

Buckinghamshire & Milton Keynes Sport and Activity Partnership
Governance Framework

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1.0 INTRODUCTION TO THE PARTNERSHIP & THE GOVERNANCE FRAMEWORK

The Bucks & Milton Keynes Sports and Activity Partnership, known as Leap, is one of 44 County Sports Partnerships in England. The partnership was established in 2000 (operating initially as the Bucks Active Sports Partnership). In 2005 the partnership was deemed 'Fit for Purpose' by the DCMS and Sport England and became known as Bucks Sport (the Bucks & Milton Keynes Sports Partnership). In November 2013 the Board approved the change to The Buckinghamshire & Milton Keynes Sports & Activity Partnership (operating as Leap) recognising the dual role the organisation played across the county for sport and physical activity.

Partnership, Purpose & Strategy (2018-2022)

We believe physical activity and sport can improve lives and help reduce the pressure on local health, housing, social care and community services. In order to improve the lives of local residents we will:

- Work with our partners to **decrease the percentage of the Bucks and MK population who are inactive.**
- Work with **our mental health partners** across Bucks and MK to embed physical activity and sport into the treatment pathway.
- Work with a broader set of community partners and use physical activity and sport to **bring communities together** with a **focus in growth areas.**
- **Secure and maximise investment** into the physical activity and sport sector including facility, programme and individual development.

Our work will be guided by three key themes:

- **Reaching the right people**
- **Broadening our partnerships**
- **Improving places and spaces to be active**

The Partners

The six local authorities in the county, along with Sport England, are the founding core partners. Since then a wide range of agencies are now linked to the Partnership. The Partnership aspires to be an open, inclusive, cross sector, multi-agency partnership involving all individuals and organisations with an involvement or interest in the development of sport and physical activity. Significant funding partners have Service Level Agreements with the Partnership (e.g. Districts, Milton Keynes Council and Buckinghamshire County Council).

CSP Membership

- Sport Sector – including clubs, sports Governing Bodies and other voluntary, public and commercial sports organisations
- Community Sector – including Local Authorities, youth, public health, social care and other non-sport organisations related to the cross cutting themes and wider physical activity landscape.
- Education Sector – including schools, School Games Coordinators, commissioning agencies (e.g. Bucks Learning Trust), Further & Higher Education institutions.

The Partnership

The aim is to galvanise a network through which these organisations can work more effectively to enable more people (including children) to benefit from sport and activity. The work of the Partnership will be driven through multi-agency strategies (e.g. Bucks Physical Activity Strategy, Bucks PE and Bucks PE, school sport and physical activity strategy, etc) and national governing body 'whole sport plans' to bring a **strategic approach** to the development of each area of work, co-ordinating the work

of key partners to clarify roles and responsibilities and make best use of resources, ensuring that the efforts of the local deliverers are maximised. This will be supported by more effective **marketing and communications** which will ensure that sport is advocated to key decision makers and investment partners and better **performance measurement** will help ensure continuous improvement and that progress is clearly tracked.

Members of Bucks & Milton Keynes Sport and Activity Partnership agree to work co-operatively to achieve the agreed aims and objective of the partnership and provide resources, both human and financial, as agreed when specific programmes are developed.

A memorandum of understanding (MoU) has been developed as a non-legally binding statement of intent as to how the partners wish to work together in partnership to achieve common goals. This MoU is attached at appendix A.

Legal Status – Accountable Body

The Partnership is unincorporated and as such works closely with an accountable body to act on its behalf. Aylesbury Vale District Council currently fulfils this function, (and is in agreement to continue to host the Partnership until 2018). Known as the ‘Host Authority’ for the wider partnership and the scope of this function is detailed in section 2. Formally constituting or incorporating the Partnership remains a future option. Should this option be adopted this Governance framework would need to be revised.

Employees

Officers (the core staff team) are appointed to work on behalf of the Partnership and are employed by the host authority. This includes a Director and management team with overall responsibility for management and leadership of the Partnership, the development and implementation of the Partnership’s strategy, day to day management of the operations of the Partnership and the management of the partnership staff and resources. This function is detailed further in section 3.

The Partnership Board

As a multi-agency partnership, it is not appropriate for the host authority or the Executive officers to make all decisions on behalf of the partnership. An independent and openly recruited Board has therefore been appointed to guide the work of the Partnership, make decisions where appropriate, and to provide good governance of the Partnership. This function is detailed further in section 4.

This document sets out the policies and procedures for the various elements of the governance of the Partnership, in summary:

- A Partnership and network of partners (MoU at Appendix A);
- A Host Accountable Body (Section 2);
- A Director and core staff team employed by the host authority and reporting to the Board (Section 3);
- An appointed Partnership Board and Chair (Section 4);
- Network Groups and events to be agreed by the Board or formed by partners as required (section 5);
- Policies for decision making and accountability, risk and liability management (sections 6-7).

2.0 THE HOST ACCOUNTABLE BODY

As an unincorporated body the Partnership requires an accountable body to act on its behalf, known as the '*Host Authority*'.

Appointment

The Accountable Body will be appointed by the Board. Aylesbury Vale District Council has agreed to act as the Host Authority, for a continuing period until 2018, agreed by the Board.

Host Authority Powers

As the accountable body, the Host Authority is empowered and authorised by the Partnership to:

- Apply for and accept grants in its own name, terms and conditions of any grant shall be binding on the Partnership;
- Repay the Grant if the terms and conditions of the grant are not met;
- Do all such things as are incidental to or may seem conducive to the implementation of programmes.

Host Authority Responsibilities

The Host Authority will take on the following responsibilities:

1. Statutory responsibilities as the direct employer of the Bucks & Milton Keynes Sport and Activity Partnership staff unless otherwise agreed by the Host and Board;
2. Provision of human resources/personnel support for the recruitment of the Bucks & Milton Keynes Sport and Activity Partnership staff;
3. Day to day support and performance management of the Partnership Director, in partnership with the Chairman of the Board
4. Access to business support for the Leap staff. This to include Information Technology support, telephone, photocopy and printing services;
5. Access to internal training for the Bucks & Milton Keynes Sports staff (in addition to additional training secured externally);
6. Appropriate accommodation and office equipment for the Leap staff;
7. Overall financial responsibility for the receipt of any joint funds for use by Bucks & Milton Keynes Sport and Activity Partnership and specifically:
 1. The maintenance of an asset register equipment utilised by Leap as necessary for the day-to-day running of the partnership's business;
 2. Periodic financial reports for the appropriate level management group and the Board;
 3. Comply with or procure compliance by the respective members of the Partnership of the terms and conditions of any grants received by Leap;
 4. Maintain and protect all funding held in trust on behalf of Leap.

Partner Obligations to the Host Authority

Each of the members of the Partnership undertakes with the Host Authority:

1. In relation to the creation or delivery of the programmes for which it is responsible under the terms of this agreement or which is implemented in its administrative area to comply with the conditions of the grant and including (without prejudice to the generality of the foregoing):
 - a. To establish and maintain such financial monitoring systems and provide such financial information and reports as may be required by the funders pursuant to the terms and conditions of the grant;

- b. To comply with the monitoring requirements of all funders;
- c. To maintain full and proper accounts and financial records regarding the implementation of the Bucks & Milton Keynes Sport and Activity programmes and to provide access to such records to any authorised representative or nominee authorised by the Host Authority and/or Sport England;
- d. To pay into the Bucks & Milton Keynes Sport and Activity bank account its agreed share of any budgeted partnership funding;
- e. In the event that any grant or any part thereof is to be repaid to the granting agency, to pay its agreed share of such amount within five working days of demand;

The detailed responsibilities, powers and accountabilities of the Host Authority are detailed in sections 6 & 7.

An agreement is in place to further detail the role of the accountable body, signed on behalf of the Partnership by the Partnership Director and Chairman of the Board. This agreement is included within the appendices.

3.0 CORE STAFF TEAM

The Partnership appoints a core staff team to provide leadership, facilitate the work of the partnership and manage its operations. All staff are employed by the accountable body. This includes a Director and management team with overall responsibility for management and leadership of the Partnership and operational staff as required. The detailed responsibilities, powers and accountabilities of the staff are detailed in sections 6 & 7. Organisation Structure is Appendix H.

4.0 THE BUCKS & MILTON KEYNES SPORT AND ACTIVITY BOARD

The Bucks & Milton Keynes Sport and Activity Board is the Advisory Board of the Bucks & Milton Keynes Sport and Activity Partnership (operating as Leap). It is an independent and openly recruited Board which has been formed to guide the work of the Partnership, make decisions where appropriate, and to provide good governance of the Partnership.

Role & Remit of the Board

The remit of the Board is to be strategic lead for and drive the development of sport and physical activity and the Bucks & Milton Keynes Sport and Activity Partnership. Day-to-day management of the Partnership is not a Board function, and authority is delegated for achieving the strategic outcomes, together with the necessary authority to make decisions in a specified range of activities to the Partnership Director (see section 7).

