



GOVERNANCE FRAMEWORK 2017–2022

INDEX			
SECTIONS	DESCRIPTION	PAGE NO.	
One	1.0	Strategic Context MSP Strategic Framework for Sport & Physical Activity 2017–2022 Vision, Mission, Values, Objectives	3
	1.1	Our People - Ways of Working	5
Two		MSP Governance Structures & Arrangements	7-8
	2.1	Legal & Financial	
	2.2	Code of Conduct Principles	
	2.3	Conflict of Interest	
	2.4	Monitoring and Evaluation	
2.5	Continuity Arrangements		
Three	Appendices		
	1	Financial and Accounting Process Flow Diagram	9-10
	2	Delegations of Authority: Financial	11
	3	Delegations of Authority: Non-Financial	12
	4	Management of Risk Policy	13–15
	5	MSP Policy Statement for Respecting, Safeguarding and Protecting Children, Young People & Adults at Risk in Sport & Physical Activity	16–18
	6	MSP Equality & Diversity Policy	19–21
	7	Terms of Reference: Board	24
	7.1	Terms of Reference: Compliance, Scrutiny & Nominations Group (CSNG)	26
	8	Written Declaration of Good Character References	27
	9	MSP Succession Planning Model	28
10	Record of Review and Monitoring	29	

1. STRATEGIC CONTEXT

MSP is the only strategic organisation dedicated to unlocking the power of sport and physical activity across the whole of Liverpool City Region (LCR).¹ By providing leadership and expertise, plus access to a well-developed network of partners and funders, we create the conditions that enable people to be active every day.

MSP'S WORK ENSURES THAT:

- Lives are enriched
- Wellbeing is improved
- Skills for life are developed
- The economy is enhanced
- Communities and networks are strengthened

Our Strategic Framework for Sport and Physical **Activity 2017–2022** is underpinned by governmental², national³ and local priorities, providing a clear focus and commitment to our work for the next five years. Our **Vision, Mission, Values, Attributes and Contributory Benefits** are brought to life through **Diagram A** on the following page

OUR OBJECTIVES:

1	To contribute to increasing and sustaining sport and physical activity to change behaviour linked to Chief Medical Officers (CMO) Guidelines ⁴
2	To create opportunities to mobilise the workforce and access to the right place
3	To improve the sphere of influence for physical activity and sport
4	To raise the value placed on sport and physical activity
5	To remain a high performing and efficient organisation

¹ The **Liverpool City Region (LCR)** is an economic and political area of England centred on Liverpool, which also incorporates the local authority districts of Halton, Knowsley, Sefton, St.Helens and Wirral. There is a mix of high density urban areas, suburbs, semi-rural and rural locations but overwhelmingly the land use is urban. The Liverpool City Region has a combined diverse population of 1.5 million - <http://www.ons.gov.uk/ons/guide-method/census/2011/census-data/index.html>

² https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/486622/Sporting_Future_ACCESSIBLE.pdf

³ <https://www.sportengland.org/media/10629/sport-england-towards-an-active-nation.pdf>

⁴ <https://www.gov.uk/government/publications/uk-physical-activity-guidelines>



Diagram A

Key: 1) Brand Essence 2) Vision 3) Mission 4) Values and Attributes 5) Contributory Benefits

1.1 OUR PEOPLE – WAYS OF WORKING

- a. MSP is led by a strong, strategic leadership board (MSP Board)⁵ who sets the direction of travel for the organisation in terms of strategy (creation and execution), performance, improvement and mentoring. It will function as the ultimate decision-making body for these functions. (See **Appendix 7.0 Terms of Reference.**)
- b. As an unincorporated body, MSP requires an accountable body to act on its behalf. This body is Liverpool City Council (known as the 'Host Authority') which is responsible for financial compliance, human resources and risk management. The Board delegates these functions to the Compliance, Scrutiny & Nominations Group (CSNG) to ensure processes and procedures of the Host Authority are adhered to. (See **Host Authority Powers Appendix 2 and 7.1 Terms of Reference.**)
- c. MSP is supported by a **Foundation**⁶, which is a registered charity to provide services and opportunities for the benefit of the people across the LCR, to improve their health and wellbeing. The Foundation is operated by a board of trustees and procures independent services for finance⁷, human resources and insurance liability, underpinned by its memorandum and articles of association.
- d. MSP is a member of a wider network of 43 Active Partnerships in England⁸.
- e. The leadership **Diagram B** sets out the relationship between the groups, of which the purpose, principles, roles responsibilities and accountabilities are found in the **Terms of Reference Appendices 7.1**



MSP Leadership – Diagram B

MSP and The Foundation employ a team of professionals as illustrated in **Diagram C**, who:

- Provide effective leadership and champion the benefits of sport, physical activity and healthier lifestyles
- Influence national policy and local agencies to bring in investment
- Bring the most appropriate people/organisations together to make sport and physical activity happen across LCR
- Strategically plan and coordinate programmes, projects and events
- Provide data, research and insight to inform decision making
- Provide social impact and economic return on investment evidence
- Social marketing campaigns to inspire our residents to be active
- Create products and services that generate greater value to the customer
- Offer strategic business planning and funding bid service
- Offer business and sporting advice through relationship management.

