The Active Surrey Board
Terms of Reference

Version December 2019
Introduction
Active Surrey is the brand name of Surrey’s Active Partnership (AP), one of 43 APs covering England. It was established in 1999 as an unincorporated, non-profit making organisation to support the network of groups and organisations from the local government, education, business, sport, health and voluntary sectors. The partners are committed to working together to jointly deliver their collective vision, to make Surrey the most active county in England.

The Active Surrey Board has been formed to independently guide the work of the Partnership, make decisions where appropriate, and provide good governance. The Board also oversees delivery of the Surrey Physical Activity Strategy 2015-20. The Strategy focuses on the following four themes:

- **Start Moving**: Supporting all children and young people to have an active start in life;
- **Move Every Day**: Encouraging all adults to build activity into their everyday lives;
- **Stay Moving**: Supporting older adults to live longer and more active lives.

The Active Surrey staff team helps coordinate this work by delivering the Active Surrey Organisational Strategy 2017-21 which focuses on the following three areas:

- **Influence**: Influence policy, strategy and investment;
- **Enable**: Enable more people to be more active, more often;
- **Develop**: Develop and connect the local infrastructure.

These terms of reference include:

1. Aims and objectives / principles.
2-6. Roles and responsibilities.
7. Membership, quorum and voting.
8. Terms of office.
9. Meeting procedures.
10. Declaration / conflicts of interests.
11. Frequency of meetings.
12. Sub-committees.
13. Code of conduct.
14. Equity.
15. Accountability / reporting.
16-17. Delegations of authority.
1. **Aims and objectives / principles of the Active Surrey Board**
   - To agree the strategic direction and policy of Active Surrey.
   - To advise members of the Partnership and respond to local, regional and national influences, including being the voice of Surrey sport and physical activity on all relevant local, regional and national policy and strategy consultations.
   - To advocate for sport and for Active Surrey.
   - To ensure Active Surrey is fit for purpose.
   - To advise on the annual business plan and associated budget, and receive performance management information.
   - To scrutinise the Partnership’s governance, risk management, financial management, strategy implementation and delivery team (Active Surrey Team) performance.
   - To account to partners through the Annual Report and Improvement Plan.
   - To prepare review papers for scrutiny and recommendation by other strategic bodies / boards.
   - To manage the ongoing Active Surrey Board recruitment process.

2. **Roles, responsibilities and remit of the Active Surrey Board**
   
   2.1 The Active Surrey Board is the overall governing Board of Surrey’s Active Partnership. It is an independent Board which has been formed to guide the work of the Partnership, make decisions where appropriate, and to provide good governance of the Partnership.

   2.2 The Active Surrey Board will take responsibility for setting the strategic direction of the Partnership, monitoring and evaluating the effective delivery of the Partnership’s objectives and being accountable for the achievement of key targets and outcomes.

   2.3 It is the Active Surrey Board’s responsibility to ensure that these aspects of the Partnership’s business are maintained and improved to the satisfaction of the partners and funders through transparent and planned processes.

   2.4 The clear separation of the Active Surrey Board (the controlling mind) and its staff (the organisation’s workforce) is fundamental to good governance of the Partnership. Day-to-day management of the Partnership is not an Active Surrey 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’s Director.

   2.5 Within this, specific roles will include:

   - **Strategic Leadership & Planning**
     - Providing clear direction for sport and physical activity in the county through the production of a Partnership strategy and business plan strongly communicated in order to motivate, inspire and drive partners.
     - Providing implementation leadership.
     - Promoting the Partnerships’ vision, aim, core values.

   - **Advocacy**
     - Advocating the benefits of sport and physical activity and the Partnership locally, regionally and nationally.
     - Recognising and celebrating success in the Partnership.
     - Securing resources for sport and the work of the Partnership.
• Partnership Building
  o Opening doors for sport and for the Partnership and attracting new partners.
  o Ensuring partner commitment and satisfaction.
  o Encouraging collaboration.
  o Valuing and supporting people to achieve the Partnerships goals.
  o Engaging partners / stakeholders in a consistent and managed way.

