

team BEDS&LUTON

Board Member Information Pack



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Who are team BEDS&LUTON ?

1. History & Background

team BEDS&LUTON (tB&L) is one of 43 County Sports Partnerships (CSP) operating within England. Established in 2005, historically the organisation was been tasked with the strategic development and delivery of creative and worthwhile sport and physical activity interventions throughout Bedfordshire. Using a combination of advocacy and direct delivery, tB&L provides strategic leadership together with a broad range of services and opportunities to the sporting and physical activity infrastructure in the “old county of Bedfordshire” within the 3 local authority areas of Central Bedfordshire, Bedford & Luton.

tB&L has a strong record a delivery over a sustained period of time and is considered to be a high performing CSP by Sport England. In each of the last five years Sport England have RAG rated all CSP's. At the end of each year tB&L have been rated as GREEN in all areas with some GOLD classifications in key project delivery areas. Sport England has recently rated a tB&L Primary Role submission as “outstanding” with a 3 year offer of funding up to March 2021 secured. The organisation is regularly externally assessed through QUEST and is presently rated as “excellent”. In response to Sport England's strategy ‘Towards An Active Nation’ the role is now to become much more strategic than delivery focussed.

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

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

2. Sport England Relationship

The financial position of tB&L is largely reliant upon income from Sport England. This funding source accounted for 78% of total income in the 2013-14 financial year. This had reduced down to 68% at the end of the 2016-17 financial year. Performance in this area demonstrates that whilst significant progress has been made in reducing the reliance on direct Sport England funding, the level of funding from this source remains key to the sustainability of the organisation.

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The future role of CSP's beyond September 2017 has recently been made clearer. The DCMS strategy 'Sporting Future' was published in December 2015. This highlighted the requirement for an external review of the role of CSP's. This process commenced in April 2016, the significance of which was underlined by the new Sport England strategy for the period 2016-2021 entitled 'Towards an Active Nation'.

Sport England have provided a detailed update which provides clarity over the future role and primary funding streams for CSPs. The core messages from Sport England regarding these issues are as follows:-

a). The Sport England board has agreed that until at least March 2021, all CSP's can be funded (subject to high quality submissions) by them to provide a consistent role across the whole country, helping them land *Towards An Active Nation* locally.

b). There will be a transition period from October 2017 – March 2018. This will be based on the transition plans already submitted. During this period CSP's were invited to submit plans for how they will carry out the new primary role from April 2018 - March 2021.

c). The new primary role for CSP's includes the following areas of work:

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

d). Sport England 'other funding' pots

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

- Satellite Clubs
- School Games
- dfe Volunteer funding.
- Primary Premium including additional funding to undertake an Active Lives project within Primary Schools.
- Coaching and workforce role and related funding has been extended for a further transition period of 6 months from September 2017. Ongoing funding will be subject to an external review which will be completed in early 2018.

e). Support for the County Sports Partnership Network (CSPN)

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

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

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

3. Strategic Motivations

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

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

tB&L Mission – “To work in partnership at the heart of the community to support, develop and promote high quality opportunities for people from all backgrounds and abilities to get involved, stay involved, and succeed in sport and physical activity.”

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

tB&L Values :

Collaborative: Working as a team to support and engage our local community.

Creative: Always aiming to deliver a range of fun, exciting and valued opportunities.

Effective: Passionate knowledgeable team committed to successfully making a difference across Bedfordshire.

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tB&L Priorities

- a) The successful delivery and impact of our core specification and national programmes remain a key priority for the CSP.
- b) Delivery and ongoing review of the Stakeholder management Plan which will focus upon placing Bedfordshire in as strong a position as possible to realise the benefits of 5 X 7 x 4. That is the 5 Government principles of 'Sporting Future', A New Strategy for a Sporting Nation, through the 7 key investment principles within 'Towards an Active Nation' to deliver solutions locally that add value to the 4 - Inactivity, Mass market, Under Represented groups and the Core market.
- c) The CSP has reviewed all of its activity outside of its delivery of national and commissioned programmes, taking into consideration the following aspects:-
 - Capacity within the CSP.
 - The value of the work to our stakeholders.
 - The value of our work to the CSP both strategically and financially.
 - The extent to which it sits within the strategic aims and objectives of DCMS and Sport England.

4. team pen pictures & Organogram

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

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

Lloyd Conaway – Director

Leads the organisation. Had a career in Local Government - working in Sport, Leisure, Economic Development and Tourism, becoming an Assistant Chief Executive. Then moved to Sport England as Director of Regional Services in 1999 and in 2002 became Partnerships and Investment Director.

Following a secondment to London 2012, working on the legacy plan for the bid he moved on to become CEO of the then Institute of Leisure and Amenity Management (ILAM now CIMSPA).