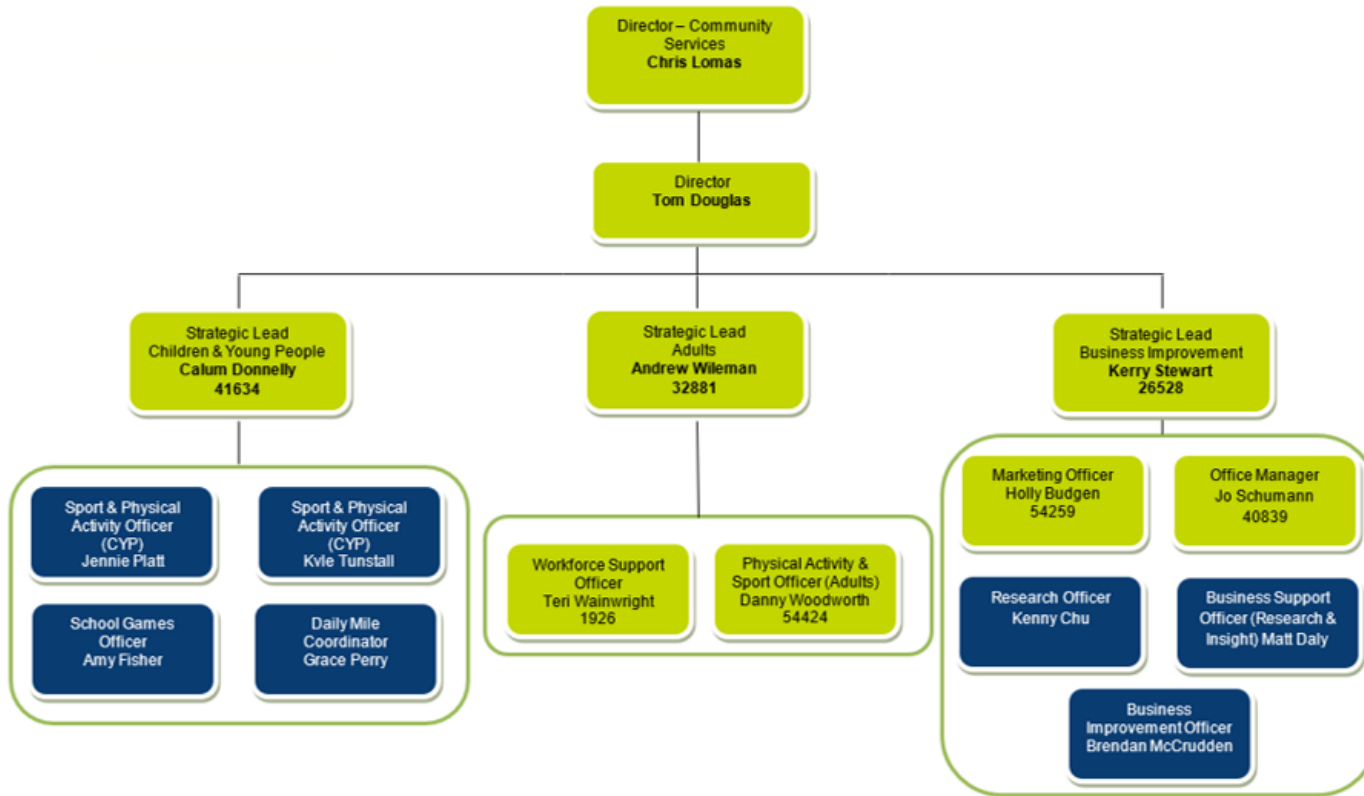
⁵ <http://www.merseysidesport.com/people/about-us/the-board-2/>

⁶ <http://apps.charitycommission.gov.uk/Showcharity/RegisterOfCharities/CharityWithoutPartB.aspx?RegisteredCharityNumber=1147342&SubsidiaryNumber=0>

⁷ <https://www.gov.uk/government/organisations/companies-house>

⁸ <http://www.cspnetwork.org/>

MSP AND THE FOUNDATION TEAM



1

Notes

1. BOLD determines Leadership Team
2. Posts coloured in green are employed through Liverpool City Council.
3. Posts coloured in blue are employed through Merseyside Sports Foundation on behalf of MSP

2. GOVERNANCE STRUCTURES

2.1 LEGAL & FINANCIAL ARRANGEMENTS

MSP is a not-for-profit, unincorporated organisation, hosted by Liverpool City Council (LCC) ('the host'), within the Directorate of Community Services, operating in accordance with the Host Authority policies and procedures. The Host Authority is responsible for:

The statutory responsibilities as the employer of the Director and members of the Core Team

Overall financial responsibility for the receipt of funding awards in accordance with the terms and conditions of funding and locally commissioned contracts in accordance with MSP's strategy (see **Delegations of Authority: Financial Status** in **Appendix 2**)

- Policies and procedures to govern human resources, financial self-management systems and risk management
- Up to date financial information to enable quarterly financial reports and cash flows to be presented and monitored by the Compliance, Scrutiny & Nominations Group (CSNG)
- Providing annual financial information to enable MSP to publish accounts Procuring an independent auditor annually for MSP accounts (funded by MSP)
- Signing of an Agency Agreement referenced 'County Sports Partnership Indirect Award (unincorporated)' between Sport England and Liverpool City Council on behalf of MSP listing the clauses in the event of termination and the dissolution of residual assets / liabilities incurred.
- Supporting MSP Board's Reserves Policy of 3 months' operating costs
- Freedom of Information Requests through informationrequests@liverpool.gov.uk
- A Lease agreement between LCC and JPM Real Estate on behalf of the MSP Core Team located at the premises of Unit 1, Dakota Business Park, Skyhawk Avenue, Garston, Liverpool, L19 2QR

2.2 CODE OF CONDUCT PRINCIPLES

Members of the Board are expected to uphold the principles of public life set out by the Committee on Standards in Public Life (the Nolan Committee) for the benefit of all who serve the public in, accordance with appendix 7.1 Terms of Reference. Details of those standards are outlined below:

- **Selflessness** – Board members should take decisions solely in terms of the best interest of MSP. They should not do so in order to gain financial or other material benefits themselves or their family or friends
- **Integrity** – They should not place themselves under any financial or other obligation to outside individuals or organisations that might, or might be perceived to, influence them in the performance of their official duties
- **Objectivity** – In carrying out their official duties, they should make choices on merit
- **Accountability** – They must exercise their powers as a board member in good faith and for the benefit of MSP, its employees and the wider network partners as per *MSPGF Delegations of Authority*, tabled on page 10-11
- **Openness** – They should be as open and transparent as possible about the decisions and actions that they take. They should give reasons for their decisions and restrict information only when there is a need for confidentiality
- **Honesty** – They have a duty to declare any private interests relating to their duties and to take steps to resolve any conflicts arising in a way that protects the interests of MSP
- **Leadership** – They should promote and support these principles by leadership and example

2.3 CONFLICT OF INTEREST

- MSP operates a declaration of interest or conflict of interest policy in line with the 'Code for Sports Governance 2017' and Liverpool City Council (LCC) processes. Group members must declare any personal or business interests which may conflict with their responsibilities as Board Members annually and before each meeting as a record for the action notes (see process outlined within MSP **Leadership Groups: Terms of Reference** in **Appendix 7.0**).