• Accountability
  o Ensuring implementation and continuous improvement of Partnership strategies and business plans with a customer/athlete-centred approach.
  o Reporting on performance.
  o Assuming responsibility, both moral & legal, for the actions of the Partnership and its resources (financial and non-financial).

• Good Governance
  o Ensuring the Partnership meets appropriate standards of governance.

• Risk Management
  o Maintaining the Partnership risk register and reviewing it on a regular basis. (Member organisations will review the risk of their own involvement with the Partnership in accordance with their own procedures).

2.6 Positions are non-executive and not salaried. Expenses will be paid where appropriate. Members may choose to resign from office at any time by formally writing to the Chair.

3. Roles and responsibilities of the Chair

3.1 The main duties of the Chair (supported by the Vice Chair) should include:
• Defining the overall direction of the work of Active Surrey, setting targets and agreeing a business plan with partners.
• Providing strategic leadership to the Active Surrey Board, chairing its regular meetings and bringing together a diverse range of interests and partners to work together on a common agenda.
• Ensuring Active Surrey Board decisions are acted upon.
• Supporting and appraising the work of the Director (with the Host Authority representative).
• Representing Active Surrey partners and the Active Surrey Board to partners / at appropriate events.

3.2 The main responsibilities of the Chair include:
• Being the leading advocate for Active Surrey: encourage member agencies to support, and invest in, the Partnership. Negotiate and influence agreed outcomes, make statements to member agencies, confirm decisions and help communicate policy.
• Managing the Active Surrey Board: Providing strategic leadership to a high performing Board, chairing its regular meetings and bringing together a diverse range of interests and partners to work together on a common agenda. Set meeting agendas which take full account of the issues and the concerns of all Board Members, are forward looking, and concentrate on strategy and developing the Partnership, rather than focusing on management issues.
• **Ensuring that Board Members receive accurate, timely and clear information:** to enable the Board to make sound decisions, monitor effectively and provide advice to promote the success of the county.

• **Managing Board meetings:** to ensure that sufficient time is allowed for discussion of issues, and where appropriate, arranging informal meetings beforehand to enable thorough preparation for Board discussion. It is particularly important that Board Members have sufficient time to consider critical issues and are not faced with unrealistic deadlines for decision making.

• **Liaising with and supporting the Partnership Director and other management staff.** Note that formal day-to-day line management of the Director is conducted by the senior officer of the Host Authority.

• **Member Development:** taking the lead in inducting and developing individual Board Members, with a view to enhancing the Board’s overall effectiveness as a team.

• **Member Engagement and Mobilisation:** Encouraging active engagement by all Members of the Board. Setting tasks for Members to assist in the achievement of the Board’s goals.

• **Performance Assessment:** Providing an assessment of performance of individual Board Members on request, when they are being considered for reappointment or for appointment to the Board of another public body.

• **Planning and monitoring:** Present the business plan and annual reports to partners.

• **Code of conduct, duties and personal liability:** Abide by the code of conduct for all Active Surrey Board Members.

4. **Roles and Responsibilities of Active Surrey Board Members**

4.1 Active Surrey Board Members are drawn from a diverse range of backgrounds. They should use their specific skills, knowledge, experience and networks to promote sport, improve the work of the Partnership and help the Active Surrey Board reach sound decisions.

4.2 Sound judgement is central to the Active Surrey Board member’s role. The objectivity and fresh perspective acquired through their relative distance from day to day matters, combined with experience acquired elsewhere, is the basis for challenging the accepted thinking of the Partnership and encouraging stronger Partnership performance.

4.3 The main responsibilities of the Active Surrey Board include:

• **Strategy development:** Actively and constructively contributing to and challenging development of the Partnership’s strategy and business plans.

• **Decision-making:** Ensuring that, in reaching a decision, the Board takes into account any relevant guidance issued by regional and national agencies as well as recommendations from Partnership officers.

• **Delegated authority:** Ensuring that the Board operates within the limits of its delegated authority. Board Members do not have any individual delegated authority.

• **Financial scrutiny:** Ensuring that administrative and other systems of financial control are rigorous and constantly maintained, monitored and developed.

