



**active
norfolk**

Framework document

ACTIVE NORFOLK

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1 Introduction

Active Norfolk is an established County Sports Partnership, accepted within Norfolk as a lead organisation in the development of sport and physical activity. The organisation has grown and evolved since it was launched in 2006, with a mission statement of *'working in partnership to harness the power of sport and physical activity to improve lives in Norfolk'*. It is hosted by Norfolk County Council.

A true partnership organisation, Active Norfolk has developed and maintained a symbiotic relationship with key stakeholders across the county, from Local Authorities and statutory health bodies, to private sector service providers, as well as a diverse range of organisations across the voluntary and community sector. It is this collective effort and shared vision that has enabled the successes that have been achieved thus far, and it will be these partnerships that ensure the sustainability and future successes of Active Norfolk moving forward.

Active Norfolk published its latest [strategy](#) in June 2016, which marked a significant shift in direction. The move was away from pure sport and the direct delivery of interventions and activities across the county, towards a more strategic, partnership-based role, focussing on improving lives through physical activity. The new role is achieved by better understanding communities and bringing partners together to achieve shared positive outcomes through collaboration, with a focus on evaluation of impact. This new direction dovetails seamlessly with the new 'Primary Role' Active Norfolk fulfils for Sport England. The role focuses understanding the needs and issues of the population of Norfolk, growing partnerships beyond the traditional, assisting Sport England to land investment successfully as well as further supporting Local Government to achieve key objectives through increasing levels of physical activity.

With a maturing role as the strategic lead for the development of sport and physical activity within Norfolk, the work of Active Norfolk is fundamental to many services delivered across public, private and third sector. Active Norfolk is also a key advocate for, and a champion of, sport and physical activity for investment and recognition across a broad range of social, health and economic outcomes.

The precise focus and direction of the work of the organisation is shaped by the strategy, developed in collaboration between the strategic Board, Management Group and core team. It is created and revised at least annually and drives the delivery of the strategic objectives, informing a delivery plan which details the work of the team.

This framework describes how Active Norfolk operates, detailing remit, structure, and the roles and responsibilities of the host, Board, and staff.

2 Remit and structure

2.1 Background

The Norfolk Sports Alliance became a County Sports Partnership in August 2005, one of 49 in the country. Established by Sport England, County Sports Partnerships were designed to produce strategies for the development of sport and physical activity at a county level and drive up participation levels. Active Norfolk was launched in November 2006 and has generated in excess of £15m of inward investment to support the development of sport and physical activity in Norfolk.

Active Norfolk is a comprehensive partnership representing those organisations interested in sport & physical activity, health and leisure and determined to increase opportunities for the whole population of Norfolk, with a focus on reducing inequalities and under-represented groups.

2.2 Objectives

The overarching aim of Active Norfolk is “work in partnership to harness the power of sport and physical activity to improve lives in Norfolk”. Within the current strategy, there are 3 main objectives:

1. Increase participation in sport and physical activity
2. Improve health and well-being by reducing levels of physical inactivity
3. Improve lives by establishing and increasing sport and physical activity’s contribution in creating stronger, more sustainable and prosperous communities

2.3 Partners

The full list of partner organisations can be accessed online, however these will contain a mixture of:

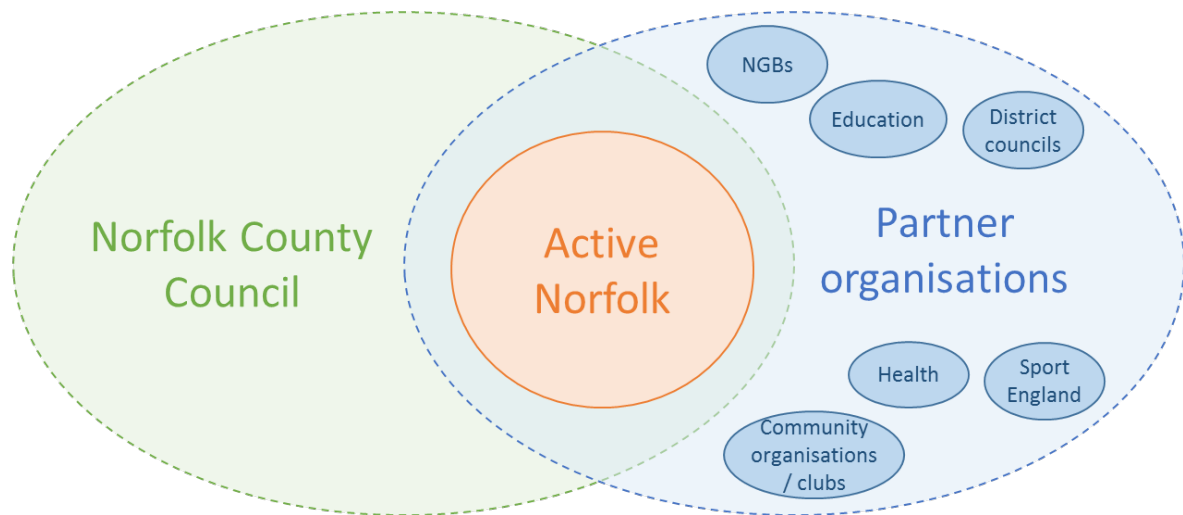
- Norfolk County Council
- City, Borough and District Councils
- Voluntary and community sector organisations
- Education sector
- NGBs and other community sport organisations and clubs
- Sport England
- Statutory and non-statutory health organisations