2.4 MONITORING & EVALUATION

- MSP operates at the highest level, which is tier three of the 'Code for Sports Governance 2017'⁹ - for transparency, accountability and financial integrity
- MSP operates a comprehensive Balanced Scorecard¹⁰, which monitors performance against its strategic objectives. A summary of performance is presented to MSP's Board every six months
- Adheres to contractual performance monitoring by funders
- MSP produces an annual report demonstrating progress, impact and financial reporting, which can be located at <http://www.merseysidesport.com/profile/annual-report/>
- MSP publishes all Board minutes and key documents can be located here <http://www.merseysidesport.com/meetings/>
- The Compliance, Scrutiny & Nominations Group (CSNG) reviews MSP's Governance Framework annually for Board approval

2.5 SUCCESSION & CONTINUITY ARRANGEMENTS:

MSP's succession planning model is tabled in **Appendix 9**

Management of Risk and Continuity.

The Compliance, Scrutiny & Nominations Group (CSNG) will review and monitor:

- MSP's cash flow quarterly against a three-year financial projection and provide summaries to Board for approval and aid future planning
- A six-monthly risk-management register that identifies, responds to, manages and evaluates risks associated with strategic, operational, programme and project delivery (from both internal and external environments) see **Management of Risk Policy** in **Appendix 4**
- The effectiveness of the risk management arrangements (annually)
- Support MSP's Senior Leadership Team to review the effectiveness of risk management arrangements annually
- MSP's restricted and unrestricted reserves, striving for a minimum of three months' operating costs to be in place up until 2022