• **Risk management:** Ensuring that risk management systems are robust and defensible so that major risks are identified and appropriately managed.

• **Policy setting and endorsement:** Setting policy and ensuring that operational management of the Partnership is carried out in accordance with the policies and procedures of the Partnership and its host agency.

• **Overseeing results:** Ensuring the delivery of planned results by monitoring and evaluating performance against agreed strategic objectives and targets.
• **Contributing to the work of the Board:** Providing effective leadership, contributing to the work of a high performing Board, and being an active team member.

• **Supporting the Chair, other Board Members, Director and other management staff.**

• **Being an advocate for Active Surrey:** encourage member agencies to support, and invest in, the Partnership.

• **Planning and monitoring:** Read and respond to the Partnership’s policies, plans, reports and proposals.

• **Code of conduct, duties and personal liability:** Abide by the code of conduct for all Active Surrey Board Members.

4.4 Responsibilities of Active Surrey Board Members include a duty to:

• Comply with agreed policies and governance procedure.

• Act reasonably and prudently in all matters relating to the Partnership and in its long term interest.

• Protect all resources belonging to the Partnership, for instance by ensuring that there are adequate financial controls and risk assessments.

• Act in the best interests of the public as a whole and to avoid conflicts of interest, particularly where they involve financial transactions.

• Act collectively since no individual can bind his or her fellow Active Surrey Board Members, unless specifically authorised to do so.

5. **The Role of the Partnership’s Director**

5.1 The role of the Director is to implement the Active Surrey 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.

5.2 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.

5.3 The Director is the accounting officer for the Partnership and is responsible to the Active Surrey 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.

6. **Responsibilities of the Host Authority**

6.1 The Partnership is unincorporated and as such works closely with an accountable body to act on its behalf. Surrey County Council has been appointed to host the Partnership and has agreed to fulfil this function, known as the “Host Authority” or “Agent” for the length of the signed Hosting and Agency Agreements.

6.2 The Host Authority function includes the following powers and responsibilities:

• Apply for and accept grants on behalf of the Partnership in its own name (the terms and conditions of any grant shall be binding on the Partnership).

• Statutory responsibilities / liabilities as the direct employer of the Active Surrey staff (unless otherwise agreed by the Host and Executive).

• Provision of appropriate accommodation and office equipment for the Active Surrey staff as well as other services, eg HR, IT, insurance, accounting, audit, etc.
• Overall financial responsibility for the receipt of any joint funds for use by the Partnership. (Note that expenditure decisions on any funds designated for use by the Partnership remain delegated to the Board).

• Other functions have been delegated to the Board as per sections 16 and 17.

• Maintain two nominated positions on the Active Surrey Board – see section 7.

7. **Membership, quorum and voting**

7.1 The Active Surrey Board will consist of up to twelve Members.

7.1.1 An independent Chair will be appointed following an open, publicly advertised recruitment process.

7.1.2 Up to seven independent Board Members will be appointed following an open, publicly advertised recruitment process.

7.1.3 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. Examples of a ‘close connection’ include:

   (i) They are or have within the last four years been actively involved in the organisation’s affairs, e.g. as a representative of a major sponsor or main funder;

   (ii) They are or have within the last four years been an employee of Active Surrey; or

   (iii) They have close family ties with any of Active Surrey’s Board Members or senior employees.

7.1.4 The Nominations Committee (a sub-committee of the Finance and Governance Committee) is responsible for recruiting and appointing independent Board Members and for recruiting the Chair. The Nominations Committee will recommend the appointment of the Chair to be approved by the Board.

7.1.5 As a core funder, Sport England will always be notified when Board Member recruitment is taking place and will be invited to assist the Nominations Committee.

7.1.6 As founding members and core funders of the Partnership (and in SCC’s case hosting authority), Surrey’s local authorities have three nominated Board Members as follows:

   • Cabinet Member, Surrey County Council (nominated by SCC’s Cabinet).

   • Senior Officer / Strategic Director, Surrey County Council (nominated by SCC’s Chief Executive).