2.4 Legal Status

Active Norfolk is itself unincorporated and is hosted by Norfolk County Council (“The Host”) who act on its behalf. The scope of this function is detailed in section 3.

2.5 Structure and Governance

Active Norfolk maintains a close relationship with its host and partner organisations through both its structure and governance, with regular meetings and defined responsibilities for each body.



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3 The Host

As an unincorporated body the Active Norfolk requires an accountable body to act on its behalf, known as the 'Host Authority'. This is Norfolk County Council (NCC).

3.1 Host Authority Powers

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

- Apply for awards and accept grants in its own name, terms and conditions of any grant shall be binding on Active Norfolk;
- 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.

3.2 Host Authority Responsibilities

The Host Authority will take on the following responsibilities:

1. Statutory responsibilities as the direct employer of the Active Norfolk Director and staff unless otherwise agreed by the Host and Board;
2. Provision of human resources/personnel support for the recruitment of the Active Norfolk staff;
3. Day-to-day support and management of the Director, in partnership with the Chairman of the Board, and through the Director, the rest of the staff team;
4. Provision of IT and access to NCC support services such as printing and internal training;
5. Overall financial responsibility for the receipt of any joint funds for use by Active Norfolk and specifically:
 - a) The establishment of financial monitoring systems, including audit;
 - b) The projection of an annual financial report;
 - c) Periodic financial reports for the appropriate level management group and the Board;
 - d) Comply with or procure compliance by the respective members of terms and conditions of any grants;
 - e) Through the Director, maintain an overview of the progress, implementation and management of the programmes;
 - f) Maintain the Bank Account and deposit in such account all sums received under the grant, ensuring proper financial procedure is followed.

3.3 Active Norfolk Obligations to the Host Authority

Active Norfolk undertakes with the Host Authority, that in relation to the creation or delivery of the programmes for which it is responsible under the terms of this agreement to comply with the conditions of the grant and:

- a. To comply with the monitoring requirements of all funders;

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- b. 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.
- c. As employees, to act in accordance with all Norfolk County Council controls, policies and procedures including: financial, health & safety, data protection, whistle blowing, safeguarding.

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4 Staff

Active Norfolk 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 Active Norfolk and operational staff as required.

4.1 Director

The role of the Director is to implement strategies and policies as agreed with the Board, 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 Active Norfolk 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 Active Norfolk 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 / 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.

His / her responsibilities include:

- a. Arranging for the appropriate induction and support of Board members, ensuring that when members take up office they are fully briefed on the terms of their appointment, duties and responsibilities
- b. Ensuring complete and accurate advice to the Board in order that it can undertake its functions.
- c. Formulating and recommending strategies to the Board for discussion and decision.
- d. Implementing Board decisions.
- e. Representing Active Norfolk to stakeholders and the general public.
- f. Requiring high standards of propriety of staff, and the efficient, effective and sustainable use of other resources throughout Active Norfolk.
- g. Approving the operating plan and budgets to implement the Board's strategic plan.
- h. Accounting for Active Norfolk's performance and expenditure.

4.2 Officers Group

The Officers Group will have an operational focus, and will be the driver for the implementation of the Active Norfolk strategy. This will include the development and delivery of sport and physical activity in Norfolk as agreed with the Board.

