is that the case for charities?*

If the payments are to support a charitable (ie a non-taxable) activity of a charity, they are not taxable. If they are to support a non-charitable trade, then they will be included in the profits from that trade, as the expenditure covered will be tax-deductible. If the turnover from the trade is below the de minimis limit for income or corporation tax (currently £80,000 in a tax year, or **less if the charity's total income is below £320,000**) then the grant payments will not be counted when calculating whether the turnover goes over that limit. However, once the turnover is over that limit, then the CJRS/CSP receipts become taxable income.

If the CJRS or CSP grant relates to two different activities, one charitable and the other non-charitable, then it needs to be apportioned between the two on a reasonable basis.

EOTHO was implemented separately from other CSPs. HMRC guidance for **EOTHO states that "You must include the payments you receive as income when you calculate your taxable profits for Income Tax and Corporation Tax purposes"**.

### *Reporting CJRS payments*

However, when it comes to reporting grant payments to HMRC, there are additional tax return reporting requirements for CJRS, JSS, JRB and EOTHO. The JRB, or Job Retention Bonus, is not yet in operation. The Eat Out To Help Out scheme (EOTHO) applied in August 2020.

Whether or not the amounts received are taxable, they need to be reported on **the charity's tax return (if it needs to complete one)**. On the Corporation tax return there are three boxes for CJRS receipts, boxes 471–473. Box 471 records CJRS payments actually received in the period, Box 472 records entitlement over the same period. If the total in Box 471 is larger than the total in Box 472, then clearly there is an overpayment that must be returned, less any overpayments that have already been reported to HRMC or already assessed (Box 473).

Box 474 relates only to JRB and EOTHO overpayments. EOTHO claims need to be reported in Box 647.

The amount owed to HMRC for CJRS is recorded in Box 526. However, this amount is not added to the total of any corporation tax due. It is treated as income tax, and a separate assessment will be issued to collect it.

For trust and estate returns the reporting requirements are contained in Boxes 21.6A and 21.6B. Amounts entered in box 21.6B will be added to the income tax liability of the Trust or Estate, so it is important that if any overclaimed amounts have already been assessed, they are not included in the amount in this box. The individual amounts claimed need to be reported on the relevant boxes of the supplementary pages.

### *CJRS claims made by trading subsidiaries*

If a subsidiary has made its own CJRS (or other CSP grant) claim then clearly this needs to be recorded on its tax return. However, many charities have claimed CJRS for their employees, and then recharged a portion relating to **the employees' work for the trading subsidiary**. It is important that the company that has actually claimed the CJRS reports the full amount on its tax return, before any recharges, otherwise confusion will result

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**TOGETHER ACTIVE**

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2022**

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TOGETHER ACTIVE

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2022

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<b>Trustees</b>	Malcolm Armstrong (Chair) Tim Clegg Mark Deaville (resigned 25 January 2022) Alistair Fisher Sarah Getley Sharon Heath Toyin Higgs Derek Peters Kimiyo Rickett (Senior Independent Director) Rebecca Roberts Jonathan Topham Pauline Walsh
<b>Charity registered number</b>	1187329
<b>Principal office</b>	PO Box 4799 Stoke-on-Trent ST4 9QJ
<b>Independent auditor</b>	Crowe U.K. LLP Chartered Accountants Black Country House Rounds Green Road Oldbury West Midlands B69 2DG
<b>Bankers</b>	CAF Bank Ltd (Charities Aid Foundation) 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4QJ

**TOGETHER ACTIVE**

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**TRUSTEES' REPORT  
FOR THE YEAR ENDED 31 MARCH 2022**

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**Introduction**

The Trustees present their annual report together with the financial statements of Together Active for the period ended 31 March 2022. The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and Charities Act 2011.

**Structure, Governance and Management**

**Legal Status and Date of Registration**

Together Active is a Charitable Incorporated Organisation (CIO), entered on the Register of Charities on 13<sup>th</sup> January 2020. Its objects and powers are set out in its Constitution

**Context**

Together Active is an 'Active Partnership', one of 43 set up and funded by Sport England that cover the whole of England. The organization was previously called Sport Across Staffordshire and Stoke-on-Trent (SASSOT) and was established 20 years ago as an unincorporated, constituted organization hosted by Stafford Borough Council. SASSOT's Board made the decision to incorporate as a CIO in order to improve the organisation's effectiveness at achieving its public benefit objectives. On 1<sup>st</sup> September 2020, Together Active became operational, and is completely separate from Stafford Borough Council. All SASSOT staff moved from Stafford Borough Council to Together Active via a TUPE transfer, and Together Active took on SASSOT's assets and contracts.

**Objects**

The objects of the charity are:

- The promotion of community participation in healthy recreation by providing and assisting in the provision of facilities for and opportunities to participate in sport and other physical activities for the benefit of the inhabitants of Staffordshire and Stoke-on-Trent.
- To advance the education of the public in sport and physical activity.

**Governance**

Together Active is governed by a voluntary Board of Trustees which is supported by a number of voluntary Board sub-groups. The day-to-day delivery of Together Active's strategy is undertaken by a team of paid staff.

## TOGETHER ACTIVE

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

The purpose of the Board of Trustees is to:

Provide leadership	To provide inspiration, vision and clear direction to Together Active
Provide strategic direction	To be responsible for agreeing the strategic direction of Together Active based on intelligence and insight
Be the ultimate decision-making body of the organisation	To exercise all of the powers of the organisation, ensuring that key decisions are made in a timely manner based on sufficient information and consideration
Ensure effective governance	To ensure the Board complies with Tier Three of A Code for Sports Governance
Scrutinise the effectiveness of the organisation	To retain an overview of the operation of the organisation, scrutinising effectively as required.
Uphold and protect the Values	To ensure behaviours comply with, and decisions are made in line with the values of Together Active
Act collectively in the best interests of Together Active	To declare interests where appropriate and work together as a Board in the best interests of Together Active.
Provide advocacy and attract additional resources	Trustees should be staunch advocates for Together Active and where appropriate and/or feasible should assist in developing a resource base for the partnership.
Ensure equality	To ensure the Board and Organisation are committed to working proactively to ensure equality. To ensure the Board has appropriately diverse membership.

### Recruiting and Appointing New Trustees

As outlined in the constitution, the Board will comprise a minimum of three and not more than 12 Trustees.

Trustees will hold office for a term of three years. After three years Trustees who wish to continue their service can seek re-election via a Board decision, but can serve no more than three, three-year terms in total.

The Local Authorities serving the area of Staffordshire and Stoke-on-Trent may be invited to appoint a total of up to four Trustees to represent them (for example, Councillor, Public Health Senior Officer, Chief Executive and Strategic Lead for Leisure representatives or equivalents).

All other Trustees will be appointed via an openly-advertised recruitment process. Trustees will be appointed to provide the Board with an appropriate range and balance of skills, knowledge, equality and diversity to fulfil and discharge its responsibilities, based on the Board's skills matrix which is reviewed annually.

The Chair will always be appointed through a publicly advertised, open recruitment process. If no suitable applications are received, after two attempts to recruit, the Board will elect a Chair from existing Trustees.

The Chair is supported by the role of Senior Independent Director; a form of Vice Chair, who will be elected by the Board from existing Independent Trustees and who will carry out the duties as set out in the role description for the post.

The recruitment process is led by the Governance and Appointments Group, acting as the Nomination Committee. On appointment, Trustees are given a role description and sign a code of conduct, Declaration of Good Character and Declaration of Interests as part of their induction.

### Decision Making

The Board of Trustees is 'responsible for agreeing the strategic direction of Together Active based on intelligence and insight', as stated in the *Board of Trustees Working Procedures* document which supplements Together Active's constitution. 'The Board will delegate responsibility to the Chief Executive' to manage the day-to-day implementation of the Strategy and Annual Delivery Plan.'

The Board meets a minimum of four times per year. Additional Board meetings may be required when circumstances dictate. The Board maintains a proper record of their meetings and decisions, normally in the form of minutes and associated papers which will be published on the Together Active website.



TOGETHER ACTIVE

TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022

Decisions can only be taken if a meeting is quorate. The quorum is three Trustees or the number nearest to one half of the total number of trustees, whichever is greater, or such larger number as the Trustees may decide from time to time.

Wherever possible decisions are reached by consensus. If this is not possible then a majority vote (of those eligible to vote) will decide the issue. In the event of a tied vote the Chair of the meeting has the casting vote.

Standing agenda items are:-

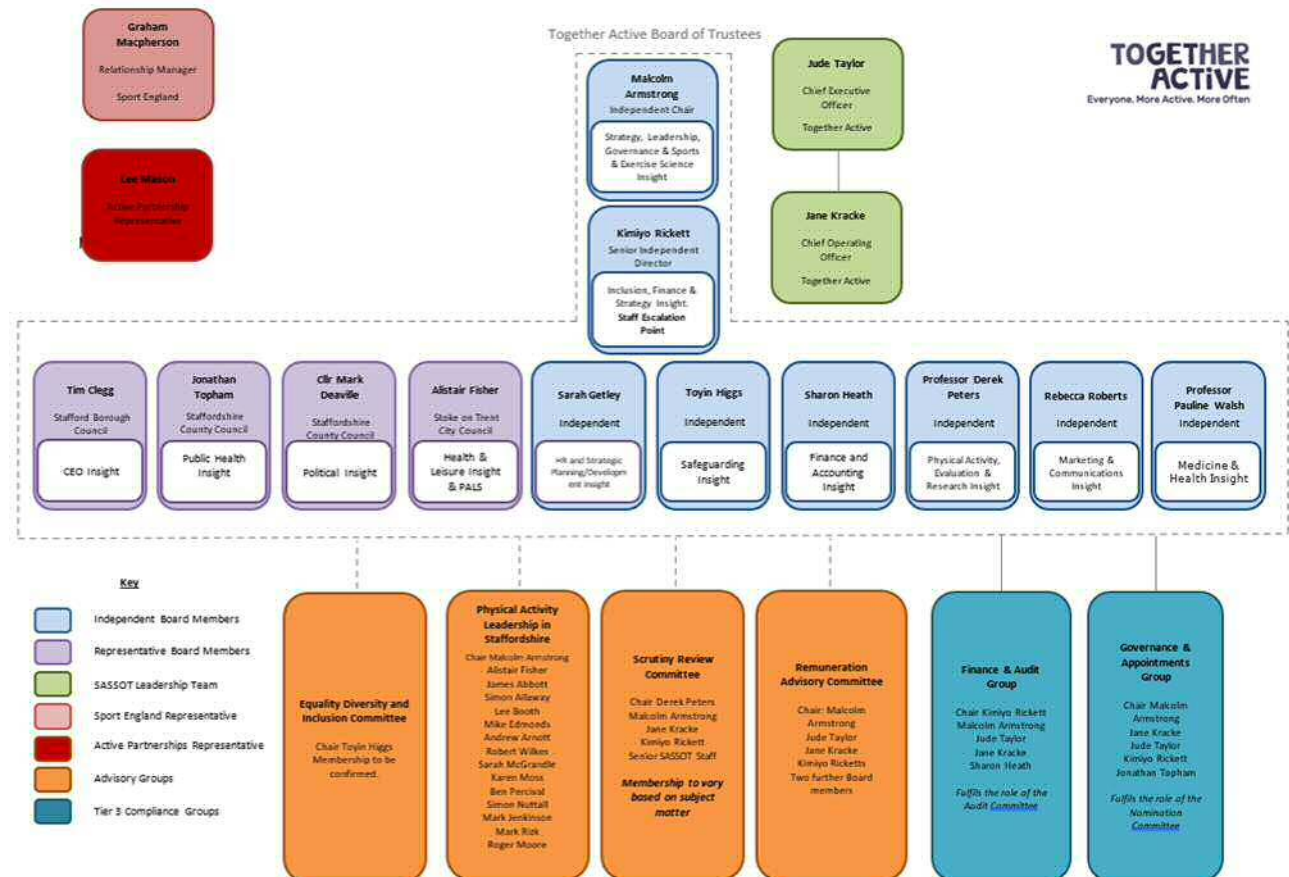
- Declaration of Interests
- Minutes / Actions of the previous meeting
- Financial Report
- Annual Delivery Plan progress report
- Risk Management
- Actions and decisions taken by the Chair, other delegated Trustees or any sub group

The Board may establish sub groups as required and delegate authority, responsibility and tasks, as appropriate. Any sub group established shall have clear terms of reference specifying the responsibilities and any powers delegated to the sub group, which shall be agreed by the Board. Any one-off delegations of authority will be agreed by the Board and appropriately documented.

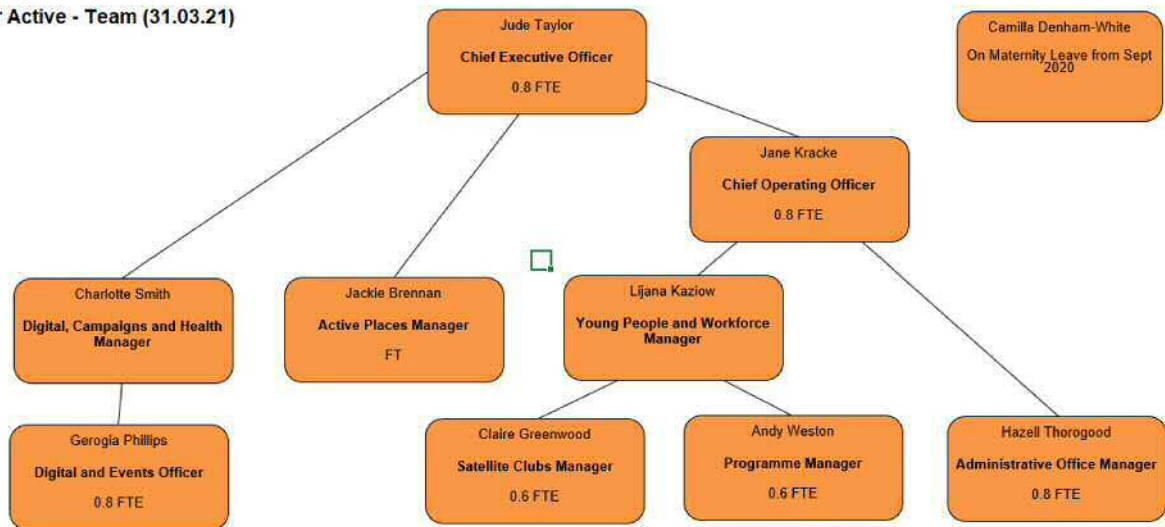
Any sub group established shall maintain a proper record of meetings and decisions. The sub groups include Groups with a remit to act as an Audit Committee and a Nomination Committee. This will be clearly stated in the Terms of Reference of the relevant Group(s).

Organisational Structure

Below is a diagram of the structure of the Board and sub-groups, and of the Team.



## TOGETHER ACTIVE

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**
**Together Active - Team (31.03.21)**

**Formal Board Sub Groups**
**Finance and Audit Group**

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

- Completing the self-effectiveness checklist for the Group and identifying areas for improvement
- Reviewing the Risk Register on a quarterly basis with a full annual review, identify four key risks for the Board to discuss in detail.

**Governance and Appointments Group**

Overall Purpose: To ensure that the Board operates effectively and that Together Active gains, and then maintains, compliance with Tier Three of *A Code for Sports Governance*.

The Group acts as the Nomination Committee as required.

Key work during 2021-22 included:

- Ensuring Together Active gained Tier Three compliance, and action planning to ensure the organisation can comply with the revised Code for Sports Governance by December 22 as required by Sport England
- Carrying out the annual Internal Review of the Board and action planning based on the findings
- Recruiting consultants to carry out an External Review of the Board
- Beginning the process to recruit a new Chair for when our existing Chair steps down
- Analysing the results of the annual Partner Satisfaction Survey, ensuring actions are identified and implemented

## TOGETHER ACTIVE

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**
**Equality, Diversity and Inclusion Group**

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

This group became a formal sub group of the Board during 2021-22.

Key work during 2021-22 included:

- RACE Code accreditation and development of an Implementation Plan
- Development of draft ED&I Framework and consultation
- Investigation of options for an Inclusion Network
- Delivery of Board and Staff drop-in session regarding ED&I terminology, and ED&I session at Board and Staff Away Day

**Diversity of the Board**

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

Together Active is committed to ensuring that our Trustees and our Leadership are fully reflective of the diverse communities that we serve, and able to represent the views and needs of these communities.

A target of a minimum of 30% of each gender has been adopted for Trustee membership and appropriate action will be taken to achieve and maintain this. If 30% of the membership is not a whole number, the number of people will be rounded up.

Additionally, the organisation will demonstrate a strong and public commitment to progressing towards achieving gender parity and greater diversity generally on its Board, including but not limited to diverse ethnic communities and disability, to ensure the Board is best able to represent the diverse communities it serves.

Progress regarding the number of female and independent (not representing a funding partner or group of funding partners) Board members is outlined below:

	As of 31.03.17 (SASSOT)	As of 31.03.18 (SASSOT)	As of 31.03.19 (SASSOT)	As of 31.03.20 (SASSOT)	As of 31.03.21 (Together Active)	As of 31.03.22 (Together Active)
Number of members	11	11	12	12	12	11
Independent	3 (27%)	4 (36%)	7 (58%)	8 (67%)	8 (67%)	8 (73%)
Female	3 (27%)	5 (45%)	5 (42%)	6 (50%)	6 (50%)	6 (55%)
Ethnically diverse					2 (17%)	2 (18%)
Disability/long-term health condition					3 (25%)	3 (27%)

TOGETHER ACTIVE

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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

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**Induction and Training of Trustees**

All new Trustees attend an induction session with the Chair and the Chief Executive, and receive a link to the Board Handbook, which is published on a secure section of Together Active's website, accessible only to Trustees.

All Trustees are encouraged to attend relevant training, such as that provided by the Sport and Recreation Alliance or the Sports Governance Academy. In addition, training for the whole Board is occasionally organised. During 21-22, Trustees have been encouraged to watch a Cybersecurity webinar and complete an online training session.

**Pay and Remuneration**

A Remuneration Policy was adopted by the Board in April 2021, outlining the principles by which any pay increases will be made. The Remuneration Advisory Committee makes recommendations to the Board based on the content of this policy.

For 2022-23 it was agreed that the annual pay award for all staff would be 2.8%, and taking into account the average CPIH (Consumer Price Index including owner-occupier housing costs) over a 12-month period to February 22 and the average pay award across the Active Partnership network.

The Trustees give of their time freely and no remuneration was paid in the year. Trustees are able to claim expenses based on actual expenditure, and during 2021-22 this totalled £189.85.

**Governance Standards**

As a recipient of Sport England funding, Together Active is required by Sport England to achieve and maintain Tier Three (the highest level) of, which sets out the levels of transparency, accountability and financial integrity that are required from those who receive government and National Lottery funding.

SASSOT previously achieved Tier Three compliance in September 2018, and Together Active achieved compliance in November 2021. Since then, the Code has been revised, and all Active Partnerships are required to be compliant with the revised Code by December 2022.

We have cross-referenced A Code for Sports Governance against the Charity Governance Code and the Sport and Recreation Alliance's Principle of Good Governance, and are confident that by complying with Tier Three of A Code for Sports Governance, Together Active will demonstrate that it has met a high standard of governance.

**Annual Internal Review**

As part of the requirements for Tier Three (see 2.12) the Board is required to complete an annual Internal Review. This consists of an online self-assessment questionnaire which each Trustee completes, looking at the performance of the Board and of themselves as a Trustee. This is followed by the Chair holding a one-to-one call with each Trustee to discuss this in more depth.

The key findings were then discussed by the Board at a Drop In session, and actions agreed to address these. The key findings included:

- The need to move back to in-person meetings at times
- Enabling and encouraging the Board to check and challenge whether the organisation is following its strategy
- Identifying a Safeguarding Lead Trustee
- Developing the Exploration and Resolution Group.