The clear separation of the Board (the controlling mind) and its staff (the organisations workforce) is fundamental to good governance of the Partnership. The Board acts in an advisory capacity on behalf of the Partnership, monitoring the effective delivery of the Partnership's objectives and the achievement of key targets and outcomes. It is the Boards responsibility to ensure that these aspects of the Bucks & Milton Keynes Sport and Activity Partnership business are maintained and improved to the satisfaction of the partners and funders through transparent and planned processes.

Within this, specific roles will include:

1. **Strategic Leadership & Planning** – providing clear direction for sport and physical activity in the county through the production of a Partnership Strategic Framework strongly communicated in order to motivate, inspire and drive partners;
2. **Advocacy** – advocating the benefits of sport and physical activity and the Partnership locally, regionally and nationally. Recognising and celebrating success in the Partnership and securing resources for sport and the work of the Partnership;

3. **Partnership Building** – opening doors for sport and for the Partnership attracting new partners, ensuring partner commitment and satisfaction, encouraging collaboration and valuing and supporting people to achieve the Partnerships goals;
4. **Delivering for Sport and Communities** – ensure implementation and continuous improvement of partnership strategies with a customer/athlete centred approach;
5. **Good Governance** – ensuring the Partnership meets appropriate standards of governance and audit.

The Board’s functions are strategic: agreeing goals within the operational plan, monitoring and evaluating progress towards achieving those goals; and being accountable for the final outcomes.

In summary:

| | |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Leadership | <ul style="list-style-type: none"> • Promoting THE PARTNERSHIP vision, aims, core values; • Developing THE PARTNERSHIP strategy and business plan; • Providing clear strategic direction. • Strong advocacy extolling the value of THE PARTNERSHIP |
| Decision Making | <ul style="list-style-type: none"> • Strategic allocation of resources; • Monitoring & evaluating progress against strategy outcomes. |
| Governance | <ul style="list-style-type: none"> • Monitoring & evaluating THE PARTNERSHIP performance; • Reporting on performance; • Assuming responsibility, both moral & legal, for the actions of THE PARTNERSHIP; • Financial and other resources; • Ensuring risk is managed appropriately. |

The Board will be supported by and work closely with the Partnership Director and Management team.

Characteristics of the Board

- The Board will consist of between 10-12 members (max 12);
- All members will sit on the Board for an initial period of three years and be eligible for re-appointment, but for no more than 3 terms;
- A board member may serve on the board for a maximum of twelve years if appointed as chair of the organisation;
- The Chair is appointed for a term of three years for no more than two consecutive terms;
- The nomination and selection of Vice-Chair is at the discretion of the Board Members;
- Board members are expected to act with the best interest of the Partnership (not their respective organisation). Members should be willing to leave ‘organisational hats’ at the door;
- As a stakeholder organisation, Membership will reflect the make up of the Partnership;
- Leap has a target and will take all appropriate actions to encourage, a minimum of 30% of each gender on its Board;
- However, Board Members will be selected through open recruitment with a selection process, compatible with Nolan principles. Selection will be based on defined competencies against a Board profile of skills and networks advantageous to the Partnership achieving its aims;
- Members able and willing to provide the required commitment to the role; and
- Be appointed where they can articulate how their understanding, networks and experience of the communities will see sport and physical activity in Buckinghamshire

and Milton Keynes maximise its potential.

- Positions are non-executive and not salaried, however expenses can be claimed where appropriate;
- Members may choose to resign from office at any time by formally writing to the Chair;
- The board may invite representatives from other organisations as observers to attend its meetings, or meetings of its committees. Such individuals are not permitted to vote at meetings;
- The board can appoint any number or type of sub groups to advise it, or carry out any of its functions.
- At least 25% of the board shall be independent non-executive directors.

Recruitment Requirements

Board members will be recruited in an open way, both to reflect the need to involve key strategic partners, and in line with equal opportunity procedures within the host authority bringing necessary skills, expertise and networks.

Recruitment process

Board members are recruited through an open process of advertisement through the submission of a written application and supply of references from two independent referees and will adopt the procedures set out by the Nomination Committee (Appendix G). Short-listing will be undertaken by the executive (usually the Partnership Director) assessed against the competences set out below, and interviews take place led by the Nomination Committee. New board members are appointed on an initial term of three years.

Membership / Profile of the Board

In order to create a good skill mix and effective team, Members of the Board will be recruited against the following profile (individual members may be able to fill more than one of the required functions).

All members should have a personal commitment to the aims of the Partnership, and therefore a belief in the value of sport and physical activity and the need of sports and sporting infrastructure to work together.

As a stakeholder organisation, Membership will reflect the make-up of the Partnership, with the following representation (ensuring breadth of knowledge, not to 'represent' specific interests):

- Geographic representation, with broadly equal representation from the local authority areas;
- Representation from Education sector (e.g. schools, education commissioners, FE & HE institutions), Community sector (e.g. Local Authorities, youth, health, social care, community safety) and Sport sector (e.g. clubs and Sport Governing Bodies);
- Representation from Commercial, Public and Voluntary sectors;
- Seek diversity in its membership e.g. in terms of age, ethnic background, social class and life experiences, gender and disability. Equity is crucial and expertise in this area will need to be secured within the Board membership.

In order to achieve the desired purpose of the Partnership Board members need to be attracted from people who can bring wide ranging knowledge, skills, expertise and influence from across the community, business, education and sports sectors. The following areas of competence are sought for the Board Membership:

- **Community Sport and Culture** - experience of and / or involvement with the development of community sport and wider cultural activities (e.g. local authority leisure/recreation);
- **Voluntary sector sport** – experience of developing volunteers and voluntary organisations in

- sport (e.g. NGB/club/county association);
- **Professional or Performance sport** – experience of working or participating in sport in a professional or elite context;
- **Education** – understanding and experience of sport in an education context (e.g. SSP/Sports College/FE/HE);
- **Youth Sector / Children’s Services** - understanding and experience of providing services for children and young people and the value of sport and physical activity;
- **Health / Physical activity** – understanding of the health benefits of sport and experience of developing strategies to maximise this;
- **Mental Health** - Leap influencing and educating mental health partners to understand and value the benefits of PA and sport in tackling physical, mental wellbeing and key community challenges.
- **Working with older people** - experience of understanding the needs of older people and executing strategies to increase participation;
- **Equity & Social Inclusion** – experience of developing and executing strategies to increase participation by under-represented groups (e.g. disability sport);
- **Financial** - Professionally qualified;
- **Legal** - Professionally qualified;
- **Marketing/ Communications** - Professionally qualified and active with Senior management experience and strategic responsibility for marketing/communications (ideally in sport/social enterprise);
- **Human Resources / Workforce Development** - Professionally qualified and active with senior management experience and strategic responsibility for HR (ideally in voluntary / charitable / sports organisations) and / or expertise in workforce planning and the learning and skills agenda;
- **ICT** - Senior management experience and strategic responsibility for developing and maintaining ICT systems;
- **Governance** - Understanding and experience of the Governance role of Directors and the respective role of Directors and senior paid staff.

Within the above, the Bucks & Milton Keynes Sport and Activity Board will seek to have in membership individuals with knowledge of one or more of the following areas of operations of the Partnership: early years & physical literacy, school sport, club development, competition & events, talent development, sports workforce development (coaching, officiating, volunteering), Facility planning, management and development, healthy/active lifestyles, lifelong learning & skills, community safety, regeneration.

The following members are automatically appointed:

- Director/senior officer from the Host Authority;
- Partnership Director (ex-officio);
- Sport England representative (ex-officio).

Chair and Vice Chair

The Bucks & Milton Keynes Sport and Activity Board will appoint a Chair and possibly a Vice Chair of the Board. The Chair is responsible for leadership of the Board, ensuring its effectiveness on all aspects of its role and for setting its agenda. The Chair is pivotal in creating the conditions for overall Board and individual Board member effectiveness and works to ensure the development of constructive relationships between Board members and the core team. A role description and person specification is shown at Appendix C. The Chair will be recruited through an open process with an initial term of office of three years.

Senior Independent Director

The Bucks & Milton Keynes Sport and Activity Board will appoint one board member to act as Senior

Independent Director. The role of Senior Independent Director will have responsibilities which include:

- (i) providing a sounding board for the chair;
- (ii) serving as an intermediary for the other directors when necessary;
- (iii) acting as an alternative contact for stakeholders to share any concerns if the normal channels of the chair or the organisation's management fail to resolve the matter or in cases where such contact is inappropriate; and
- (iv) leading on the process to appraise the chair's performance.

The role of the Partnership Director

The role of the Director is to implement the Board's strategies and policies, and to develop, nurture and deliver effective working relationships with key agencies and partners within the county, region and nationally as appropriate. The Director has responsibility for the overall organisation, management and staffing of the Partnership and for its procedures on financial and other matters, including conduct and discipline of staff. These will be carried out in accordance with the host authority procedures.

The Director is the accounting officer for the Partnership and is responsible to the Board and the Host Authority for the resources under his or her control. The essence of the role is a personal responsibility for the propriety and regularity of public finances for which he or she is answerable; for prudent and economical administration; for avoidance of waste and extravagance; and for the efficient and effective use of all resources under his or her charge.

