

**team BEDS&LUTON**

**Board Member Information Pack**



# Who are team BEDS&LUTON?

## **1. History & Background**

team BEDS&LUTON (tB&L) is one of 43 Active Partnerships (AP) operating within England. Established in 2005, historically the organisation was been tasked with the strategic development and delivery of creative and worthwhile sport and physical activity interventions throughout Bedfordshire. Using a combination of advocacy and direct delivery, tB&L provides strategic leadership together with a broad range of services and opportunities to the sporting and physical activity infrastructure in the “old county of Bedfordshire” within the three local authority areas of Central Bedfordshire, Bedford and Luton. tB&L are strategic and recognise activity levels are affected by a complex system of influences. By adopting a collaborative whole system approach, tB&L seek to make active lifestyles the social norm for everyone and address the worrying levels of inactivity in society.

tB&L has a strong record a delivery over a sustained period of time and is considered to be a high performing AP by Sport England. In 2018 the Partnership secured a further three years Primary Role funding through to March 2021 from Sport England.

The organisation is regularly externally assessed through QUEST and under the recently introduced Sport England Performance Framework was classified as “very good”. In response to Sport England’s strategy ‘Towards an Active Nation’ the role is now much more strategic than delivery focussed.

tB&L is hosted by Active Luton, a Luton based Leisure Trust . All contracts, banking, finance arrangements, human resources and primary accommodation are provided through Active Luton. This organisation is a charity and registered as a company limited by guarantee. Further details regarding the host are provided elsewhere within this document.

The team is small in number and is, as required, supplemented by the buy-in of contracted staff. An organogram and key details of team members are provided elsewhere within this document.

## **2. Sport England Relationship**

The financial position of tB&L is largely reliant upon income from Sport England. This funding source accounted for 82% of total income in the 2018-19 financial year. Clearly the level of funding from this source remains key to the sustainability of the organisation.

a) The primary role for AP’s, introduced in 2018, includes the following areas of work:

- A strong granular understanding of the place and people.
- The ability to broker and facilitate a much wider range of relationships

- Where necessary and appropriate supporting projects and relationships on Sport England's behalf.
- Supporting Local Authorities by consent.

b). Sport England 'other funding' pots

Funding has recently been secured for a further period until August 2020 covering a small number of national programmes including:-

- Satellite Clubs
- School Games
- dfe Volunteer funding.
- Primary Premium including additional funding to undertake an Active Lives project within Primary Schools.

The 'workforce' development role and related funding has now been secured through to March 2021.

c). Support for the County Sports Partnership Network (APN)

Sport England continue to acknowledge the important role that the APN play as the umbrella body for APs, helping drive quality and improvement across the network. tB&L utilise the services of APN for training, personal development, mentoring, bench marking and sharing best practice. Funding will continue to be provided to support the following key areas for AP's

- Understanding the needs and capabilities of APs.
- Improving the quality and effectiveness of APs against the new primary role.
- Providing a route into the network, feedback from it; and
- Supporting where Sport England are testing and piloting new ways of working.

These developments are considered to be largely positive and provide a basis for tB&L to plan for the medium term.

### **3. Strategic Motivations**

Through its strategic planning, tB&L has established a clear mission and vision underpinned by a set of core values. A significant amount of engagement work was undertaken with partners, management, staff and the Board during the summer/autumn of 2016 to develop a new Mission, Vision and Values set that places the AP in as strong a position as possible to realise the benefits of 5 X 7 x 4. That is the 5 Government principles of *Sporting Future, A New Strategy for a Sporting Nation*, through the 7 key investment principles within *Towards an Active Nation* to deliver solutions locally that add value to the 4 - Inactivity, Mass market, under-represented groups and the Core market.

The June 2017 announcements from Sport England regarding the future role and funding structure for APs support these.

These are reviewed regularly, and a robust consultation process was last undertaken with our stakeholders, partners and board members in the spring of 2019 to facilitate this work.

**tB&L Mission** – “To work in partnership to support, develop and promote safe, high quality and inclusive opportunities for people to participate in sport and physical activity for life.”