Has been Director of team BEDS&LUTON since its formation September 2005. Chaired BOOST, a public/private/3rd Sector partnership which worked to maximise the benefits of London 2012 to local communities in Bedfordshire. Has sat on the national County Sports Partnership Network (CSPN) Board. Sits on the board of the teamBEDS&LUTON – Board Member Information Pack – Issue date – September 2017.



Bedfordshire Local Nature Partnership and was a board director of England Netball and Experience Bedfordshire.

Has a Physical Education and Education degree from Keele University and is a Fellow of the Chartered Institute of Sport and Physical Activity (CIMSPA). He is passionate about the role sport and physical activity can play in developing people, business and communities.

Clare Fitzboydon – Relationship Manager

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

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

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

Graham Simpson – Business Manager

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

Graham's areas of work within team BEDS&LUTON include management of the finances and grant funding processes, project management, Health & Safety, Equality, Continuous Improvement, grant writing and support services.

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

Tom Harwood – Sports Project Officer

Tom graduated from Leeds Met University in May 2012 with a Sports Development degree, giving him a broad understanding of the sector. Following a 4 week placement whilst at university with team BEDS&LUTON, he took over lead responsibilities for the team. BEDS&LUTON – Board Member Information Pack – Issue date – September 2017.



Sport Makers volunteering programme. This role required him to work closely with local clubs, universities and local authorities, which ultimately resulted in Gold rating from Sport England.

After the Sport Makers programme concluded his work programme shifted towards building positive relationships with the FE sector, creating sustainable opportunities for college students to participate. In his current role he has completed a highly successful Sportivate programme (also supporting Cambridgeshire), line managed the School Club Links programme, assisted across the team and provides creative support with social media, marketing and the website.

Michelle Morris – Coach Development Manager

Michelle joined team BEDS&LUTON in 2014 having spent 7 years prior to that working at the University of Bedfordshire in a variety of roles whilst undertaking undergraduate and postgraduate degrees; Sports Science with Personal Training and Human Resource Management. The roles she carried out at the University included; Careers Assistant, Job Shop Assistant, Recruitment Advisor , DLHE Administrator and Sports Development Officer. This provided Michelle with knowledge and experience in employability, sports development, project management, customer service, administration skills, managing people, report writing, mentoring, event management and organisation skills.

Michelle leads on workforce, coach development, safeguarding and supports wider sports development, relationship management and projects.

Gill Morrow – PE, School Games and School Sport Manager

Gill joined the team in July 2011 after a 2 year career break to raise a young family. Previously she worked for 5 years with Bedfordshire County Council as the County Officer for PE and Sport and prior to that for 12 years as a PE teacher at Vandyke Upper School. During her time there she carried out various leadership roles including Head of Girls PE, Assistant Head of House and Discrete Curriculum Leader.

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



Bert Klemmer – Project Lead – Satellite Clubs

Bert is from Estonia (a country with a population around 1.3 million). He has been involved in sports and physical activity from an early age. In particular, he has played football since the age of 5 when he joined Flora Tallinn Football Club.

Bert was honoured to get involved with the U-16, U-17, U-18, U-19 and U-21 Estonian national youth football teams. This experience made him realise he wanted to get more knowledge and experience to help individuals with sport and physical activity. He moved from Estonia to England to educate himself further at the University of Bedfordshire studying a Sport Management Degree which he completed with First-Class Honours. He has now, with the support of team BEDS&LUTON completed his Masters Degree in the area he leads on locally – School/Club Links, which is about creating pathways for young people between school and clubs.

Abi Bond – Marketing & Communications Officer

Abi joined TB&L in December 2015 as a part-time Marketing Officer with the main aim of increasing awareness of the CSP, supporting the programme managers reach their audiences and delivering the marketing plan.

She has an HND in Business & Finance, a CIM Marketing Diploma and is Google certified with over 20 years' experience of working in a variety of marketing & event manager roles for a range of different companies. Most recently Abi worked as an Account Manager for a digital marketing agency specialising in implementing online marketing strategies to increase awareness and sales for clients. This role provided Abi with knowledge of improving the usability, design & content of a website to drive conversions, implementing a targeted social media strategy and monitoring the effectiveness using google analytics amongst other things, which, along with her general marketing experience, will help to implement the marketing plan and reach the business goals for team BEDS&LUTON.