**External Review**

A further requirement of Tier Three is to commission an External Review of the Board on a four-yearly basis. This review is due in April / May 2022, so in November 2021 the Governance and Appointments Group produced an Invitation to Quote and in December 2021 Governance United were appointed to carry out the Review. Governance United attended the January Board and Sub Group meetings, and then carried out a survey and

TOGETHER ACTIVE

TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022

one-to-one interviews with Trustees and Senior Leadership. The results will be presented at the April 2022 Board Meeting

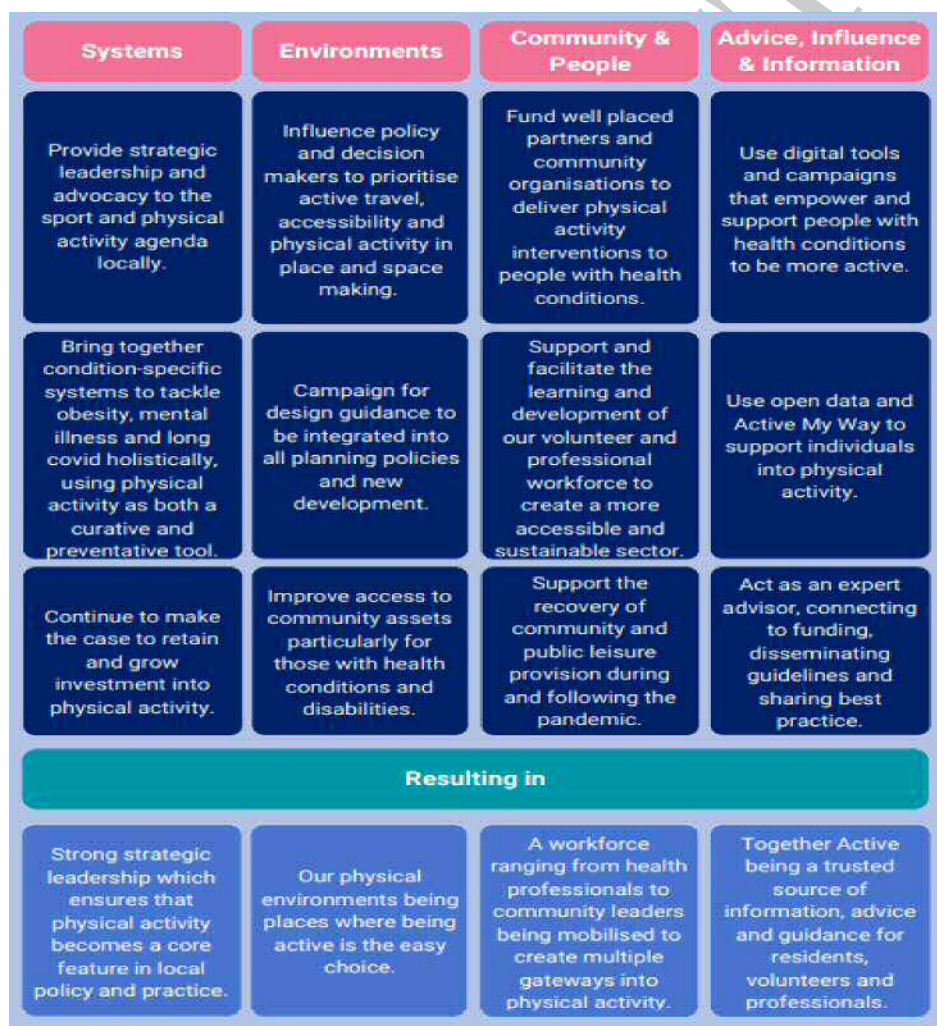
**Related Parties**

There are no subsidiaries or other related parties controlled by the same Trustees.

**Objectives and Activities**

In April 2021, Together Active launched *Step Up*, a new Strategy for 2021-25: “Over the next four years, Together Active will dedicate itself to inactive people. We will have a focus on those facing financial disadvantage and those with health conditions and disabilities. For young people, we will also include those in care and criminal justice systems. This will require us to work differently, realigning 80% of all our investment to these populations. We will foster relationships with new partners and learn to say no to activities that don’t bring us closer to our vision of *Active Lives, Healthy Futures*.”

This will be achieved through the following priority work strands:



The Team produced an Annual Delivery Plan, identifying the actions required to address the priorities and achieve the strategic outcomes outlined in our Strategy. This was signed off by the Board, and the Board receives a report of progress at each quarterly meeting. Alongside this, a 'Dashboard' is also presented to the Board each quarter, which RAG-rates each priority against expected progress, summarises the Quarter's

TOGETHER ACTIVE

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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

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highlights and challenges, and includes an 'Achieving our Vision' case study focusing on a particular work area.

**Achievements and Performance**

Below is a summary of the achievements and performance of Together Active during 2021-22, taken from Together Active's annual report. Further details, including case studies, can be found in the full report available on [www.togetheractive.org](http://www.togetheractive.org).

**Systems**

Strengthening the connections between physical activity and other key policy areas or systems is absolutely crucial in enabling more people can feel the benefits of an active life.

Over the last 12 months we have focused our efforts on the local health and planning systems. The emerging Integrated Care System for Stoke-on-Trent and Staffordshire has presented us with a unique opportunity to shape the local health landscape.

**Open Data - Active My Way**

We have continued to be a driving force behind the open data revolution in physical activity. This year we were delighted to secure funding for an Open Data Officer from Public Health on a 12-month contract, a big step forward in the recognition of the role the technology will play in the future.

Open data allows activity providers to share their sessions online, so that participants can find and book them easily. By uploading the details of an activity to one location, activity finders like ours can pull that information through and display it in multiple locations on the internet or within apps.

The Open Data Officer started with us in November 2021 and has spent their time building relationships with open data systems partners, local authorities and local groups. As COVID restrictions have begun to ease, we have been able to host several workshops and one-to-one sessions with local authorities and activity providers to support them on their journey.

We have worked closely with Played and Imin to improve the user experience of Active My Way, making it easier to find activities best suited to the individual. We have been a key voice in sharing the potential of open data with other active partnerships, presenting at the Active Partnerships Conference this year about our journey so far.

**Social Prescribing**

Social prescribing has now been recognised as a key measure in connecting communities and enabling people to lead healthier lives. The NHS Long Term Plan cites it as a key component in developing Universal Personalised Care, with plans to reach almost one million social prescribing referrals in the UK by 2023/24.

*Active My Way* will play a significant role in the way we interact with the healthcare system, providing social prescribers and link workers with an accessible resource to help motivate and guide their clients into activities and sports which are suitable for them.

We have spent the last year developing our relationships with stakeholders in this area, in particular Support Staffordshire and the National Association of Social Prescribers, as well as forums such as the West Midlands Social Prescribing Physical Activity Group.

We have also been developing the website, improving its functionality and developing new resources for healthcare professionals. We are now developing plans to build on our library of resources so that the site becomes a valuable tool for those working directly with clients.

We have been training the next generation of healthcare professionals through the Clinical Champions programme and developing the knowledge of those who function as social prescribers in other settings, such as RAs in Staffordshire and Keele universities. Equipping them with behaviour change and motivational interviewing techniques alongside tools like Active My Way enables them to support students with physical activity and create plans to make positive lifestyle changes.



**TOGETHER ACTIVE**

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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

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**Better Health Staffordshire - Whole systems approach to obesity**

Together Active continues to work alongside a range of partners on a whole systems approach to support healthy weight and tackle the causes of obesity. The aim of Better Health Staffordshire is to create a system network where partners and communities work collectively, over the long term (10-15 years), to develop, implement and evaluate a shared vision and actions which tackle the causes of obesity and promote a healthy weight and an active lifestyle.

**Workshop delivery and engagement:**

Towards the end of 2021 we supported the effective delivery of eight workshops on the topic of obesity prevalence and the consequences of living with obesity. Almost a hundred people attended in total from the three pilot districts (East Staffordshire, Cannock Chase and Staffordshire Moorlands) and from county wide representation. A further eight follow up workshops on whole systems approaches were delivered with seventy-four participants. Poll surveys indicated an increase in knowledge, confidence and understanding ranging from 72% to 83% across participants from both workshops.

**Online mapping process:**

A range of stakeholders have been contributing to an online tool which is being used to identify population level factors that drive obesity. Local communities will also be invited to identify local causes of obesity through a Citizen's Inquiry programme. This local insight will be used to develop a high-level system map for Staffordshire and encourage us to think beyond traditional individual behaviour change approaches.

**Opening School Facilities**

Together Active joined the Opening School Facilities initiative in Phase Two of the programme which centred around creating and increasing sport and physical activity opportunities for pupils that were on Free School Meals (FSM) and / or SEND (Special Educational Needs and Disabilities).

We funded a total of 19 schools across Staffordshire and Stoke-on-Trent with grants of £10,000 each. Over 60 activities were delivered, for 4000+ pupils and nearly 20 for communities (500+ people). We also funded 11 schools £500 each to support with accessible equipment such as boccia and new age kurling sets to expand the range of inclusive equipment available.

**Active Environments**

Together Active are working collaboratively towards making the physical environment a place where physical activity is the easy, safe and attractive option. This includes promoting cycling, walking and wheeling, supporting communities to access assets like green spaces or local school facilities and advocating for active design into planning systems.

We provided advice and support to Public Health and the Connectivity teams at Staffordshire County Council (SCC) on an Active Travel Social Prescribing bid and £40,000 has been allocated to SCC to develop a feasibility bid for full funding. We also provided responses to Local Plan consultations in Cannock Chase, Stoke-on-Trent, Newcastle-Under-Lyme and South Staffordshire.

**Cannock Chase Wayfinding Project**

A year ago, we supported Staffordshire County Council to successfully bid for £200,000 from Sport England for a wayfinding demonstration project which will provide a legacy from the Birmingham Commonwealth Games 2022 mountain biking event at Birches Valley on Cannock Chase.

Together Active project manages the programme through monthly steering group meetings which includes our partners Staffordshire County Council, Inspiring Healthy Lifestyles, Cannock Chase Council, Hednesford Town Council and Cannock Chase AONB Partnership.

The project's aim is to connect local people in Hednesford to the greenspace on their doorstep, adopting a co-production approach and delivering wellbeing outcomes. There is a digital arts element which will link into the Cannock Chase Can app (created by Cannock Chase Council) Local artists will be commissioned to engage with local communities to co-design rest stops as waymarkers and creating locally themed content which can be

**TOGETHER ACTIVE**

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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

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accessed via QR codes embedded in the bespoke rest stops.

The project has been scoped and planned and contracts agreed. A full route and accessible route have been finalised and an evaluation plan is in place. Delivery and local engagement work can now get underway.

**School Games**

- Leaders trained: 137
- Pilot Project Participants: 923
- Number of Young People taking part in the County School Games face to face events in March 2022: approximately 600

The latter part of academic year 2020-2021 continued with the virtual approach to School Games that Together Active and Staffordshire and Stoke-on-Trent's School Games Organisers (SGOs) had created and developed due to the pandemic. A virtual ceremony was held at the end of the academic year to award County winners of our virtual competitions based on results submitted by each local SGO.

At the start of academic year 2021-22, we were still very much in uncertain times and the pandemic was still affecting how we delivered our programme and the ability to bring schools together from across the County. However, in March, for the first time in two years, we held a face to face County School Games Final in Sportshall Athletics which saw over 600 children in Year 3-8 participate. We also welcomed back working in partnership with Stoke College and Stoke Sixth Form College to provide 40 leaders for the event.

Pilot Projects: Each SGO was funded by Together Active 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 and really identify what could work with a specific target group.

**Primary School Support**

During 2021-22, we provided support to local Primary Schools to encourage them to provide an overall offer of 60 active minutes per child per day. In order to achieve this we are working in partnership with Accelerate Learning Services.

Academic Year 2020/21: During the 2020-21 academic year, one-to-one in-depth support was provided to 20 Primary Schools. This includes working with the school to develop a long-term vision for PE, sport, health and whole school improvement. A detailed action plan is then put together unique to the area the school is hoping to improve, and a bespoke package of CPD is arranged to meet these needs.

Alongside this a wider offer of support, open to all primary schools, is available. This year over 80 schools have accessed PE Network Meetings and headteacher briefings, 202 schools have downloaded free resources and support materials and all schools in Staffordshire and Stoke on Trent access a monthly PE newsletter.

Academic Year 2021/22: The use of both local insights provided by School Games Organisers and Pupil Premium and Child Weight Management data has led to several schools being identified to receive targeted support with a view to improving their PE curriculum and physical activity offer to pupils. The support consists of one-to-one action planning sessions, regular sessions for reviewing progress and access to a wider offer of support. Including PE Network meetings, headteacher briefings and opportunities for Continual Professional Development along with access to a number of other resources.



**TOGETHER ACTIVE**

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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

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**Active Lives Survey for Children and Young People**

Together Active worked alongside primary, middle and secondary schools in Staffordshire and Stoke-on-Trent to facilitate Sport England's Active Lives Children and Young People Survey, gaining responses from 1,638 children. The report summarises activity levels of children and young people from 5-16 years of age. It gives an idea of overall activity levels both in and out of the school setting, types of activity undertaken, and the impact physical activity has on mental wellbeing, amongst other topics.

**Workforce and Training**

A workforce with the right knowledge and skill set is essential to be able to demonstrate the appropriate behaviour to effectively increase the number of people with active lives and healthy futures. Together Active aims to support organisations, volunteers and professional workforce to achieve this via targeted training and development.

**Health:** Together Active continues to support the delivery of Clinical Champion sessions in partnership with the NHS. We also built upon this by working closely with Support Staffordshire to train and equip social prescribers with the confidence and competence to talk about and prescribe physical activity, remembering that every minute counts.

**Education:** We work collaboratively with Staffordshire University to upskill the next generation of workforce with the knowledge and experience to impact positively on society. We circulate a monthly newsletter full of interesting reading, training and development opportunities. We provide guest lectures in behaviour change, sport policy and the sporting landscape as well as providing opportunities for students to tackle real world problems via the Real World Project.

Through the Opening School Facilities funding, we encouraged schools to utilise the Opening School Facilities funding to develop staff knowledge to be able to sustain the breadth and depth of activities they offer to Free School Meals and Special Educational Needs and Disability pupils. Similarly, targeted support was carried out through the Physical Education and School Sport Premium fund.

**Community Sport:** In a bid to assist and guide clubs and organisations to build back better, Together Active have directed clubs to various Club Matters resources and workshops, the Chartered Institute for the Management of Sport and Physical Activity Retrain to Retain initiative, Sports Leaders training, Time to Listen courses for welfare officers, UK Coaching and Mind's Mental Health Awareness in Sport and Physical Activity+ training, as well as Youth Mental Health First Aid via the Cornerstone project. This training equips volunteers with the tools to help those that need it most, in the places where they seek it.

**People and Communities**

Understanding our communities and the people within them are at the heart of everything we do as an Active Partnership. Many of these communities have been strengthened as a result of the pandemic and we have been able to partner with community organisations at a local level to deliver physical activity interventions that support our target audiences.

The national Sport England 'Together Fund' (formerly Tackling Inequalities Fund) has enabled us to fund well placed partners and organisations to deliver projects that support some of our most disadvantaged groups.

As part of our work with the Safer Together Through Sport programme, we have also provided funding to a range of partners and organisations to provide diversionary activities aimed at reducing Anti-Social Behaviour and providing positive experiences for children and young people.

We believe in the power of physical activity and sport and the benefits it brings to the lives of those who take part. Ensuring we have a workforce that is fit for purpose is vital to creating a more accessible and sustainable sector.

We have delivered Clinical Champions, Social Prescribing and Behaviour Change training to a number of organisations, supporting a range of individuals from current healthcare professionals to students studying at university.

TOGETHER ACTIVE

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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

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Working in partnership with Sports Structures we have provided a programme of workshops covering Safeguarding, First Aid and Club Matters to support our local clubs and organisations. We have also provided training to support those clubs supporting individuals with their Mental Health.

**Community Youth Activity Fund**

Our Community Youth Activity Fund has replaced the Sport England Satellite Clubs programme and has given us the flexibility to be a little more targeted and innovative with this funding.

The initial funding rounds have focussed on providing diversionary activities targeting young people who are:

- Receiving guidance and support from the Youth offending Service
- Known to Community Safety officials, PCSOs, Earliest Help, Housing Associations, ASB Officers by causing ASB
- On the cusp of crime and ASB
- On the verge of school exclusion or within Pupil referral units

Community Youth Activity Fund projects have been designed around the needs of young people aged 11 – 21 years, and we have supported **13 projects this year totalling £25,766 and have just committed to a further 11 projects and £26,767** which will start soon.

**The Cornerstone Project**

The Cornerstone Project was a local initiative funded by the Free Masons Society and managed by Together Active with support from the NHS Combined Trust. The NHS Combined Trust Suicide Prevention Lead approached Together Active to draw up a summer physical activity programme to support some of the young people aged 10-13 years that are / or might struggle with transitioning to secondary school and the impact of COVID-19.

The collaboration involved the NHS Combined Trust working to identify potential participants with their Children's Services contacts and Action for Children. Together Active co-ordinated the provision of activities with trusted providers and managed the grant and distribution of the funding, and MIND provided support sessions for the young people.

We extended the activities into the October Half Term, and overall nearly 260 hours of activity were delivered to 211 children. We have trained 14 delivery coaches in the Youth Mental Health First Aid course and are looking at dates to run a second course to fulfil demand.

**Tackling Inequalities Fund**

After the success of Rounds One and Two of the Tackling Inequalities Fund during the height of the pandemic, we were awarded a third round and allocated a further £90,000 to 22 organisations during this year. Together Active has collaborated with Local Authorities, VAST, Support Staffordshire and SCYVS to reach out to grass roots community organisations that can deliver to communities with long term health conditions, disability groups, culturally diverse communities and those on lower incomes.

**Mental Health**

2021-22 has seen Together Active develop real confidence around working in mental health. We have been listening, learning and developing relationships with key stakeholders across physical activity and health.

Mental Health Conference: September 2021 saw our inaugural Mental Health Conference, bringing together local authorities, the healthcare system, mental health specialists and physical activity providers in an effort to understand the local landscape in terms of mental health and to develop relationships between systems. It was incredibly well received, with attendees commenting that they learnt a lot about how physical activity can support mental health. We are seeking to hold our second conference this autumn.

Mental Health Transformation: We are also part of the Mental Health Transformation programme currently taking place across the healthcare system in Staffordshire, where we have successfully lobbied for the inclusion of physical activity as a tool to support recovery of inpatients as they return to the community. We are currently looking at developing referral ready clubs so that pathways can be built into activities with confidence.

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**TOGETHER ACTIVE**

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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

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We are part of the West Midlands MIND Regional Network, sharing our insights and knowledge with colleagues across the region, and from which our most involved mental health project to date has been developed.

**Public Benefit Disclosures**

Having reviewed the Objective and Activities, and the Achievements and Performance of the organisation, and having given due consideration to the Charity Commission's published guidance on the Public Benefit requirement under the Charities Act 2011, the Trustees are satisfied that Together Active's has delivered significant public benefit during 2021-22.

**Grant Making**

During 2021-22, Together Active has operated six grants programmes. Four were national Sport England programmes, which Together Active managed for the Staffordshire and Stoke-on-Trent area (Satellite Clubs, Tackling Inequalities Fund, Opening School Facilities and Commonwealth Games Legacy), and two were Together Active's own local grants programmes using Sport England funding (Community Houth Activity Fund (Diversionary Activities) and School Games Pilot Projects). Through these, Together Active awarded grants to local community groups and other organisations.

