

Active Devon Governance, Funding and Performance

Report of the Head of Services for Communities

1. Summary

This report provides further information on the governance, performance measures and funding of Active Devon (the organisation hosted by Devon County Council within Services for Communities) following the Members' briefing provided to the Place Scrutiny Committee in March 2016.

2. Introduction

Active Devon is the County Sports Partnership (CSP) in Devon. It is one of a network of 45 CSPs in England which are core funded by Sport England to promote and deliver community sports and active lifestyles development initiatives.

The organisation has been in existence since 2001 and its geographic scope is the county of Devon including Plymouth and Torbay.

3. Governance

Constitutionally Active Devon is a not-for-profit, unincorporated association. It has a skills based Board which determines its strategic direction and alignment, provides oversight and accountability, and ensures that governance control is shared, rather than resting with one single agency or individual.

Current Board Members are:

- Holly Woodford (Chair) – Founder/Director, tumuv Ltd
- Lyn Brown – Founder/Director, Inspire SW
- Dr. Karen Cook - Deputy Vice-Chancellor, University of St Mark and St John
- Diana Crump – Chief Executive, Living Options Devon
- Chief Superintendent Jim Nye - Commander (Alliance Operations), Devon and Cornwall Police
- Richard Atkins – Former Principal, Exeter College and Chair, AoC (Association of Colleges) Sport
- John Smith – Head of Services for Communities, Devon County Council
- Jim Barrett (ex officio) - Sport England

A Memorandum of Understanding governs the relationship between Active Devon, DCC and the principal funder, Sport England. Consequently Active Devon is hosted by Devon County Council which also acts as the Accountable body for grant awards and is the employer of its staff. Accordingly Active Devon's finances are managed within the framework of the DCC Financial Regulations and DCC, on behalf of Active Devon, is the named recipient for grant awards. Active Devon currently sits within the Services for Communities part of the Authority and John Smith is DCC's appointed representative on the Active Devon Board.

As a recipient of public monies Active Devon, working with Devon County Council as the Accountable body, is required to meet extensive governance and quality standards for Safeguarding, Equality, finance and risk management and continuous improvement. It consistently meets or exceeds these standards. There is an annual finance audit conducted by Devon Audit Partnership and detailed governance and finance audits are commissioned by Sport England on a random sample of CSPs each year. Active Devon's last audit of this nature was completed in 2015 with no adverse findings or recommendations.

4. Performance Measurement

Active Devon has a reputation regionally and nationally as being a CSP which performs consistently and successfully. It holds national quality standards for Safeguarding and Equality in Sport, maintains satisfaction ratings in the 90-100% range in customer/stakeholder surveys and in an investment climate driven increasingly by 'return on investment' continues to successfully demonstrate the case for national investment in local development programmes.

The broad range of different programmes, initiatives and funding partner requirements which Active Devon delivers is reflected in a varying set of performance indicators and measures which is often unhelpful. Notwithstanding this challenge the Active Devon Board reviews and scrutinises performances across the whole of Active Devon's delivery plan on a quarterly basis. See Appendix 1 which shows a copy of the year end performance summary for 2015-16.

In addition Sport England also conducts an extensive and rigorous performance review and assessment on a six monthly basis. This addresses both programme 'Delivery' and governance ('Infrastructure') performance. A summary of the last Sport England Performance assessment for the year ended March 2016 is attached as Appendix 2. The Sport England process does allow for limited comparison across the nationwide network of CSPs. Active Devon is currently one of 18 (out of 45) CSPs rated green for performance across all of the assessed performance criteria.

Those parts of Active Devon's annual delivery programme which are directly focussed on opportunities for people to participate in active lifestyles or sporting opportunities are the ones which most clearly show measurable outputs (i.e. numbers of people participating). Across the 2015-16 annual delivery programme over 15,000 people registered for such activities. This does not include the secondary (and often more meaningful) impact of the work undertaken supporting volunteers and groups in local communities and the lead role which Active Devon plays in influencing and aligning the priorities of local and national partners.

The most important priority is to encourage those who do not traditionally have an active lifestyle, or who may be excluded, to increase their levels of activity. The reasons underlying people's activity levels are extremely complex and equality gaps seen in wider society are often mirrored in rates of participation. This means that these people and groups are often harder to reach. There are 43% (496,000) of people in Devon whose activity level is less than Chief Medical Officer's recommendation (150 minutes per week). In 2015-16 48% of the people registered in Active Devon activities were from this harder to reach cohort.

5. Funding & Budget

The majority of Active Devon's funding is from external grants. Sport England lottery grants account for approximately two thirds of annual income. Devon County Council commissions through Public Health and Sustainable Transport are another significant element of annual income. For the last completed year (to 31st March 2016) annual budget was £1.48m. The charts at Appendix 3 show the breakdown of income and expenditure.

Active Devon's annual budget for the last three completed financial years has been in the £1.4m to £1.6m range. Budget profile for the current financial year is £1.3m. This drop is indicative of: a pause in contested Sport England lottery grant opportunities as it has refocussed its strategy over the past year; the necessity for Public Health Devon to end its funding for Walking for Health after two years.