Co-opted Board members

In exceptional circumstances a director (board member) may be co-opted onto the Board if this is necessary to ensure that the Board has the skills and/ or experience necessary to fulfil its role.

Developing the effectiveness of the Board

An induction programme will be provided to new Board members giving the sporting and local context and to create the conditions for effective working. All Members provide the Executive with strategic guidance and are recruited on the basis they bring adequate expertise, knowledge and awareness.

Remuneration

These are non-salaried positions. Travel and other reasonable expenses can be reimbursed.

Attendance

It is the role of the Chair of the Board to identify appropriate behavioural standards at meetings; the Board may choose to deprive members of their membership of the board in writing if any member has, without the permission of the Chair, been absent from 3 meetings of the Board to the extent that it inhibits their ability to provide a valid contribution

Procedures for Meetings

The Board will meet on a quarterly basis, to be agreed in advance. From time to time further meetings may be called to discuss important or urgent issues.

At least 5 voting members must be present for the meeting to be quorate.

Normally the Board will operate by consensus and only when required, will vote by a show of hands. In these circumstances voting will be by simple majority. In the result of a tied vote the chair will have the casting vote.*

* note the Chair will not vote in the original round of votes and will only have the casting vote.

Official records must be kept of all formal meetings of the board. These will include:

1. The names of all those present and any apologies for absence
2. All resolutions, decisions and any declarations of interest reported at the meeting
3. All appointments made at the meeting
4. Details of the establishment of any Partnership groups together with their terms of reference

Responsibilities of Board Members

Duties

Duty to comply with agreed policies and governance procedure.

Duty of care

Board members are expected to act reasonably and prudently in all matters relating to the Partnership and in its long term interest.

Duty to protect the organisations resources

Board members have a duty to protect all the resources belonging to the Partnership, for instance by ensuring that there are adequate financial controls and risk assessments. Board members also have a duty to protect the organisation's reputation and its intellectual property such as branding and databases.

Duty to act in the best interests of the public

Their first duty as a board member is to the public, which means they must act in the best interests of the public as a whole. Inevitably, Board Members have a wide range of interests in private, public and professional life, and those interests might, on occasion, conflict. They have a general responsibility to avoid such conflicts of interest, especially where they involve financial transactions.

Duty to act collectively

Board Members are responsible for the activities of the board and must act together. No board member acting alone can bind his or her fellow board members, unless specifically authorised to do so.

Conduct

There is an agreed code of conduct for a board member which ensures that the highest personal standards are observed at all times. The board has adopted the Nolan Committee's 'Seven Principles of Public Life', prepared by the Committee on Standards in Public Life in 1994. These principles should be followed in all aspects of board members involvement and activity:

1. *Selflessness*: Board members should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.
2. *Integrity*: Board members should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.
3. *Objectivity*: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, board members should make choices on merit.
4. *Accountability*: Board members are accountable for their decisions and actions to the public and

must submit themselves to whatever scrutiny is appropriate.

5. *Openness*: Board members should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
6. *Honesty*: Board members have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
7. *Leadership*: Board members should promote and support these principles by leadership and example.

Equality

The Board will be responsible for the development and implementation of the Leap equality policy. Its statement is:

The Board of Leap is responsible for ensuring that this Equality Policy is implemented, followed, and reviewed when appropriate. The Leap Board is also responsible for ensuring that this Equality Policy is enforced and any breaches are dealt with appropriately.

A member of the Board will be appointed as the "Equality Champion" and will ensure that equality is included as an agenda item at Board meetings when appropriate and that the Board takes equality issues into consideration when making decisions.

A member of the management team will be designated as the Equality Officer by the Director, and will have the overall day-to-day responsibility for the implementation of this Equality Policy and for achieving any equality related actions resulting from it. The Equality Officer's work programme will be amended to reflect this. If required, an internal and/or external equality group will be created to provide additional support.

The Director has the overall responsibility for reporting to the board on the implementation of this Equality Policy.

Diversity

The Buckinghamshire and Milton Keynes Sports Board is compliant with the Governance Code for Sport's requirements 2.1-2.3 on diversity:

The organisation has adopted a target, and will take all appropriate actions to encourage, a minimum of 30% of each gender on its Board; and demonstrate a strong and public commitment to progressing towards achieving gender parity and greater diversity generally on its Board, including, but not limited to, Black, Asian, minority ethnic (BAME) diversity, and disability.

The organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Requirement 2.1. of the national Governance Code.

The Board shall ensure that the organisation prepares and publishes on its website information (approved by the Board) about its work to foster all aspects of diversity within its leadership and decision making, including an annual update on progress against the actions identified in Requirement 2.2.

All members of the Board have duty to conduct themselves and make decisions in relation to the statement and policy.

Partner Engagement & Communications

A Partnership Forum is in place and draws upon a wider range of partners than that offered by the Board and will concentrate on delivering aspects of the strategy and policy for the Partnership (see section 5).

5.0 PARTNERSHIP GROUPS & LINKS WITH OTHER NETWORKS

The Bucks & Milton Keynes Sport and Activity Partnership aspires to be an open, inclusive, cross sector, multi-agency partnership involving all individuals and organisations with an interest in the development of sport and physical activity.

Network Groups and events will be arranged as agreed by the Board or formed by partners as required, to ensure the engagement of all relevant stakeholders in the work of the Partnership and through which these organisations can work more effectively to create a single system for sport throughout the county.

The Bucks & Milton Keynes Sport and Activity Forum - The Bucks Sport Forum will be an open access network. The Partnership will also organise annual conferences and events from time to time to engage stakeholders in the work and direction of the Partnership.

District Sport & Physical Activity Networks - District level (joint Chiltern and South Bucks) networks for all those involved in the development and delivery of sport and physical activity.

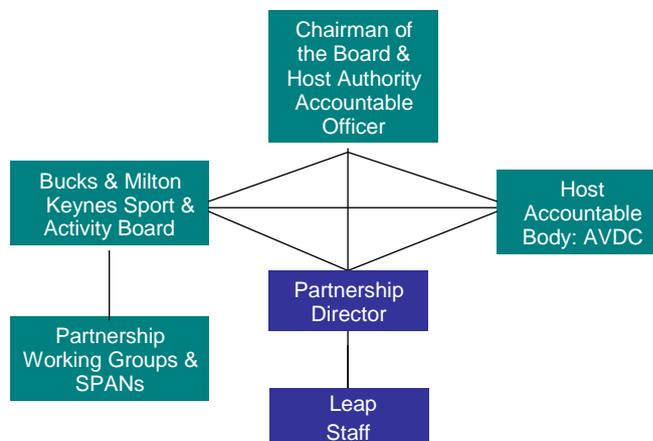
SEMLEP Sport and Leisure group – i) defining sport and leisure activity across the region, ii) focusing attention upon sport and leisure as an economic generator, iii) creating advocacy of improving sporting/leisure participation to support health and well being, iv) identifying and co-ordinating sources of funding for sport and leisure to maximise regional impact, v) focusing on action to scrutinise, stimulate and support wider thinking and challenge within the region.

The Partnership will also link with other relevant networks and partnerships.

CSP Network - The Partnership will also play an active role as one of the network of 44 CSPs nationwide, being flexible and accommodating where possible to help create a cohesive national network.

6.0 DECISION MAKING & ACCOUNTABILITY

The diagram below reflects the key elements of decision making in the Partnership



Delegations of Authority - Financial

The host authority financial procedures shall be adhered to at all times.

Delegated authority from the Board is required for the following activities:

- Funding agreements with partners
- approval of applying for and accepting external grant and other awards
- authority to enter into a spending commitment on grants, goods and services

| | Funding Agreements with Partners | Goods and Services | Accepting of Grants and other external funding |
|------------------------------------------------------------------------|----------------------------------|--------------------|------------------------------------------------|
| All of Chair of Board*/ Host Authority Officer*/ Partnership Director* | Over £50,000 | Over £50,000 | Over £50,000 |
| Partnership Director | Up to £50,000 | Up to £50,000 | Up to £50,000 |

Audit Committee

The function of the audit committee is to assist the Advisory Board in fulfilling its oversight responsibilities for the financial reporting process, the system of financial controls, the audit process, and the process for monitoring financial compliance with the governing body's Code of Conduct, making recommendations through the production of appropriate reports to the Advisory Board for approval as and when required (full terms of reference are shown in Appendix G).