Together Active has established criteria for each award, which incorporates the criteria required by Sport England. This includes:

- The required outcomes of any funding award
- The target audience(s)
- The monitoring and evaluation requirements
- The timescales for delivery
- The Governance requirement for the organisation applying for funding
- What items of expenditure can / cannot be funded
- The assessment process for deciding whether funding will be awarded

**Volunteers**

Together Active runs a young volunteer programme in conjunction with local colleges and schools, to train young people who can then help to deliver the School Games County Finals, a multi-sport event and satellite single-sport events involving over 2000 school children. During the 2020-21 academic year, training was delivered virtually, but in the first half of the 2021-22 Academic Year face-to-face training was able to resume and the young volunteers were used to deliver to successful Sportshall Athletics events. In total 137 young people were supported to gain volunteering qualifications and experience during 2021-22.

**Social Investment**

Together Active has not made use of, nor does it have any plans to make use of, social investment

**Financial Review**

At 31.03.21 the total funds held were £748,238, and at 31.03.22 total funds held were £1,019,853.

**Funding Sources**

Together Active has received £1,189,440 income during 2021-22. This consists of £1,081,074 of funding from Sport England during the period 01.04.21-31.03.22, along with £73,016 of funding from local partners (Local Authorities and Universities), £33,313 from grant applications and £2,037 of income generation. This higher than the income expected for the year due to securing additional funding from all of the above groups.

Together Active recognises the risk of over-dependency on Sport England funding, and aims to reduce the percentage of funding which comes from Sport England year on year by increasing our income generation and securing additional funding from other sources. 88% of income came from Sport England in 2021-22 compared to 91% in 2020-21.

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**TOGETHER ACTIVE**

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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

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**Reserves**

At 31.03.22 total funds held were £1,019,853. Together Active's Reserves Policy outlines two types of funds which Together Active holds:

**Restricted Funds**

This is grant funding which has been received and is held for future delivery within the grant period or which is grant underspend where we have permission from the grant provider to carry it forward. It can only be spent on expenditure allowed within the terms of the grant agreement. At 31.03.22 this totals £479,842 and is detailed within the accounts.

**Unrestricted Funds**

This is the amount of funding which is not restricted and totals £540,011. The Trustees have identified the amount of funding which the Together Active Trustees have agreed needs to be held to manage the dissolution of the CIO should this be necessary, meeting all associated liabilities as outlined in the organisation's Reserves Policy. As of 31.03.22 this figure was £224,270 and includes:

- Redundancy liabilities for all eligible staff
- Three months of employment costs for non-programme staff (the Trustees consider that the risk of any notice period for programme staff not being able to be paid from programme funding is minimal and does not need to be included in the Unrestricted Designated Funds)
- Office lease (three months' notice required)
- Mobile phone contracts

Sport England funding terms and conditions do not allow for redundancy payments to be made from their funding awards (restricted funds), hence the allocation of unrestricted funds towards this.

Unrestricted funds in excess of this policy are currently held. These funds can be invested back into the organisation and its delivery to support the organisation's growth. As of 31.03.22 this figure was £315,741.

Together Active is about to enter a new five-year funding cycle with Sport England (its main funder) to 31.03.27. As part of the application process for this funding the Trustees agreed a staffing structure and delivery model to bring these excess reserves in line with the policy, and this is reflected in the long-term financial forecast.

**Going Concern**

Together Active has a long-term financial forecast (currently running to 31.03.27) which is kept up-to-date. Based on these figures the Trustees have no reason to believe that Together Active will not be able to continue as a going concern during this period and beyond.

**Risk Management**

Together Active has an up-to-date Risk Management Policy and Risk Register. The Risk Register outlines the major risks faced by Together Active, and identifies existing and additional controls to mitigate them. This is reviewed on a quarterly basis by the Finance and Audit Group and reported to the Board, with the Board undertaking a full review of risk on an annual basis.

Together Active's risks are outlined under five key headings:

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

## TOGETHER ACTIVE

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

In January 2022, the Finance and Audit Group fully reviewed the Risk Register. This work included identifying the four most significant risks to the organisation. These were then discussed at the subsequent Board meeting and actions to mitigate them were agreed:

Risk Area	Risk Identified	Link to Risk Register	Proposed Actions to Mitigate Risks
Governance	Relationship with Stoke-on-Trent City Council	1.3: Unable to develop the necessary relationships across a wide breadth of services and strategic groups at Stoke-on-Trent City Council	<ul style="list-style-type: none"> <li>• Arrange meeting with Strategic Manager and other key personnel from other relevant services within the Council to discuss and agree actions</li> <li>• Identify key relationships with individuals within the Council and assign to Leadership Team members to develop and nurture</li> <li>• Continue to work with the Health and Wellbeing Board, supporting their physical activity 'obsession'</li> <li>• Investigate how to build on initial relationship work with local MPs and Councillors, including whether Trustees could support this</li> <li>• Continue to develop wider links across the city via our delivery work</li> </ul>
Governance / Operational	Loss of key staff / trustees	<p>1.8: High Board turnover or loss (temporary or permanent) of key Board members</p> <p>2.5: High staff turnover or loss of key staff</p>	<ul style="list-style-type: none"> <li>• Review Succession Plan</li> <li>• Ensure key relationships with partners are not held by just one staff member</li> <li>• Katala (CMS) will make it easier for other staff to take over these relationships if necessary</li> <li>• Ensure staff and trustees feel valued: <ul style="list-style-type: none"> <li>◦ Staff Satisfaction Survey and Board Internal Review findings actioned</li> <li>◦ Create a culture of listening, trust and reward</li> </ul> </li> <li>• Improve distribution of additional responsibilities (Champion roles, sub group membership etc.) across Board</li> </ul>

## TOGETHER ACTIVE

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

Operational	Capacity and skills	<p>2.4: Insufficient capacity to effectively deliver agreed outcomes (including short-term challenges due to staff illness / caring responsibilities)</p> <p>2.6: Insufficient skills within team to effectively deliver agreed outcomes</p>	<ul style="list-style-type: none"> <li>• Insight and learning identified as a key capacity and skills gap in team <ul style="list-style-type: none"> <li>◦ Funding for insight role secured via Sport England uplift</li> </ul> </li> <li>• Produce skills matrix for team and use to identify skills gaps. Action plan to address these</li> <li>• Improvement in sharing of learning between team members and as a whole team via 'learning to learn' actions</li> <li>• People Plan developed and adopted (Tier 3 requirement)</li> <li>• Katala (CMS) will make it easier for other staff to pick up work in the short term if necessary</li> </ul>
Financial	In-year deficit year on year	3.4: Expenditure greater than Income each year	<ul style="list-style-type: none"> <li>• Review of liabilities</li> <li>• Aim to reduce % overspend each year. Need to set target. <ul style="list-style-type: none"> <li>◦ Review each staff vacancy</li> <li>◦ Consider income-generation opportunities</li> <li>◦ Scrutinise operational costs annually</li> </ul> </li> <li>• Increase proportion of delivery funding covered through securing additional external funding rather than from Sport England System Partner funding</li> </ul>

Having assessed the major risks, the Trustees are satisfied that the existing and proposed measures within the Risk Register are sufficient to adequately mitigate the identified risks.

### Plans for the Future

In July 2021, Sport England began a two-phase process to invite Active Partnerships to apply for funding for the 2022-27 period. In December 2021, they confirmed that Together Active has been awarded £2,679,700 over five years as a system partner within Uniting the Movement, Sport England's new strategy.

As part of the application process, Together Active identified the following as priorities for 2022-23:

"For 22/23 our target audiences are those with mental health conditions or living with obesity, and from lower socio-economic groups. We are also focusing on young people in the youth justice & care systems.

### System

- Better Health Staffordshire is a whole systems approach to support healthy weight and tackle the multiple drivers of obesity and inactivity in Staffordshire. The partnership, of which we are a key partner, will conduct a series of workshops and citizens enquiries in three pilot localities, developing longer-term action plans in each geographical area. This will report into the Staffordshire and Stoke Children's ICS & Staffordshire's Health and Wellbeing Board.
- Support the **Stoke-on-Trent Health & Wellbeing Board** with their focus on physical activity, engaging statutory partners in a conversation about shared purpose relating to prevention and physical activity.
- Attend Children's ICS Stoke -On-Trent and Staffordshire, Health Wellbeing Boards, Community Leadership Group and Support for Young People Steering Group, advocating for the importance of physical activity in prevention.

TOGETHER ACTIVE

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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

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Environment

- Campaign for **design guidance** to be integrated into all planning policies and new developments. Build a local collaborative network which can collectively influence the planning and active places systems.
- Wayfinding Pilot - coordinate, implement and evaluate the Wayfinding Project in Cannock Chase. Explore innovative co-design methods to increase active and emotional connection of the local Hednesford community to the greenspace on their doorstep by December 2023.

Community & People

- Work with Youth Offending Team and children's mental health clinicians to develop **referral pathways** into suitable sport and physical activity placement
- Referral Ready Clubs – develop and implement a systemic programme of training for clubs and groups to create an accessible, inclusive and supportive environment for those with mental health conditions. Providing a great experience for the individuals, building confidence of volunteers.
- Establish **Gen 2022**, a Commonwealth Games Volunteering programme for young care leavers (16+) or those in the Criminal Justice System (16-18), building confidence, skills and connecting them to employment opportunities
- Professional Workforce – Deliver Behaviour Change, Clinical Champions and Social Prescriber training across the sub-region, giving professionals the skills and competencies to ensure empathic physical activity messaging becomes a routine part of clinic care.

Advice, Information and Guidance

- Continue to develop the functionality and content of **Active My Way**. Increase professional access (focusing on Health Care Professionals, Social Workers, Youth Offending Teams and Social Prescribers). Deploy an Open Data Officer to increase open data compliance locally, improving access to physical activity for target communities. Open Data officer deployed between Nov 21- Nov 2022
- To drive national improvement in open data compliance, by sharing our learning amongst the sector, lobbying for better campaigns and support tools
- Through **Active My Way**, provide inspiration and advice to help the public be more active, regardless of their physical condition or background. Share stories, guidelines and useful information to help people take the first steps to being active and then continuing.
- Undertake a full review of our **School Support offer** (including Primary Premium) by June 2022 to ensure that the UK Chief Medical Officer's guidelines around physical activity for CYP are understood, resources are appropriately allocated

Insight, Learning and Engagement

- Implement our **Evaluation Framework** across the organisation and share externally, ensuring this drives a culture of iterative learning and improvement
- Establish an **Inclusion Advisory Group** to help us guide and develop our thinking regarding matters relating to Equality, Diversity and Inclusion
- Complete and evaluate our **Community Conversation** programme in Burslem (Stoke) aimed at understanding attitudes, barriers and behaviours to physical activity
- Physical Activity Leadership in Staffordshire & Physical Activity Partners Forums - convene regular meetings with local authority and leisure operator staff to share learning, disseminate information and achieve economies of scale
- Appoint an **Insight, Evaluation and Engagement Manager** to oversee this work

TOGETHER ACTIVE

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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

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**Statement of Trustees' responsibilities**

The Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial period which give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Trust deed. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Disclosure of information to auditors**

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

**Auditors**

Crowe U.K. LLP, has indicated its' willingness to be re-appointed as statutory auditor, subject to the approval of the Board of Trustees.

Approved by order of the members of the board of Trustees on \_\_\_\_\_ and signed on its behalf by:

Malcolm Armstrong (Chair)

Kimiyo Rickett (Senior Independent Director)



**TOGETHER ACTIVE**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TOGETHER ACTIVE**

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**Opinion**

We have audited the financial statements of Together Active (the 'charity') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has been withdrawn.

This has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2022 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

**TOGETHER ACTIVE**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TOGETHER ACTIVE (CONTINUED)**

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**Other information**

The other information comprises the information included in the Annual report other than the financial statements and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of trustees**

As explained more fully in the Trustees' responsibilities statement, the Trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

TOGETHER ACTIVE

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TOGETHER ACTIVE (CONTINUED)

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**Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items. In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The key laws and regulations we considered in this context were General Data Protection Regulation, health and safety legislation and employee legislation.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing and completeness of income recognition and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Finance & Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, designing audit procedures over income, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing and completeness of income recognition and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Finance and Audit Group about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

**TOGETHER ACTIVE**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TOGETHER ACTIVE (CONTINUED)**

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A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditor's report.

**Use of our report**

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

**Crowe U.K. LLP**

Chartered Accountants

Black Country House

Rounds Green Road

Oldbury

West Midlands

B69 2DG

Date:

Crowe U.K. LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

## TOGETHER ACTIVE

STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 MARCH 2022

	Note	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
<b>Income from:</b>					
Grants	3	1,124,904	62,499	1,187,403	356,086
Other income	4	-	2,037	2,037	823,643
<b>Total income</b>		<b>1,124,904</b>	<b>64,536</b>	<b>1,189,440</b>	<b>1,179,729</b>
<b>Expenditure on:</b>					
Charitable activities	6	917,335	490	917,825	431,491
<b>Total expenditure</b>		<b>917,335</b>	<b>490</b>	<b>917,825</b>	<b>431,491</b>
<b>Net movement in funds</b>		<b>207,569</b>	<b>64,046</b>	<b>271,615</b>	<b>748,238</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		272,273	475,965	748,238	-
Net movement in funds		207,569	64,046	271,615	748,238
<b>Total funds carried forward</b>		<b>479,842</b>	<b>540,011</b>	<b>1,019,853</b>	<b>748,238</b>

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 27 to 42 form part of these financial statements.

## TOGETHER ACTIVE

BALANCE SHEET  
AS AT 31 MARCH 2022

	Note	2022 £	2021 £
Tangible assets	11	1,333	-
		<u>1,333</u>	<u>-</u>
<b>Current assets</b>			
Debtors	12	279,088	6,654
Cash at bank and in hand		787,207	789,342
		<u>1,066,295</u>	<u>795,996</u>
Creditors: amounts falling due within one year	13	(47,775)	(47,758)
<b>Net current assets</b>		<u>1,018,520</u>	<u>748,238</u>
<b>Total net assets</b>		<u><u>1,019,853</u></u>	<u><u>748,238</u></u>
<b>Charity funds</b>			
Restricted funds	15	479,842	272,273
Unrestricted funds	15	540,011	475,965
<b>Total funds</b>		<u><u>1,019,853</u></u>	<u><u>748,238</u></u>

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

**Malcolm Armstrong (Chair)**  
(Chair of Trustees)  
Date:

**Kimiyo Rickett**  
(Senior Independent Director)

The notes on pages 27 to 42 form part of these financial statements.

## TOGETHER ACTIVE

**STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2022**

	2022 £	2021 £
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	(136)	789,342
Purchase of tangible fixed assets	(1,999)	-
<b>Net cash (used in)/provided by investing activities</b>	<b>(1,999)</b>	<b>-</b>
<b>Change in cash and cash equivalents in the year</b>	<b>(2,135)</b>	<b>789,342</b>
Cash and cash equivalents at the beginning of the year	789,342	-
<b>Cash and cash equivalents at the end of the year</b>	<b>787,207</b>	<b>789,342</b>

The notes on pages 27 to 42 form part of these financial statements

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**TOGETHER ACTIVE**

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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**1. General information**

The organisation is a charitable incorporated organisation (CIO), incorporated and registered as a charity on 13 January 2020. The principal office is PO Box 4799, Stoke-on-Trent, ST4 9QJ. The charity's registered number is 1187329. The charity is registered in England & Wales.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following the Charities SORP (FRS 102) published in October 2019 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Together Active meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**2.2 Going concern**

The Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. They continue to believe the going concern basis of accounting appropriate in preparing the annual financial statements.

**2.3 Income**

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.



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**TOGETHER ACTIVE**

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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**2. Accounting policies (continued)****2.4 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

Grants payable are charged in the year when the offer is made except in those cases where the offer is conditional, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants offered subject to conditions which have not been met at the year end are noted as a commitment, but not accrued as expenditure.

All expenditure is inclusive of irrecoverable VAT.

**2.5 Tangible fixed assets and depreciation**

Tangible fixed assets costing £750 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following basis:

Computer and office equipment - 33% straight line

**2.6 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**2.7 Cash at bank and in hand**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

TOGETHER ACTIVE

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NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022

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**2. Accounting policies (continued)**

**2.8 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

**2.9 Financial instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**2.10 Pensions**

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

**2.11 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

**2.12 Comparable periods**

Together Active became a Charitable Incorporated Organisation (CIO) on 13th January 2020. The accounting period ended 31 March 2021 displays figures for a period of 7 months, from the 1st September 2020 when Together Active became operational.

## TOGETHER ACTIVE

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**3. Income from donations and legacies**

	<b>Restricted funds 2022 £</b>	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Grants	1,124,904	62,499	<b>1,187,403</b>	356,086
<i>Total 2021</i>	<u>323,623</u>	<u>32,463</u>	<u>356,086</u>	

**4. Other incoming resources**

	<b>Restricted funds 2022 £</b>	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Funds transferred from Sport Across Straffordshire and Stoke-on-Trent (SASSOT)	-	-	-	823,643
Other Income	-	2,037	<b>2,037</b>	-
	<u>-</u>	<u>2,037</u>	<u>2,037</u>	<u>823,643</u>
<i>Total 2021</i>	<u>370,362</u>	<u>453,281</u>	<u>823,643</u>	

## TOGETHER ACTIVE

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022

## 5. Analysis of grants

	<b>Grants to Institutions 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Grants	377,595	<b>377,595</b>	134,592
<i>Total 2021</i>	134,592	134,592	

During 2021-22, Together Active operated four grants programmes on behalf of Sport England. These are national programmes, which are managed by Together Active for the Staffordshire and Stoke-on-Trent area:

- **Satellite Clubs** – a programme to set up local sport and physical activity clubs that are designed around the needs of inactive young people age 14 – 19years. Maximum grants are normally £2,500 per satellite club. The majority of organisations we fund through this programme are voluntary sports clubs, Local Authorities and Leisure Trusts.
- **Tackling Inequalities Fund** – an emergency Covid grant programme to support organisations that deliver physical activity or sport and who target priority groups, ensuring they are able to reopen when restrictions allow. Maximum grants are normally £5000 per organisation. The majority of organisations we have funded through this programme are registered charities, Community Interest Companies or local voluntary organisations.
- **Opening School Facilities** – a programme to support schools to open up their sports facilities in order to broaden the range of extra-curricular activities on offer for their pupils and to encourage use of their facilities by the wider community. Grants of up to £10,000 are awarded to primary and secondary schools.
- **Commonwealth Games Legacy Grants** – a programme to provide delivery funding of £3000 to each School Games Organiser's Host School within Staffordshire and Stoke-on-Trent (ten in total) to deliver sport and physical activity events linked to the Commonwealth Games.

In addition to the above, Together Active allocated Sport England funding to the following two grants programmes. These are local grants programmes for the Staffordshire and Stoke-on-Trent area only:

- **Community Youth Activity Fund (Diversionary Activities)** – a programme to provide sport and physical activity opportunities to young people who are causing or who are at risk of causing anti-social behaviour. Grants of up to £2,500 are awarded to voluntary organisations and charities, Local Authorities and Leisure Trusts.
- **School Games Pilot Projects** – a programme to support School Games Organisers to pilot new, innovative ways of engaging specific target groups of young people in physical activity and sport, through delivering festivals, events, and leadership training. Grants of up to £1,000 are awarded to the Host School of each School Games Organiser.