⁹ https://www.sportengland.org/media/11193/a_code_for_sports_governance.pdf

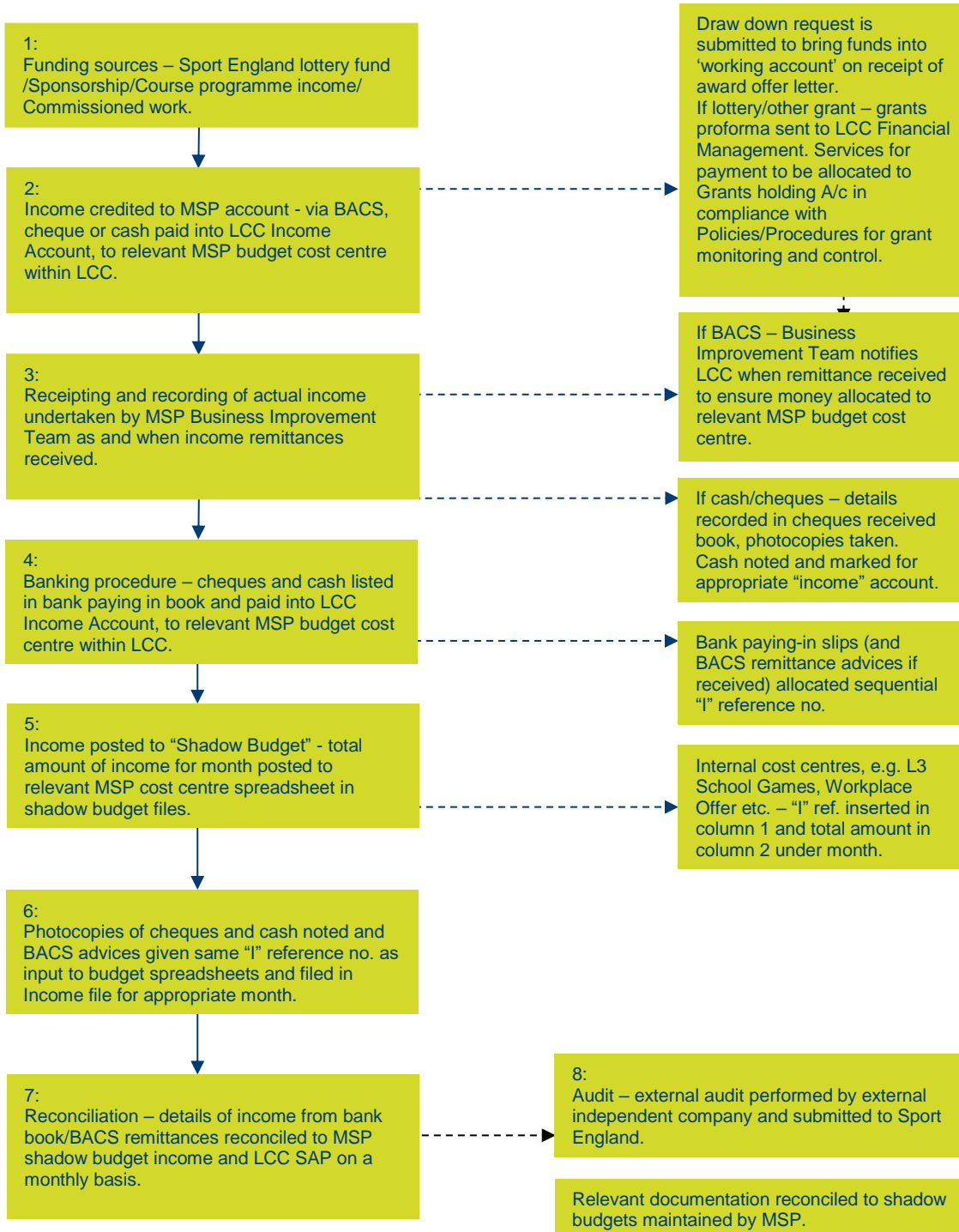
¹⁰ MSP Balanced Scorecard Summary

3. APPENDICES

APPENDIX 1: MSP FINANCIAL CONTROLS PROCEDURES

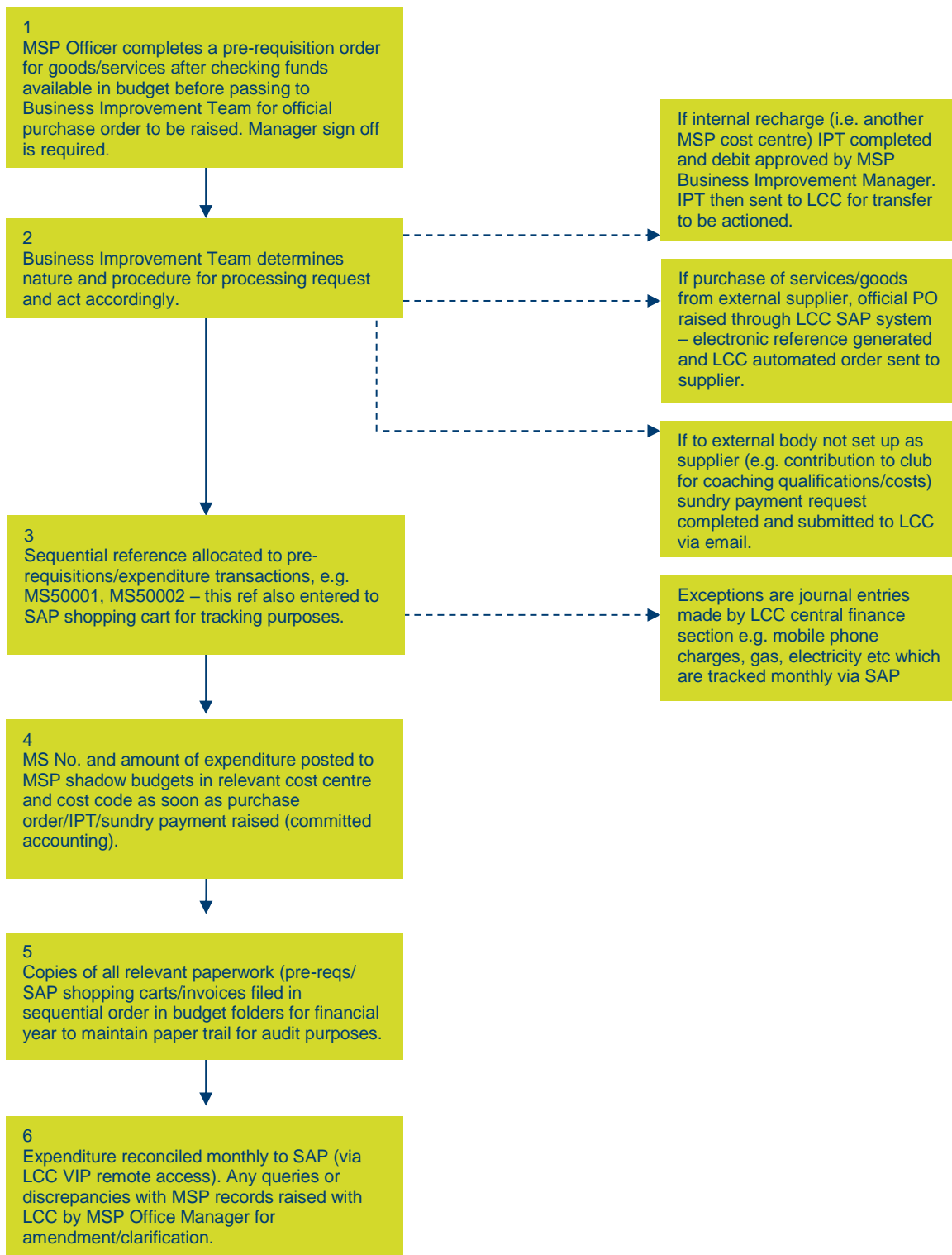
MSP comes under the auspices of Liverpool City Council and is governed by and adheres to LCC Financial Regulations and Standing Orders processes. Weekly online correspondence is in place between MSP Office Manager and LCC Financial Advisor, along with quarterly monitoring meetings. MSP operates a shadow budget for all cost codes, income and expenditure. Financial reports produced for review and approval by MSP's Compliance, Scrutiny & Nominations Group against a three-year cash flow as per financial arrangements listed on page 6 and delegations of authority: (financial listed in appendix 2 on page 10). Financial reports presented to Board to aid future continuity planning.

INCOME



All expenditure for MSP is made via official purchase order/sundry payment/petty cash reimbursement/Internal Payment Transfer or journal transfer by Liverpool City Council Exchequer Management Services (EMS).

EXPENDITURE



APPENDIX 2: DELEGATIONS OF AUTHORITY – FINANCIAL STATUS

Principles

- Liverpool City Council Financial Procedures will be adhered to at all times
- Board recommend spending of resources based on reports, financial and contractual obligations prepared by Director of MSP
- Compliance, Scrutiny & Nominations Group (CSNG) authorises and confirms spending of resources based on reports and endorsement from MSP's Board
- Day to day management of financial resources remains with Director of MSP
- MSP operates a shadow budgets for each cost code, income over expenditure
- In cases of an urgent matter it may be necessary for the CSNG to recommend and confirm resources if these fall outside of Board Meeting – Members will be kept fully informed

	Preparation of reports, budgets and financial forecasts *	Recommend spending of resources *	Confirm spending of resources *	Accepting of Grants and other external funding *	Financial compliance and budget management *	
	* In accordance with strategic priorities and contractual obligations				Monitoring	Compliance
LCC cabinet				Over £100,001 revenue Over £5,000 Capital		
MSP Compliance, Scrutiny & Nominations Group (CSG)			Up to £1,500,000	Up to £100,000 revenue 1	Up to £1,500,000 2	Up to £1,500,000
MSP Advisory Board		Up to £1,500,000				
MSP Director & Strategic Lead, LCC Finance	Up to £1,500,000				Up to £1,500,000 2	Up to £1,500,000

1 Director of LCC Community Services has delegated authority to accept grants up to £100,000 of revenue funding on behalf of MSP