Marcia Burke - Administrator

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

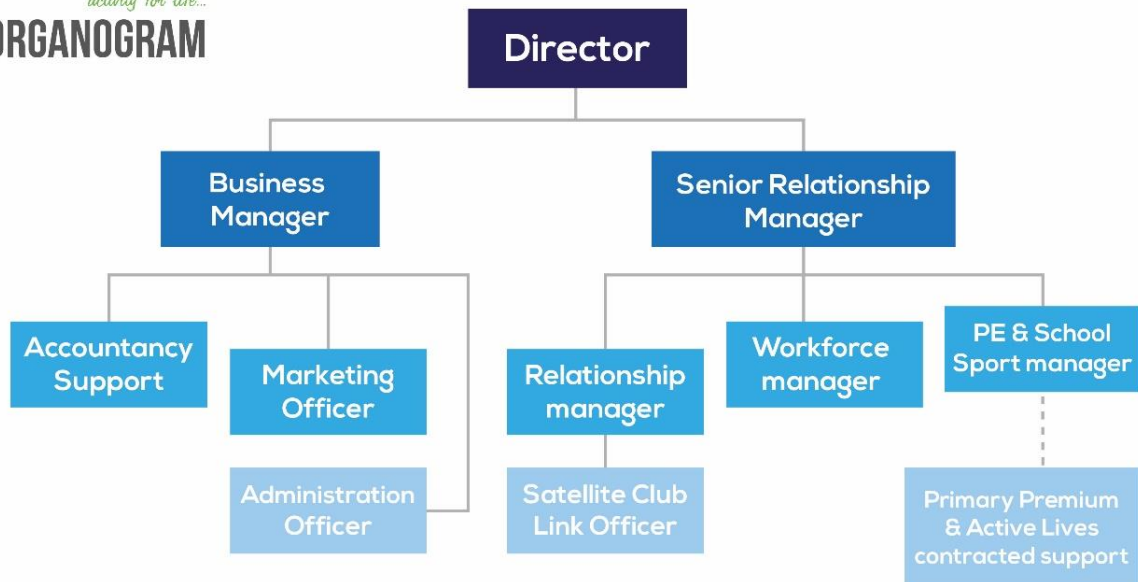
In her spare time Marcia likes to keep fit playing squash, netball and her new found sport – running. She loves to run first thing in the morning...with the sun rising. She enjoys Park Run and completed her first 10k in 2016.

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

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team BEDS&LUTON – Organogram



Key:

- - - - - = Contracted services

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Our host organisation – Active Luton

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

The Trust's charitable objects are:

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

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

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

Copies of the most recent Trust accounts can be viewed on the Charity Commission website www.charitycommission.gov.uk

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

team BEDS&LUTON: Key Board Responsibilities

Background

tB&L has its own board which meets on a quarterly basis. It acts as a sub-committee to the main Active Luton board. All decisions made at sub-committee level require ratification by the main Active Luton board.

All other governance arrangements are covered by the terms of an agency agreement between Active Luton and tB&L. This arrangement has been in place since 2005 and works positively for the CSP. The agency agreement was rewritten in line with Sport England guidance in 2014.

The board has 12 members, including a Local Authority Officer representative, the cabinet leads from each of the three unitary authorities, representation from national governing bodies of sport, the main Active Luton board, the volunteer sector, higher education and the commercial sector.

The key roles and responsibilities of the Board are:

Leadership and direction

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

Strategic development

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

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

Risk management

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

Internal controls framework

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

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Performance monitoring

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

Probity and integrity

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

Transparency and openness

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

Representing the Trust

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

Executive and management arrangements

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

Promoting good governance

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

Monitoring performance

- Work together to strive for continuous improvement and to drive excellence in all the services and programmes provided by the CSP.
- Contribute to the scrutinising and reviewing of performance.
- Oversee the financial position of the CSP each year, highlighting priorities, progress & key issues.

Maintaining good relationships with staff

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

Representing the CSP

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

Requirements of Board Members

- **Board Meetings** – Board members are expected to attend all scheduled meetings of the Board. Meetings will take place on average quarterly, although there may be requirements for additional meetings to be convened if there is urgent business to be transacted.

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- **Working together** – Board members will be required to support the objectives and policies agreed by the Board and to contribute to and share responsibility for the decisions of the Board. They will be expected to work constructively with other Board members and staff of the CSP.
- **Code of Practice** – Board members will be expected to abide fully with the Active Luton code of practice. Failure to do so will initiate code of practice procedures and may result in removal from the Board. They must also present a positive image of the Board and the CSP at external events and meetings.
- **Training** – Board members are encouraged to identify personal training and development needs, and seek opportunities for development, attending training events as required. Specific training will be offered which is relevant to the role of the CSP.
- **Committee meetings and Working Groups** – There may be committee meetings of the Board, and periodic work groups, that Board members may be required to participate in.
- **Preparation time** – Board members are required to allocate time for reading reports and preparing for Board Meetings (and where appropriate committee meetings and working groups).
- **Other attendance** – Board members may be requested to attend other events and associated meetings linked to supporting, developing or promoting the CSP and its objectives.

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