## TOGETHER ACTIVE

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**6. Analysis of expenditure on charitable activities****Summary by fund type**

	<b>Restricted funds 2022 £</b>	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Costs of Running Charity	917,335	490	<b>917,825</b>	431,491
<i>Total 2021</i>	421,712	9,779	431,491	

**7. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2022 £</b>	<b>Grant funding of activities 2022 £</b>	<b>Support costs 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Costs of Running Charity	198,315	377,595	341,915	<b>917,825</b>	431,491
<i>Total 2021</i>	138,245	134,592	158,654	431,491	

## TOGETHER ACTIVE

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

## 7. Analysis of expenditure by activities (continued)

## Analysis of direct costs

	<b>Activities 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Staff costs	124,000	<b>124,000</b>	104,092
Programmes	62,157	<b>62,157</b>	31,456
Professional fees	135	<b>135</b>	-
Travel	2,405	<b>2,405</b>	1,508
Telephone	1,644	<b>1,644</b>	525
Training	177	<b>177</b>	332
Computer costs	5,676	<b>5,676</b>	332
Insurance	37	<b>37</b>	-
Hire of equipment and facilities	2,018	<b>2,018</b>	-
Post and stationery	10	<b>10</b>	-
Office equipment & furniture	56	<b>56</b>	-
	<u>198,315</u>	<u><b>198,315</b></u>	<u>138,245</u>
<i>Total 2021</i>	<u>138,245</u>	<u>138,245</u>	

## TOGETHER ACTIVE

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022

## 7. Analysis of expenditure by activities (continued)

## Analysis of support costs

	Activities 2022 £	Total funds 2022 £	Total funds 2021 £
Staff Costs - Support	256,481	<b>256,481</b>	106,872
Sundry	1,044	<b>1,044</b>	2,885
Professional fees	8,329	<b>8,329</b>	17,317
Programmes	877	<b>877</b>	1,188
Telephone	1,871	<b>1,871</b>	1,155
Travel	3,021	<b>3,021</b>	1,038
Marketing	12,430	<b>12,430</b>	8,875
Hire of equipment and facilities	180	<b>180</b>	-
Training	10,586	<b>10,586</b>	3,496
Computer costs	15,562	<b>15,562</b>	5,236
Rent	10,498	<b>10,498</b>	1,408
Accountancy	1,783	<b>1,783</b>	-
Audit	5,400	<b>5,400</b>	5,400
Subscriptions	3,979	<b>3,979</b>	175
Insurance	5,776	<b>5,776</b>	3,327
Post and stationery	340	<b>340</b>	282
Office equipment & furniture	3,092	<b>3,092</b>	-
Depreciation - office equipment	666	<b>666</b>	-
	<u>341,915</u>	<u><b>341,915</b></u>	<u>158,654</u>
<i>Total 2021</i>	<u>158,654</u>	<u>158,654</u>	

## 8. Auditor's remuneration

	2022 £	2021 £
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	<u><b>5,400</b></u>	<u>5,400</u>

## TOGETHER ACTIVE

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**


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**9. Staff costs**

	<b>2022</b>	2021
	£	£
Wages and salaries	<b>315,143</b>	174,284
Social security costs	<b>26,584</b>	13,739
Contribution to defined contribution pension schemes	<b>38,754</b>	22,941
	<u><b>380,481</b></u>	<u>210,964</u>

The average number of persons employed by the Charity during the year was as follows:

	<b>2022</b>	2021
	No.	No.
Average number of employees	<u><b>11</b></u>	<u>10</u>

No employee received remuneration amounting to more than £60,000 in either year.

The key management personnel of the charity consists of the Chief Executive, Chief Operating Officer, Digital, Campaigns and Health Manager, Young people and Workforce Manager and the Active Places Manager. The total amount paid to the key management personnel during the year was £239,716 (2021: £139,746).

**10. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 March 2022, expenses totalling £190 were reimbursed or paid directly to 1 Trustee (2021 - £115 to 1 Trustee). This was for the reimbursement of travel and subsistence costs.



## TOGETHER ACTIVE

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**11. Tangible fixed assets**

	<b>Computer and office equipment £</b>
<b>Cost or valuation</b>	
Additions	1,999
At 31 March 2022	1,999
<b>Depreciation</b>	
Charge for the year	666
At 31 March 2022	666
<b>Net book value</b>	
At 31 March 2022	1,333
At 31 March 2021	-

**12. Debtors**

	<b>2022 £</b>	<b>2021 £</b>
<b>Due within one year</b>		
Trade debtors	14	4,000
Prepayments and accrued income	279,074	2,654
	279,088	6,654

## TOGETHER ACTIVE

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**13. Creditors: Amounts falling due within one year**

	2022 £	2021 £
Trade creditors	176	11,799
Other creditors	19,062	14,228
Accruals and deferred income	28,537	21,731
	<u>47,775</u>	<u>47,758</u>

	2022 £	2021 £
Deferred income at 1 April 2021	8,417	-
Resources deferred during the year	19,156	8,417
Amounts released from previous periods	(8,417)	-
	<u>19,156</u>	<u>8,417</u>

Deferred income relates to grants received in advance of the delivery period.

**14. Financial instruments**

	2022 £	2021 £
<b>Financial assets</b>		
Financial assets measured at fair value through income and expenditure	<u>1,059,711</u>	<u>793,342</u>

	2022 £	2021 £
<b>Financial liabilities</b>		
Derivative financial instruments measured at fair value through income and expenditure held as part of a trading portfolio	<u>28,619</u>	<u>39,341</u>

Financial assets measured at amortised cost comprise cash at bank, accrued income and other debtors.  
Financial liabilities measured at amortised cost comprise accruals and other creditors.

## TOGETHER ACTIVE

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022

## 15. Statement of funds

## Statement of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
<b>Unrestricted funds</b>					
General Funds - all funds	475,965	64,536	(490)	-	540,011
<b>Restricted funds</b>					
TACR - Together Active Core	18,318	355,826	(348,067)	-	26,077
TASG - Together Active School Games	25,701	64,130	(69,972)	549	20,408
TATI - Together Active Tackling Inequalities	113,597	281,729	(113,218)	-	282,108
TAVO - Together Active Volunteering	4,075	57	(3,583)	(549)	-
TAWF - Together Active Workforce	14,484	86,221	(61,336)	-	39,369
TAYS - Together Active Youth Sport	96,098	104,840	(89,558)	-	111,380
TAOS - (OSF)	-	232,101	(231,601)	-	500
	272,273	1,124,904	(917,335)	-	479,842
<b>Total of funds</b>	<b>748,238</b>	<b>1,189,440</b>	<b>(917,825)</b>	<b>-</b>	<b>1,019,853</b>

## TOGETHER ACTIVE

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**15. Statement of funds (continued)****Statement of funds - prior year**

	<i>Income</i>	<i>Expenditure</i>	<i>Balance at</i>
	<i>£</i>	<i>£</i>	<i>31 March</i>
			<i>2021</i>
			<i>£</i>
<b>Unrestricted funds</b>			
General Funds - all funds	485,744	(9,779)	475,965
<b>Restricted funds</b>			
TACR - Together Active Core	203,311	(184,993)	18,318
TASG - Together Active School Games	58,398	(32,697)	25,701
TATI - Together Active Tackling Inequalities	218,452	(104,855)	113,597
TAVO - Together Active Volunteering	8,117	(4,042)	4,075
TAWF - Together Active Workforce	61,944	(47,460)	14,484
TAYS - Together Active Youth Sport	143,763	(47,665)	96,098
	<u>693,985</u>	<u>(421,712)</u>	<u>272,273</u>
<b>Total of funds</b>	<u><u>1,179,729</u></u>	<u><u>(431,491)</u></u>	<u><u>748,238</u></u>

## TOGETHER ACTIVE

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**15. Statement of funds (continued)**

TACR – Together Active Core - This funding is to deliver the Active Partnerships' Primary Role, as defined by Sport England:

- A strong granular understanding of the place and people
- An ability to broker and facilitate a much wider range of relationships
- Where necessary supporting projects and relationships on Sport England's behalf
- Supporting local authorities by consent.

TASG - Together Active School Games - This funding is to deliver School Games events, which are county festivals for school pupils. It is also to support the network of School Games Organisers to run activities in their local areas.

TATI - Together Active Tackling Inequalities - This funding is to be used to provide funding to local community organisations who deliver physical activity to priority groups, who have been adversely affected by Covid-19. It can also be used to provide other support, such as training, to these groups to aid their recovery post-Covid.

This funding is also to be used to provide opportunities for young people in care, or those at risk of offending, to access sport and physical activity opportunities.

TAVO - Together Active Volunteering - This funding is to deliver additional training to young volunteers and enable them to gain volunteering experience via School Games events.

TAWF - Together Active Workforce - This funding is to deliver a programme of support to primary schools to help them use their Primary PE and School Sport Premium funding (which they receive from the Government) effectively. It is also to support the local physical activity and sport workforce.

This funding is to support the local sport and physical activity workforce.

TAYS - Together Active Youth Sport - This funding is to deliver the satellite clubs programme. Through this programme we provide funding to community organisations to enable them to run clubs for young people who are inactive. This funding is also to deliver targeted diversionary activities through community organisations.

TAOS - Together Active OSF - This funding is to deliver the 'Opening School Facilities' programme, supporting schools to open their facilities to their pupils and the wider community outside of school hours.

**16. Analysis of net assets between funds****Analysis of net assets between funds - current year**

	<b>Restricted funds 2022 £</b>	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>
Tangible fixed assets	-	1,333	<b>1,333</b>
Current assets	527,617	538,678	<b>1,066,295</b>
Creditors due within one year	(47,775)	-	<b>(47,775)</b>
<b>Total</b>	<b>479,842</b>	<b>540,011</b>	<b>1,019,853</b>

## TOGETHER ACTIVE

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**16. Analysis of net assets between funds (continued)****Analysis of net assets between funds - prior year**

	<i>Restricted funds 2021 £</i>	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Current assets	314,948	481,048	795,996
Creditors due within one year	(42,675)	(5,083)	(47,758)
<b>Total</b>	<u>272,273</u>	<u>475,965</u>	<u>748,238</u>

**17. Reconciliation of net movement in funds to net cash flow from operating activities**

	<b>2022 £</b>	<b>2021 £</b>
Net income for the year (as per Statement of Financial Activities)	<u>271,615</u>	<u>748,238</u>
<b>Adjustments for:</b>		
Depreciation charges	666	-
Increase in debtors	(272,434)	(6,654)
Increase in creditors	17	47,758
<b>Net cash provided by/(used in) operating activities</b>	<u>(136)</u>	<u>789,342</u>

**18. Analysis of cash and cash equivalents**

	<b>2022 £</b>	<b>2021 £</b>
Cash in hand	<u>787,207</u>	<u>789,342</u>
<b>Total cash and cash equivalents</b>	<u>787,207</u>	<u>789,342</u>

## TOGETHER ACTIVE

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**19. Analysis of changes in net debt**

	At 1 April 2021	Cash flows	At 31 March 2022
	£	£	£
Cash at bank and in hand	789,342	(2,135)	787,207
	<u>789,342</u>	<u>(2,135)</u>	<u>787,207</u>

**20. Pension commitments**

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £5,233 (2021: £4,375) were payable to the fund at the balance sheet date and are included in creditors.

**21. Related party transactions**

The Together Active has not entered into any related party transaction during the year, nor are there any outstanding balances owing between related parties and the Together Active at 31 March 2022.

*This letter must be typed on your official letterhead. It should be considered by the Board at the same time as the Annual Report and Financial Statements and the Minutes should record the Board's approval of the letter.*

*The letter should be dated at the date of the approval of the financial statements.*

Crowe U.K. LLP  
Black Country House  
Rounds Green Road  
Oldbury  
B69 2DG

Dear Sirs

We provide this letter in connection with your audit of the financial statements of Together Active for the year ended 31 March 2022 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view of the financial position of the charity as at 31 March 2022 and of the results of its operations for the year then ended in accordance with UK Generally Accepted Accounting Practice ("UK GAAP").

We confirm that the following representations are made on the basis of sufficient enquiries of management and staff with relevant knowledge and experience and, where appropriate, of inspection of supporting documentation and that, to the best of our knowledge and belief, we can properly make each of these representations to you. If completion of the audit is delayed we authorise Jane Kracke to provide an update to all representations sought.

1. We have fulfilled our responsibility for the fair presentation of the financial statements in accordance with UK GAAP.
2. We acknowledge as trustees our responsibility for making accurate representations to you.
3. We acknowledge our responsibility for the design and implementation of internal control to prevent and detect fraud and errors.
4. We have provided you with all accounting records and relevant information, and granted you unrestricted access to persons within the entity, for the purposes of your audit.
5. All the transactions undertaken by the charity have been properly reflected and recorded in the accounting records or other information provided to you.
6. We have considered the adjustments in Appendix 1, proposed by you. We confirm that, in our judgement, these adjustments are appropriate given the information available to us. We further confirm that we have now made these adjustments to the financial statements.
7. In respect of accounting estimates and judgements, we confirm our belief that the significant assumptions used are reasonable.
8. We are not aware of any actual or possible litigation or claims against the charity whose effects should be considered when preparing the financial statements.
9. All grants, donations and other incoming resources, the receipt of which is subject to specific terms and conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such incoming resources.
10. We are not aware of any breaches of our charitable trusts and have advised you of the existence of all endowments and funds maintained by us.



11. There have been no events since the balance sheet date which require disclosure or which would materially affect the amounts in the financial statements. Should any material events occur which may necessitate revision of the figures in the financial statements, or inclusion in a note thereto, we will advise you accordingly. We specifically authorise Jane Kracke to provide an update for you to cover the time period between the signing of this letter and the date of your audit report.
12. We have assessed that there is no significant risk that the financial statements are materially misstated as a result of fraud.
13. We are not aware of any fraud or suspected fraud affecting the charity involving those charged with governance, management or other employees who have a significant role in internal control or who could have a material effect on the financial statements.
14. We are not aware of any allegations by employees, former employees, regulators or others of fraud, or suspected fraud, which would have an impact on the charity's financial statements.
15. We are not aware of any known or suspected instances of non-compliance with those laws and regulations which provide a legal framework within which the charity conducts its business.
16. We confirm that complete information has been provided to you regarding the identification of related parties and that we are not aware of any significant transactions with related parties.
17. We confirm we have appropriately accounted for and disclosed related party relationships and transactions in accordance with applicable accounting standards and with the recommendations of the applicable charity SORP.

Yours faithfully

.....

Trustee  
Signed on behalf of the board

Date .....

## APPENDIX 1

### Reconciliation of draft to final accounts

	Profit increase /(decrease)	Assets increase /(decrease)	Liabilities increase /(decrease)	Shareholders' funds
	£	£	£	£
<b>Surplus per draft financial statements</b>	<u>19,138</u>			
Accrue Sport England grant – Together Fund	160,169	160,169	-	-
Accrue Sport England grant – Small Grants	92,308	92,308	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total adjustments</b>	<u>252,477</u>	<u>252,477</u>	<u>-</u>	<u>-</u>
<b>Revised surplus per the financial statements</b>	<u>271,615</u>			

# TOGETHER ACTIVE

## Together Active

### Board Meeting

26.04.22

Hybrid Meeting, in person at Staffordshire University and via Zoom

### Meeting Minutes

Present Attendees		Apologies	Also Distributed To:
Malcolm Armstrong (MA) (P)	Chair, Together Active	Sarah Getley Pauline Walsh	Core Team
Jude Taylor (JT) (P)	CEO, Together Active		
Jane Kracke (JK) (P)	Chief Operating Officer		
Kimiyo Rickett (KR) (V)	Senior Independent Director		
Alistair Fisher (AF) (V)	Board Member		
Tim Clegg (TC) (V)	Board Member		
Hazell Thorogood (HT) (V)	TA Team Member		
Jonathan Topham (JTT) (V)	Board Member		
Derek Peters (DP) (V)	Board Member		
Catherine Stevenson (CS) (V)	Board Member		
Toyin Higgs (TH) (V)	Board Member		
Rebecca Roberts (RR) (V)	Board Member		
Sharon Heath (SH) (P)	Board Member		
Jackie Brennan (JB) (item 5) (V)	TA Team Member		
Rowland Jack (RJ) (up to item 4) (P)	Governance United		
Janice Shardlow(JS) (up to item 4) (V)	Governance United		
Gemma Sykes(GS) (up to item 4) (V)	Governance United		
**V=Attended Virtually **P=Attended in Person			

No	Item Topic
1	<b>Apologies &amp; Introductions</b> As above
2	<b>Declarations of Interest</b> Jane Kracke, Jude Taylor, and Hazell Thorogood as employees of Together Active
3	<b>Approval of Two New Trustees</b> <ul style="list-style-type: none"> <li>- Rebecca Roberts is stepping down as a Trustee.</li> <li>- <b>DECISION 1:</b> The Board approves two new Trustees appointments; Abi Dean and Catherine Stephenson (Catherine will take on the Lead Trustee for Safeguarding role)</li> </ul>
4	<b>External Evaluation (Governance United)</b> Rowland Jack, Gemma Sykes and Janice Shardlow from Governance Utd presented the report (available in Board papers) on the external Board evaluation. Slides to be included with meeting minutes. <ul style="list-style-type: none"> <li>- The report overall was very positive: there is a table of recommendations which Together Active will address in an action plan.</li> <li>- TH commented that safeguarding should be high up on the agenda now we have a lead in place. From an operational perspective we are very up to date with training, policies and practice on the ground.</li> <li>- There needs to be a risk-reward conversation if we are to make the proper shift from compliance to purpose.</li> </ul>

5	<p><b>Confidential Item</b></p> <p>JT has accepted a new role and will be stepping down as CEO of Together Active as of 15<sup>th</sup> June.</p> <ul style="list-style-type: none"> <li>- MA proposed he stays on as Chair until the October meeting 2022 and go out to recruitment for a new Chair ASAP. JK is happy to step up in the interim to the role of CEO once JT has left the organisation.</li> <li>- <b>DECISION 2:</b> The Board agreed to MA's proposal re extension to his role as Chair until October 22, and agreement to go out to recruitment asap for a new CEO and then for a Chair.</li> <li>- There is an option to contact HR within LAs and NHS trusts to share the opportunity of the Chair vacancy to individuals on a leadership track for example.</li> <li>- Ensure there is a development plan for a new Chair. MA may stay on as coach.</li> <li>- We will share the feedback from the external review with potential new candidates.</li> </ul>									
6	<p><b>EDI Update and future priorities TH/JB</b></p> <p>TH/JB Discussed the final framework with the Board, MA commented the RAG rating is a very helpful view of demonstrating where we are with EDI.</p> <p><b>DECISION 3:</b> The Board accepts the amendments to the ED&amp;I Framework as a response to the consultation feedback and they agree to adopt the final ED&amp;I Framework.</p> <p>KR commented it would be good to link in with other EDI groups in the sector and beyond.</p> <p>Abi Dean has been approached to sit on the EDI group as she has a background in this area.</p>									
7	<p><b>Minutes of last meeting 25.01.22</b></p> <p>The minutes were agreed as an accurate representation of the meeting.</p> <ul style="list-style-type: none"> <li>• Update on action 3: The Exploration and Resolution Group (EAR) held their first meeting and this was focused on hybrid working / office environment</li> </ul>									
8	<p><b>Reflections on last year and looking ahead</b></p> <p>JT presented slides to the group (included with minutes).</p>									
9	<p><b>Reports (discussion by exception)</b></p> <ul style="list-style-type: none"> <li>• <b>DECISION 4:</b> The Board approves the draft 2022-23 budget</li> <li>• We have budgeted for a 3% pay award in 23-24. Benchmarking across the Active Partnerships came out on average at a 3% annual pay increase across the sector.</li> <li>• <b>DECISION 5:</b> The Board agreed to increase the existing pay award from 1.75% to 2.8%</li> <li>• <b>DECISION 6:</b> The Board agreed to pay additional travel expenses incurred by all staff when travelling to a new office base, for a period of three years. This includes allowing relevant staff to calculate work-related travel based on a Stafford office base rather than on a new office location.</li> <li>• <b>DECISION 7:</b> The Board approved the Finance Policy and Reserves Policy amendments</li> <li>• Governance &amp; Appointments Group: <b>DECISION 8:</b> The Board agreed the amendments to the following documents: Board Working Procedures, Trustee Code of Conduct, Role Descriptions and Person Specifications for the roles of Trustee, Chair, Senior Independent Director and Lead Trustee for Safeguarding</li> <li>•</li> </ul>									
10	<p><b>Dates &amp; times of future meetings</b></p> <table border="1" data-bbox="204 1686 1369 1809"> <tr> <td>Board</td> <td>Tuesday 19th July 2022</td> <td></td> </tr> <tr> <td>Board</td> <td>Tuesday 18th October 2022</td> <td>2-4pm</td> </tr> <tr> <td></td> <td></td> <td>2-4pm</td> </tr> </table>	Board	Tuesday 19th July 2022		Board	Tuesday 18th October 2022	2-4pm			2-4pm
Board	Tuesday 19th July 2022									
Board	Tuesday 18th October 2022	2-4pm								
		2-4pm								

Actions	Owner	Date
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### Decisions

**DECISION 1:** The Board approves two new Trustees appointments; Abi Dean and Catherine Stephenson (Catherine will take on the Lead Trustee for Safeguarding role)

**DECISION 2:** The Board agreed to MA's proposal re extension to his role as Chair until October 22, and agreement to go out to recruitment asap for a new Chair and CEO

**DECISION 3:** The Board accepts the amendments to the ED&I Framework as a response to the consultation feedback and they agree to adopt the final ED&I Framework.