2 Financial reports will be presented to CSNG and summary to MSP's Board quarterly by Director of MSP

APPENDIX 3: DELEGATIONS OF AUTHORITY – NON-FINANCIAL STATUS

Subject area	MSP Director	MSP Compliance, Scrutiny & Nominations Group	MSP Board
MSP Governance Framework	Preparation	Review	Approval
Strategy	Preparation and facilitation		Input, review and approval
Organisational	Responsibility for all matters of organisational structure below the level of Director	Act as mentors to MSP Director	Act as mentors to MSP Team
Policies (Annually)	Preparation of: <ul style="list-style-type: none"> Protection and Welfare Policy Equality Policy Management of Risk Policy Code for Sports Governance (Tier 3) 	Review of: <ul style="list-style-type: none"> Protection and Welfare Policy Equality Policy Management of Risk policy Code for Sports Governance (Tier 3) 	Approval of: <ul style="list-style-type: none"> Protection and Welfare Policy Equality Policy Management of Risk Policy Code for Sports Governance (Tier 3)
Risk Register (Six monthly)	Preparation and responsible for escalating any 'high-risk/high-impact' issues in line with management of risk strategy	Act upon the risks identified with 'high-risk /high-impact issues' in line with management of risk strategy impacting on LCC and Team	Act upon the risks identified with 'high-risk /high-impact issues in line with management of risk strategy impacting on strategy
Effectiveness of Risk Management (Annually)	Preparation and review	Review	Approval
Delivery Plans	Preparation and submission of delivery plans in line with MSP Strategic Plan		
Annual Report	Preparation	Review	Approval
Performance Management (Six-Monthly)	Preparation of performance in line with MSP's Balanced Scorecard and contractual compliance	Review	Approval
Human Resources	Responsible for management of staff and Performance and Development Appraisal in line with LCC processes Facilitate annual skills assessment of board members identifying skills and knowledge providing developmental opportunities and up skilling for board members and the core team	Chair to conduct MSP Director Performance and Development Appraisal in line with LCC processes Group to implement succession plans for orderly appointments to the Board and key senior management positions as necessary	
Communications	Preparation of and implementation of communications relation to matters of major public, political and reputational significance		Approval of communications in relation to matters of major public, political and reputational significance

APPENDIX 4: MANAGEMENT OF RISK POLICY

1. Introduction

All organisations, whether in the public or the private sector, face risks to people, property, equipment, vehicles, business continuity and effectiveness. Increasingly, reputation risk (the impact of adverse publicity), and regulatory risk (failure to achieve published objectives or comply with specific statutory requirements), are also being identified as key risk management issues.

MSP's Board (MSPB) and its Core Team (CT) recognise that risk is the chance of something happening that will have an impact on objectives and affect service delivery to the community. It is measured in terms of consequence and likelihood. MSPB and CT recognise that they have a responsibility to manage risks (both positive and negative). In doing so, they are committed to a risk management process, which supports a structured and systematic approach to identifying, responding to, managing and evaluating risks associated with **strategic, operational, programme and project** delivery from both internal and external environments.

MSPB and CT recognise that they have a duty of care to their stakeholders, their citizens, their customers, their employees and their partners. They have a duty to be efficient, transparent and accountable to local people and they need to observe high standards of corporate governance and management.

2. Purpose

The purpose of this framework is to ensure that risk management is an integral part of day-to-day operations for MSPB members and CT staff by:

- Providing a vision for effective management of risk
- Identifying typical risks associated with strategic, operational, programme and project delivery
- Explaining how risk management is to be implemented:
 - Levels of responsibilities for identifying, assessing and adhering to risk
 - Methods of communications
 - Monitoring, reviewing and evaluating

3. Vision

MSPB and CT will identify, analyse and prioritise the risks. We will manage and control risks in order to maximise the quality of our service provision, to uphold our reputation and to mitigate or minimise the impact on the organisation. We believe if implemented in this way, risk management will make a powerful contribution to continuous service improvement and enable us to deliver our strategic and operational objectives that underpin our mission '***Working together to improve the quality of life for the people of Merseyside through sport and physical activity 2017-2022***'.

4. Typical risks which MSPB and CT could face:

- anything that poses a threat to maintaining service delivery, or to the achievement of strategic objectives and delivery plans
- anything that could damage MSP's reputation and undermine public confidence
- impropriety, malpractice, waste or poor value for money
- failure to comply with, respond to or manage changing social, financial, environmental and legislative requirements

5. Implementation

- MSPB will be asked to approve this Management of Risk Strategy on an annual basis, following a review by Compliance, Scrutiny & Nominations Group (CSNG)¹
- MSP Director, MSPB Chair and Host Authority have overall responsibility for encouraging awareness of risk management issues throughout MSP. MSP Director will manage the process and be responsible for the management and notification of those risks likely to have a significant impact on the achievement of MSP objectives
- Key strategic, organisational/programme delivery risks will be recorded and managed through the MSP Risk Register. The Risk Register will be reviewed by MSPB six monthly intervals, or whenever there is a significant change to its content and form part of a report tabled at MSP's Board meetings
- All MSPB and CT² have a responsibility to be alert to risks and to take appropriate action
- Decisions at all levels within MSP should be taken on the basis of adequate information, which will include an analysis of the risks and consideration of measures to manage those risks. For major projects, the project initiation document will address risks in line with MSPB and CT recommended methodology of:
 - identifying the risk by reference to Service/Business objectives
 - analysing and ranking the risk in terms of probability, severity, and magnitude
 - prioritising the action according to the existing control environment, tolerance, and the availability of resources
 - determining the course of action e.g. eliminate risk, reduce risk or accept risk;
 - controlling the risk e.g. taking appropriate action
 - monitoring the reporting on progress
- A review of the effectiveness will take place annually by MSP's Board and Senior Leadership Team

The principles of risk management and risk management processes are the same for all MSPB members and CT staff. Risk management is dealing as effectively as possible with uncertainty and looking ahead to risks and opportunities that might arise.