The Officers Group will have a wide brief but will include:

- Supporting the development and delivery of the Active Norfolk Delivery Plan

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- Supporting the co-ordination of the development and delivery of sport and physical activity interventions and projects
- Being a key medium for exchange of views and information amongst the partner organisations on specific projects

The Officers Group membership will have a number of members who are working on the delivery of Active Norfolk operational projects. This will include those from the partner organisations (such as Leisure Officers & Public Health Officers) as well as those from within Active Norfolk.

Meetings will be held twice a year or more frequently as needed.

4.3 Finance Committee

This group is responsible for monitoring effective financial performance and effective financial management of Active Norfolk, including:

- Reviewing Active Norfolk's financial and internal control policy prior to endorsement by the Board and regularly review those control systems
- Reviewing quarterly financial statements, reserves policy, budget and cash flow forecasts before submission to the Board
- Reviewing Active Norfolk's compliance with grant conditions from Sport England and other organisations
- Undertaking a half-year review of the risk register before submission to the Board

5 The Board

5.1 Role and remit

The Board of Active Norfolk exist to:

1. Drive the strategy and direction of Active Norfolk
2. Actively promote and further its work through building partnerships
3. Have oversight of the work of the executive, providing input and challenge

5.1.1 Strategy and direction

The Board will provide clear direction for Active Norfolk's work in line with its objectives, supporting the creation and execution of strategy. It will function as the ultimate decision-making body. Whilst the Board will take the strategic lead and drive development, day-to-day management of Active Norfolk is not a Board function. Authority is delegated for achieving the strategic outcomes, together with the necessary authority to make decisions in a specified range of activities.

5.1.2 Promote and further work through partnerships

The Board should advocate the benefits of sport and physical activity as well as that specifically carried out by Active Norfolk, both regionally and nationally. They will also play a part in for

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recognising and celebrating successes. A key part of a Board member's role is to draw on their own networks and contact to advocate for investment into sport and physical activity, supporting Active Norfolk to attract new partners. They will work with the executive to ensure partner commitment and satisfaction and encourage collaboration.

5.1.3 Oversight, input and challenge

The Board monitors the effective delivery of Active Norfolk's objectives and the achievement of key targets and outcomes. It is the Board's responsibility to ensure that these aspects are maintained and improved to the satisfaction of the partners and funders through transparent and planned processes. It is their responsibility to ensure that good governance is carried out across the organisation.

5.2 Attributes of the Board and its membership

- The Board will consist of between 10-12, independent members. The definition of 'independent'¹ will be that set out in the Code for Sports Governance, published 2016 by Sport England and UK Sport. There will be 1 representative position held by a Norfolk County Council elected member;
- 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;
- The Board shall elect a Chair who will normally be appointed for three years with a review and possible re-appointment after this period for a further one term only. The Chair's performance will be formally appraised on an Annual basis.
- The nomination and selection of Vice-Chair/Senior Independent Board Member is at the discretion of the Board Members;
- The board can appoint any number or type of sub groups to advise it, or carry out any of its functions;
- For a Board meeting to be quorate, a minimum of four independent Board members must be present;
- Members may choose to resign from office at any time by formally writing to the Chair;
- Following the completion of Board members' maximum term, reappointment is not permitted for a minimum period of 4 years
- Board members are expected to act with the best interest of Active Norfolk (not their respective organisation). Members should be willing to leave 'organisational hats' at the door;

¹ 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

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- Board recruitment should promote diversity, with at least 30% representation from each gender
- Positions are non-executive and not salaried, however expenses can be claimed where appropriate;
- Members should have a personal commitment to the aims of Active Norfolk, and therefore a belief in the value of sport and physical activity and the need of sports and sporting infrastructure to work together;
- Members able and willing to provide the required commitment to the role, attending at least 3 out of 4 Board meetings each year, with other events optional; and
- Members will live or work in Norfolk, or have a key role with an organisation based in the county.
- The Board will annually review the risk management framework and internal control systems and their effectiveness, supported by the Finance Committee.
- Board meetings will be recorded through minute-taking, with all decision-making recorded
- Conflicts of interest will be recognised, managed and recorded.
- Additional Members may be co-opted onto the Board in exceptional circumstances, or in the event that a skills gap is identified.

As a stakeholder organisation, Membership will reflect the make-up of Active Norfolk's work, wherever possible ensuring a geographic representation as well as seeking 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.