   • Chief Leisure Officer / Director, Borough or District Council (nominated by the Surrey Senior Leisure Officers Group).

7.1.7 The Partnership’s Director will hold a Board Member position in an ex officio capacity for the duration of their holding office.

7.1.8 In normal circumstances, 67% of the Board will be independent and 33% will be nominated / ex officio. As a minimum, the Active Surrey Board must have at least 50% independent Members at all times.

7.2 In exceptional circumstances an additional Member may be temporarily co-opted onto the Board outside of the normal appointment process. It is for the Board to determine why and if a co-opted Member is required and the length of time the co-opted Member remains on the Board. Such a co-opted Member may only hold office for twelve months, following which they may be co-opted for one further consecutive term of twelve months. The co-opted Member’s voting rights should be decided by the Board at the time of appointment.
7.3 The independent Chair and Board Members will be recruited based on their skills, knowledge and experience. It is expected that the nominated and ex officio Board Members would have relevant skills, knowledge and expertise based on their professional role.

7.4 Equity is crucial and expertise in this area will need to be secured within the Board membership. In addition the Board will seek diversity in its membership - the organisation is committed to achieving gender parity and greater diversity generally on the Board, reflective of Surrey’s population including, but not limited to, Black, Asian, minority ethnic (BAME) diversity, disability, age, social class and life experiences. As a minimum, the Active Surrey Board must have at least 30% of each gender as Members. The Board will demonstrably take all appropriate actions to achieve and then maintain this.

7.5 The Active Surrey Director is the only Executive Director and will not have voting rights and cannot chair the Board. All other Board Members have voting rights, 1 per member.

7.6 A Vice-Chair shall be agreed from within the Active Surrey Board Members who will chair meetings in the Chair’s absence.

7.7 A Senior Independent Board Member shall be agreed from within the Active Surrey Board Members. This independent Board Member has the following responsibilities:

7.7.1 To provide a sounding board for the Chair;
7.7.2 To serve as an intermediary for the other Board Members when necessary;
7.7.3 To act 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
7.7.4 To lead on the process to appraise the Chair’s performance.

7.8 At least five voting Members must be present to represent a quorum.

7.9 Normally the Active Surrey 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 (having not voted in the original round of votes).

8. Terms of office

8.1 Board Member positions are non-salaried. Travel and other reasonable expenses will be reimbursed.

8.2 The term of office for all Board Members (subject to the clauses below) is three years, with the opportunity to be considered for reappointment for a second term.

8.3 The Active Surrey Director will hold an ex officio position on the Board for the duration of their employment.

8.4 The SCC Cabinet appoint their nominated representative for 4 years based on the local government election cycle. Therefore the term of office for this Board Member is four years with the opportunity to be considered for reappointment for a second term.

8.5 The term of office for the Chair is three years, with the opportunity to be considered for reappointment for a second term.

8.6 A Board Member may serve a maximum of twelve years if they were previously or subsequently also the Chair.

8.7 In exceptional circumstances (for example to assist in succession planning), a Chair or Board Member may hold office for a further year.

8.8 When an Active Surrey Board Member has completed their maximum term, at least four years must elapse before they can be eligible to stand again as an Active Surrey Board Member.

8.9 Any period off the Board of less than four continuous years will count as service on the Board when calculating the maximum term served.
9. **Meeting procedures**

9.1 Official records must be kept of all formal meetings of the Active Surrey Board. These will include:

- The names of all those present and any apologies for absence.
- All resolutions, decisions and any declarations of interest reported at the meeting.
- All appointments made at the meeting.
- Details of the establishment of any sub-groups together with their terms of reference.
- Minutes of the meetings will be posted on the Active Surrey website (excluding items of confidentiality – referred to as “Part 2”).

9.2 A member of the Active Surrey core staff team will act as secretariat at meetings.

10. **Declaration / conflicts of interests**

10.1 At the start of each Active Surrey Board meeting or as soon as possible, Members will declare any interests in respect of any items of businesses being considered. Interests may be personal (including financial) or prejudicial.