**tB&L Vision** – “ A healthier, happier and fitter Bedfordshire.”

**tB&L Values :**

**Collaborative:** Working in partnership to support, inform and advise our local communities

**Creative:** Always aiming to facilitate a range of innovative, positive and valued solutions

**Passionate:** A proactive and knowledgeable team committed to making a difference across Bedfordshire

**tB&L Priorities**

1. Broker and facilitate access to more resources.
2. Support local organisations to make safe opportunities for all more accessible.
3. Continuously improve our granular understanding of community.
4. Support and facilitate a high quality sport and physical activity framework.
5. Deliver national programmes successfully at a local level.
6. Support the development of a high quality, appropriate workforce across Bedfordshire.
7. Ensure that safeguarding, inclusivity and diversity underpins all aspects of our work.

#### **4. team pen pictures and Organogram**

The skill set, culture and capacity within the team are vital components to the successful performance of the organisation. The team has a wide variety of backgrounds, experiences and skills sets which should place it in a position to deliver and develop effectively the areas highlighted within this plan.

The document sets out below a structure chart for the team and written detail covering each individuals relevant experience, skill set and areas of the plan that they will focusing on.

### **Clare Fitzboydon – Director**

Clare feels privileged to have worked in sport since University. She has worked for a variety of organisations ranging from Local Authorities, Governing Bodies as well as more recently working for a social enterprise, which supported and championed women working in the football industry.

A significant period of Clare's career has been spent working for the UK's largest sporting charity, the Football Foundation and it is there that she developed skills such as managing large teams in the grant giving sector, driving internal performance and stakeholder management.

Clare is passionate about hockey and has played at a national league level. She now plays locally and is Chair of Leighton Buzzard Hockey Club where she hopes her two boys will develop a passion for the game, as she did.

### **Graham Simpson – Business and Projects Manager**

Graham joined tB&L in 2007 having spent 24 years working for HSBC. The vast majority of his banking roles were in the area of commercial banking. This provided a wealth of knowledge and experience in the areas of finance, local, national and international economic issues, accountancy, pricing, customer service, report writing, managing people and building and developing sustainable customer relationships. In the early part of his banking career he successfully completed the Banking Diploma (degree Status qualification) and became a member of the Chartered Institute of Bankers.

Graham's areas of work within tB&L include management of the finances and grant funding processes, project management, Health and Safety, Equality, Continuous Improvement, grant writing and support services. He also relationship manages the Luton Borough Council relationship and works closely with Active Luton on specific projects and strategic planning work.

He is passionate about sport and physical activity and is a strong advocate of the benefits that they bring to an individual and the wider community.

### **Relationship Manager – currently vacant**

### **Workforce Development, Safeguarding and Equality – Contracted out.**

### **Gill Morrow – PE, School Games and School Sport Manager**

Gill joined the team in July 2011 after a two year career break to raise a young family. Previously she worked for five years with Bedfordshire County Council as the County Officer for PE and Sport and prior to that for 12 years as a PE teacher at Vandyke Upper School. During her time there she carried out various leadership roles including Head of Girls PE, Assistant Head of House and Discrete Curriculum Leader.

Originally from Edinburgh and after leaving there at the age of 8 she spent her childhood years in various counties in England before moving to Kent completing her education at Tonbridge Grammar School for Girls. Gill studied for a BA (HONS) Sports Studies at University where she gained a 2:1 and then went on to undertake a PGCE Secondary Physical Education. Gill leads on all PE and School Sport related matters including School Games, Primary Premium Funding, Active Lives and coordinating Bedfordshire's Strategic PE and School Sport group.

### **Jade Horsley – Project Lead – Satellite Clubs**

Jade has always had a keen interest in sport with her chosen sport being football, where she has played at various levels including county and regional. She currently plays for Luton LFC.

Jade took a break from her footballing career to pursue her passion for sport and physical activity at The University of Bedfordshire where she achieved a First-Class BA Hons degree in Sports Studies. Having completed her undergraduate degree, she still wanted to develop her knowledge further and continued her education, completing a Master's in Leadership and Management of Sport and Physical Activity where she was delighted to achieve a Distinction.

Having completed her four years at University, she began working for the Local Council as a Sports Development Officer where she was able to develop her skills in a practical environment. Alongside this employment she was a manager of a trampoline park in the leisure industry, which enabled her to develop crucial leadership skills as well as have fun learning new trampolining tricks!