Delegations of Authority – Non-Financial

| AREA | RESERVED TO THE BOARD | DELEGATED TO RESPONSIBILITY OF THE DIRECTOR |
|---------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Corporate Governance | Consideration and approval of the Governance framework, including Principles of Good Governance, Governance Document, Delegated Powers, and Hosting agreement. | Responsibility for all matters of organisational structure below the level of Director. Able to delegate authority to other staff. |
| Strategy | Determining the overall strategic direction of the Partnership. Consideration and approval of the Strategic Plan and subsequent annual Operational plans. | Preparation of the Partnership Strategic Plan for consideration and approval of the Board, ensuring early consultation with the Board. |
| Strategic Partnerships | Consideration and support for forming formal strategic partnerships with other organisations. | Recommendations to the Board for formal strategic partnerships with other organisations. |
| Functions, powers and discretions (Legal and administrative) | Strategic principles governing operational policy relating to the exercise of the Partnership's function, powers and discretions. | Responsibility for exercise of all the Partnership's legal and administrative powers and discretions in furtherance of statutory functions, subject to escalating any high risk/high impact issues in line with the risk management strategy. Identifications of significant issues to be considered by the Board. |

| | | |
|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | To keep the Board informed of any significant issues in the operation of the Partnership. |
| Corporate Plans and Budgets | Consideration and approval of the Partnership's Plans and Annual Budgets. | Preparation of Corporate Plans and Annual Budgets in line with the Partnership's Strategic Plan, ensuring early consultation with the Board. |
| Annual Report & Accounts | Approval of Annual Report and accounts, in conjunction with the Accounting Officer. Offering scrutiny to the budgets on a quarterly basis | Drawing up Annual Report for Board approval. Drawing up Annual Accounts for Board approval. Drawing up quarterly budgets reports to the Board |
| Performance Management | Determination and approval of arrangements for performance management and consideration of regular monitoring reports. | To keep the Board informed of progress in achieving performance objectives and to advise of any significant variance from the approved Operating Plans and Budget. |
| Risk Management | Approval of the Risk Management Plan (see section 7) and consideration of reports | To maintain the risk management plan and to provide the Board with assurance on its on-going effectiveness. To advise the Board as to material changes thereto. Escalation of issues for consideration by the Board in accordance with the Risk Management Strategy. |
| HR Issues | Appointment of the Partnership Director Approval of significant changes to overall staff structure/employment | The structure of the Management Team, subject to Board approval. All appointments and other HR issues. |
| Communication Issues | Approval of communication plans in relation to matters of major public, political or reputation significance. | Drawing up and implementation of communication plan. Providing quotes for press releases |
| Board Administration | The cycle of Board meetings, the composition of Board agendas and approval of minutes of Board meetings. | Ensure the Board can function properly through provision of an effective Board Secretariat. To make recommendations for the cycle of Board meetings, and for the composition of agendas for meetings. To prepare draft minutes and maintain efficient overall arrangements for the administration of the Board. To provide necessary support and resources for Members to maintain and develop their skills and knowledge |

7.0 RISK & LIABILITY MANAGEMENT

All risks or potential liabilities for the Partnership, its staff, volunteers, Board Members, partners, and the host authority will be managed in accordance with this policy and procedures.

Risk Management & Operational Plan

Risks will be identified and recorded in a risk management plan (Appendix E) , which will also highlight the level of risk, roles and responsibilities, and action required to manage or mitigate the risk, i.e. a risk management plan, as follows:

1. The following categories of risk will be included; External (e.g. Infrastructure, Legal and Regulatory, Political, Partnerships); Financial (e.g. Budgetary, Fraud and Theft, Investment Evaluation, Liability); Operational (e.g. Policy, Human Resources, Information, Reputational, Technological, Project, Innovation); Strategic (e.g. Organisation Structure, Planning, Leadership, Communications).
2. Each individual risk will be assessed for its likelihood and impact i.e. the likelihood or probability of the risk occurring and the impact on the objectives or the severity of the risk if it occurs, once mitigating controls have been applied.
3. Each will be given a rating on a scale of 1 to 5, which will be multiplied to give a maximum overall risk rating of up to 25 (being the most serious) and a minimum rating of 1 (being the least significant). In terms of the management and monitoring of risks the following scales will apply:
 - a. 1-8 - Unit/Project level management - Management team and Director monitoring (Monthly);
 - b. 9-15 - Director level management - Director, Chairman and Host accountable officer monitoring (Monthly);
 - c. 16 - 25 Board level Management - Host organisation and Board monitoring (Quarterly).
4. For each risk all of the existing controls in place to mitigate against the likelihood or impact of the identified risk should be identified.
5. Any future actions or controls that are planned or in progress to mitigate against the likelihood or impact of the risk should be recorded.
6. Each risk will be allocated to the Officer to whom responsibility for the identified risk is most applicable. An individual should be assigned responsibility for ensuring the action is carried out.
7. The Partnership Director and management team will be responsible for maintaining the risk management systems and to provide the Board with assurance on its ongoing effectiveness, to advise the Board as to material changes thereto, and to escalate issues for consideration by the Board in accordance with the policy.
8. The Risks and action taken should be monitored at the appropriate monitoring level by the timescales identified.

Liability Management

Significant and or strategic financial risks or potential liabilities to the Partnership can be categorised into two main areas; those related to business continuity, for which insurances can be obtained, and those related to staff redundancies.

Buildings and contents insurances relating to the premises occupied by the core team are in place. These are either provided by the landlord (buildings) or have been purchased with the assistance of AVDC (contents). The Partnership Director will work with AVDC to ensure appropriate cover exists and to secure business continuity in the event of a major incident such as fire, flood, severe storm damage etc affecting the premises occupied.

A **Business continuity plan** is in place with the host authority.

Public Liability insurance is held by the AVDC as indemnity against any employee related claims by

members of the public or service user. Leap core team as employees of AVDC are included within this insurance and all staff are required to comply with AVDCs codes of conduct and other employment terms and conditions in providing a service to our customers and our partners both internal and external.

All partners of Leap are expected to hold their own insurances against public liability claims and accept responsibility for potential claims made on or at their premises/sports and play areas when providing services/staging events under the banner of the partnership.

Each partner will be responsible for ensuring that all statutory requirements are complied with for any event which they host or organise. Such requirements may include:

- Building Regulation consents, especially for temporary structures
- Spectator Safety
- Health and Safety
- Town and Country Planning
- Rights to use or occupy land and premises

All partners accept responsibility to determine the need or otherwise for additional insurance cover when staging large-scale or unusual events such as the Bucks and MK School Games.

All partners also accept liability for all employee related costs including the cost of redundancies for any staff they employ as a consequence of grants and/or other awards which are time-limited but support the development of Leap as a partnership. For the Leap core team, AVDC accepts this risk and liability. For other personnel employed as a consequence of the work of Leap, such as Community Sports Coaches or Community Activators, district councils or the employing agency accept the same risks and liabilities.

Personal Liability

Although any legal proceedings initiated by a third party are likely to be brought against the Partnership, in exceptional cases civil, or in certain cases, criminal, proceedings may be brought against a Chairman or other individual board members. For example, a board member may be personally liable if he or she makes a fraudulent or negligent statement, which results in loss to a third party. Board members who misuse information gained by virtue of their position may be liable for breach of confidence under common law or may commit a criminal offence under insider dealing legislation. However, the Government has indicated that individual board members who have acted honestly, reasonably, in good faith and without negligence will not have to meet out of their own personal resources any personal civil liability, which is incurred in execution of purported execution of their board functions. The Partnership hereby indemnifies its board members against legal proceedings brought against them personally in execution of their board duties, provided they have acted in accordance with this paragraph.

APPENDIX A

BUCKS & MILTON KEYNES SPORT AND ACTIVITY PARTNERSHIP MEMORANDUM OF UNDERSTANDING AND CO-OPERATION

1.0 Introduction

The Bucks & Milton Keynes Sport and Activity Partnership, now known as Leap, was originally established in 2000 and is one of the 44 County Sports Partnerships in England. The Partnership brings together a large number of partners who share a common interest in developing sport and physical activity across Bucks & Milton Keynes.

The Partnership Governance Framework details the governance arrangements of the Partnership and is owned by the Partnership Board and the Host Authority which acts as the accountable body.

This Memorandum of Understanding is intended as a non-legally binding statement of intent as to how the partners wish to work together in partnership to achieve common goals. All partners are encouraged to sign up to this agreement.

The specific objectives, programmes, targets, services to be delivered and the contribution of individual partners and will be contained within separate Partnership or funding Agreements (SLA's) negotiated with and between specific partners, including all funding partners.

2.0 Partnership, Purpose & Strategy (2018-2022)

We believe physical activity and sport can improve lives and help reduce the pressure on local health, housing, social care and community services. In order to improve the lives of local residents we will:

- Work with our partners to **decrease the percentage of the Bucks and MK population who are inactive.**
- Work with **our mental health partners** across Bucks and MK to embed physical activity and sport into the treatment pathway.
- Work with a broader set of community partners and use physical activity and sport to **bring communities together with a focus in growth areas.**
- **Secure and maximise investment** into the physical activity and sport sector including facility, programme and individual development.

Our work will be guided by three key themes:

- **Reaching the right people**
- **Broadening our partnerships**

Improving places and spaces to be active

3.0 The Partners

The six local authorities in the county, along with Sport England, are the founding core partners. Since then a wide range of agencies are now linked to the Partnership. The Partnership aspires to be an open, inclusive, cross sector, multi-agency partnership involving all individuals and organisations with an involvement or interest in the development of sport and physical activity. Significant funding partners have Service Level Agreements with the Partnership (e.g. District, Milton Keynes Council and Bucks County Council).