**DECISION 4:** The Board approves the draft 2022-23 budget

**DECISION 5:** The Board agreed to increase the existing pay award from 1.75% to 2.8%

**DECISION 6:** The Board agreed to pay additional travel expenses incurred by all staff when travelling to a new office base, for a period of three years. This includes allowing relevant staff to calculate work-related travel based on a Stafford office base rather than on a new office location.

**DECISION 7:** The Board approved the Finance Policy and Reserves Policy amendments

**DECISION 8:** The Board agreed the amendments to the following documents: Board Working Procedures, Trustee Code of Conduct, Role Descriptions and Person Specifications for the roles of Trustee, Chair, Senior Independent Director and Lead Trustee for Safeguarding

Prepared By:	Date	Checked By	File Code
Hazell Thorogood	26.04.22	Malcolm Armstrong	Board Minutes 26.04.22



Together Active Action Plan response to recommendations: External Board Evaluation May 2022

	Governance Utd Recommendation	Governance Utd Rationale	Together Active’s Response	Together Active Rationale	By Whom	By When
1	<p><b>Composition of the Board</b> - 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.</p> <p>Continue to maintain the focus on succession planning in the coming months, building on work by the current Chair.</p>	<p>Ensure those recruited are aware of time commitments.</p> <p>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.</p>	<p>Together Active will review recruitment materials.</p> <p>TA will maintain focus on succession planning, particularly for the new Chair.</p>	<p>Accuracy and relevance.</p> <p>To achieve a new Chair for the organisation .</p>	<p>JK</p> <p>JK &amp; (and new CEO, and Board recruitment sub-group)</p>	<p>09.22</p> <p>10.22</p>
2	<p><b>Executive to involve Board at earlier stage of key decisions where their input would be appropriate</b> - Consider greater interaction with trustees either through additional Board meetings or requesting input between meetings on</p>	<p>Enable trustees to offer challenge, opinions and insight at earlier stage in executive planning process</p>	<p>TA will have one additional Board meeting per year. (5 official Board meetings).</p>	<p>Obtain greater interaction from Board members.</p>	<p>Board Chair.</p>	<p>10.22</p>

**DRAFT** Response to Recommendations 25.05.22

	<b>Governance Utd Recommendation</b>	<b>Governance Utd Rationale</b>	<b>Together Active's Response</b>	<b>Together Active Rationale</b>	<b>By Whom</b>	<b>By When</b>
	proposed actions, which may be followed up by written resolutions.					
3	<b>Action to provide more input from the community</b> - 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	TA proposes to have a discussion about a community focused group (structure, membership, organisation).	To build closer links with the community.	Board Chair and new CEO	10.22
4	<b>Continue to refine the approach to risk</b> - 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.	TA will maintain the discussion of risk at the Finance and Audit sub-group.	To achieve an ambitious development whilst reassuring Board that controls are in place.	Finance and Audit Group Chair, supported by COO	05.22
5	<b>Action to bring together the Board and staff</b> - 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	TA propose two half Board away days to familiarise Board and Team with new members and build a relationship with the new CEO.	Building relationships	New CEO	10.22

**DRAFT** Response to Recommendations 25.05.22

	<b>Governance Utd Recommendation</b>	<b>Governance Utd Rationale</b>	<b>Together Active’s Response</b>	<b>Together Active Rationale</b>	<b>By Whom</b>	<b>By When</b>
6	<p><b>“Staff showcase” agenda item on Together Active’s key workstreams at Board-</b> 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.</p>	<p>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.</p>	<p>TA will continue staff showcase agenda item but restrict it to no more than 40 minutes.</p>	<p>Further develop the Board’s understanding of TA’s activities.</p>	<p>Board Chair and CEO</p>	<p>10.22</p>
7	<p><b>Board agenda and decision-making-</b> Consider structuring the agenda in this format:</p> <ul style="list-style-type: none"> <li>- Report – reports for information</li> <li>- Consent – matters that will generally require straightforward yes/no consent from the Board</li> <li>- Discuss – topics that require further discussion before any decision is made</li> </ul> <p>It might also be helpful to show expected timings for agenda items</p>	<p>Increase effectiveness of Board meetings and make the most of the time available.</p>	<p>TA will amend the agenda to structure the reports for consent / discussion and reporting. TA will also add timings to agenda items.</p>	<p>To improve efficiency of Board meetings.</p>	<p>Governance and Appointment s Group Chair, CEO and COO</p>	<p>05.22</p>
8	<p><b>Board forward-planning and objectives-</b> Introduce a forward-planning document, or set of annual Board objectives, setting out the key matters for consideration over the</p>	<p>Prioritise matters for consideration, ensure Board has a clear vision of what it is trying to achieve.</p>	<p>TA values this proposal and will introduce this from April 22/23.</p>	<p>To improve effectiveness of the Board.</p>	<p>Board Chair supported by Governance and</p>	<p>04.23</p>



**DRAFT** Response to Recommendations 25.05.22

	<b>Governance Utd Recommendation</b>	<b>Governance Utd Rationale</b>	<b>Together Active's Response</b>	<b>Together Active Rationale</b>	<b>By Whom</b>	<b>By When</b>
	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.				Appointments Group	
9	<p><b>Composition of Finance and Audit Group</b> - Consider appointing a second individual with professional finance expertise, who could be external if there are no more eligible trustees.</p> <p>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 be, usually with two or three INEDs, one of which is the SID.</p>	<p>Having an additional individual with professional experience in the group could reduce the workload on the Chair of the group.</p> <p>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.</p>	<p>TA will seek an additional member of the Finance and Audit Group.</p> <p>Chair will no longer be a member of the Finance and Audit Group.</p>	<p>To bring additional expertise to the group.</p> <p>Finance and Audit Group can act as a check on the Chair.</p>	Current Chair	05.22
10	<p><b>Record actions on a central log-</b> for each of Board, GAG and FAG, set up a recommendations table to track progress against actions and enable reporting back to Board.</p>	<p>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.</p>	<p>TA will develop a central log of actions for all Board meetings and sub-groups.</p>	<p>To provide a historical record of all actions.</p>	HT	To begin from April 2022
11	<p><b>FAG and GAG papers and agenda-</b> Copy Board paper template over to FAG and GAG papers</p>	<p>The Board paper template setting out the date of the meeting the paper relates to, author,</p>	<p>TA will duplicate the Board agenda format for sub-group meetings</p>	<p>To simplify preparations for the meeting.</p>	HT	05.22







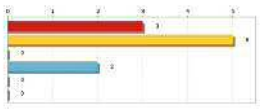

**DRAFT** Response to Recommendations 25.05.22

	<b>Governance Utd Recommendation</b>	<b>Governance Utd Rationale</b>	<b>Together Active's Response</b>	<b>Together Active Rationale</b>	<b>By Whom</b>	<b>By When</b>
		whether it's for information or decision etc is very helpful in preparing for and navigating the meeting.				

# Together Active Staff Satisfaction Survey Report 2022

## Section 1: Work life balance

Please indicate your level of agreement to the following statements:

	Strongly agree 	Agree 	Neither agree nor disagree 	Disagree 	Strongly disagree 	Don't know 		Response total
I achieve the right balance between my home and work lives	30% (3)	50% (5)	0% (0)	20% (2)	0% (0)	0% (0)		<b>10</b>
I am supported to work flexibly to achieve the outcomes of my role	70% (7)	30% (3)	0% (0)	0% (0)	0% (0)	0% (0)		<b>10</b>

Statistics based on **10** respondents;

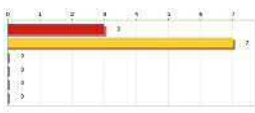
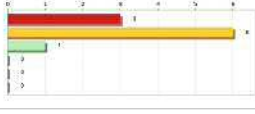
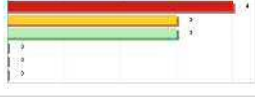
Any further comments on this section that would help us to understand our strengths or how we could improve:

		Response total
#	Responses	
4	One or two days of working in the office works well for me. It allows me to have most of the week to concentrate on independent work, and then utilising the office time for more collaborative work.	<b>2</b>
8	We have a flexible working policy in place which our CEO has strongly encouraged staff to use to help achieve a healthy work / life balance.	

Statistics based on **2** respondents;

Section 2 – Alignment to organisation purpose

Please indicate your level of agreement to the following statements:

	Strongly agree ■	Agree ■	Neither agree nor disagree ■	Disagree ■	Strongly disagree ■	Don't know ■		Response total
I know very clearly what the core purpose of my organisation is	30% (3)	70% (7)	0% (0)	0% (0)	0% (0)	0% (0)		10
I am very clear about my own job role and goals	30% (3)	60% (6)	10% (1)	0% (0)	0% (0)	0% (0)		10
I am very clear about how my job contributes to the achievement of the goals of the organisation	40% (4)	30% (3)	30% (3)	0% (0)	0% (0)	0% (0)		10

Statistics based on 10 respondents;

Any further comments on this section that would help us to understand our strengths or how we could improve:

		Response total
#	Responses	
8	The use of regular one to one meetings, PDR's and a delivery plan enable me to see clearly what my role is and how it fits into the organisation. The speed with which things change sometimes muddies the waters but I believe that this is more to do with the nature of the role.	1

Statistics based on 1 respondents;

Section 3 – Relationship with colleagues

Please indicate your level of agreement to the following statements:

	Strongly agree ■	Agree ■	Neither agree nor disagree ■	Disagree ■	Strongly disagree ■	Don't know ■		Response total
A culture of team working is embedded in the organisation	30% (3)	60% (6)	0% (0)	10% (1)	0% (0)	0% (0)		10
Team working works well	30% (3)	50% (5)	20% (2)	0% (0)	0% (0)	0% (0)		10
I feel supported and valued by my colleagues	40% (4)	40% (4)	20% (2)	0% (0)	0% (0)	0% (0)		10

Statistics based on 10 respondents;

Any further comments on this section that would help us to understand our strengths or how we could improve:

		Response total
#	Responses	
5	Team working could be stronger but i know we have made some changes to improve team working over the coming months	3
8	We have yet to crack the hybrid working model. This in part is due to our current office accomodation which should hopefully be resolved shortly as well as not really knowing getting to know my colleagues on a personal level and being able to form strong positive relationships with them.	
10	I think we still need to improve how we make hybrid working effective for both the organisation and individuals, ensuring those personal relationships and true collaboration are able to develop	

Statistics based on 3 respondents;

Section 4 - Relationship with managers

Please indicate your level of agreement to the following statements:

	Strongly agree ■	Agree ■	Neither agree nor disagree ■	Disagree ■	Strongly disagree ■	Don't know ■		Response total
I have the right balance of challenge and support from my managers	40% (4)	50% (5)	0% (0)	10% (1)	0% (0)	0% (0)		10
I am given regular feedback, either formally or informally, to help me improve	30% (3)	40% (4)	10% (1)	10% (1)	0% (0)	10% (1)		10
High performance is recognised	40% (4)	40% (4)	10% (1)	10% (1)	0% (0)	0% (0)		10

Statistics based on 10 respondents;

Any further comments on this section that would help us to understand our strengths or how we could improve:

		Response total
# Responses		
8 Leadership within our organisation is very strong.		1

Statistics based on 1 respondents;

Section 5 – Work environment

Please indicate your level of agreement to the following statement:

	Strongly agree ■	Agree ■	Neither agree nor disagree ■	Disagree ■	Strongly disagree ■	Don't know ■		Response total
The work environment (e.g. space, materials, equipment, etc) is conducive to performing my job well	10% (1)	40% (4)	0% (0)	40% (4)	10% (1)	0% (0)		<b>10</b>

Statistics based on **10** respondents;

Any further comments on this section that would help us to understand our strengths or how we could improve:

#	Responses	Response total
<b>3</b>	The hub is not fit for purpose but very much looking forward to moving to Staffordshire University	<b>5</b>
<b>5</b>	The Hub is not perfect but we are moving to a new office space but I have all the tools I need	
<b>8</b>	The current working environment is not conducive to performing well. I feel deflated at the thought of going into the office and tired and drawn of energy whilst I'm there. However, the proposed move to be based at Staffs University and the facilities and vibe on site should improve this.	
<b>9</b>	The move to the new office at Staffs Uni will help us to be in a better more inviting space	
<b>10</b>	The current office environment has really only ever felt like a 'stop gap' which isn't fit for purpose. Having said that, I have been given the tools for an effective home working set up, and a move to a new office space should solve the above.	

Statistics based on **5** respondents;

Section 6 - Culture

Please indicate your level of agreement to the following statements:

	Strongly agree ■	Agree ■	Neither agree nor disagree ■	Disagree ■	Strongly disagree ■	Don't know ■		Response total
I am encouraged to express my opinions and ideas and I am listened to	40% (4)	50% (5)	10% (1)	0% (0)	0% (0)	0% (0)		10
We have core values that I understand and underpin everything we do	50% (5)	30% (3)	10% (1)	10% (1)	0% (0)	0% (0)		10
My organisation cares about my wellbeing	70% (7)	30% (3)	0% (0)	0% (0)	0% (0)	0% (0)		10
The organisation has managed the new approach to hybrid working and the potential office move fairly	40% (4)	40% (4)	10% (1)	10% (1)	0% (0)	0% (0)		10
I am encouraged to share my learning (skills and experience) with other team members	20% (2)	60% (6)	20% (2)	0% (0)	0% (0)	0% (0)		10

Statistics based on 10 respondents;

Any further comments on this section that would help us to understand our strengths or how we could improve:

#	Responses	Response total
3	I believe we could find more effective ways of sharing learning and experiences	5
4	On the statement 'I am encouraged to share my learning (skills and experience) with other team members', I think this may be true but sometimes it's difficult to know what is useful to share with the team or not.	
7	I recognise and understand our core values however don't think they are particularly focused on, other than in official documents. (I do feel most of the team demonstrate them, i just don't think they are highlighted in day to day life particularly and so don't 'underpin' everything.	
8	Since I have joined the organisation I have felt valued and listened to (in sharp contrast to previous experiences elsewhere). I have been supported by my line manager with a number of issues in my personal life including a couple of bereavements, illness and home schooling, all of which have been dealt with compassionately. Concerns over the impact on my personal circumstances due to the potential office move have been listened to and solutions discussed. We are still working through the 'learning' element but are definitely heading in the right direction.	
9	Introduction of the well being grant is very much appreciated	

Statistics based on 5 respondents;



Section 7 - Learning and development

Please indicate your level of agreement to the following statements:

	Strongly agree ■	Agree ■	Neither agree nor disagree ■	Disagree ■	Strongly disagree ■	Don't know ■		Response total
My organisation gives me the opportunities to learn and grow	50% (5)	40% (4)	10% (1)	0% (0)	0% (0)	0% (0)		<b>10</b>
I understand the skills I need to perform my job to a high standard	30% (3)	70% (7)	0% (0)	0% (0)	0% (0)	0% (0)		<b>10</b>
I am satisfied with the content of my job role	30% (3)	50% (5)	20% (2)	0% (0)	0% (0)	0% (0)		<b>10</b>

Statistics based on 10 respondents;








Any further comments on this section that would help us to understand our strengths or how we could improve:

		Response total
#	Responses	
<b>8</b>	There is a strong learning culture within the organisation.	<b>1</b>

Statistics based on 1 respondents;

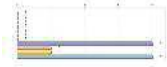
## Section 8 - Overall satisfaction

Please indicate your level of agreement to the following statement:

	Strongly agree 	Agree 	Neither agree nor disagree 	Disagree 	Strongly disagree 	Don't know 		Response total
Staff morale in the organisation is high	30% (3)	50% (5)	10% (1)	10% (1)	0% (0)	0% (0)		<b>10</b>

Statistics based on 10 respondents;

How likely is it that you would recommend your Active Partnership as an organisation to work for? (with 0 being not at all likely and 10 extremely likely)

0	1	2	3	4	5	6	7	8	9	10		Response total
0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	40% (4)	10% (1)	10% (1)	40% (4)		<b>10</b>

Statistics based on 10 respondents;

## Net Promoter Score - 50.00%

Please briefly describe the main reason why you have given the score above:

#	Responses	Response total
1	Friendly team	<b>8</b>
3	A strategy I believe in, a commitment and passionate work force and work/life balance which enables me to be there for my young family	
4	On the 'staff morale' statement, I was also leaning towards the neutral answer due to the fact that having our current satisfactory office isn't always highly motivating. However, I chose 'Agree' as I'm aware that we are looking to move into a much more suitable and motivating office when possible.	
5	The team is friendly, helpful and supportive. Clear and strong leadership. Values are evident and wellbeing of staff is always considered.	
7	Good organisation, nice place to work generally, flexible approach to work, and good staff benefits	
8	The culture of the organisation is really strong and the wellbeing of staff is genuinely placed at the heart of everything we do. Opportunities to form relationships with other team members have been limited due to the hybrid working model, current office environment and the time we have spent together as a team.	
9	I think the new office move will help us to be in a better space. I think the team is now more stable after new recruitment. The introduction of the well being grant is a great gesture and shows the organisation is trying to look after their team.	
10	Working with a group of committed, talented and like-minded individuals who all believe in what they do creates a real buzz...	

Statistics based on 8 respondents;

Any further comments on this section that would help us to understand our strengths or how we could improve:

#	Responses	Response total
1	We said we were going to be more focussed in our work, and it doesn't feel like we are. Everyone seems really busy all the time, always at capacity.	<b>5</b>
3	Need to find ways of collaborating more closely and making the most of or hybrid arrangements	
5	It would be good to have a few more social events but again some are coming up and people live in different parts of the County so it is not always simple.	
7	I only put 'disagree' on the staff morale as I think the high rate of staff turnover is possibly an issue - I understand people have various reasons for leaving however the team has seemed in something of a constant state of recruitment over the last year or so, for various reasons. I also think the office move and distance might be an issue for some team members.	
8	N/A	

Statistics based on 5 respondents;

## Section 9 - Strengths and improvements

What would you say is the biggest strength of the organisation?

		Response total
#	Responses	
3	Its people and the relationships they hold locally	<b>8</b>
4	The team's ability to adapt to new situations or workloads, even at short-notice.	
5	Flexibility and ability to respond rapidly to opportunities and challenges.	
6	Partner relationships and flexibility of the team	
7	Flexibility and adaptability	
8	The culture is right. Roles are clearly defined and there is an honesty about everything we do.	
9	relationships between staff and local communities/organisations/people	
10	It's people - we need to make sure we continue to value the team and the individuals that comprise it	

Statistics based on **8** respondents;

If you could improve one thing about the organisation, what would it be?