Sport England requires CSPs to achieve targets around 'Efficiency' (i.e. percentage of administration costs) and 'Diversification' (i.e. proportion of/reliance on Sport England funding). For FY15-16 Active Devon exceeded targets (Efficiency was 4.6% against 6.0% target and Diversification was 67% against 79% target).

6. National Strategy implications

Over the past twelve months the Government and then Sport England have published new strategies. Both are significantly focussed towards tackling inactivity and creating a more active nation. They both imply a significant realignment of focus and resources and this has had a short term impact. There has also been an independent Government review into future role of CSPs which reported in August 2016. Further uncertainty about funding opportunities and national requirements will continue for the next 9-12 months. However Active Devon's Board remains positive about the closer alignment with its own strategic ambitions, an anticipated shift towards investing in organisations/initiatives with proven ability to deliver positive outcomes and a stated desire to respond to locally driven needs and partnership approaches.

The Devon County Council/Active Devon hosting arrangement continues to be mutually beneficial and it is considered that, particularly in the context of national strategy changes and DCC corporate structure changes, there are likely to be further future opportunities for mutual benefit.

John Smith
Head of Services for Communities

Electoral Divisions: All

Cabinet Member for Community and Environmental Services: Councillor Roger Croad

Strategic Director, Place: Heather Barnes

Local Government Act 1972: List of Background Papers

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Background Paper	Date	File Reference
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Nil

Appendix 1 to SC/16/11

FY2015-16 Q4 Performance Summary

COMPLIMENTS: **This Qtr** 6 **This year** 20 **COMPLAINTS:** **This Qtr** 0 **This year** 0 **Open** 0

Participants		Q1	Q2	Q3	Q4	Q1&Q2	Q3&Q4	Heads Up / Remedial Actions	Pg
1	Club Link Making	Jason Wood						NOTE: Achieved eoyr target of establishing 30 clubs in Devon. Exceeded participant targets by 200	<u>3</u>
2	Primary Link	James Bogue						ACTION: Phase 4 mapping to complete and return to Sport England 27th May NOTE: Devon Healthy & Wellbeing schools conference to be delivered at St Lukes, Exeter on 23rd June	<u>3</u>
3	School Games	Matt Evans						ACTION: Develop contingency plans for reduced funding settlement as part of annual planning process with SGOs NOTE: AD Representing SW region on School Games CSP consultation session in May 2016	<u>3</u>
4	Sportivate	Annabel White							<u>4</u>
5	Youth Engagement	Karen Jones							<u>4</u>
6	Devon Active Village Communities *	Stuart Dudley							<u>5</u>
7	Active Exeter *	James Bogue						NOTE: Opportunity to advocate project to and engage local GPS through Exeter Primary Care and CCG members forum in Q1/Q2 2016	<u>5</u>
8	Devon Active Communities	Stuart Dudley							<u>5</u>
9	Informal Activity and Sport	Louise Evans						ACTION: Implement revised H&S requirements ahead of Active Mums Cycling delivery NOTE: AD presented to All-Party Parliamentary Group for Women's Sport & Fitness on its activation of This Girl Can in Devon.	<u>6</u>
10	Devon Opportunity Clubs	Jason Wood							<u>6</u>
11	Walking for Health	Hannah Colston						ACTION: Conclude transition plan with LDPs	<u>6</u>
12	Partner Funded Projects	Karen Jones							<u>7</u>
Deliverers		Q1	Q2	Q3	Q4	Q1&Q2	Q3&Q4	Heads Up / Remedial Actions	Pg
13	Volunteering	Annabel White							<u>8</u>
14	Coaching	Jason Wood						ACTION: Submit detailed 12 month coaching plan by May 16 (outline plan agreed by SE) NOTE: National plan for coaching anticipated Q1-2	<u>8</u>
15	Club Development	Annabel White							<u>8</u>
16	Group Development	Louise Evans						NOTE: Group development planning is a priority moving forwards into FY17	<u>8</u>
Network		Q1	Q2	Q3	Q4	Q1&Q2	Q3&Q4	Heads Up / Remedial Actions	Pg
17	NGB Connection & Delivery	Stuart Dudley							<u>9</u>
18	Strategic Networking	Matt Evans							<u>9</u>
19	Network Development	Matt Evans							<u>9</u>
20	Other SE Core Services	Andy Sloper							<u>9</u>
Organisation		Q1	Q2	Q3	Q4	Q1&Q2	Q3&Q4	Heads Up / Remedial Actions	Pg
21	Governance	Matt Evans						NOTE: [] CSP 'Appraisal' launched March 16. CEO and Chair to attend consultation meeting with indep reviewer in April 2016	<u>10</u>
22	Business Development	Andy Sloper							<u>10</u>
23	Offer Development	Hannah Colston							<u>10</u>
24	Business Improvement	Andy Sloper						ACTION: Progress digital strategy project with continued external support	<u>10</u>