Group/Individual	Responsibility - Management of Risk Strategy
Compliance, Scrutiny & Nominations Group (CSNG)	To review the Management of Risk Strategy annually To review the risk register submitted by the Director sixth monthly Act upon the risks identified with 'high-risk/high-impact' on LCC/MSP financial and human resources
Board	To approve the Management of Risk Strategy annually Act upon the risks identified with 'high-risk/high-impact' on strategy implementation
Director and Senior Leadership Team	Responsibility for effective management of risk within MSP CT To ensure that risks are identified, assessed and managed for all MSP activity. Preparation and responsible for escalating any 'high-risk/high-impact' issues to CSNG and MSPB as appropriate
All staff	To maintain an awareness of risk, and feed into the formal process, including alerting management when risks are inappropriately managed or the level of residual risk is unacceptably high

References:

¹ Compliance, Scrutiny & Nominations Group (CSNG): MSP Director, MSPB Chair / Board Member and Host Authority – Liverpool CC

² Core Team Staff employed and governed by host authority Liverpool City Council procedures

Our risk register headings and explanations are:-

Risk Category	One of the following risk categories should be identified that is most applicable to the identified risk. The references are as follows: 1 = Governance & Management (e.g. Board structure, Host relationship, Leadership, Communications) 2 = Operational (e.g. Policy, HR, Information, Reputational, Technological, Project, Programmes) 3 = Financial (e.g. Budgetary, Fraud and Theft, Investment Evaluation) 4 = External / Environmental (e.g. Infrastructure, Legal and Regulatory, Political, Partnerships) 5 = Legal and compliance (EG Health and Safety, Prosecution, allegation, Liability)
Potential risk	Clearly and concisely describe each individual risk that is identified
Risk number	Numerical reference for each individual risk identified
Likelihood	The first evaluation is the likelihood or probability of the risk occurring. The scale is as follows: 1 = Very unlikely 2 = Unlikely 3 = Possible 4 = Quite Likely 5 = Very likely, almost certain
Impact	The second evaluation is the impact on the objectives or the severity of the risk if it occurs 1 = Relatively insignificant 2 = Minor 3 = Significant 4 = Serious 5 = Severe impact on objectives, catastrophic
Risk rating	Calculated by multiplying the Likelihood rating by the Impact rating. This will obviously give a maximum rating of 25 (being the most serious) and a minimum rating of 1 (being the least significant). In terms of the management and monitoring of risks the following scales will apply 1 - 8 Programme / Project level management Director / Development Manager monitoring 9 - 15 Director level management Compliance & Scrutiny Group (CSG) 16 - 25 Board level Management Compliance & Scrutiny Group (CSG), Board, Funder
Impact on business	Impact should relate to the outcomes of the Business and Delivery plans of the Partnership
Risk Owner	The Individual/group to whom responsibility for the identified risk is most applicable
Current control in place	Describe clearly all of the existing controls in place to mitigate against the likelihood or impact of the identified risk.
Additional actions to be taken	Describe clearly any future actions or controls that are planned or in progress to mitigate against the likelihood or impact of the identified risk.
Person responsible for the action	An individual should be assigned responsibility for ensuring the action is carried out.
Date for completion	A specific date must be set for completion of the planned action.
Date last reviewed	The date must be entered when the planned action was last reviewed at the appropriate monitoring level

APPENDIX 5: MSP POLICY STATEMENT FOR RESPECTING, SAFEGUARDING AND PROTECTING CHILDREN, YOUNG PEOPLE & ADULTS AT RISK IN SPORT AND PHYSICAL ACTIVITY 2017- 2022

MSP recognises the safety, welfare and wellbeing of children¹¹, young people & adults at risk of harm¹² is without exception our primary concern. We are committed to ensuring that regardless of age, culture, disability, gender, language, racial origin, religious belief or sexual identity they have the right to be safeguarded and protected from any forms of abuse, harm, mistreatment or neglect.

Not only are MSP committed to ensuring that children, young people & adults at risk of harm have the right to be safeguarded and protected, we are equally committed to ensuring they have the fundamental right to be respected, to be listened to, have their views heard and to ensure that they are taken seriously¹³, at all times.

MSP recognise that it is everyone's responsibility to ensure any concerns, which relate to the safety, welfare and wellbeing of all our children, young people and adults at risk of harm should be highlighted, challenged and addressed. All incidents of suspicious or poor practice, allegations of abuse or mistreatment raised, or issues where the wellbeing of a child, young person or adult is in anyway perceived to be put at risk, will be taken seriously and responded to swiftly and appropriately¹⁴.

Furthermore, we are committed to ensuring that every effort is made across our network of partners and stakeholders, and the wider community, towards the adoption of best practice in relation to respecting, safeguarding, and protecting children, young people & adults at risk of harm in Merseyside.

MSP – through its Board and Core Team – will:

- Accept the moral and legal responsibility to implement policies and procedures¹⁵ to provide a duty of care for children, young people & adults at risk of harm, safeguard their wellbeing and protect them from any form of abuse, harm, mistreatment or neglect.
- Respect and promote the rights, wishes and feelings of children, young people & adults at risk of harm, at all times.

¹¹ A child is anyone who has not yet reached their 18th birthday. 'Children' therefore means 'children and young people' throughout. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate for children and young does not change his / her status or entitlement to services or protection'. (Working Together to Safeguard Children, 2018 – Chapter 1, Footnote Page 5 and Glossary Page 102).

¹² MSP adopts the definition of adults at risk of harm as outlined by the Ann Craft Trust:
<https://www.anncrafttrust.org/resources/safeguarding-adults-at-risk-definitions/>

¹³ In making this commitment we are specifically adopting the fundamental principles of "A Child-Centred Approach" - as outlined in Working Together to Safeguard Children, 2018. (Working Together to Safeguard Children, 2018, Introduction, Paragraphs 14-15, Pages 8-10).

In respect of adults, we are committed to the working towards ensuring the six principles of adult safeguarding - as embedded within the Care Act 2014 – are fundamental in the development of our activities:
<https://www.anncrafttrust.org/resources/six-principles-adult-safeguarding/>

¹⁴ MSP will specifically refer any concern to the appropriate local statutory agencies responsible for providing children's or adult services for review and action. In addition, guidance and advice may also be sought from national partners. Where a concern or allegation relates to the specific actions or behaviour of an adult, such as a coach, MSP will ensure that the matter is both referred to the appropriate statutory agency and to the respective employing body. This referral mechanism is set out within MSPs Safeguarding & Protecting Children, Young People and Adults at Risk, Policy and Procedures, Update: September 2019.