5.3 Recruitment

The Board will consist of members recruited from sectors/organisations relevant to the work of Active Norfolk to provide a broad range of skills, experience and local knowledge. An openly advertised recruitment process will normally be used to seek applications for Board Membership. In exceptional circumstances the Board may decide to make an appointment without an open advertisement e.g. in order to address a specific skills or experience gap or if an advertisement fails to attract suitable candidate(s). Appointments will be made in line with the Recruitment and Selection Policy as well as the Equalities in Employment Policy within the host authority.

The Board will appoint a selection panel drawn from its current membership and including the Director to assess applicants and make appointments to vacancies for Board Members.

5.4 Member responsibilities and conduct

5.4.1 Responsibilities

1. Duty of care: Board members are expected to act reasonably and prudently in all matters relating to Active Norfolk and in its long term interest.
2. Duty to protect the organisations resources: Board members have a duty to protect all the resources belonging to Active Norfolk, for instance by ensuring that there are adequate

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financial controls, corporate governance and risk assessments. Board members also have a duty to protect the organisation's reputation and its intellectual property such as branding and databases.

3. 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.
4. 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.

5.4.2 Conduct

The following principles of public life were set out by the Committee on Standards in Public Life (the Nolan Committee) for the benefit of all who serve the public.

1. Selflessness: Holders of public office 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: Holders of public office 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, holders of public office should make choices on merit.
4. Accountability: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
5. Openness: Holders of public office 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: Holders of public office 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: Holders of public office should promote and support these principles by leadership and example.
8. Board members should fully, openly and honestly engage in debate and discussion with other Board Members

5.5 Allowances

You must comply by the rules set by the Board regarding remuneration, allowances and expenses. Information is provided on induction as a new Director/sub-committee member.

5.6 Gifts and Hospitality

You must not accept any gifts or hospitality, in your capacity as a Board/sub-committee member, which might, or might reasonably appear to, compromise your personal judgement or integrity or place you under an improper obligation.

You must never canvass or seek gifts or hospitality

5.7 The Chair and Vice-Chair/Senior Independent Board Member

5.7.1 The Chair

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. In particular, the chair has prime responsibility for:

1. Leading and developing the overall strategic direction of the Board
2. Ensuring that the Board, in reaching decisions, takes proper account of guidance and process given to them
3. Ensuring that the Board meets at regular intervals throughout the year; and that minutes of meetings accurately record both the Board's decisions and, where appropriate, the views of individual Board members
4. Ensuring that the Board and its members operate in accordance with the code of conduct
5. Working with the Director to establish and realise the membership needs of the Board.
6. Appraising the performance of members and keeping under review the effectiveness of the Board

5.7.2 Vice chair/Senior Independent Board Member

The nomination and selection of Vice Chair/Senior independent Board Member is at the discretion of the Board Members. The vice chair/SIBM's role at Active Norfolk will be limited to:

- (i) providing a sounding board for the Chair;
- (ii) serving as an intermediary for the other Board Members when necessary;

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- (iii) (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

5.8 APPENDIX 1 Code of Conduct for Board Members

This Code of Conduct is mandatory for all Active Norfolk Board Members. Board Members should be aware of the public nature of Active Norfolk's role, its accountability to Sport England and its stewardship of substantial public funds which demand high standards of conduct in exercising its functions. All Board Members should act at all times, with integrity, in a forthright and ethical manner and in accordance with all Active Norfolk policies.

Board Members should:

- a. support the vision, mission and objectives of Active Norfolk;
- b. work cooperatively with other members of the Board in the best interests of Active Norfolk;
- c. fully, openly and honestly engage in debate and discussion with other Board Members
- d. acknowledge that differences of opinion may arise in discussion of issues but, when a majority decision is reached, it should be supported by all;
- e. base his or her views on matters before the Board on an honest assessment of the available facts, unbiased by partisan or representative views;
- f. acknowledge that as an individual Board member, he or she has no legal authority outside the meetings of Active Norfolk and its committees;
- g. understand that an individual Board member does not have the right, other than through the Chairman, to make statements or express opinions on behalf of Active Norfolk;
- h. resist any temptation or outside pressure to use the position of Board member to benefit himself or herself or other individuals or agencies;
- i. declare openly and immediately any personal or corporate/business conflicts of interest arising from a matter before the Board or its committees or from any other aspect of Active Norfolk's business and responsibilities;
- j. respect the confidentiality of those items of business which the Board decides from time to time should remain confidential;
- k. take or seek opportunities to enhance his or her effectiveness as a Board member through participation in individual/collective Board Member performance assessment activities and training and development programmes and by increasing his or her own knowledge of Active Norfolk;
- l. give priority as far as practicable to attendance at meetings of the Board and its committees and recognise the very important requirement of promoting proper accountability for the actions and performance of Active Norfolk