10.2 The conflicted member shall withdraw from that part of the meeting unless expressly invited by the Chair to remain to participate in the discussion. In the event of the Active Surrey Board having to decide upon a question in which a member has an interest, the conflicted member shall not be counted in the quorum for that part of the meeting. All decisions will be made by vote, with a simple majority required. Conflicted Members shall not vote on matters affecting their own interests.

11. **Frequency of meetings**

11.1 The Active Surrey Board will meet at least four times per year.

11.2 Board meetings will be held throughout Surrey.

12. **Sub-committees**

12.1 The Active Surrey Board can appoint any number or type of sub groups to advise it, or carry out any of its functions. These are likely to include, but not limited to, the following sub-committees, chaired by Active Surrey Board Members and utilising suitably skilled colleagues openly recruited from partner organisations / groups:

- Finance and Governance Committee
- Commercial Development Committee
- Task and Finish Groups

12.2 The Active Surrey 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.

12.3 Official records must be kept of all formal meetings of the Active Surrey Board sub-committees. These will include:

- The names of all those present and any apologies for absence.
- All resolutions, decisions and any declarations of interest reported at the meeting.

13. **Code of conduct**

13.1 There is an agreed code of conduct for Active Surrey Board Members 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 Active Surrey Board Members’ involvement and activity.

- **Selflessness**: Active Surrey 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**: Active Surrey 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, Active Surrey Board Members should make choices on merit.

- **Accountability**: Active Surrey Board Members are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate.

- **Openness**: Active Surrey 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**: Active Surrey 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**: Active Surrey Board Members should promote and support these principles by leadership and example.

14. **Equity**

14.1 The Board will be responsible for the development and implementation of the Active Surrey Equity Policy. Its statement is:

“Active Surrey will ensure that there is equal access and choice for everyone wishing to be involved in sport and physical activity, whether as a participant or as a volunteer, as well as for all those wishing to follow a career in sport and leisure. Active Surrey acknowledges that inequalities exist and will take positive action to minimise them. Active Surrey will act as a champion for sports equity in Surrey and will lead by example. Active Surrey will actively promote the principles of equality of opportunity and will influence others through the promotion of good practice. Active Surrey is dedicated to working with local partner organisations to achieve a co-ordinated approach for improving open access to sport for all”.

14.2 All Members of the Active Surrey Board have duty to conduct themselves and make decisions in relation to the statement and policy.

15. **Accountability / reporting**

15.1 Surrey County Council (SCC), as host for Active Surrey, will retain overall liability of the Partnership for the length of the signed Hosting and Agency Agreements. SCC is currently legal signatory for all contracts related to the Partnership and will comply with the terms and conditions of any awards.

15.2 SCC will act as appropriate should any incident occur which produces financial risk in connection with the funding conditions of any award and, subject to clause 15.4, if the risks are not acceptable to SCC, it has the power to refuse to accept awards and take whatever action it deems necessary.

15.3 SCC will, subject to clause 15.4, take action as appropriate when any unexpected incident occurs that could result in defamation of character or bring the reputation of SCC into question.

15.4 The initial approach for dealing with issues in clauses 15.2 and 15.3 is to follow the Dispute Resolution procedures in the Agency Agreement.
15.5 The Active Surrey Board will conduct regular governance reviews and forward any recommendations to SCC and to its partners (key stakeholder organisations/groups).

15.6 A partner / stakeholder communication strategy and engagement plan will be developed and implemented. An improvement plan will also be developed and implemented.

15.7 Active Surrey will liaise with a number of key stakeholder organisations/groups to support the development and delivery of aspects of the strategy and policy for the Partnership.

15.8 The Active Surrey Board will continue to report on the Partnership's financial and operational performance to partners / stakeholders. Active Surrey will manage contracts through relevant service level agreements with partners.

16. **Delegations of authority – Financial**

16.1 The Host Authority financial procedures shall be adhered to at all times.

16.2 Delegated authority from SCC to the Active Surrey Board is required for the following:

- 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 based on existing / approved budget plans.