CSP Membership

- Sport Sector – including clubs, sports Governing Bodies and other voluntary, public and commercial sports organisations
- Community Sector – including Local Authorities, youth, public health, social care and other non-sport organisations related to the cross cutting themes and wider physical activity landscape.
- Education Sector – including schools, School Games Coordinators, commissioning agencies (e.g. Bucks Learning Trust), Further & Higher Education institutions.
- Health Sector – Bucks and Milton Keynes Public Health Teams, Health and Wellbeing Boards, and the respective Clinical Commissioning Groups covering Chiltern/South Bucks, Aylesbury and Milton Keynes.

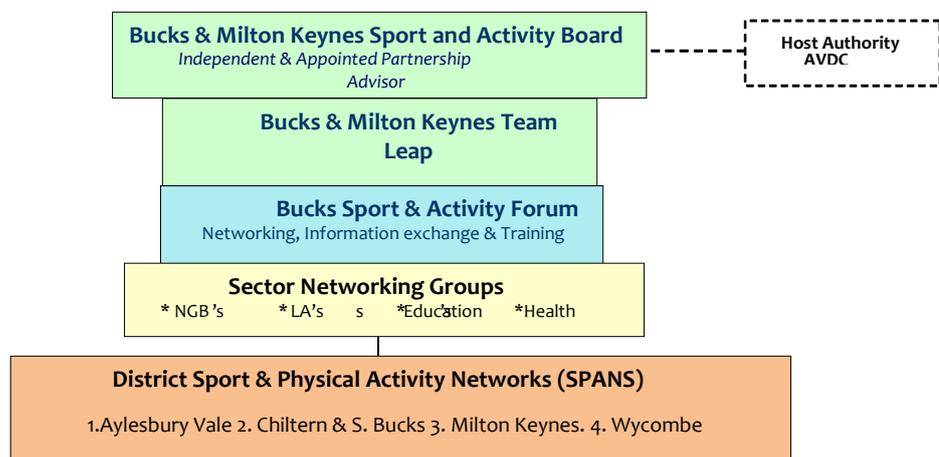
Members of Bucks & Milton Keynes Sport and Activity Partnership agree to work co-operatively to achieve the agreed aims and objectives of the partnership and provide resources, both human and financial, as agreed when specific programmes are developed, and subject to specific funding or partnership agreements.

4.0 The Partnership

The aim is to galvanise a network through which these organisations can work more effectively to enable more people (including children) to benefit from sport and activity. The work of the Partnership will be driven through multi-agency strategies (e.g. Bucks Physical Activity Strategy, Bucks PE, school sport and physical activity strategy, etc) and national governing body ‘whole sport plans’ to bring a **strategic approach** to the development of each area of work, co-ordinating the work of key partners to clarify roles and responsibilities and make best use of resources, ensuring that the efforts of the local deliverers are maximised. This will be supported by more effective **marketing and communications** which will ensure that sport is advocated to key decision makers and investment partners and better **performance measurement** (section 8) will help ensure continuous improvement and that progress is clearly tracked.

Members of Bucks & Milton Keynes Sport and Activity Partnership agree to work co-operatively to achieve the agreed aims and objective of the partnership and provide resources, both human and financial, as agreed when specific programmes are developed.

The structure of the Partnership is summarised below and further defined in the Partnership Governance Framework.



5.0 Partnership Values

Members of Bucks & Milton Keynes Sport and Activity Partnership agree to adopt the following values and principles to underpin their work:

- **Committed to making a difference** - Supporting, challenging and inspiring people to improve their lives through sport and physical activity.
- **Working in partnership** - We respect and rely on one another and all of our partners to help achieve our vision. We enjoy working together and celebrating our achievements.
- **Excellence** - Delivering above the expected, and using all our resources efficiently to achieve high and consistent standards.
- **Embracing innovation and being creative** - We think differently and strive to apply innovative thinking and creativity to everything we do.

6.0 The Host Authority:

The Partnership is unincorporated and as such work closely with an accountable body to act on its behalf. Aylesbury Vale District Council has been appointed to host the Partnership, and has agreed to continue to fulfil this function, known as the 'Host Authority', until 2017.

The Host Authority function includes the following powers and responsibilities:

- apply for and accept grants in its own name, terms and conditions of any grant shall be binding on the Partnership;
- Statutory responsibilities as the direct employer of the Bucks & Milton Keynes Sport and Activity Partnership staff unless otherwise agreed by the Host and Board;
- Appropriate accommodation and office equipment for the Leap staff;
- Overall financial responsibility for the receipt of any joint funds for use by Leap.

The detailed responsibilities, powers and accountabilities of the Host Authority are detailed in the Governance framework.

7.0 Partner Obligations to the Host Authority

Subject to specific partnership funding agreements, each of the members of the Partnership undertakes with the Host Authority:

- In relation to the creation or delivery of the Programmes for which it is responsible or which is implemented in its administrative area to comply with the conditions of the relevant Grant including:
 - To establish and maintain such financial monitoring systems and provide such financial information and reports as may be required by the funders pursuant to the terms and conditions of the Grant
 - To comply with the monitoring requirements of the funders
 - To maintain full and proper accounts and financial records regarding the implementation of the Bucks & Milton Keynes Sport and Activity Programmes and to provide access to such records to any authorised representative or nominee authorised by the Host Authority and/or Sport England.
- To pay into the Leap bank account its agreed share of any budgeted partnership funding;
- In the event that any grant or any part thereof is to be repaid to the granting agency, to pay its agreed share of such amount within five working days of demand;
- To indemnify and keep indemnified the Host Authority in respect of all liabilities, costs, claims and demands which the Host Authority may incur or sustain and which in any way relate to or arise from that member's failure to perform its obligations under this clause.

8.0 Employees

Officers (the core staff team) are appointed to work on behalf of the Partnership and are employed by the host authority. This includes a Director and management team with overall responsibility for management and leadership of the Partnership, the development and implementation of the Partnership's strategy, day to day management of the operations of the Partnership and the management of the partnership staff and resources. This function is further detailed in the Partnership Governance Framework.

9.0 The Partnership Board

As a multi-agency partnership, it is not appropriate for the host authority or the Executive officers to make all decisions on behalf of the partnership. An independent and openly recruited Board, known as "the Bucks & Milton Keynes Sport and Activity Board" has therefore been appointed to guide the work of the Partnership, make decisions where appropriate, and to provide good governance of the Partnership.

The remit of the Board will be to take strategic lead for and drive the development of sport and physical activity and the Bucks & Milton Keynes Sport and Activity Partnership.

The Board acts in an advisory capacity on behalf of the Partnership, monitoring the effective delivery of the Partnership's objectives and the achievement of key targets and outcomes.

Day-to-day management of the Partnership is not a Board function, and authority is delegated for achieving the strategic outcomes, together with the necessary authority to make decisions in a specified range of activities to the Partnership Director.

It is the Board's responsibility to ensure that these aspects of the Bucks & Milton Keynes Sport and Activity Partnership business are maintained and improved to the satisfaction of the partners and funders through transparent and planned processes.

This function, the role, remit and membership profile of the Board is detailed further in the Partnership Governance Framework.

10.0 Risk & Liability Management

All risks or potential liabilities for the Partnership, its staff, volunteers, Board Members, partners, and the host authority will be managed in accordance with the policy and procedures detailed within the Partnership Governance Framework.

All partners of Leap are expected to hold their own insurances against public liability claims and accept responsibility for potential claims made on or at their premises/sports and play areas when providing services/staging events under the banner of the partnership.

Each partner will be responsible for ensuring that all statutory requirements are complied with for any event which they host or organise. Such requirements may include:

- Building Regulation consents, especially for temporary structures
- Spectator Safety
- Health and Safety
- Town and Country Planning
- Rights to use or occupy land and premises

All partners accept responsibility to determine the need or otherwise for additional insurance

cover when staging large-scale or unusual events such as the Bucks & MK School Games.

All partners also accept liability for all employee related costs including the cost of redundancies for any staff they employ as a consequence of grants and/or other awards which are time-limited but support the development of Bucks Sport as a partnership. For the Leap core team, AVDC accepts this risk and liability. For other personnel employed as a consequence of the work of Leap, such as Community Sports Coaches or Community Activators, district councils or the employing agency accept the same risks and liabilities

11.0 Duration and Termination

As a non-legally binding statement of intent, partners may withdraw from the Partnership at any time (subject to any other specific funding or partnership agreements that the partner has entered into).

However, it would be appropriate for a partner agency to give notice in writing to the Partnership Board of such intentions.

Upon receipt of such a notice the Board shall determine terms for the withdrawal of that partner from the Partnership, including how any obligations and liabilities ascertainable prior to the withdrawal/termination are to be dealt with.

Summary

The Partnership Governance Framework further sets out the policies and procedures for the various elements of the governance of the Partnership, including

- The Partnership and network of partners;
- The Host Accountable Body;
- The Director and core staff team employed by the host authority and reporting to the Board;
- The Partnership Board and Chair;
- The Network Groups and events to be agreed by the Board or formed by partners as required;
- The Policies for decision making and accountability, risk and liability management.

Signatories to the MOU

The following partner agency has agreed to abide by the contents of this Memorandum:

Name

Position.....

Organisation.....

Date.....