¹⁵ These procedures not only cover the events, activities or programmes which are directly delivered by MSP they are also designed to provide a framework to enable the organisation to appropriately handle any concerns, allegations or issues, raised by young people, their parents, carers, guardians or those providing sport or physical activity opportunities at any time. This policy commitment and procedures is based on the requirements for inter-agency working originally embedded within Working Together to Safeguard Children, 2006 and the Care Act 2014. Reference: MSP Safeguarding & Protecting Children, Young People and Adults at Risk, Policy and Procedures, Update: October 2019.

- Ensure that children, young people & adults at risk have the right to be listened to and have their views heard, at all times.
- Promote and enable adequate training and up skilling around safeguarding to meet the needs of Board and Team Members, stakeholders and partners and the wider community.
- Promote understanding and recognition that children, young people and adults from particular groups¹⁶ may be more vulnerable to abuse, harm, mistreatment or neglect. Work to ensure that where appropriate safeguards are implemented these recognised the additional vulnerability which may arise.
- In-line with our Equality, Diversity and Inclusion Policy and in recognition of the particular challenges which children, young people and adults at risk of harm face - from specific groups or communities¹⁷ - work with partners at a local, regional or national level to address barriers that may exist to ensure equality of access to sporting and physical activity opportunities for all.
- Ensuring that policies and procedures for safeguarding, protecting, promoting and recognising the needs of children, young people and adults at risk of harm are integral to and embedded within the realisation of all our Strategic Outcomes¹⁸.
- Take responsibility for actively promoting across our network of stakeholders, partners and the wider community, the overriding principal that the safety, welfare and wellbeing of children, young people & adults at risk of harm is, without exception, paramount.
- Actively work to support our partners and other organisations, recognise and understand their own moral and legal responsibilities in relation to all aspects concerning respecting, safeguarding and protecting¹⁹. To advocate and encourage the adoption of best practice in terms their own policies, procedures and practices relating to children, young people & adults at risk of harm.
- Take responsibility for advocating across our network of stakeholders, partners and wider community, the fundamental right that children, young people & adults at risk of harm should be respected, have their views taken seriously and acted upon. To advocate and work with partners and other organisations to encourage the adoption of best practice in relation to ensuring that children, young people & adults at risk of harm are listened to and have their views heard.
- Identify and detail specific development priorities within MSPs Respecting, Safeguarding & Protecting Children and Young People Action & Implementation Plan.
- Ensure appropriate resources are committed to enable Team Members to specifically support the realisation of the development priorities identified within the Action & Implementation Plan.
- Provide information and assistance to partners and other organisations in order to identify and access appropriate support and resources – local, regional or national - in order to contribute to realising this policy commitment across our networks.
- Recruit, train and supervise Team Members and volunteers to adopt best practice to safeguard and protect children, young people & adults at risk from any form of abuse, harm or mistreatment and themselves against false allegations²⁰.
- Ensure that all Board and Team Members and any volunteers who directly support MSP adopt and abide by the commitments outlined in this statement and procedures which underpin this, at all times.

¹⁶ Some groups of children and young people may be particularly vulnerable due to specific circumstances or background: these are defined within Working Together to Safeguard Children, 2018 – Identifying Children and Families Who Would Benefit From Additional Help Chapter 1, Paragraphs 4-6, Pages 12-13.

¹⁷ In addition to the protected characteristics - as detailed in the Equality Act 2010 (age; disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation), MSP recognises that specific groups or communities may also be disadvantaged due to their economic or social circumstances or offending history. This additional recognition is aligned to the Equality and Diversity Policy Statement of Liverpool City Council.
<https://liverpool.gov.uk/council/strategies-plans-and-policies/equality-diversity-and-cohesion>

¹⁸MSP Strategic Framework 2017-2022:
https://www.merseysidesport.com/wp-content/uploads/2018/07/MSP_Strategic_Framework_2017-2022.pdf

¹⁹ Statutory guidance as specified in Working Together to Safeguard Children – A Guide To Inter-Agency Working to Safeguard and Promote the Welfare of Children, July 2018.

The Children and Social Work Act 2017 – detailing the specific requirement of sports organisations to join formal local arrangements for safeguarding and promoting the welfare of children as requested.

²⁰ It is MSPs aspiration to not only ensure compliance with statutory requirements but to promote the adoption of best practice relating to respecting, safeguarding and protecting not only across our network of stakeholders and partners but within the wider community. In addition, it is important to note that MSP Team Members must adhere to all the policies, procedures and code of conduct of Liverpool City Council, at all times.

- Respond to any allegations, concerns or issues raised appropriately and as a matter of priority. Implement the appropriate procedure for handling the specific allegation or issue, and ensure that actions are taken to address and resolve it to the satisfaction of all concerned as quickly as possible²¹.
- Implement, maintain and continue to embed nationally recognised standards, specific guidance and practice – as advocated by the NSPCC Child Protection in Sport Unit, Ann Craft Trust and Sport England – for respecting, safeguarding, protecting and promoting the safety, welfare and wellbeing of children, young people & adults at risk of harm.
- Engage with the NSPCC Child Protection in Sport Unit and Ann Craft Trust to support both organisations to realise their objectives.
- Respond to requests from partners and relevant agencies to join their formal local arrangements for safeguarding and promoting the welfare of children, in- line with statutory guidance²² and legislation²³.
- Present this policy statement for review and endorsement annually by the MSP Board. Proposed amendments to ensure this policy reflects current legislation or policy relating to children, young people or adults at risk will be presented for review by the Board – as and when specific changes are required or as part of the annual review, whichever comes first.
- Conduct a progress review of MSPs Safeguarding & Protection Children and Young People Action & Implementation, on a six-month basis. Review to be undertaken by the Compliance, Scrutiny & Nominations Group and the Executive Director. The plan will be updated by the Lead Child Protection Officer, in advance of the review.
- Review supporting procedures on a six-month basis to ensure they remain fit for purpose.
- Ensure the policy statement, action and implementation plans and supporting procedures are integral to and embedded within MSPs Governance Framework 2017-2022²⁴ and will remain in force until amended, replaced or withdrawn.

This commitment to respecting, safeguarding, protecting children, young people & adults at risk of harm is fully supported and endorsed on behalf of the MSP Board.