<table>
<thead>
<tr>
<th>SUBJECT</th>
<th>RESERVED TO THE ACTIVE SURREY BOARD</th>
<th>DELEGATED TO RESPONSIBILITY OF THE DIRECTOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Governance</td>
<td>Consideration and approval of the Governance framework, including Principles of Good Governance, Governance Document, Delegated Powers, and Hosting Agreement.</td>
<td>Responsibility for all matters of organisational structure below the level of Director. Able to delegate authority to other staff.</td>
</tr>
<tr>
<td>Strategy</td>
<td>Determining the overall strategic direction of the Partnership. Consideration and approval of the Strategic Plan and subsequent annual Operational Plans.</td>
<td>Preparation of the Partnership Strategic Plan for consideration and approval of the Board, ensuring early consultation with the Board.</td>
</tr>
</tbody>
</table>

17. **Delegations of authority – Non-Financial**

17.1 The Active Surrey Board will work within the legal, policy and operating procedures of Surrey County Council and act within the boundaries and spirit of its delegated powers.

17.2 The Active Surrey Board will be delegated the following authority by the Host Authority:
<table>
<thead>
<tr>
<th>Strategic Partnerships</th>
<th>Consideration and support for forming formal strategic partnerships with other organisations.</th>
<th>Recommendations to the Board for formal strategic partnerships with other organisations.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functions, powers and discretions (legal and administrative)</td>
<td>Strategic principles governing operational policy relating to the exercise of the Partnership’s function, powers and discretions.</td>
<td>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.</td>
</tr>
<tr>
<td>Corporate Plans and Budgets</td>
<td>Consideration and approval of the Partnership’s Plans and Annual Budgets.</td>
<td>Preparation of Corporate Plans and Annual Budgets in line with the Partnership’s Strategic Plan, ensuring early consultation with the Board.</td>
</tr>
<tr>
<td>Annual Report &amp; Accounts</td>
<td>Approval of Annual Report and accounts, in conjunction with the Accounting Officer. Offering scrutiny to the budgets on a quarterly basis.</td>
<td>Drawing up Annual Report for Board approval. Drawing up Annual Accounts for Board approval. Drawing up quarterly budget reports to the Board.</td>
</tr>
<tr>
<td>Performance Management</td>
<td>Determination and approval of arrangements for performance management and consideration of regular monitoring reports. The Chair of the Active Surrey Board will lead the performance management reviews of the Active Surrey Director with input from the line manager within SCC. In the event of a difference of view between the Active Surrey Chair and the SCC line manager, the Active Surrey Chair shall make the final decision.</td>
<td>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. Supplying information to Sport England and other funding partners.</td>
</tr>
<tr>
<td>Risk Management</td>
<td>Approval of the Risk Management Strategy and consideration of reports.</td>
<td>To maintain the risk management systems and to provide the Active Surrey Board with assurance on its ongoing 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.</td>
</tr>
<tr>
<td>Operational Management</td>
<td></td>
<td>Acquisitions and disposal of services, supplies and equipment. Submit bids, tenders and quotations for external contracts and internal arrangements. Make grants to local groups / organisations within budget. To maintain the independence of the AP through separate brand identity.</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Appointment of the Partnership’s Director. (NB Sport England must be</td>
<td>The structure of the Active Surrey Team, subject to Board approval.</td>
</tr>
<tr>
<td><strong>invited to be part of the appointment process and SCC procedures must be followed). Approval of significant changes to overall staff structure / employment.</strong></td>
<td><strong>All appointments and other HR issues.</strong></td>
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<tr>
<td><strong>Communication</strong></td>
<td><strong>Approval of communication plans in relation to matters of major public, political or reputation significance. Responses to consultation papers related to sport and physical activity.</strong></td>
<td><strong>Drawing up and implementation of communication plans. Providing quotes for press releases.</strong></td>
</tr>
<tr>
<td><strong>Active Surrey Board Administration</strong></td>
<td><strong>The cycle of Board meetings, the composition of Board agendas and approval of minutes of Board meetings.</strong></td>
<td><strong>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.</strong></td>
</tr>
</tbody>
</table>
The Active Surrey Board
Commercial Development Committee
Terms of Reference

Active Surrey Board
The Active Surrey Board is the overall governing Board of Surrey’s Active Partnership. It is an independent, skills-based Board which has been formed to guide the work of the Partnership, make decisions where appropriate, and to provide good governance of the Partnership. For full details, please refer to the Active Surrey Board’s Terms of Reference (http://www.activesurrey.com/about-us/active-surrey-board).