Jade has been fortunate enough to be involved in the delivery of Street Games activities in Amsterdam as well as volunteering at the Volcano Triathlon in Lanzarote. She joined tB&L in July 2019 where she is delighted to continue her journey.

### **Susan Morris – Marketing and Communications Officer**

Susan joined tB&L in October 2018 as she wanted a role where she could make a difference in the local community. She has over 15 years marketing experience and have a broad corporate background working in all sort of industries from the retail and food sectors through to electrical home appliances. She loves all areas of Marketing but particularly enjoys the digital side and even writes a blog in her spare time to help promote local businesses and events.

Susan moved to Bedfordshire in 1998 as a student at Luton University (now known as the University of Bedfordshire.) She met my husband there and two children later they now live in Bedford. They love the area and enjoy spending lots of time at the weekend exploring the local parks, countryside and taking their children to various sporting activities. They are at an exciting age where they want to try lots of different sports and enjoy the challenge of trying something new. One of her children has special needs and she is passionate about him having access to as many sports as he can.

### **Insight Officer – new role – currently vacant.**

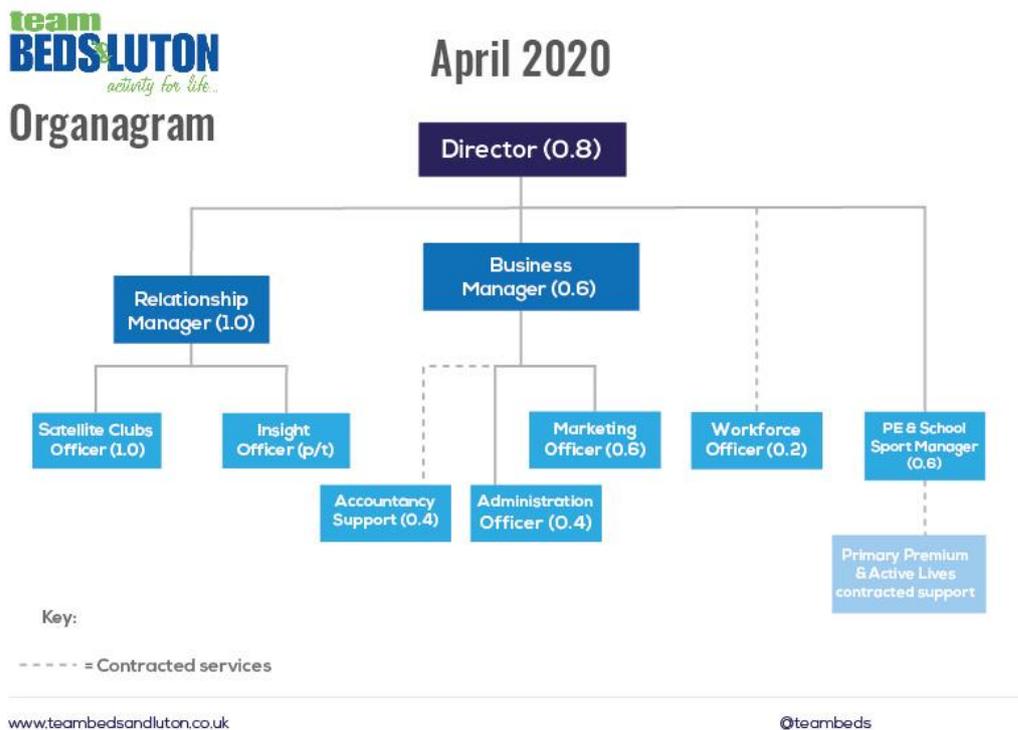
## Marcia Burke - Administrator

Having spent most of her working life in London, Marcia sought a challenge a bit closer to home, especially with her daughter at a local school and was thrilled when offered the role as Administrative Assistant in July 2013.

In her spare time Marcia likes to keep fit playing squash, netball and her new found sport – running. She loves to run first thing in the morning...with the sun rising. She enjoys Park Run and completed her first 10k in 2016.

Interests outside of sport are reading biographies, having dinner parties and a big passion for acting...having previously appeared in EastEnders.

## team BEDS&LUTON – Organogram



## Our host organisation – Active Luton

Active Luton is a charity registered with the Charity Commissioners (Registration No1111804) and has been in existence since 2005. The charity is a separate legal entity and is also a company limited by guarantee.