		Response total
#	Responses	
3	We can build our relationships with each post pandemic	<b>7</b>
4	I'm not sure what the answer is to this but sometimes there are team members that I don't interact with properly or see for a long period of time due to different work schedules. (Excluding when there are people off sick). However, I'm aware that there are team members who don't typically work together due to having such different roles.	
5	Increase our profile within the County	
6	More opportunities to work together in the office	
7	The only thing (which I don't feel has an easy answer) is, probably due to the size of the organisation there aren't many opportunities for forward succession plan or for certain team members to move into other roles, as there would be in a larger organisation.	
8	Opportunities to get to know colleagues on a personal level, develop friendships etc	
10	The current working set up with an unsatisfactory office base and not much opportunity to collaborate in person - some of this isn't through lack of willingness from the team or leadership, it's just that we're still trying to work out how to use the post-covid hybrid world to our advantage!	

Statistics based on **7** respondents;

Do you have any further comments that you would like to add:


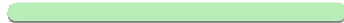



		Response total
#	Responses	
1	Disappointed with a 1.75% pay rise. Considering how hard everyone works and the huge increases in energy and other outgoings it's effectively a pay cut.	<b>3</b>
7	I think the team operates really well under quite pressurised, very busy circumstances, and this is assisted by good management and a very flexible approach.	
8	No	

Statistics based on **3** respondents;

## Section 10 - Demographics

Active Partnerships will not be able to correlate individual demographics to the previous survey questions, thereby maintaining your anonymity. For all questions there is a 'prefer not to say option' and individual names are not collected as part of the survey.

### What is your current age?

		Response percent	Response total
16-24		0%	0
25-34		10%	1
35-44		40%	4
45-54		20%	2
55-64		10%	1
65-74		0%	0
75-84		0%	0
85+		0%	0
Prefer not to say		20%	2


Statistics based on 10 respondents;

### To help us understand how we can improve and support you, please can you provide details on why you have selected this option?

		Response total
		0

Statistics based on 0 respondents;

### What is your ethnicity? (Ethnicity is distinct from nationality)

		Response percent	Response total
English, Welsh, Scottish, Northern Irish or British		100%	10
Irish		0%	0
Gypsy or Irish Traveller		0%	0
Roma		0%	0
Any other White background, please write in box below:		0%	0
White and Black Caribbean		0%	0
White and Black African		0%	0
White and Asian		0%	0
Any other Mixed or Multiple background, please write in box below:		0%	0
Indian		0%	0
Pakistani		0%	0
Bangladeshi		0%	0
Chinese		0%	0
Any other Asian background, please write in box below		0%	0
Caribbean		0%	0
African background, please write below:		0%	0
Any other Black, Black British or Caribbean background, please write in box below:		0%	0
Arab		0%	0
Any other ethnic group, please write in box below:		0%	0
<b>Prefer not to say</b>		0%	0

Statistics based on 10 respondents;

Please state other background or ethnic group:

		Response total
Other background or ethnic group		0


Statistics based on 0 respondents;

To help us understand how we can improve and support you, please can you provide details on why you have selected this option?

		Response total
		0

Statistics based on 0 respondents;

Do you have any long-term health conditions, impairments or illnesses lasting or expected to last 12 months or more? This could include, for example, physical, sensory, learning, social, behavioural or mental health conditions or impairments

		Response percent	Response total
Yes		10%	1
No		80%	8
Prefer not to say		10%	1

Statistics based on 10 respondents;

To help us understand how we can improve and support you, please can you provide details on why you have selected this option?

		Response total
		0

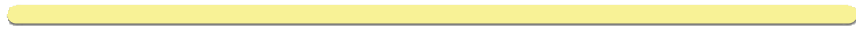
Statistics based on 0 respondents;

Do any of your health conditions, impairments or illnesses have a substantial effect on your ability to do normal daily activities?

		Response percent	Response total
Yes, a lot		0%	0
Yes, a little		100%	1
Not at all		0%	0
Prefer not to say		0%	0




Statistics based on 1 respondents;

Do these health conditions, impairments or illnesses affect you in any of the following areas? Please select all that apply.

		Response percent	Response total
Breathing or stamina		0%	0
Chronic health condition (for example, but not limited to, diabetes, coronary heart disease, stroke, epilepsy and hypertension)		0%	0
Dexterity (for example lifting and carrying objects, using a keyboard)		0%	0
Hearing (for example deafness or partial hearing)		0%	0
Learning or understanding or concentrating		100%	1
Long term pain		0%	0
Memory		0%	0
Mental health		0%	0
Mobility (for example walking short distances or climbing stairs)		0%	0
Social or behavioural (for example, but not limited to, associated with autism, attention deficit disorder or Asperger's syndrome)		0%	0
Speech or making yourself understood		0%	0
Vision (for example blindness or partial sight)		0%	0
Prefer not to say		0%	0
Other		0%	0

Statistics based on 1 respondents;

**Which of the following best describes your gender?**

		Response percent	Response total
Female		70%	7
Male		20%	2
Non-binary		0%	0
Prefer not to say		10%	1
Another description, please write here:		0%	0



Statistics based on 10 respondents;

**To help us understand how we can improve and support you, please can you provide details on why you have selected this option?**

		Response total
		0

Statistics based on 0 respondents;

**Do you identify as either (i) trans, (ii) have you had a trans history or (iii) now have a gender identity which differs to your gender assigned at birth?**

		Response percent	Response total
Yes		0%	0
No		90%	9
Prefer not to say		10%	1



Statistics based on 10 respondents;

**To help us understand how we can improve and support you, please can you provide details on why you have selected this option?**

		Response total
		0

Statistics based on 0 respondents;

**What is your sexual orientation?**

		Response percent	Response total
Bisexual		0%	0
Gay		0%	0
Lesbian		0%	0
Heterosexual		90%	9
Asexual		0%	0
Prefer not to say		10%	1
Another description, please write here:		0%	0




Statistics based on 10 respondents;

**To help us understand how we can improve and support you, please can you provide details on why you have selected this option?**

		Response total
		0

Statistics based on 0 respondents;

**What is your current employment status?**

		Response percent	Response total
Work full-time		50%	5
Work part-time		40%	4
Prefer not to say		10%	1

Statistics based on 10 respondents;

**To help us understand how we can improve and support you, please can you provide details on why you have selected this option?**

		Response total
		0

Statistics based on 0 respondents;

How long have you been working for the Active Partnership?

		Response percent	Response total
Less than 1 year		20%	2
1-2 years		10%	1
3-5 years		20%	2
6-10 years		10%	1
More than 10 years		30%	3
Prefer not to say		10%	1

Statistics based on 10 respondents;

To help us understand how we can improve and support you, please can you provide details on why you have selected this option?

		Response total
		0

Statistics based on 0 respondents;

## Together Active Partner Satisfaction Survey Report 2021

Please provide the following information

We encourage you to provide your contact details to help continue our discussions on how we work together.

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Statistics based on **20** respondents;

Please tick one box that best describes you or the organisation you represent:

	Response percent	Response total
Arts partner	0%	0
Charity	25%	5
Community safety partner	0%	0
Community sports club	0%	0
County governing body of sport or association	5%	1
Economic regeneration partner	0%	0
Facility / Leisure operator	0%	0
Health partner	0%	0
Higher / Further Education	10%	2
Local authority - leisure / sport service	15%	3
Local authority - other service	10%	2
National governing body of sport (NGB)	0%	0
National sports agency	0%	0
Other community group / association	5%	1
Other private sector partner	0%	0
Private coaching company	0%	0
Professional sports club	5%	1
School Sport	5%	1
Skills / training partner	0%	0
Tourism partner	0%	0
Transport partner	0%	0
Uniform group	0%	0
Volunteering partner (e.g. volunteer centre)	0%	0
Youth club	0%	0
Other (please specify below)	20%	4

Statistics based on 20 respondents;


Please give further details of the organisation that you represent.

	Response total						
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Statistics based on 2 respondents;

How likely is it that you would recommend the Active Partnership to a friend or colleague? (with 0 being 'not at all likely' and 10 'extremely likely')

0	1	2	3	4	5	6	7	8	9	10	Response total
0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	5% (1)	5% (1)	35% (7)	30% (6)	25% (5)	20



Statistics based on 20 respondents;

Net Promoter Score - 50.00%

Please briefly describe the main reason why you have given the score above.

		Response total
#	Responses	
<a href="#">1</a>	Together Active has helped us out no end in the last few years of working together, they have believed in us and what we do and have given us support that many have not done. Claire is always there at the end of the phone or email.	<b>13</b>
<a href="#">2</a>	TA is a good partner who does what they say they are going to do.	
<a href="#">3</a>	Helpful in sending of communications regarding funding regular meetings to understand what's happening at local / national level	
<a href="#">4</a>	Good working relationships and active participants in things we try to create and run	
<a href="#">7</a>	Good to work with if/when relevant	
<a href="#">8</a>	Extensive support provided including resources, information, guidance and volunteer support	
<a href="#">10</a>	I know how we as an infrastructure body work, and the evidenced based model of support we use to capacity build the sector. I am less sure of how this works for TA, and as I am not involved in a member organisation, I don't really know the kind of impact they make on their members or their beneficiaries. The ability to bring in external funding to the County is important, and with inactivity being a major challenge to all partners, TA has an important role to help ensure access to activity is as easy as possible for everyone.	
<a href="#">12</a>	always reply with an answer or at least find someone who can help. Great with providing support on funding, and other opportunities	
<a href="#">13</a>	Very informative at meetings and support is there if needed. Outstanding insight work at the moment is the only reason for an 8.	
<a href="#">15</a>	Friendly, reliable and supportive with whatever I need and if I have any questions. My first point of call if I'm unsure about anything and always happy to help even if you don't have the answers you will help signpost me to whoever does.	
<a href="#">17</a>	Providing link to partners, funding, areas of support through the team.	
<a href="#">18</a>	Good, honest organisation that is now creating clarity in their role for Sport in Staffordshire	
<a href="#">20</a>	Together Active are particularly effective at co-ordinating multi-agency conversations around leisure and are strong source of information relating to funding and other leisure related aspects.	

Statistics based on 13 respondents;

To what extent do the following describe your work with the Active Partnership?

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree	Don't know		Response total
There is trust and respect for each other	10% (2)	0% (0)	0% (0)	30% (6)	60% (12)	0% (0)		<b>20</b>
We have a clear shared purpose for why we work together	10% (2)	0% (0)	0% (0)	45% (9)	45% (9)	0% (0)		<b>20</b>
We collaborate around this shared purpose as our starting point, rather than our individual organisation's needs	10% (2)	0% (0)	5% (1)	30% (6)	50% (10)	5% (1)		<b>20</b>

Statistics based on 20 respondents;

To what extent has working with the Active Partnership had a positive impact on;

	Very Negatively	Negatively	Neither negatively nor positively	Positively	Very Positively	N/A		Response total
Me (individually)	0% (0)	0% (0)	15% (3)	40% (8)	45% (9)	0% (0)		<b>20</b>
My organisation	0% (0)	0% (0)	0% (0)	50% (10)	50% (10)	0% (0)		<b>20</b>

Statistics based on 20 respondents;

Describe what has gone well in working together over the last 12 months?

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Statistics based on **19** respondents;

Describe what needs collective improvement in how you work together moving forward?

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Statistics based on **13** respondents;

**What do you value most about working with the Active Partnership?**

		Response total
#	Responses	
<a href="#">1</a>	its a solid organisation and someone who can help with concerns or ideas you may have.	
<a href="#">2</a>	Partnership working	
<a href="#">3</a>	Helpful friendly staff who are easy to communicate with	
<a href="#">4</a>	Peer support	
<a href="#">5</a>	Jude, her knowledge and invested interest for the event and it's success	
<a href="#">6</a>	Friendly staff	
<a href="#">7</a>	Individual relationships, sharing	
<a href="#">8</a>	Supportive staff, regular upto date information	
<a href="#">9</a>	The partnership	
<a href="#">10</a>	It is helpful to have a sports infrastructure body in Staffordshire. Although we work very differently in terms of the support offered to our sectors, we need to find ways of ensuring resource and support of all kinds gets to the front line groups, so that volunteers feel able to continue providing the vital community based provision for all ages.	
<a href="#">12</a>	They are there to support when i need anything, if they dont know the answer or need contact for anything they usually can point me in the right direction. Staff are great.	
<a href="#">13</a>	Is is very helpful to know there is a point of contact to help support initiatives with a good knowledge base.	
<a href="#">14</a>	the support and recognitions you offer the groups of young people liberty work with	
<a href="#">15</a>	The knowledge, support and knowing i can pick up the phone to the team whenever I need to and they are always happy to help.	
<a href="#">17</a>	Links to information, partners and programmes where relevant.	
<a href="#">18</a>	Honesty and integrity	
<a href="#">19</a>	Industry and local knowledge.	
<a href="#">20</a>	The networking opportunities provided through the PALS forum, along with the ability to provide support to the council when necessary.	
		<b>18</b>

Statistics based on 18 respondents;

**Please rate your level of agreement with the following statement:**

**The Active Partnership has provided adequate support to address your needs during the Covid-19 pandemic?**

Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree	Don't know		Response total
0% (0)	0% (0)	35% (7)	25% (5)	40% (8)	0% (0)		<b>20</b>

Statistics based on 20 respondents;

**Please rate your level of agreement with the following statement:**

**I'm clear about the role of Together Active and its overall objectives**

Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree	Don't know		Response total
0% (0)	0% (0)	20% (4)	45% (9)	35% (7)	0% (0)		<b>20</b>

Statistics based on 20 respondents;

**Please rate your level of agreement with the following statement.**

**I'm aware are of Together Active's Step Up Strategy.**

Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree	Don't know		Response total
5% (1)	5% (1)	20% (4)	45% (9)	25% (5)	0% (0)		<b>20</b>

Statistics based on 20 respondents;



## Report to the Board – Enclosure 6

Report Title	Chair's Actions since last meeting and PALS Report
Date	19.07.22

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:

- FAG and GAG meetings
- Catch ups with CEO and COO
- Good bye Lunch for CEO (on behalf of the Board)
- Short listing and interviews for CEO
- Induction meetings for two new Board members
- Preparation of Board response to external evaluation.

### PALS (Physical Activity Leadership in Staffordshire):

- Monthly catch-up sessions well attended
- Members of the team are supporting several funding partner LAs with delivery of their Queen's Baton Relay events
- At the most recent meeting, discussion took place around improving links with the ICS – this will be looked at in more detail during the next quarter

# TOGETHER ACTIVE

## Report to the Finance and Audit Group – Enclosure 07

Report Title	Together Active Finance and Audit Group Report
Date	12 <sup>th</sup> July 2022

Open Agenda item	X
Private and Confidential Agenda item	

Contact Officer	Name:	Jane Kracke
	Tel:	07800 619187

For Information	X
For Decision	

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### **Purpose of Report**

To update the Board on the following items:

- 2022-23 Budget – Full Year
- 2022-23 Accounts: Expenditure against Budget
- 5-Year Financial Forecast amendments, including potential pay awards
- Risk Register, including Key Risks

### **Key Information and Recommendations for Trustees**

- 2022-23 Budget
  - **Recommendation:** That the Board approves the final 2022-23 budget
- Pay Award – FAG agreed to budget for an up to 6% pay award in 2022-23 to reflect the possible outcome of local government pay negotiations, which would apply to TUPE'd staff. This would include the 2.8% already awarded to staff. It was agreed to keep the budgeted pay award at 3% for 2023-24 onwards.
- Risk Register



- **Recommendation:** That the Board agrees the suggested amendments to the risk scores of four risks, and that a new risk is added regarding the Bank Account holding more than the amount protected by the FSCS

## **Report**

### **2022-23 Final Budget (Appendix 1)**

- The final budget for 2022-23 has been compiled and includes the final carry-forwards from the 21-22 accounts
- 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
- The main differences between the draft budget which went to the April FAG / Board meetings and the final budget are as follows:
  - Gen22 (new project) income and expenditure is now included
  - The carry forward from 21-22 has increased as Together Fund and B2022 Small Grants income has all been recognised in 21-22
  - Expenditure on grants has increased significantly as any grants awarded in 21-22 but which weren't paid out by 31.03.22 are now included here

### **2022-23 Accounts: Expenditure Against Budget**

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

- The budget summary is as follows:

	<b>Budget 1 April to 30 June 2022</b>	<b>Actual 1 April to 30 June 2022</b>	<b>Variance</b>
<b>Expenditure</b>	£253,520	£173,538	£79,982
<b>Income</b>	£175,611	£65,242	£100,369

- Income is c£100,000 less than expected because of the following:
  - We are expecting a grant of £15,000 (part payment of the Gen22 funding award)
  - Our auditors advised us to recognise the full Together Fund income in the 21-22 accounts. The second payment of this (c£83,000) won't be received until Q3, hence the deficit at present
- Expenditure is c£80,000 less than expected primarily for the following reasons:

- Programme delivery is under-budget as we are behind our predicted schedule on paying Community Youth Activation Fund, Together Fund and B2022 Grants

Exception reports for each individual budget heading are shown below.

## **Core**

### Income

Income is lower than expected because we have not yet invoiced all local funding partners for their contributions as we are still in the process of agreeing Funding Agreements

### Expenditure - Overspend

We are overspent by £2,800 on subscriptions, mainly because various subscriptions are annual from April. We are also overspent by £4,500 on Consultancy as two large expenses for the year (Legal Advice and External Evaluation) have been paid.

### Expenditure – Underspend

Annual Leave Carried Forward will remain an underspend until the end of the financial year when this is calculated.

We are underspent by £2,200 on car allowances and £300 on Travel reflecting the fact that many meetings are currently still virtual. Training is underspend by £1,600, staff are regularly encouraged to make use of the training budget.

We are £1,200 underspent on marketing as there have been no campaigns or one-off expenditures so far this year

We are £2,350 underspent on IT equipment as we are awaiting the invoice for purchase of three new laptops. We are also underspent by £1,300 on IT support as we are awaiting the invoice for the office move.

Contingency is £4,500 underspent – we have allocated some Sport England funding here which we plan to use for additional capacity / expertise to support sustainability work with community organisations but we have yet to identify how best to use this.

## **Other Cost Centres**

### **Workforce**

We are £7,540 underspent on professional fees because we haven't yet paid the invoice for the second payment of the main contract for Primary School support for the 2021-22 academic year (this was paid in early July)

### **School Games**

School Games delivery is £17,000 underspent in total due to invoices for two major events at the end of June not yet being received.

## **Youth Sport**

We are currently £3,600 underspent on professional fees as our 'Referral-Ready Clubs' work is still in the planning phase

No other exceptions

### **5-Year Financial Forecast Amendments (Appendix 2)**

- The 5-Year Financial Forecast has been updated to include the following changes:
  - Amended to reflect actual expenditure / carry forwards for 21-22
  - Pay award for 22-23 and budgeted pay award for 23-24 onwards increased as agreed at April Board meeting
  - Travel costs increased ref office move
  - Gen22 income / expenditure included in 22-23 figures
  - Employee costs amended to reflect NI more accurately, and to include change of Chief Executive
  - Liabilities amended to reflect change in Chief Executive, pay awards and reduction in office rent liability
- Net result is that at the last FAG meeting, unrestricted free funds were predicted to be £104,640 in credit by 31.03.27. These are now predicted to be £134,270 in credit. However, from 23-24 onwards we are still predicted to have a significant annual in-year deficit.

### **Potential Pay Awards**

The three NJC local government unions have submitted their pay claim for 2022-23, asking for an increase of £2000 or the current RPI (presently 11.1%), whichever is higher. There is no timescale for when an agreement is likely to be reached on this.

All staff who TUPEd from Stafford Borough Council (currently 5) would be entitled to this, backdated to 01.04.22. This would include the 2.8% pay award that all Together Active staff have received this year.

As of 17.06.22, the Bank of England states: "We expect inflation in the UK to rise to around 11% this year and to start to slow next year. We expect it to be close to 2% in around two years". At present we have budgeted for a 3% pay award year on year from 2023-24.