Signed.....

APPENDIX B: Partnership Agreement Guidance & Template

Partnership Agreements – Guidance

(This section is supported by appendices two and three detailing a checklist of the below and a template partnership agreement).

Partnership Agreements are recommended as the best way of managing the new ways of working and on-going relationship between each NGB and CSP. At a local level the NGB through its county association or similar may already be part of the CSP. In other cases the new funding arrangements will necessitate a new relationship between the CSP and the NGB and negotiations about this relationship are likely to continue taking place at a local level.

A Partnership Agreement (PA) should be the result of a process that involves negotiation, and the documentation of respective roles and responsibilities. It should evolve from the guidance in section two of this document. Agreement should be by both the NGB and the CSP as to how they can best develop the sport in partnership to achieve measurable objectives and outcomes.

A PA is not a legal contract, however the use of PAs will:

- Clarify roles and responsibilities of both the NGB and the CSP
- Define how the grant is to be spent
- Provide agreement on levels of service to benefit sport in the area.
- Lead to consistent performance measurement across the whole sports development system
- Ensure quality of, and encourage ongoing improvement of services

It is recommended that each NGB and CSP follow this format to ensure that neither CSPs or NGBs are subject to numerous different types of agreement.

Guidelines

There are five main steps in developing a PA. (summarised in Appendix Two).

- 1 Start up
- 2 Negotiation
- 3 Documentation
- 4 Review
- 5 Implementation

1. Start Up

Key people and objectives: The first stage is to decide who will represent the NGB and CSP in the development process. At this stage, a statement of the main objective(s) of the PA should be agreed and defined. These are suggested as:

- Clarification of roles and responsibilities of both parties;
- Effective service delivery and performance management;
- Defined levels of funding and timescales.

It might be tempting to start writing the agreement straight away in cases where the NGB locally has been part of the CSP some time. Instead, time should be taken to

define the services and inter-relationship in detail, drawing out any underlying concerns from both NGB and the other partners within the CSP. This will ensure that issues from both sides are incorporated appropriately within the PA negotiation process.

Identify needs and expectations: When the key parties have signed up to the objectives of the PA as above, the next step is to identify needs and expectations for the specific sport.

It will be important at this stage for NGBs and CSPs to identify objectives that are to be met by the provision of the grant.

2. Negotiation

Define service levels. A service level is an agreed measure and may include one or more of the following elements to describe service performance:

- Quantity
- Quality
- Timeliness
- Cost

The CSP needs to discuss their capacity and potential constraints on providing the service for their geographic area that is to be funded by the NGB. This will assist both parties to gain an understanding of each other's requirements and reduce unrealistic expectations. If there are concerns or issues regarding service levels they should be discussed at this point, rather than when the PA is close to agreement and implementation.

The critical objectives must be identified and both NGB and CSP should agree on a minimum level of service required to achieve these objectives. Areas for future improvement should be identified and planned, so that common goals can be fostered and the relationship developed.

Establish Performance Indicators: When both parties have established agreed service levels, the next step is to agree on performance measurement.

Performance can be difficult to measure in some cases and it is a good idea to keep indicators as simple as possible. A mix of output and outcome measures will generate the best results. Quantitative and qualitative measures will be required.

Roles and responsibilities: An effective PA acknowledges that NGBs and CSPs each have roles and responsibilities in ensuring the objectives are met. It is important to address these points in the development phase, and acknowledge them in writing. An agreement that clearly defines the roles and responsibilities of both parties will be of particular benefit if problems arise.

The PA should include a process for identifying problems at the earliest possible stage. Issues or disputes where the two parties have attempted a resolution and failed may require mediation by the Sport England regional office.

Costs and payment of grant: All activities outlined within the agreement should be broken down to enable accurate costing. A grant payment schedule should also be agreed at this stage.

3. Documentation

The PA document should reflect the detail of the relationship between the NGB and the CSP, and be linked to the key performance indicators agreed in the negotiation phase. Agreement on the document framework and content is essential.

The PA should be brief, with general descriptions of activities, together with costs and associated information. There is also the need to incorporate an element of flexibility, in order to accommodate change. The broad areas of agreement that are unlikely to change should be separate from the details that can be altered subject changing circumstances. The section that is open for discussion is commonly referred to as the 'Schedule'.

Schedules specify:

- i. specific roles of all partners
- ii. quantity, quality, timeliness
- iii. measures
- iv. obligations

4. Review: It is important to define how the agreement will be monitored and the mechanisms that will be used to resolve issues that may arise during the course of the agreement. The agreement will build in a process for feedback between both parties.

There should be an agreed schedule for review. A brief six monthly review and a more detailed annual review should take place. Both parties should identify a representative to manage the agreement on behalf of each other. The review process should allow for the adjustment of service levels and redefinition of targets and indicators where appropriate.

5. Implementation

Once the agreement has been documented and the final wording agreed, each party should nominate an appropriate representative to sign the PA. This will effectively implement the PA for the stated duration. It is up to both parties to ensure the terms of the agreement are maintained.

Checklist for developing the Partnership Agreement

1. START UP

1.1 Key parties and objectives

- Clarify the main objectives of the PA

1.2 Identify needs and expectations of the sport

- Agree the needs of all parties
- Agree the respective roles and responsibilities

2. NEGOTIATION

2.1 Service levels

- Discuss the partners' capacity to provide the activities
- Raise all service level concerns
- Agree the minimum level of services by all partners
- Agree areas for future development

2.2 Performance indicators

- Agree the performance indicators and targets

2.3 Roles and responsibilities

- Clearly define NGB, County Governing Body, Management Group and CSP roles and responsibilities

2.4 Costs and payment

- Determine costs for additional services and set up costs where appropriate
- Agree the payment mechanism
- Agree the payment schedule

2.5 Management

- Establish a Management Group
- Agree management procedures

3. DOCUMENTATION

- Agree on the document framework and content
- Ensure it is flexible enough to accommodate changes

4. REVIEW

- Establish a review process
- Establish a process that will flag problems early and resolve issues
- Agree a mechanism for reporting

5. IMPLEMENTATION

- Create and sign the Funding agreement

Partnership Agreement Template (NGB AND CSP)

TEMPLATE PARTNERSHIP AGREEMENT FOR THE PROVISION OF ACTIVITIES TOWARDS THE DELIVERY OF THE WHOLE SPORT/ONE STOP PLAN

PARTIES

1. NAME, definition (hereinafter called "").
2. NAME, definition (hereinafter called "").

APPOINTMENT, DURATION AND LIAISON

3. The (NGB) hereby agrees to grant aid (the CSP) to provide services for the benefit of (sport) and towards the delivery of the Whole Sport Plan for the period (date to date)
4. The (NGB) has appointed (Name) as the Lead Officer.
5. The (CSP) has appointed (Name) as the Lead Officer.

PA OBJECTIVES

6. The objectives are:
 - a) Objective One
 - b) Objective Two
 - c) Objective Three

DESCRIPTION OF ACTIVITIES

7. The agreed activities are:
 - a) One
 - b) Two
 - c) Three

PERFORMANCE INDICATORS

8. The agreed performance indicators are:
 - a) PI One
 - b) PI Two
 - c) PI Three

EXCLUSIONS

9. The following areas are not covered by this agreement:

ROLES AND RESPONSIBILITIES

10. The NGB has the following responsibilities:

11. The CSP central team has the following responsibilities:

COST AND GRANT AID ARRANGEMENTS

- 12. The total cost of the agreed work is (details)
- 13. The grant payment schedule is agreed as follows:

REVIEW

- 14. The six-monthly reviews will take place as follows:
- 15. The first annual review is scheduled for (date)

RESOLUTION OF ISSUES

- 16. If any issues arise they will be dealt with in the first instance as follows:
- 17. If an issue cannot be resolved the agreement can be terminated as follows:

SIGNED by
for and on behalf of
(The NGB)

.....

NAME

Date:

.....

SIGNED by
for and on behalf of
(The CSP central team)

.....

NAME

Date:

.....

Appendix C

Role Description – Board Chair

Title

Chair of the Bucks & Milton Keynes Sport and Activity Board.

Eligibility

The Chair should be able to articulate how their understanding, networks and experience of the communities will see sport and physical activity in Buckinghamshire and Milton Keynes maximise its potential.

Remuneration

This is a non-salaried position. Travel and other reasonable expenses can be reimbursed.

Location

Partnership meetings may be held throughout the county. There will be a need to attend regional meetings.

Term

Reviewed after three years and not more than two consecutive terms.

Time Commitment

As a minimum, attendance and preparation for:

- An induction training event
- Four meetings of the Board annually
- Attendance at senior management team meetings, as necessary
- Two Partnership events annually
- Two other partner meetings or events such as conferences, launches etc.
- Regular contact with the Partnership Director, Management Team and Vice Chair of the Partnership

Other appropriate contributions will be considered and agreed following appointment.

Purpose of Role

- Provide leadership and be the public face of Leap.
- Extend the network, influence and resources of the Bucks & Milton Keynes Sport and Activity Partnership.
- Inspire a high performing Board.
- Ensure the Partnership is Fit for Purpose and achieves continuous improvement.
- Support the Partnership Director and Management Team (n.b. formal day-to-day line management can be provided by a delegated senior officer of the host authority).