The Trust's charitable objects are:

1. provide or assist in the provision of facilities and services for recreational, sporting or other leisure time occupation in the interests of social welfare; such facilities being provided to the public at large save that special facilities may be provided for persons who by reason of their youth, age, infirmity or disability, poverty or social or economic circumstances, may have need of special facilities and services; and/or
2. promote community participation in healthy recreation; and/or
3. advance the education of the public of the benefits of an active lifestyle and in particular the value of physical activity for young people as part of the school curriculum; and/or
4. such other charitable purposes beneficial to the community consistent with the objects above as the Trustees shall in their absolute discretion determine

In financial terms the Trust currently has an annual turnover of circa £10m and has several income streams including, entry fees from participants, a donation from London Luton Airport Limited and various grants from organisations associated with education, sport and health.

The reserves of tB&L are reported as a restricted reserve within the annual accounts.

Copies of the most recent Trust accounts can be viewed on the Charity Commission website [www.charitycommission.gov.uk](http://www.charitycommission.gov.uk)

Foxley Kingham Chartered Accountants have been appointed as Auditors for the Trust.

# team BEDS&LUTON: Key Board Responsibilities

## Background

tB&L has its own Board which meets on a quarterly basis. It acts as a sub-committee to the main Active Luton board. Delegated authorities are fully outlined within a Terms of Reference issued by the main Board of Active Luton to the tB&L sub-committee. This has been re-written and formally approved by the Active Luton Board to reflect the recently amended Active Luton Articles of Association and to ensure that the terms applied to the sub-committee will comply with the Sport England Tier 3 Governance Code.

The Board shall have no more than 12 members, including a Local Authority Officer representative, the cabinet leads from each of the three unitary authorities and the main Active Luton board. Other members have historically been sought from the volunteer sector, national governing bodies of sport, higher education and the commercial sector but recruitment is driven by the required skills and experience set and diversity and equality needs to ensure a balanced and representative membership. The Director attends the meetings in an ex-officio capacity. She is supported in this role by the Business Manager.

The Terms of Reference states that the Board shall consist of a minimum of four members and shall at all times include one member from the main Active Luton Board.

## The key roles and responsibilities of the Board are:

### Leadership and direction

- Define the vision, mission and values of the AP and ensure that these are realised and upheld.
- Define the direction of the organisation's business, services and activities.
- Ensure clear accountabilities and communication within the organisation and monitor the activities of the AP.
- Review Board composition, performance and succession planning regularly.
- Appoint (and if necessary, remove) the Chair, Vice Chair and Senior Independent Director.

### Strategic development

- Review the key strategic aims and determine the strategic objectives and outcomes required.

- Drive the development of the strategic plan, providing constructive challenge and ensuring its effectiveness.
- Approve an annual operational plan, budgets for both revenue and capital expenditure and financial arrangements that support the achievement of the strategic and operational plans.
- Establish a framework to ensure that established policies and procedures within Active Luton are being implemented to achieve the objectives of the AP.
- Ensure that all assets are managed efficiently and effectively, and that capacity is properly utilised, so as to maintain long term viability and sustainability of the AP.

### **Risk management**

- Oversee a framework for the identification, management and review of risks, including agreeing risk.
- Contribute to the review and evaluation of strategic risks.
- Ensure that a positive culture of managing opportunities, threats and uncertainties is embedded throughout the AP.

### **Internal controls framework**

- Oversee a framework of delegation and systems of internal controls to ensure that they are being appropriately implemented for the benefit of the AP.
- Draw up a schedule of significant matters specifically reserved for the Board's decision.
- Obtain and review systematic information that provides assurance on the effectiveness of internal controls.

### **Performance monitoring**

- Review and monitor performance and quality in relation to plans, budgets, controls and decisions.

### **Probity and integrity**

- Obtain assurance that the AP's affairs are conducted lawfully and in accordance with generally accepted and specific standards of reporting, performance and probity as outlined by the main Active Luton board.
- Ensure that the AP complies with all relevant regulatory and statutory requirements as guided by the main Active Luton Board.

### **Transparency and openness**

- Publish AP headline accounting information and information relating to equality and diversity policies.

### **Representing the Trust**

- Promote the organisation at key events and other meetings, and establish constructive, high quality relationships, with key current and potential partners and stakeholders, internal and external, as required.
- Monitor, safeguard and enhance the reputation of the AP.