5.9 Appendix 2 – Finance, Audit and Risk Committee Terms of Reference

5.9.1 Introduction

1. The Finance, Audit and Risk Committee (the Committee) is a committee of the Active Norfolk Main Board.
2. The Committee has been established to support the Board in its responsibilities for issues of Finance, Risk and Control by reviewing the comprehensiveness of assurances in meeting the Board's assurance needs and reviewing the reliability and integrity of these assurances.
3. The Committee is authorised by the Board to seek any information it requires from any employee of Active Norfolk in order to perform its duties.

5.9.2 Membership

4. The Committee should consist of up to five members. Three of whom should be Independent.
5. The Committee will be chaired by a nominated Independent Board member. In the absence of the Chair, the Committee may nominate another Independent Board Member to deputise in his/her absence.
6. The secretariat function will be provided by a nominated member of the Active Norfolk Senior Leadership Team

5.9.3 Reporting

7. Where reasonably possible, minutes of each Committee Meeting will be tabled to the subsequent Main Board meeting and, where necessary, the Chair of the Committee will provide a report to the Main Board on any substantive matters of importance and any material issues or concerns.
8. The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.
9. The Committee will provide the Board with an Annual Report, timed to support finalisation of the accounts and the Governance Statement, summarising its conclusions from the work it has done during the year.

5.9.4 Responsibilities

The Committee will advise the Board on:

10. Active Norfolk's financial and internal control policy prior to endorsement by the Board and regularly review those control systems
11. Quarterly financial statements, reserves policy, budget and cash flow forecasts before submission to the Board
12. Active Norfolk's compliance with grant conditions from Sport England and other organisations
13. A half-year review of the risk register before submission to the Board
14. The strategic processes for Risk, Control and Governance and the Governance Statement;
15. The accounting policies, the accounts, and the Annual Report of the organisation, including the process for review of the accounts prior to submission for audit, levels of error identified, and management's letter of representation to the external auditors;
16. The planned activity and results of both internal and external audit;
17. The adequacy of management response to issues identified by audit activity, including external audit's management letter;

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18. Proposals for tendering for either Internal Audit services or for purchase of non-audit services from contractors who provide audit services;
19. The Committee will also periodically review its own effectiveness and report the results of that review to the Board.

5.9.5 Rights

The Committee may:

18. Co-opt additional Members for a period not exceeding a year to provide specialist skills, knowledge and experience;
19. Appoint independent non-Board members for a period of three years, which may be extended for further periods (normally up to three years), subject to the approval of the Main Board;
20. Procure specialist ad-hoc advice at the expense of the organisation, subject to budgets agreed by the executive.

5.9.6 Meetings

21. The Committee will meet at least four times a year. The Chair of the Committee may convene additional meetings as they deem necessary.
22. The Committee meetings will normally be attended by the Director, the outsourced Internal Audit supplier and a representative of External Audit.
23. The Committee may ask any other officials of the organisation to attend to assist it with its discussions on any particular matter.
24. The Committee may ask any or all of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters;
25. The Board or the Accounting Officer may ask the Committee to convene further meetings to discuss particular issues on which they want the Committee's advice.
26. Meeting papers will be circulated no later than five (5) working days ahead of each meeting.

5.9.7 Quorum

27. A minimum of three members of the Committee, plus the Director must be present for the meeting to be deemed quorate. Two members must be non-Executive members of the Active Norfolk Main Board.

5.9.8 Resolutions and voting

28. Decisions of the Committee shall be taken by resolution and recorded in the minutes of the meeting at which such a resolution is passed.
29. Where a consensus cannot be agreed, the Chair may request a vote on a show of hands, in which case each Committee Member shall have one vote.

5.9.9 Terms of reference and committee effectiveness

30. The Committee's terms of reference and effectiveness will be reviewed at least annually by the Board and the Committee, including a review of membership and relevant skills and any changes considered necessary must be approved by the Board.