Role of the Chair

- Manage the Board, agree the agenda, chair meetings, lead and facilitate agreement, negotiate and influence agreed outcomes, make statements to member agencies, confirm decisions and help communicate policy.
- Particular responsibility for providing effective leadership.
- To be the leading advocate for the Bucks & Milton Keynes Sport and Activity Partnership and encourage support and investment of member agencies.

- Inspire new Bucks and Milton Keynes Sport and Activity Board members and encourage them to use their influence and expertise for the advancement of sport and physical activity in the county and the Partnership.
- Ensure the Partnership Director is supported and managed.
- The Chairman will work with the Vice Chairman (if elected) to achieve the points above.

Person Specification - Chairman

Essential Experience

- Proven track record of leading and managing a multi agency partnership or business
- Proven track record in a high profile role in the commercial, public or voluntary sectors
- Involvement in the development of sport and physical activity
- Experience of strategic and business planning and review mechanisms
- Experience of public relations and working with the media

Desirable Experience

- Proven track record in a similar position
- Experience of the governance role of non executive directors and committees

Knowledge and Skills

- Knowledge of the sport and physical activity sector
- Understanding of local, regional and national government policy and networks relating to sport and physical activity
- Understanding of partnership working
- Ability to build constructive relationships
- Ability to motivate and inspire others
- Understanding of organisational development and planning for business growth
- Ability to confidently present ideas and arguments and negotiate convincingly
- Skilled communicator and negotiator
- Ability and willingness to act as an advocate for sport to a broad audience
- Understanding and commitment to equal opportunities and valuing diversity

Personal Qualities

- Public respect
- Passion for sport and physical activity
- Independence
- Influence and personal acumen
- Objectivity
- Discretion
- Well connected networks

Appendix D

Role Description - Board Members

Title

Member of the Bucks & Milton Keynes Sport and Activity Board

Eligibility

Be appointed where they can articulate how their understanding, networks and experience of the communities will see sport and physical activity in Buckinghamshire and Milton Keynes maximise its potential.

Remuneration

These are non-salaried positions. Travel and other reasonable expenses can be reimbursed.

Location

Partnership meetings may be held throughout the county.

Term

To be reviewed after three years, and no more than 3 consecutive terms.

Time Commitment

As a minimum attendance and preparation for:

- An induction training event
- Two Partnership events annually
- Three meetings of the Board annually
- Board appraisal
- Chair or represent the Partnership on time limited working groups or at conferences and launch events etc.
- Other appropriate contributions will be considered and agreed following appointment.

Purpose of Role

- Provide strategic leadership and be a visible role model for the Partnership
- Contribute towards making the Board a high performing team
- Contribute towards ensuring the Partnership is fit for purpose
- Extend the network, influence and resources of the Partnership
- Champion a discrete portfolio, thematic area or aspect of business plan
- Support the Chairman and Director of the Partnership.

Role of Board Members

- Provide a particular area or areas of expertise to help fulfil the Partnership's purpose
- Provide effective leadership
- Contribute to the work of the Board and be an active team member
- Read and respond to the Partnership's policies, plans and proposals
- Provide advice and support on the development and implementation of the Strategy and Business Plans of the Partnership
- Be an advocate for the Partnership and encourage support and investment of member agencies
- Support as appropriate the Chairman, other Board Members and the Director of the Partnership
- Represent the Partnership and its Board at Partnership events.

Person Specification - Board Members

Experience

- Proven track record of being involved in a multi agency partnership or business
- Proven track record in a senior management role in the commercial, public or voluntary sectors
- Involvement in the development of sport and physical activity
- Networked with 'movers and shakers' and capable and willing to use influence to benefit the Partnership
- Experience of involvement with Boards and committees and the governance role of non executive directors
- Experience of strategic and business planning and review mechanisms
- Experience of generating income and business growth
- Experience of directing operations and gaining consensus.
- Proven track record of working at a high level in one or more of the following:
 - Sport and Culture
 - Voluntary sector sport
 - Professional or Performance sport
 - Education
 - Youth Sector / Children's Services
 - Health / Physical activity
 - Equity & Social Inclusion
 - Financial
 - Legal
 - Marketing/ Communications
 - Human Resources / Workforce Development
 - ICT
 - Governance

Knowledge and Skills

- Knowledge of the sport and physical activity industry
- Understanding of partnership working
- Ability to build constructive relationships
- Ability to motivate and inspire partners and staff
- Skilled communicator and negotiator
- Ability and willingness to act as an advocate for sport to a broad audience
- Understanding and commitment to equal opportunities and valuing diversity
- Understanding of public sector accountability.
- High level expertise in one or more of the following areas:
 - early years & physical literacy,
 - school sport, club development,
 - competition & events,
 - talent development,
 - sports workforce development (coaching, officiating, volunteering),
 - Facility planning, management and development,
 - healthy/active lifestyles,
 - lifelong learning & skills,
 - community safety, regeneration.

Personal Qualities

- Public respect
- Passion for sport and physical activity
- Independence
- Influence and personal acumen
- Objectivity

- Discretion
- Well connected networks.

These are non-salaried positions. Travel and other reasonable expenses will be reimbursed.

Responsibilities of Board Members

Duties

Duty to comply with agreed policies and governance procedure.

Duty of care

Board members are expected to act reasonably and prudently in all matters relating to the Partnership and in its long term interest.

Duty to protect the organisations resources

Board members have a duty to protect all the resources belonging to the Partnership, for instance by ensuring that there are adequate financial controls and risk assessments. Board members also have a duty to protect the organisation's reputation and its intellectual property such as branding and databases.

Duty to act in the best interests of the public

Your first duty as a board member is to the public, which means you must act in the best interests of the public as a whole. Inevitably, board members have a wide range of interests in private, public and professional life, and those interests might, on occasion, conflict. You have a general responsibility to avoid such conflicts of interest, especially where they involve financial transactions.

Duty to act collectively

Board members are responsible for the activities of the board and you must act together. No board member acting alone can bind his or her fellow board members, unless specifically authorised to do so.

Diversity

The Buckinghamshire and Milton Keynes Sports Board has a target of, and takes all appropriate action to encourage, a minimum of 30% of each gender on its board; and demonstrate a strong and public commitment to progressing towards achieving gender parity and greater diversity generally on its Board.

Conduct

There will be an agreed code of conduct for board members which ensures that the highest personal standards are observed at all times. The board adopts the Nolan Committee's 'Seven Principles of Public Life', prepared by the Committee on Standards in Public Life in 1994. These principles should be followed in all aspects of board members involvement and activity.

- **Selflessness:** Board members should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.
- **Integrity:** Board members should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.
- **Objectivity:** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, board members should make choices on merit.

- **Accountability:** Board members are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate.
- **Openness:** Board members should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- **Honesty:** Board members have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership:** Board members should promote and support these principles by leadership and example.

Personal Liability

Although any legal proceedings initiated by a third party are likely to be brought against the Partnership, in exceptional cases civil, or in certain cases, criminal, proceedings may be brought against a Chairman or other individual board members. For example, a board member may be personally liable if he or she makes a fraudulent or negligent statement, which results in loss to a third party. Board members who misuse information gained by virtue of their position may be liable for breach of confidence under common law or may commit a criminal offence under insider dealing legislation. However, the Government has indicated that individual board members who have acted honestly, reasonably, in good faith and without negligence will not have to meet out of their own personal resources any personal civil liability, which is incurred in execution of purported execution of their board functions. The Partnership hereby indemnifies its board members against legal proceedings brought against them personally in execution of their board duties, provided they have acted in accordance with this paragraph.

Independent

The Buckinghamshire and Milton Keynes Sports Board is independent and in accordance with the Governance Code for Sport. The following definition of independent should be followed:

Independent - a person is independent if they are free from any close connection to the organisation and if, from the perspective of an objective outsider, they would be viewed as independent. A person may still be deemed to be 'independent' even if they are a member of the organisation and/or play the sport. Examples of a 'close connection' include:

- (A) they are or have within the last four years been actively involved in the organisation's affairs, e.g. as a representative of a specific interest group within the organisation such as a sporting discipline, a region or a home country;
- (B) they are or have within the last four years been an employee of the organisation; or
- (C) they have close family ties with any of the organisation's directors or senior employees.

Appendix E

Role Description – Partnership Director

Title

Partnership Director - Bucks & Milton Keynes Sport and Activity Partnership

Responsible to

Partnership Chairman and Board, with line management support by Assistant Director (AVDC)

Responsible for

All staff and resources employed by the Partnership

Location

Partnership meetings will be held throughout the county.

Term

Permanent

Job Purpose

1. To develop and implement a strategy for sport in the county and ensure the strategy is monitored and reviewed
2. To provide effective leadership to ensure the development of an inclusive multi-agency partnership to act as the key strategic lead agency for sport and physical activity across Bucks and Milton Keynes.
3. To secure the on-going support of existing and new stakeholders and adopt other means such as social enterprise in order to maximise the resources available to support the development of sport.
4. To oversee the management of the operations of the Partnership.