FAG agreed that a 6% pay award would be budgeted for in 2022-23 to cover a Local Government Pay Award of over 2.8%. This could potentially be given to all staff not just ex-Local Government staff. It was agreed to keep the budgeted pay award for 2023-24 onwards at 3%. The 5-year forecast will be updated to reflect this shortl

### **Risk Register (Appendix 3 and 4)**

- The risk register (Appendix 3) has been updated.
  - FAG recommends that the following scores are amended:

- 1.8 High Board turnover or loss (temporary or permanent) of key Board members
  - Current: Likelihood = 2, Impact = 3
  - Suggested: Likelihood = 3, Impact = 3
- 2.8 Negative impact of lockdowns / continued home working on staff wellbeing
  - Current: Likelihood = 3, Impact = 3
  - Suggested: Likelihood = 2, Impact = 3
- 22.9 Negative impact of office environment.
  - Current: Likelihood = 4, Impact = 3
  - Suggested: Likelihood = 3, Impact = 3
- 4.1 Impact of Covid Negative
  - Current: Likelihood = 4, Impact = 4
  - Suggested: Likelihood = 3, Impact = 4
- FAG also recommends that an additional risk is added. This relates to the fact that we currently held well in excess of the £85,000 protected by the Financial Services Compensation Scheme. If agreed by the Board this will be added for the next Quarter.
- Updates have been provided for the four Key Risks as identified by the Board in January 22 (Enclosure 9)

**Together Active Total Budget 2022-23**

		£	
6001	Salaries - Gross	361880	6000 Salaries and On Costs
6002	Salaries - Additional Hours	3170	£447,000.00
6003	Salaries - Holiday Pay	250	
6004	Redundancy	0	
6005	NI - Employer Contributions	37580	
6006	Superannuation - Employer Contributions	43620	
6007	Annual Leave Carried Forward	500	
6101	Car Allowances	18640	6100 Staff Expenses
6102	Travel/Subsistence - Staff	3380	£36,800.00
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
6301	Office Equipment & Furniture	2000	£14,700.00
6302	Printing	300	6300 Office Costs
6303	Stationery	250	£6,380.00
6304	Copy Charges	0	
6305	Postages	300	
6307	Mobile Phones	3530	
6401	Professional Fees - Payroll Service	750	6400 Professional Fees and Insurances
6402	Professional Fees - Audit	5400	£31,320.00
6403	Professional Fees - Pension & Life Assurance Brokers	0	
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	8570	
6501	Marketing - Core	18980	6500 Marketing
6601	Computer Equipment & Software - Purchase	7500	£18,980.00
6602	Computer Equipment - Repairs	500	6600 IT
6603	IT Support & Maintenance	6770	£14,770.00
6701	Hire of Facilities	10620	6700 Delivery
6702	Equipment - Hire	5930	£467,460.00
6703	Equipment - Purchase	1960	
6704	Clothing & Uniforms - Programmes	0	
6705	Printing - Programmes	290	
6706	Grants	74930	
6707	Hospitality	5280	
6708	Promotions	360	
6709	Professional Fees - Programmes	91870	
6712	Cornerstone Project	3480	
6713	Grants - Together Fund	180870	
6714	Grants - B2022 Small Grants	91870	
6801	Contingency	44810	6800 Contingency
6901	Depreciation Expense - Furniture & Fixtures	0	£44,810.00
6902	Depreciation Expense - Computer Equipment	670	6900 Depreciation
			£670.00
		0	
	<b>Expenditure</b>	<b>1082890</b>	
		0	
4001	Funding - Sport England	589690	4000 Income
4002	Funding - Other	63780	
4003	Other Income	0	
		0	
		0	
		0	
	<b>Income</b>	<b>653470</b>	
		0	
	<b>NET</b>	<b>-429420</b>	
		0	
	Restricted funds	2680	
	Unrestricted designated funds	197430	
	Unrestricted free funds	390330	
	B/f from 2021-22	1019860	

# Together Active Five-Year Financial Projection

27.06.22

## Summary

	<u>Note</u>	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
<b>Income</b>							
Balance Carried Forward	1	- 748,240	- 1,019,860	- 595,770	- 573,830	- 514,780	- 447,930
Income	2	- 1,189,430	- 653,470	- 611,400	- 584,900	- 584,900	- 584,900
NI Rebate	3	-	-	5,000	5,000	5,000	5,000
Transfers Between Budgets		-	-	-	-	-	-
		-	-	-	-	-	-
<b>Total Income</b>		- 1,937,670	- 1,673,330	- 1,212,170	- 1,163,730	- 1,104,680	- 1,037,830
		-	-	-	-	-	-
<b>Expenditure</b>							
Employee Salaries & On-Costs	4	378,180	442,610	421,410	434,040	447,070	460,490
Staff Expenses	5	19,080	36,800	34,810	34,810	31,210	31,210
Rent & Utilities	6	10,500	14,700	15,000	15,000	15,000	15,000
Office Costs	7	7,460	6,380	5,130	5,130	5,130	5,130
Professional Fees & Insurances	8	25,440	31,320	26,350	24,750	24,750	31,350
Marketing	9	12,430	18,980	19,000	19,000	19,000	19,000
IT	10	21,910	15,440	15,540	15,540	14,870	14,010
Delivery / Contingency	11	442,810	511,330	101,100	100,680	99,720	98,870
		-	-	-	-	-	-
<b>Total Expenditure</b>		917,810	1,077,560	638,340	648,950	656,750	675,060
		-	-	-	-	-	-
<b>Balance</b>		- 1,019,860	- 595,770	- 573,830	- 514,780	- 447,930	- 362,770
of which Restricted funds	12	- 479,850	- 3,140	- 1,520	- 1,120	- 690	-
of which Unrestricted Funds (Reserves)	13	- 224,270	- 165,430	- 175,280	- 192,950	- 210,940	- 228,500
of which Unrestricted Funds (Free)	14	- 315,740	- 427,200	- 397,030	- 320,710	- 236,300	- 134,270
<b>Total In-Year Income</b>		- 1,189,430	- 653,470	- 616,400	- 589,900	- 589,900	- 589,900
<b>Total Expenditure</b>		917,810	1,077,560	638,340	648,950	656,750	675,060
<b>In-Year Deficit</b>		- 271,620	424,090	21,940	59,050	66,850	85,160

### Assumptions:

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

**Notes:**

1. Reserves Carried Forward	Includes monies received in previous financial year for use in the new financial year	
2. Income	Annual funding:	
	Local Partners	62,500 2021-22; 47,750 2022-23, 46,500 2023-24 onwards 55,990 (2022-23 on) - 500,000 Systemic, 59,900 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)	£4,000 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. 2,500 Additional Hours) Amount included for Accrued A/L (£3,995 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:**

10.05.22

Amended to reflect 21-22 actual expenditure / carry forwards, and to show final 22-23 budget

Increased pay award for 22-23 and budgeted pay award for 23-24 onwards

Increased travel re office move

Liabilities amended to reflect pay awards and reduction in office rent liability

27.06.22

Adjusted TF / B2022 figs to show income received in 21-22

Amended salaries figure re NI to reflect actual %

Amended change in Chief Exec

Included Gen22

Risk Register  
2022-23 Q1 Update



Risk Area	Risk Identified	Likelihood of Occurring (X)	Severity of Impact (Y)	Overall Risk vvvv	Existing Control Procedures (Note 1)	Proposed Improvements (Existing Control Procedures to be continued)	Action By	Residual Likelihood of Occurring (X)	Residual Severity of Impact (Y)	Residual Risk (Note 2)	Timetable for Action	Update Q1 2022-23
1. Governance	1.1 Organisation lacks direction, strategy and forward planning	3	5	20	Strategy launched following consultation with key partners 21-22 ADP developed, delivered and reviewed Progress against Annual Delivery Plan reviewed by Board quarterly	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 Finalise 22-23 ADP	GAG  Team	2	5	10	Ongoing  May 22	Focus on one of TA's four Priority Work Strands at each Board meeting from Jan 22 - feedback positive from Jan meeting  Strategic Priorities refreshed for 22-23 and ADP finalised
	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. Subsequently invited to meet individual MPs x2 (Stoke)  TA invited to present at SCC Communities Leadership Team regarding priorities for 22-23  Met with new Support for Young People Steering Group lead as an introduction
	1.3 Unable to develop the necessary relationships across a wide breadth of services and strategic groups at Stoke-on-Trent City Council	4	4	20	Stoke-on-Trent City Council Strategic Manager is a TA Trustee Quarterly meeting with Deputy Director of Public Health Regular meetings with Service Manager and team members as a funding partner Strong operational relationships within Sport and Leisure team Developing strategic approach to HWBB obsessions (physical activity)	Arrange meeting with Strategic Manager and other key personnel from other relevant services within the Council to discuss and agree actions Identify key relationships with individuals within the Council and assign to Leadership Team members to develop and nurture Continue to develop wider links across the City via our delivery work	CE CE / COO Team	2	4	12	March 22 April 22 Ongoing	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	Skills Matrix reviewed in line with Chair / Trustee recruitment 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 framework	APM / Working Group	3	2	8	TBC April 22	Work ongoing. ED&I Group now a formal sub-group of the Board. ED&I Framework in place Revised Tier 3 requirements released, awaiting ED&I guidance
	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	Inductions x2 carried out including overview of key documents / expectations Two trustees appointed by GAG, approved by Board April 22



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

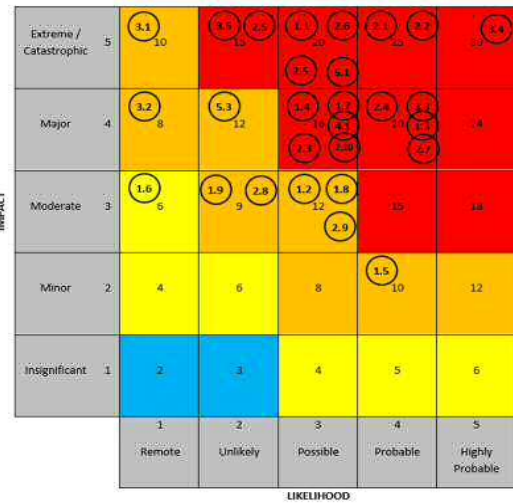
	2.7 Disengaged staff if any changes to Terms and Conditions become necessary in the future	4	4	30	Strong track record of open and honest conversations with staff during transfer People's Committee' rep in place	Continue to engage in open dialogue as appropriate	CE / Chair	3	4	16	TBC	Staff Satisfaction Survey completed - overall positive response
	2.8 Negative impact of lockdowns / continued home working on staff wellbeing	2	3	9	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	Increased expectation of time in office from July 22  Format / frequency of team meetings, learning events, socials etc. agreed  Wellbeing grants offered to all staff - well received.  Staff Satisfaction Survey completed - overall positive response
	2.9 Negative impact of office environment.	3	3	12	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	New office base at Staffordshire University from June 22
	2.10 IT Security Breach	3	4	16	Adequate anti-virus protection and file back-up in place  In discussion with IT Provider regarding additional protection	Ensure premium Office 365 and virus protection in place  Ensure IT Provider is satisfied IT set up (especially Firewall) is sufficient at The Hub		1	4	8	June 21  June 21	In place  In place  Team required to complete Cybersecurity training, and Board members encouraged to complete if needed
3. Financial	3.1 Poor budgetary control and financial reporting	1	5	10	Detailed annual budget and 5-Year Financial Forecast in place and reviewed quarterly by Finance and Audit Group  Finance Policy and Procedures approved by Board and being implemented  Auditors, accountants (to produce final accounts) and financial support (ongoing support from Support Staffordshire) in place  Chief Exec required to sign off month-end reports and team required to sign off monthly budget v actuals reports as appropriate	Ensure year-end process goes smoothly and robust Trustees' Report / Final Accounts produced	FAG / COO	1	5	10	Jul-21	Audit took place May 22, final report to be signed off by Board July 22  Finance Policy final version approved by Board April 22
	3.2 Insufficient reserves policy	1	4	8	Reserves policy in place. Reserves sufficient to cover redundancy liabilities and notice periods of non-programme staff throughout period of 5-year financial forecast	Amend reserves figure for 2021-22 onwards (awaiting confirmation of statutory redundancy figures for 21-22)	COO	1	4	8	April 21	Change in reserves calculations discussed and agreed Jan 22 and April 22, reserves figures and policy updated
	3.3 Loss of local partner funding	4	4	20	Five Year Financial Forecast amended to build in further reduction in local partner funding  Currently in discussions with funding partners regarding a smaller annual 'subscription'	Look at potential for income generation or additional partner funding to reduce % of total funding coming from Sport England  Confirm funding partners and amounts for 2021-22  Adjust 5-year forecast on the above basis	FAG/CE / COO  CE / COO  COO	3	4	16	Ongoing  April 21  April 21	2021-22 All funding partners confirmed and invoiced.  2022-23 meetings begun - three partners confirmed and invoiced so far
	3.4 Expenditure greater than income each year	5	5	30	Five Year Financial Forecast reflects predicted income and expenditure, including reserves required for Liabilities - in credit to 31.03.26	See 3.3.  Review of finances and options appraisal in line with confirmation of next funding cycle from Sport England	FAG/CE / COO	3	5	20	Autumn 21 tbc	Sport England funding to March 27 confirmed. Budget for 22-23 based on using restricted carry forwards and restricted income only.
	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	3	4	16	Addressed under other risks:  Financial risk - see 3.3  Staff / Trustee capacity risk - see 1.7, 2.4, 2.8  Inactivity levels risk - ongoing covid response included in Annual Delivery Plan, see 1.1, 2.2 and 2.2			3	4	16		

5. Compliance	5.1 Non-compliance with legislation, regulations and standards	3	5	20	Governance and Appointments Group Evidence for Tier Three of A Code for Sports Governance submitted to Sport England  Health and Safety Advisor appointed and produced H&S policy for TA.  GDPR policy in place, mandatory online training available to staff  HR advisor appointed and advice procured as necessary	Ensure compliance confirmed then continue to maintain compliance  Ensure new office base is used in a covid-safe way, and that virtual school games events include appropriate H&S advice  Develop detailed GDPR guidance and provide briefing to team. Ensure remaining staff, including new starters, complete mandatory training  Finalise outstanding policies via HR advisor	COO / GAG  COO  COO  COO	2	5	18	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 Risk Assessment in place, needs reviewing for new office base.
	5.2 Safeguarding incident - duty of care and reputational risk	2	5	15	Assessed by CPSU as having met the required standards for Active Partnerships  Policies and Procedures in place and reviewed regularly  Two appropriately-trained Safeguarding leads  Good relationship with Stoke-on-Trent LADO and with CPSU so advice available as needed	Tighten safeguarding requirements of organisations that we fund / contract via our Funding Agreements and vetting process  Develop relationship with Staffordshire LADO and with both Safeguarding Children Boards  Appoint Safeguarding Champion on Board  Review policies and procedures annually and after any incidents	SL  SL  GAG  SL	1	5	10	Mar 22  Mar 22  Apr 22  Ongoing	Role Description and Person Specification for Lead Trustee for Safeguarding developed. Lead Trustee recruited and Safeguarding induction planned
	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 Apr 22. Self-review a key part of SE funding application process  Assurance Process completed for TIF funding

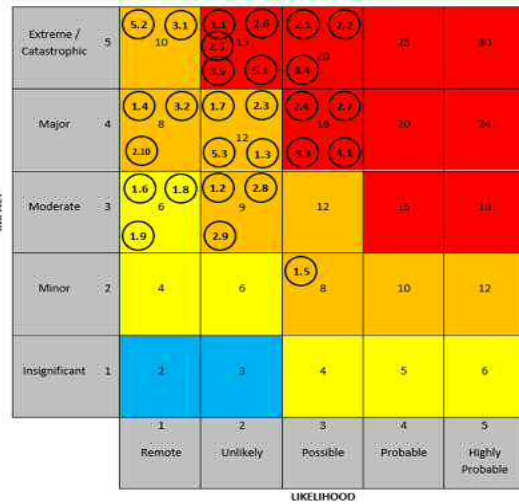
Note 1: Unless stated otherwise, all Existing Control Procedures will continue

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

## **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.

#### **Update June 22:**

- Review meeting held with Leisure, awaiting invitation to meet with Director of Public Health
- Regular meetings with Sarah Favell, Strategic Manager - Population Wellbeing (Adult Social Care, Health Integration and Wellbeing)

### **Loss of key staff / trustees**

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

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

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

#### **Update April 22:**

- No applications for role of Chair
- 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

#### **Update June 22:**

- Two new Trustees appointed
- Reconsidering options for Chair recruitment

- Staff Satisfaction Survey carried out and discussed with Team (and Board July 22). Overall positive, particularly around Wellbeing. Actions to be discussed around collaborative working and use of new office space, and around learning culture
- Katala a priority for next two months then session to be held with team to look at reports and data that can be drawn off

### **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:**

- Dates and subjects for Team Learning Days confirmed
- Katala now being used by all team members

#### **Update June 22:**

- Insight, Evaluation and Engagement Manager in post
- Katala a priority for next two months then session to be held with team to look at reports and data that can be drawn off

### **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 = £424,090 (due to restricted carry forwards needing to be spent), £21,940, £59,050, £66,850, £85,160
  - 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

#### **Update June 22:**

- In April 22, Unrestricted free funds were predicted to be £104,640 in credit by 31.03.27. These are now predicted to be £134,270 in credit.

## Report to the Board – Enclosure 08

Report Title	Governance and Appointments Group Report
Date	19 <sup>th</sup> July 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 12.07.22:

- Tier Three compliance
- Document Updates – Complaints Policy
- Amendment to Charity Objects

### Key Information and Recommendations for Trustees

- Compliance with Tier Three of the revised *Code for Sports Governance*: Progress is behind schedule due to reduce capacity within team, but this should be rectified during the next quarter.
- Complaints Policy
  - **Recommendation:** That the Board agrees to adopt the Complaints Policy
- Amendments to Charity Objects
  - As the nature of our work evolves, there is an increased likelihood

that we may wish to investigate opportunities for grants, contracts or commissions which are linked to physical activity, but which do not have physical activity as their sole focus

- We need to ensure that our Charity Objects are broad enough to allow us to do this, and that we understand the tax implications of this
- **Recommendations:** That the Board agrees to seek advice to understand the implications of HMRC's rules around non- Primary Purpose trading
- That the Board agrees to consider amending Together Active's objects to broaden them, with GAG drafting the proposed amendments

## **Report**

### **Tier Three Compliance**

- An action plan has been produced and approved by the Board, which outlines the required actions month-by-month to ensure compliance by December 22.
- GAG were updated on progress against actions for Quarter 1
- Some Quarter 1 actions have not yet been completed due to reduced capacity within the team
- Additionally Active Partnerships are still awaiting guidance from Sport England regarding People Plans and ED&I requirements
- Governance will be a focus for the Chief Operating Office during Quarter 2 with the aim of getting back on schedule with the Action Plan by the October Board meeting

### **Complaints Policy (Appendix 1)**

- A Complaints Policy has been developed. GAG asks that the Board adopts this.

### **Amendment to Charity Objects**

- Together Active's Charity Objects are currently:
  - 1 The promotion of community participation in healthy recreation by providing and assisting in the provision of facilities for and opportunities to participate in sport and other physical activities for the benefit of the inhabitants of Staffordshire and Stoke-on-Trent.
  - 2 To advance the education of the public in sport and physical activity.
- These form part of our Constitution and have been agreed by the Charity Commission.
- As the nature of our work evolves, there is an increased likelihood that we may wish to investigate opportunities for grants, contracts or commissions which are linked to physical activity, but which do not have physical activity as their sole focus.