Active Surrey Board Committees
The Active Surrey Board Committees have been set up to offer more detailed discussion, ideas development and recommendations to the main Board. Members have been nominated by the main Board plus key Active Surrey core team staff.

Purpose of the Active Surrey Board Commercial Development Committee:
The Committee shall:

- Objectively scrutinise commercial and business development systems and controls to ensure they are fit for purpose.
- Be responsible for the organisation’s business plan.
- Drive the organisation to increase revenue generation and diversification whilst reducing costs.

Where the Committee identifies weaknesses / areas for improvement, or risks / concerns, it will report those to the Board, making recommendations where appropriate.

How will this be done?

- The Committee will meet as and when necessary based on the annual Board and Committee work plan; it is expected that this will be at on at least three occasions per year.
- The Committee will adhere to the guiding principles for Board work as detailed in the Active Surrey Board Terms of Reference.
- The Committee will work within the legal, policy and operating procedures of Surrey County Council.
- Its secretariat function will be the responsibility of the Committee Chair supported by staff from the Active Surrey core team. Timely minutes of the proceedings and resolutions of all meetings will be produced and circulated to the Board.
- The Committee Chair and a nominated Active Surrey staff member will meet to discuss issues and progress at least four weeks prior to the Committee meetings to agree agenda items proposed by Committee Members or the Board.
- Committee members will receive monitoring and evaluation reports about Active Surrey activity from partners and/or Active Surrey staff and undertake a scrutiny role for agreed targets and outcomes.
- Committee recommendations to the Active Surrey Board will be developed through group discussion and stakeholder consultation.
- The Committee Chair shall verbally report to the Board, at each Board meeting, on the proceedings and activities of the Committee.

Members

- It is expected that each Board member will be a member of at least one Committee.
- It is expected that each Active Surrey Senior Management Team member will be a member of at least one Committee.
- Other Active Surrey or external staff may be invited to attend all or part of any meeting as required by the Committee Chair.
- The Committee shall include at least three Board Members, at least one of whom shall have recent and relevant commercial development or strategic business experience. The Committee is not decision making (unless specifically given some delegated authority by the Board), therefore quorum is not necessary.
The Active Surrey Board
Finance & Governance Committee
Terms of Reference

Active Surrey Board
The Active Surrey Board is the overall governing Board of Surrey’s Active Partnership. It is an independent, skills-based Board which has been formed to guide the work of the Partnership, make decisions where appropriate, and to provide good governance of the Partnership. For full details, please refer to the Active Surrey Board’s Terms of Reference (http://www.activesurrey.com/about-us/active-surrey-board).

Active Surrey Board Committees
The Active Surrey Board Committees have been set up to offer more detailed discussion, ideas development and recommendations to the main Board. Members have been nominated by the main Board plus key Active Surrey core team staff.

Purpose of the Active Surrey Board Finance & Governance Committee:
The Committee shall:
- Objectively scrutinise financial, risk and other systems and controls to ensure they are fit for purpose.
- Be responsible for the organisations’ continuous improvement plan.
- Oversee Board recruitment (via the Nominations Committee), training, succession planning and annual reviews.
- Develop the Board and Committees’ work plans and meetings schedules.

Where the Committee identifies weaknesses / areas for improvement, or risks / concerns, it will report those to the Board, making recommendations where appropriate.