Main duties & Responsibilities

1.0 Strategic Planning and Management

1. To develop and implement a strategy for sport in the county and ensure the strategy is monitored and reviewed.
2. To represent the interests of organised sport and physical activity to outside organisations.
3. To support the development, monitoring and review of annual business and development plans and policies in consultation with partners for the operation of the Partnership.
4. To define and plan agreed outputs and outcomes for the Partnership (and partners) including measurement against agreed local/national Performance Indicators and to ensure the effective delivery of agreed outputs and outcomes.
5. To ensure sport and physical activity are appropriately referenced within key strategic plans and documents.
6. To lead the ongoing review of the effectiveness and structure of the Partnership and its continuous development.

2.0 Leadership & Partnership Development

1. To provide effective leadership ensure the development of an effective and inclusive multi-agency partnership to act as the key strategic lead agency for sport and physical activity across Bucks and Milton Keynes.
2. To continually review the governance, host authority arrangements and operational structure of the partnership to ensure ownership, commitment and involvement of partners, appropriate decision making structures and the most effective and efficient legal status.
3. To oversee the work of Sports Development practitioners in the county to ensure co-ordinated planning and development, making the most effective use of limited resources.
4. to develop and nurture effective working relationships with key agencies and partners within the county, region and nationally as appropriate, and identify new partnerships and opportunities that will enhance sporting opportunities and structures in the county.
5. To build the profile of the Partnership as a dynamic organisation through a strong marketing and communications strategy.
6. To ensure the effective operation of the Partnership Board through organisation of meetings and agendas, preparing reports and minutes, implementing the CSP Board's strategies and policies, and providing necessary support and resources for Members to maintain and develop their skills and knowledge.

3.0 Resource Procurement / Management & Performance Management

1. To secure the ongoing support of existing and new stakeholders and adopt other means such as social enterprise in order to maximise the resources available to support the development of sport.
2. To be responsible for the management of the financial resources of the Partnership
3. To effectively manage the Partnership human resources and ensure the development of the skills and competencies of all staff directly employed by the Partnership and of the other people and agencies involved in the Partnership.
4. To ensure the preparation of funding applications to Sport England / RSB, NGB's and other funding sources including sponsorship and grant aid and non-sporting agencies.
5. Top position sport to benefit from commissioning and grant aid arrangements within the county.
6. To develop Service Level Agreements or similar with funding agencies.
7. Continue to develop the relationship with the host agency.
8. To develop joint performance measurement systems and processes to demonstrate the value and impact of sport and of Partnership activities, to drive improvements and to recognise and reward achievements.
9. To ensure appropriate research and data collection and the achievement of relevant charter marks and the use of continuous improvement tools.

4.0 Operational Management & Programme Development

1. To oversee the management of the operations of the Partnership including ensuring the safety and welfare of those involved and the achievement of excellent standards in service provision.
2. To ensure the Partnership plays a key role in bringing together all partners to support the development and implementation of county Sports Specific development plans to support the implementation of NGB Whole Sport Plans.
3. To ensure close liaison with Sport England, Sports Coach UK, National Governing Bodies of Sport and other key regional and national agencies. To ensure Bucks & Milton Keynes fulfils its role in the achievement of the strategies and policies of partner agencies.

4. To ensure the Partnership maintains relevant Health & Safety and child protection policies and procedures to ensure the safety and well-being of customers of the service.
5. To ensure the Partnership follows relevant equity policies and targets and that the programmes delivered via the Partnership include positive action and special measures for disadvantaged groups/individuals.
6. Undertake such other duties, of a similar level and responsibility, as may be required by the Partnership Board.

Appendix F

Risk Management

Risk Map: philosophy of risk management

The matrix below lays out a process of risk management based on identifying levels of risk, and establishing an appropriate organisational response to risks falling within each level. The placement of each risk within the risk map is calculated by multiplying the Impact score (1-5) and the Likelihood score (1-5) to give an overall risk score. The detail for each risk is contained in the risk register.

Likelihood X Impact (minus mitigation) = overall risk score.

Each risk in the register is identified by line number. The numbers have been entered on the risk map to provide an overview of the risk profile for Bucks & Milton Keynes Sport and Activity Partnership and a quick reference to any risks which are unacceptably high.

In the register, the risk scores are intended to be recursive – if a risk is identified as scoring 20 or 25, but can be reduced to below that threshold, it can be retained and transferred / managed / reduced; if a risk cannot be brought below the 'Avoid' level, Bucks & Milton Keynes Sport and Activity Partnership will need to take urgent action.

Board scrutiny

The risk management plan is a fixed item at every Bucks & Milton Keynes Sport and Activity Board meeting. Key risks will be highlighted for discussion at all board meetings.

| | | | | | | |
|-----------------|-------------------|----------|-----------|-----------|-----------|-----------|
| Severity | 5 | 5 Accept | 10 Accept | 15 Manage | 20 Avoid | 25 Avoid |
| | 4 | 4 Accept | 8 Accept | 12 Manage | 16 Manage | 20 Avoid |
| | 3 | 3 Accept | 6 Accept | 9 Accept | 12 Manage | 15 Reduce |
| | 2 | 2 Accept | 4 Accept | 6 Accept | 8 Accept | 10 Accept |
| | 1 | 1 Accept | 2 Accept | 3 Accept | 4 Accept | 5 Accept |
| | 1 | 2 | 3 | 4 | 5 | |
| | Likelihood | | | | | |

Appendix G

The Bucks & Milton Keynes Sports and Activity Partnership

Leap Audit Committee Terms of Reference

Purpose

To assist the Advisory Board in fulfilling its oversight responsibilities for the financial reporting process, the system of financial controls, the audit process, and the process for monitoring financial compliance with the governing body's Code of Conduct, making recommendations through the production of appropriate reports to the Advisory Board for approval as and when required.

Authority

The Audit Committee has authority to conduct or authorise investigations into any financial matters.

Composition

The Audit Committee will consist of at least two members of the Advisory Board. The Advisory Board will appoint Audit Committee members and the Audit Committee chair.

Each Audit Committee member will be both independent, with at least 1 member of the Committee having significant recent and relevant financial experience, ideally having competence in accounting and/or auditing.

Meetings

The Audit Committee will meet on an ad hoc basis, with authority to convene meetings, as circumstances require. All Audit Committee members are expected to attend each meeting.

The Audit Committee will invite members of management, auditors or others to attend meetings and provide pertinent information, as necessary.

A minimum of 2 eligible voting members will be in attendance for a meeting to be regarded as quorate.

Responsibilities

The main roles and responsibilities of the Audit Committee are to:

- understand how management develops financial information.
- monitor the integrity of financial reports.
- review and consider the effectiveness of internal financial controls and financial risk management systems.
- review the annual financial reports, and consider whether they are complete, and consistent with information known to Audit Committee members.
- review the auditors' proposed audit workscope.
- review with management and the auditors the results of the annual audit, including any difficulties encountered.
- review the auditor's independence and objectivity.
- institute and oversee special investigations as needed.
- review the process for communicating the financial requirements of the Code for Sports Governance to company personnel and Advisory Board members, and for monitoring compliance therewith.

Reporting

The Committee Chairman shall report formally to the Advisory Board after each meeting on Audit Committee activities, issues, and related recommendations.

Appendix H

The Bucks & Milton Keynes Sports and Activity Partnership

Nomination Committee - Terms of Reference

Role of the Board

1. The Nomination Committee (the Committee) is a Committee of the Buckinghamshire and Milton Keynes Sport & Activity Main Board.
2. The Committee has been established to support the Board in its responsibilities for issues of recruitment and selection of the Board members to meet the agreed Board membership as set out in the Governance Framework
3. The Committee is authorised by the Board to seek any information it requires from any employee of Leap in order to perform its duties.

1. Membership

1.1 The committee shall comprise at least two Board members.

1.2 Only members of the committee have the right to attend committee meetings. However, other individuals such as the Partnership Director and (where appropriate) external advisers may be invited to attend for all or part of any meeting, as and when appropriate and necessary.

1.3 Appointments to the committee are made by the Board and shall be for a period of up to four years, which may be extended for further periods of up to four-years. Provided the Board member still meets the criteria for membership of the Board.

1.4 The Board shall appoint a Committee Chair who should be either the Chair of the Board or the Senior Independent Director. In the absence of the Committee Chair and/or an appointed Deputy, the remaining members present shall elect one of themselves to chair the meeting from those who would qualify under these terms of reference to be appointed to that position by the Board. The Chair of the Board shall not chair the committee when it is dealing with the matter of succession to the Chair.

2. Responsibilities

The committee will be responsible for:

- 2.1 An annual review of the skills matrix of the Board
- 2.2 The appointment of Board members.

3. Secretary

A nominated member of the Leap Team shall act as the secretary of the committee.

4. Quorum

The quorum necessary for the transaction of business shall be two committee members, both of whom must be independent members although the Chair of the Board should not Chair the nomination committee when it is dealing with the appointment of a successor Chair.

Appendix H

Structure Chart Oct 2017