Having spoken to the Chief Executive of Support Staffordshire and the Chief Executive of the Active Partnerships national team, plus sought advice from other Active Partnership who are charities, the following points were put forward:

- It is normally a fairly simple but long process to get approval from the Charity Commission for any amendments / additions to the objects of a charity
- Provided the work you do can be seen as contributing towards achieving the objects of charity it shouldn't matter if it contributes towards other 'objects' too
- HMRC will view any income not linked to a Charity's 'Primary Purpose' as being taxable (corporation tax), over a £80,000 threshold

GAG recommends the following:

- That we seek advice to understand the implications of HMRC's rules around non- Primary Purpose trading
- That the Board looks to amend Together Active's objects to broaden them, with GAG drafting the proposed amendments





## Complaints Policy and Procedures

Together Active is committed to providing a high standard of service which meets the needs of our partners, local organisations and the wider public. However, we acknowledge that there may be times when we don't get things right and you may be unhappy with the level of service we have provided.

In order to ensure that we can put things right, and to help us improve our services in the future, please follow the procedures below to let us know what you are unsatisfied with. Please try to do this as soon as possible after the cause for complaint has occurred, to give us the best opportunity to resolve it to your satisfaction. We would normally expect complaints to be made no more than ten working days after the matter occurred.

### **Stage 1 – Informal Complaint**

It is always best to try to resolve a complaint informally, as this will have the quickest outcome. In the first instance, please contact the person you have been dealing with, or ask to speak to their Line Manager or a member of the Senior Leadership Team if you feel this is more appropriate.

This can be done verbally or via email. Please try to include as much information as possible, such as:

- What the problem is and the impact it has had
- How you would like to see it resolved.

You can also email us via [hello@togetheractive.org](mailto:hello@togetheractive.org) or by telephoning 07800 619681.

### **Our Commitment to You:**

- We may refer your complaint to another member of staff
- We may say that we need time to find out more information about the situation
- If we cannot resolve the complaint there and then, we will always confirm who will get back to you
- If we say we will get back to you, we will always get back to you within five working days with an initial response
- If we are unable to provide a full response within five working days, we will explain the reason for this and confirm when you can expect a full response.

### **Stage 2 – Formal Complaint**

If you are not satisfied with the response to your informal complaint, or if you feel the matter needs to be dealt with more formally, then please put your complaint in writing.

You can do this by writing a letter (which can be sent by post or email) or by completing the attached Formal Complaints Form (Appendix 1).

### **Letters**

If writing a letter, please make it clear that you wish this to be dealt with as a formal complaint. The letter should include:

- Clear details of the complaint, including the Together Active staff / volunteers involved
- Whether you have already made an informal complaint about this
- If appropriate, who you have been dealing with at the Informal Complaints stage and why you are dissatisfied with the outcome of this
- What you would like us to do to resolve the situation
- How we can contact you for further information, to discuss this further or to provide our response
- If your complaint is about a matter which occurred more than ten working days ago, the reason for not making the complaint sooner

Please send your letter / Formal Complaints Form to either:

[hello@togetheractive.org](mailto:hello@togetheractive.org) – marked *For the Attention of the Chief Executive*

or

The Chief Executive  
Together Active  
PO Box 4799  
Stoke-on-Trent  
ST4 9QJ

Please note – if the complaint is regarding the Chief Executive, please send your complaint to the same email / postal address but marked for the attention of the Chair.

### Our Commitment to You

- We will acknowledge receipt of your complaint within five working days of receiving it, including confirming who is looking into the complaint and how to contact them.
- We will provide you with either a full response or an initial response within ten working days of receiving your complaint
- If we are unable to provide a full response within ten working days, we will explain the reason for this and confirm when you can expect a full response.

### **Stage 3 – Review of Formal Complaint**

If you are not satisfied with the full response to your formal complaint, you can ask for your complaint to be reviewed. You must make this request within ten working days of receiving our response, and must clearly state why you are not happy with our full response.

Please send your request to either:

[hello@togetheractive.org](mailto:hello@togetheractive.org) – marked *For the Attention of the Chair of the Board of Trustees*

or

The Chair of the Board of Trustees  
Together Active  
PO Box 4799

Stoke-on-Trent  
ST4 9QJ

Please note – if the complaint is regarding the Chair, please send your complaint to the same email / postal address but marked for the attention of the Senior Independent Director.

This review will look at whether the full response to your formal complaint was reasonable. It may decide that this is the case, or that further action is required on our part to resolve the situation. This is the final level of appeal and no further correspondence will be entered into beyond this point.

#### Our Commitment to You

- We will acknowledge receipt of your request for review within five working days of receiving it.
- Your formal complaint and our full response will be reviewed by a panel consisting of the Chair or the Senior Independent Director, plus at least one other Trustee
- We will provide a full response no later than twenty working days after receipt of your request for review.

#### **How we use your personal information**

Any personal information you have provided will be used by Together Active to resolve your complaint. We will not pass this on to anyone outside of the organisation without your permission.

For formal complaints we will keep this information for 12 months beyond the 10 day period where you can request a review. For reviews, we will keep this information for 12 months beyond the point where we provide you with our response. After this point your personal details will be destroyed / deleted. For more information please see the Privacy Policy on our website.

#### **Overview of Complaints**

The Board of Trustees will be informed on a quarterly basis if there have been any formal complaints received within the last quarter. A brief summary of any complaints and their resolution may be given but this will not involve the sharing of any personal information.

## Appendix 1 – Formal Complaints Form

Formal Complaints Form

<b>Full Name</b>				
<b>Email</b>				
<b>Telephone / Mobile</b>				
<b>What is your role in terms of the complaint?</b>	Participant		Parent of Participant	
	Coach / Official		Volunteer	
	Partner		Teacher	
	Member of Public		Other (please state below)	
<b>Name of the person, event or service the complaint is about</b>				
<b>What is the complaint?</b>				
<b>Have you already made an informal complaint about this? If so, please provide details of who you dealt with and why you are dissatisfied with the outcome</b>				

<b>What should we do to resolve the situation?</b>	
<b>If the complaint is about a matter which occurred more than ten working days ago, please explain why it wasn't made sooner</b>	

Please send your Formal Complaints Form to either:

[hello@togetheractive.org](mailto:hello@togetheractive.org) – marked *For the Attention of the Chief Executive*

or

The Chief Executive  
Together Active  
PO Box 4799  
Stoke-on-Trent  
ST4 9QJ

# TOGETHER ACTIVE

## Report to the Board – Enclosure 09

Report Title	Equality, Diversity, and Inclusion Group
Date	19 <sup>th</sup> July 2022

Open Agenda item	X
Private and Confidential Agenda item	

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

For Information	X
For Decision	

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- **Purpose of Report**

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

- ED&I Framework
- Leading for Renewal Programme
- Inclusion Network
- RAG and 'where are we now ladder' progress report

The ED&I group did not meet in July due to a high number of apologies.

- **Report**

### **ED&I Framework**

- The completed Equality Diversity and Inclusion Framework was published and widely circulated in early May and is on our website [Equality Diversity and Inclusion Framework](#)

- A draft two year delivery plan is currently being developed and will be completed for the September ED&I Group and priority areas of focus will be identified.
- The Race Code Action Plan will be incorporated into the ED&I delivery Plan for streamlined reporting.

### **Leading for Renewal**

- Three staff members are taking part in the second of a one year 'Leading for Renewal Programme' open to Sport England funded NGBs, Active Partnerships and other Partners.
- The programme is being lead by Inclusive employers and has been carefully designed to support organisations to thread inclusion into all their core functions and corporate priorities. The programme has been built to support the aspirations of Sport England's Uniting the Movement strategy and to build the understanding and capacity needed to develop a strong and meaningful Diversity and Inclusion Action Plan (DIAP).
- There are three separate programme tiers that target different segments of the workforce. These are Inclusive Leaders, Inclusive Enablers and Inclusive Influencers. The learning will be shared across the team.

### **Inclusion Network**

- A future planning meeting with Inclusive Employers on the setting up of an ED&I Advisory Group has helped to identify potential challenges and pitfalls.
- Inclusive Employees have suggested a series of questions for us to explore as an initial mapping exercise to clarify our approach and prepare for these challenges.

### **RAG progress report and Ladder (Appendix 2)**

- Quarterly RAG progress report on the following
  - ED&I Framework to be in place and launched
  - Development of an inclusion network
  - Implementation of the Race Equality Code
- 'Where are we now ladder' for use as an ongoing check and challenge process at future Board and team meetings.

Equality Diversity and Inclusion RAG Report 2022 -2023

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

Objectives	Actions	Timeframe 22/23	RAG Rating
ED&I Framework to be in place and launched by April 2022	Final version completed and signed off by Board	Q1 22/23	Blue
	Framework published	Q1 22/2023	Green
	Delivery Plan developed	Q1 22/2023	Red
2 Development of an inclusion network	Map and consult current network	Q1	Green
	Identify other examples of good practice	Q1	Green
	Develop proposals	Q2/3	Grey
	Implement proposals and review	Q4	Grey
Implementation of the Race Equality Code	Agree final action plan and incorporate into ED&I Framework	Q1 22/2023	Red
	Review progress against all agreed actions at quarterly ED&I group meetings	Ongoing	Green



Equality Diversity and Inclusion RAG Report 2022 -2023

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?

ED&I Framework to be in place and launched by April 2022  
 Framework published  
 Delivery Plan developed

Timeframe  
 22/23  
 Q1 22/23



Q1  
 Q1  
 Q2/3



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## Report to the Board – Enclosure 10

Report Title	Interim Chief Executive Report
Date	19 <sup>th</sup> July 2022

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

Contact Officer	Name:	Jane Kracke
	Tel:	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
- Gen22

### **Key Information and Recommendations for Trustees**

- None

### **Report**

#### **Staffing Changes**

- Jude Taylor left Together Active on 17<sup>th</sup> June. Carly Jones starts in role as the new Chief Executive on 18<sup>th</sup> July. Thanks go to Jackie Brennan and Charlotte Smith for stepping up into Interim Strategic Lead roles during this period.
- We have been able to increase Lijana Kaziow's hours by an additional day on a temporary basis, due to securing funding to deliver the Gen22 project

- We have not yet reappointed to the Open Data role as we are reviewing options for this, given we only have approximately six months of a 12 month post left, and due to wider challenges at a national level around open data

### **Annual Delivery Plan Q1 2022-23 (Appendix 1)**

- The Annual Delivery Plan Dashboard for Q1 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/>)

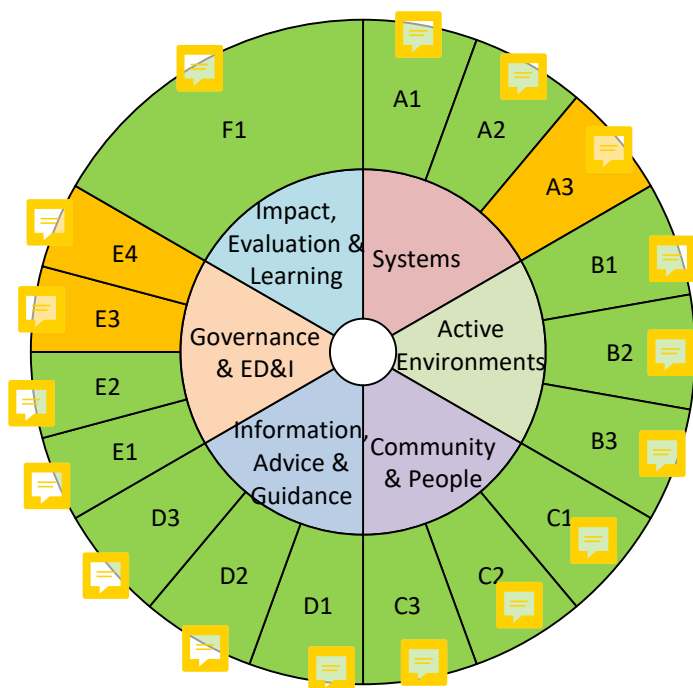
### **Office Accommodation**

- We began our tenancy of three offices in the Business Incubator at Staffordshire University on 1<sup>st</sup> June, and our lease with The Hub in Stafford ended on 30<sup>th</sup> June.
- The most recent Funding Partner meeting with Staffordshire University focused on maximizing the benefits to both Together Active and the University of us now being based on-site

### **Gen22**

- We have secured Sport England funding (via Active Black Country) to deliver the Gen22 project across Staffordshire and Stoke-on-Trent
- Gen22 is a Commonwealth Games Legacy Project aimed at providing an opportunity for young people to gain employability-boosting opportunities
- Aimed at 16-24 year olds, who will complete a 30-hour volunteer placement
- We have been awarded up to £25,000 (£15,000 initially then a further £10,000 if we are progressing towards our target of 60 young people completing placements)
- We will be initially targeting care leavers / care-experienced young people, young people in the Youth Offending system and young people with disabilities

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



**Ratings for each Priority\***

Green	Progress better than or as expected at this point in time
Amber	Progress in some areas behind where expected
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:**
  - Our Long Covid Rehab project, in partnership with MPFT, has begun in four localities, with promising initial feedback
  - Over £100k of Together Fund and B2022 Small Grants funding has been allocated to community organisations, and 21 organisations have been given access to free training via the Educare platform
  - 20 primary schools are engaged in a bespoke programme of targeted support to help them embed Active 60 Minutes across their schools.
- **School Games:** The summer festival took place with over 1000 young people taking part. Specific activities were targeted at cohorts of inactive young people, both at the summer festival and at a separate Toughest Challenge event. Over 50 young leaders helped to deliver the events. Approx. 100 surveys were completed at the summer event and results are being used to inform planning for 22-23.
- **Workforce:** One Clinical Champions course and one Social Prescribers training course have been delivered, with additional planned for the next quarter along with Behaviour Change training linked to the Active Through Football project in Stoke

**Challenges** – areas not progressing as planned

- **Capacity within the Team:** Due to the re-recruitment of the Chief Executive, capacity has been stretched within the Leadership Team. This has led to work on Tier Three compliance and on improving learning within the team being behind schedule. This should be rectified during Quarter 2.

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

## Achieving Our Vision: Schools Mental Health Pilot Programme

Back in March 2022, we identified the need for clear, localised data about the impact of physical activity on school-aged children struggling with their mental health. We knew that local CAMHS services were struggling with a spike in demand linked to COVID-19, and so there were a lot of young people who weren't meeting the criteria for or waiting a long time for mental health support.



Using a variety of metrics, including percentage of children in receipt of free school meals and levels of English as a second language in Stoke-on-Trent secondary schools, we identified a number of areas where we would be able to reach our priority audiences with a pilot programme. We then cross-referenced to identify schools who had a dedicated mental health lead with whom we could co-ordinate the project and link back in with the health sector and local authority.

Having approached the schools, we worked with the mental health leads to identify an appropriate cohort of young people.

We determined that those who would benefit most were those at risk of developing mental illness, but who were not currently receiving treatment, often because they did not yet meet treatment thresholds. We listened to the needs of the young people, we worked to co-design a programme of activities which appealed to them. We wanted to ensure a commitment to attending the session so that we would be able to have thorough evaluation of the programme. Working with the mental health leads, we identified the types of evaluation we wanted to look at, including the Warwick and Edinburgh Mental Health Scale, parent surveys, staff surveys and student surveys. We also sourced the providers, and were delighted to be supported by Engage Communities CIC, Stoke City Community Trust and Joliba Drums and African Dance.



Once the programme began, we started to get interest from the local authorities, health service and government. Jack Brereton MP came to visit one of our sessions and noted the importance of supporting young people with their mental health and the role physical activity could play.

Since then, the programme has been progressing well, with a good turnout at all sessions. The final sessions will be on the 11<sup>th</sup> July, at which point we will begin analysis of the data.

Going forward, we hope to use this data to prove the impact of physical activity for this cohort of young people, and implement it in lobbying for additional support and development of this area from local authorities, government and the health sector. With the implementation of the new ICS structure, this is likely to become a realistic possibility, and having robust data will support those conversations and policy developments.

***“A couple of the students who were extremely shy are actively engaged and enjoy attending the sessions. Due to negative body issue one of the students would usually be very reluctant to participate in physical activity, especially within a group setting, but in this setting she is really gaining confidence and flourishing. Other students have really come out of their shell and enjoying the group activities.” Mental Health Lead***

***“Excellent engagement in the sessions and the young people are enjoying the fact that it is not their PE teachers. They enjoy the high energy nature of the sessions.” Mental Health Lead***

**Number of Sessions: 20**

**Number of young people participating: 25**

**Strategic Outcomes**

**Priorities**

<b>Systems</b>	<b>A:</b> Strong strategic leadership ensures that physical activity becomes a core feature in local policy and practice	<b>A1:</b> Provide strategic leadership to the sport and physical activity agenda locally
		<b>A2:</b> Work specifically within obesity, mental illness and ageing systems to ensure physical activity is considered within prevention and treatment pathways
		<b>A3:</b> Continue to make the case to retain and grow investment into Physical Activity
<b>Active Environments</b>	<b>B:</b> Our physical environments are places where being active is the easy, attractive, safe choice	<b>B1:</b> Influence policy and decision makers to prioritise active travel, accessibility and physical activity in place and space making
		<b>B2:</b> Campaign for design guidance to be integrated into all planning policies and new development
		<b>B3:</b> Improve access to community assets particularly for people in our priority audiences
<b>Community &amp; People</b>	<b>C:</b> A diverse workforce creating appropriate pathways into physical activity and delivering safe and effective	<b>C1:</b> Fund well placed partners, community orgs etc. to deliver physical activity interventions to our priority audiences
		<b>C2:</b> Support and facilitate the learning and development of our volunteer and professional workforce to create a more accessible and sustainable sector
		<b>C3:</b> Support the recovery of community and public leisure provision during & following the pandemic
<b>Information, Advice &amp; Guidance</b>	<b>D:</b> Together Active is a trusted source of information, advice and guidance for residents, volunteers and professionals	<b>D1:</b> Use digital tools & campaigns that empower & support people with health conditions to be more active
		<b>D2:</b> Use open data and Active My Way to support individuals into physical activity
		<b>D3:</b> Act as an expert advisors, connecting to funding, disseminating guidelines and sharing best practice
<b>Governance / ED&amp;I</b>	<b>E:</b> Our work is underpinned by impeccable standards of corporate governance and operations	<b>E1:</b> Ensuring TA is financially secure
		<b>E2:</b> Equality, diversity, inclusion
		<b>E3:</b> Meeting industry-recognised standards
		<b>E4:</b> Nurturing and developing staff and trustees
<b>Impact, Evaluation &amp; Learning</b>	<b>F:</b> Together Active has a culture of curiosity which drives organisational & individual understanding and continual improvement	<b>F1:</b> Demonstrating Impact

## 2023 Board Dates

2023			NOTES
Equality Diversity and Inclusion Group	Tuesday 10th Jan	10.30-12.30pm	
Governance and Appointments Group	Tuesday 10th Jan	1-2pm	
Finance and Audit Group	Tuesday 10th Jan	2-3pm	
Board	Tuesday 24th Jan	2-4pm	
Board and Team Away Day	Tuesday 7th Feb	4-5pm	
Equality Diversity and Inclusion Group	Tuesday 18th April	10.30-12.30pm	Later in the month due to Easter Hols 3rd-14th April
Governance and Appointments Group	Tuesday 18th April	1-2pm	
Finance and Audit Group	Tuesday 18th April	2-3pm	
Board	Tuesday 25th April	2-4pm	
Informal Board drop in	Tuesday 6th June	4-5pm	
Equality Diversity and Inclusion Group	Tuesday 11th July	10.30-12.30pm	
Governance and Appointments Group	Tuesday 11th July	1-2pm	
Finance and Audit Group	Tuesday 11th July	2-3pm	
Board	Tuesday 18th July	2-4pm	Only one week apart as school hols start Tues 25th July
Informal Board drop in	Tuesday 5th September	4-5pm	
Equality Diversity and Inclusion Group	Tuesday 10th October	10.30-12.30pm	
Governance and Appointments Group	Tuesday 10th October	1-2pm	
Finance and Audit Group	Tuesday 10th October	2-3pm	
Board	Tuesday 24th October	2-4pm	
Informal Board drop in	Tuesday 5th December	4-5pm	