How will this be done?
- The Committee will meet as and when necessary based on the annual Board and Committee work plan; it is expected that this will be at on at least three occasions per year.
- The Committee will adhere to the guiding principles for Board work as detailed in the Active Surrey Board Terms of Reference.
- The Committee will work within the legal, policy and operating procedures of Surrey County Council.
- Its secretariat function will be the responsibility of the Committee Chair supported by staff from the Active Surrey core team. Timely minutes of the proceedings and resolutions of all meetings will be produced and circulated to the Board.
- The Committee Chair and a nominated Active Surrey staff member will meet to discuss issues and progress at least four weeks prior to the Committee meetings to agree agenda items proposed by Committee Members or the Board.
- Committee members will receive monitoring and evaluation reports about Active Surrey activity from partners and/or Active Surrey staff and undertake a scrutiny role for agreed targets and outcomes.
- Committee recommendations to the Active Surrey Board will be developed through group discussion and stakeholder consultation.
- The Committee Chair shall verbally report to the Board, at each Board meeting, on the proceedings and activities of the Committee.

Members
- It is expected that each Board member will be a member of at least one Committee.
- It is expected that each Active Surrey Senior Management Team member will be a member of at least one Committee.
- Other Active Surrey or external staff may be invited to attend all or part of any meeting as required by the Committee Chair.
- The Committee shall include at least three Board Members, at least one of whom shall have recent and relevant financial or strategic business experience. The Committee is not decision making (unless specifically given some delegated authority by the Board), therefore quorum is not necessary.
The Active Surrey Board
Nominations Committee
Terms of Reference

Active Surrey Board
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Active Surrey Board Committees
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Purpose of the Active Surrey Nominations Committee:

- The Committee is a sub-committee of the Finance and Governance Committee, meeting as and when it is necessary to conduct recruitment.
- The Committee shall include at least three Board Members. It is expected that members of the Finance and Governance Committee will form the membership of the Nominations Committee, but this will be flexible based on availability.
- The Committee will be responsible for the recruitment and appointment of independent Board Members. In this instance, it is expected that the majority of the Committee Members would be independent and that the Board Chair would chair the Committee.
- The Committee will be responsible for the recruitment of the Chair and will recommend the appointment to be approved by the Board. In this instance it is expected that the majority of the Committee Members would be independent and that an independent Board Member would chair the Committee. Sport England will be invited to send a representative to be part of the Committee.
- The Committee will be responsible for the recruitment and appointment of senior staff. In this instance it is expected that the Committee would include a senior member of staff from Surrey County Council and that the Board Chair would chair the Committee. When the Director is being recruited, Sport England will be invited to send a representative to be part of the Committee.

How will this be done?

- The Committee will adhere to the guiding principles for Board work as detailed in the Active Surrey Board Terms of Reference.
- The Committee will work within the legal, policy and operating procedures of Surrey County Council.
- Its secretariat function will be the responsibility of the Committee Chair supported by staff from the Active Surrey core team. Timely minutes of the proceedings and resolutions of all recruitment decisions will be produced and circulated to the Board.
- Committee recommendations to the Active Surrey Board will be developed through group discussion.
ACTIVE SURREY GOVERNANCE ARRANGEMENTS

ACTIVE SURREY BOARD

Chair
Independent

Board Member
Independent

Board Member
Independent

Board Member
Independent

Board Member
Independent

Board Member
Independent

Board Member
Cabinet Member, Surrey County Council Nominated by SCC

Board Member
Director/Senior Officer, Surrey County Council Nominated by SSLOG

Executive Director / Board Member
Director, Active Surrey Ex Officio

Board Member
Independent

Board Member
Independent

Board Member
Independent

Board Member
Independent

Executive Director / Board Member
Director, Active Surrey Ex Officio

ACTIVE SURREY TEAM

Core and project staff supporting the strategic delivery of local and county sport and physical activity

BOARD SUB-COMMITTEES

Commercial Development
Board sub-committee

Finance & Governance
Board sub-committee

Task & Finish Groups
Ad-hoc committees

PARTNER NETWORK GROUPS

PARTNER ORGANISATIONS

ACTIVE SURREY TEAM

Core and project staff supporting the strategic delivery of local and county sport and physical activity

ACTIVE SURREY TEAM

Strategic Working Groups

Women in Sport
Strategic Working Group

Places
Strategic Working Group

Disability Sport
Strategic Working Group

PE & School Sport
Strategic Working Group

Programme Delivery: Various working groups