FY2015-16 Q4 Sport England Dashboard

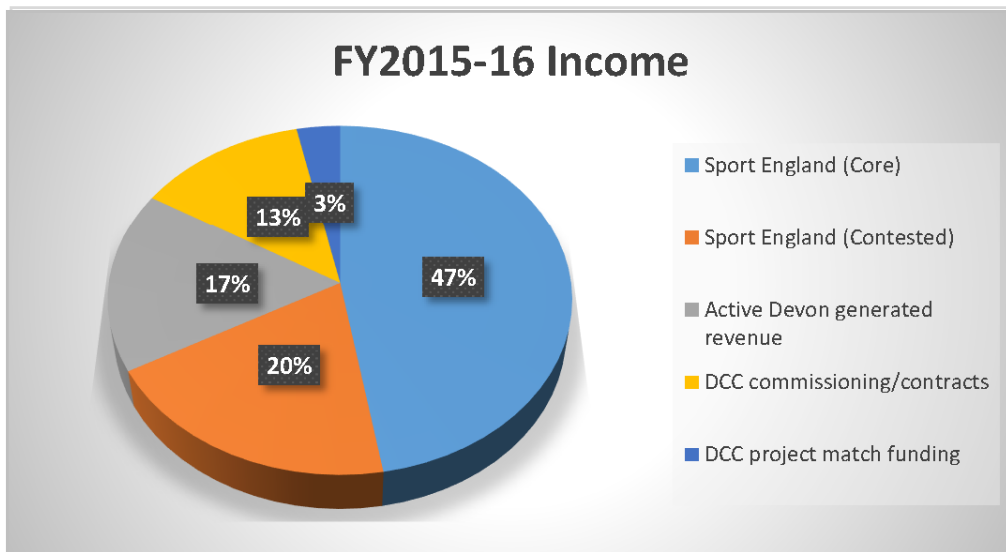
	Q1&Q2	Q3&Q4
Coaching	Green	Green
NGB Delivery	Green	Green
School Games	Green	Green
Club Link Making	Amber	Green
Primary Link	Green	Green
Sportivate	Green	Green
Strategic Networking	Green	Green
Board Effectiveness	Green	Green
Efficiency	Green	Green
Equality	Green	Green
Financial Planning	Green	Green
Leadership	Green	Green
Host Relationship	Green	Green
Risk Management	Green	Green
Safeguarding	Green	Green
Structure	Green	Green

	Q1&Q2	Q3&Q4
Delivery	Amber	Green
Infrastructure	Green	Green

	Q1&Q2	Q3&Q4
Overall	Amber	Green

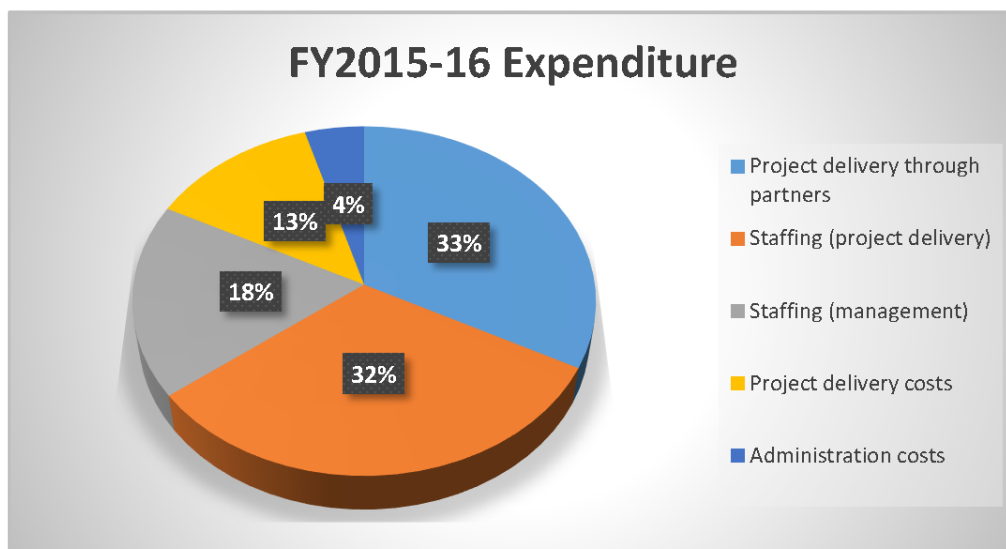
Comments	Heads Up / Remedial Actions
Continued improvement in NGB and Coaching, the latter of which is now rated green. Satellite Clubs amber rating a consequence of grant end profiling issue (mirrored in other CSPs) rather than fundamental performance concern. Review meeting took place Sep15 with new SE head of CSPs and very positive feedback received about AD's approach	TO NOTE - new arrangements in place wef FY16 for six monthly performance reviews of CSPs. To be conducted by bolstered central team.

Active Devon Income and Expenditure Breakdown



£'000

699 Sport England (Core)
 290 Sport England (Contested)
 248 Active Devon generated revenue
 192 DCC commissioning/contracts
 49 DCC project match funding
1478



£'000

482 Project delivery through partners
 474 Staffing (project delivery)
 264 Staffing (management)
 191 Project delivery costs
 67 Administration costs
1478