### **Executive and management arrangements**

- A minimum of four meetings of the Board will be held each year. These will be scheduled to take place in March, June, September and December unless otherwise advised.
- Review the Board's Regulatory Documents, including voting rights, in accordance with the articles of association of Active Luton.

### **Promoting good governance**

- Oversee governance of the organisation.
- Contribute to the performance of the Board.
- Attend Board meetings and participate in other committees/groups where required.

### **Monitoring performance**

- Work together to strive for continuous improvement and to drive excellence in all the services and programmes provided by the AP.

- Contribute to the scrutinising and reviewing of performance.
- Oversee the financial position of the AP each year, highlighting priorities, progress and key issues.

### **Maintaining good relationships with staff**

- Build and maintain effective working relationships with the staff team and senior staff within other organisations.

### **Representing the AP**

- Build and maintain good relationships with key stakeholders.
- Act as an ambassador and representative for the AP, upholding the reputation of the AP and its values.
- Network and promote the achievements, purposes and benefits of the AP.

### **Requirements of Board Members**

- **Board Meetings** – Board members are expected to attend all scheduled meetings of the Board. Meetings will take place on average quarterly, although there may be requirements for additional meetings to be convened if there is urgent business to be transacted.
- **Working together** – Board members will be required to support the objectives and policies agreed by the Board and to contribute to and share responsibility for the decisions of the Board. They will be expected to work constructively with other Board members and staff of the AP.
- **Code of Practice** – Board members will be expected to abide fully with the Active Luton code of practice. Failure to do so will initiate code of practice procedures and may result in removal from the Board. They must also present a positive image of the Board and the AP at external events and meetings.
- **Training** – Board members are encouraged to identify personal training and development needs, and seek opportunities for development, attending training events as required. Specific training will be offered which is relevant to the role of the AP.
- **Committee meetings and Working Groups** – There may be committee

meetings of the Board, and periodic work groups, that Board members may be required to participate in.

- **Preparation time** – Board members are required to allocate time for reading reports and preparing for Board Meetings (and where appropriate committee meetings and working groups).
- **Other attendance** – Board members may be requested to attend other events and associated meetings linked to supporting, developing or promoting the AP and its objectives.

Positions on the Board of the AP are voluntary and unpaid but reasonable expenses will be considered.

### **Board Proceedings – Key Issues**

- **Terms of service** – Board members who have served for three consecutive terms of office, each term being three years, must take a break from office and may not be reappointed until after the fourth anniversary of the commencement of his or her break from office.
- **Quorum for Board meetings** – At a Board meeting, unless a quorum is participating, no proposal is to be voted on, except a proposal to call another meeting. The quorum for Board meetings may be fixed from time to time by a decision of the members, but it must never be less than four.
- **Appointment of Chairperson and Vice-chair** – The Board members shall appoint an individual to be the Chair of the Board following an open, advertised selection process for such term of office as they determine and may at any time remove him or her from that office.

The Board members shall appoint any one of the independent Board members as the Vice-chair of the board for such term of office as they determine and may at any time remove him or her from that office (the definition of independent is provided at the bottom of this section).

The Director of tB&L cannot take on either role.

- **Independent Non-Executive Board Members** – The Board will comprise of between 25% and 75% of the total number of Board members at any given point in time.

The governance code definition of independent means a Board member appointed in accordance with the Articles of Association of Active Luton, who is determined by the Board as being independent, including, but not limited to, him or her having no material or pecuniary connection with the organisation and whom an objective outsider would view as independent (which would involve being actively involved in the organisations affairs in the previous four years, being an employee of the company in the previous four years or having close family ties to the organisations Board members or senior employees.

- **Sub-Committees** – The Sport England governance code requires that tB&L has, or has, through its host, access to a finance and audit committee and a nominations committee. The Board approved the following structure at the March 2018 Board meeting:-
  - The finance and audit function is undertaken through the established Active Luton sub-committee but with tB&L senior management and board member representation.
  - A Nominations sub-committee is established for tB&L, with its own Terms of Reference. This sub-committee will have responsibility for the appointment of all Board and senior management appointments.

This structure was formally approved at the Active Luton Board meeting in April 2018.