²¹ At all times where an issue or concern is initially raised directly with the MSP Core Team these will be referred to the statutory agencies in Merseyside and other external organisations to ensure a swift and appropriate resolution. Reference: MSP, Safeguarding & Protecting Children, Young People and Adults at Risk of Harm, Policy and Procedures, Update: September 2019.

²² As detailed in Working Together to Safeguard Children – A Guide To Inter-Agency Working to Safeguard and Promote the Welfare of Children, July 2018.

²³ As required by the specific provision for sports organisations detailed in The Children and Social Work Act 2017.

²⁴ MSP Governance Framework 2017-2022:
<https://www.merseysidesport.com/about-us/governance-board/>

APPENDIX 6: MSP'S BOARD DIVERSITY POLICY STATEMENT AND ACTION PLAN

MSP's Board is committed to encouraging equality²⁵ and diversity²⁶ among its membership and eliminating unlawful discrimination.

MSP recognises and embraces the benefits of having a diverse Board, and sees increasing diversity at Board level as an essential element to achieve our stated aims and objectives as outlined in Strategic Framework 2022. A truly diverse Board will include and make good use of differences in the skills, experience, background, race, gender and other qualities of members. These differences will be considered in determining the optimum composition of the Board and when possible should be balanced appropriately.

All Board appointments are made on merit, in the context of the skills and experience the Board, as a whole, requires to fulfil its responsibilities. In reviewing Board composition, members will consider the benefits of all aspects of diversity including, but not limited to, those described above, in order to maintain an appropriate range and balance of skills, experience and background on the Board. In identifying suitable candidates for appointment to the Board, members will consider candidates on merit against objective criteria and with due regard for the benefits of diversity on the Board.

The aspiration is for our Board to be truly representative of our population and for each member to feel respected and able to give their best.

The purpose of this statement is to:

- Demonstrate that the leadership (Board and Senior Management) of MSP is committed to ensuring greater equality and diversity on its Board and within the Senior Management of the organisation
- Provide equality, fairness and respect for all members, and oppose and avoid all forms of unlawful discrimination
- Provide a strong public commitment to not unlawfully discriminate in line with the Equality Act 2010 protected characteristics of age, disability, gender reassignment, marriage and civil partnership pregnancy and maternity, race (including colour, nationality, and ethnic or national origin), religion or belief, sex (gender) and sexual orientation
- Confirm the role of the leadership of MSP in respect of ensuring the organisation abides by both its legal requirements and commitments to embedding equality and diversity, in realising MSP's Strategic Framework 2022

MSP's Board commits to:

- Proactively encourage equality and diversity on the Board
- Ensure Board meetings take place in an environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all members are recognised and valued
- Make opportunities for relevant training and development available to all members, to further raise awareness and understanding of equality issues
- Proactively seek to recruit members from a diverse range of backgrounds, or members who can provide access to or represent the views of people from a diverse range of backgrounds
- Publicly demonstrate behaviours and actions which promote the work of MSP to, and encourage applications for Board membership from individuals from a wide range of diverse backgrounds, representative of the population of Merseyside
- Ensure that a minimum of 30% of each gender is represented on the Board at all times.
- Working towards the aspiration of gender parity on the Board and ensure alignment with the population of Merseyside. In identifying suitable candidates for appointment to the Board, members will consider candidates on merit against objective criteria and with due regard for the benefits of diversity on the Board
- Review recruitment practices and procedures when necessary to ensure fairness, and also update them and this statement to take account of changes in the law
- Monitor the make-up of the Board with regard to age, gender, ethnic background, sexual orientation, religion or belief, and disability in encouraging equality and diversity, and in meeting the aims and commitments set out in this statement

²⁵ Equality is about making sure people from all sections of the community have fair and equal opportunities

²⁶ Diversity is about respecting, understanding and valuing people's differences and making sure everyone is treated in an appropriate way

- Publicly state the make-up of the Board on MSP's website
- Monitoring will also include assessing how this statement, and the supporting action plan, are working in practice, reviewing them annually, considering and taking action to address any issues, and promoting these publicly via the MSP website
- Take responsibility for reviewing and endorsing the MSP Equality and Diversity Policy 2017 – 2022; review to be undertaken on an annual basis
- Having oversight of the implementation of the MSP Equality and Diversity Action Plan. Annual review led by Executive Director and the Compliance, Scrutiny & Nominations Group

Action Plan 2017-2022 (Updated) November 2020

No	Commitment	Current Position	Additional Actions	Date	Progress Assessment (Subject to annual assessment)
1	Ensure at least 30% of each gender is represented on the MSP Board.	MSP Board To be confirmed subject to the updating of Board Member Equality Profiles (November 2020)	Raise awareness of current gender representation through publication and promotion of MSP Governance Framework 2017-2022 and to highlight compliance with requirements of a Code for Sports Governance.	Monitoring report compiled based on Equality Profiles November 2020. Subject to annual review.	Amber
2	To collectively monitor and review the makeup of the MSP Board and Senior Leadership Team contrasting the breakdown of stated characteristics with those of the population of Merseyside.	MSP Board To be confirmed subject to the updating of Board Member Equality Profiles (November 2020)	Provide comparison of stated characteristic with those of the population of Merseyside.	Monitoring report compiled based on Equality Profiles submitted November 2020. Subject to annual review.	Amber
3	Work towards the aspirations of achieving greater diversity in respect of the membership of the Board and Senior Leadership Team relative to the population and communities of Merseyside.	As above.	Raise awareness of the aspiration of achieving gender parity to ensure alignment with the population and communities of Merseyside by the end of 2021. This will include promotion of MSP Governance Framework 2017-2022.	Subject to annual review by MSP Board.	Red – specific target date set for the end of 2021.
			Compliance, Scrutiny &	Forms part of annual review	Amber – need to

			<p>Nominations Group to review process for Board Member recruitment. Ensure process remains fit for purpose through continuing to make appointments against objective criteria (as set out in Governance Framework 2017-2022) whilst also recognising and having due regard for the specific value which individuals from diverse backgrounds can bring to the Board in respect of experience, perspectives, insight and understanding.</p>	of MSP Governance Framework 2017-2022.	<p>revisit linked to addressing the action of achieving level of gender parity on MSP Board.</p>
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4	Proactively engage with the diverse communities of Merseyside to ensure the work of MSP Board is more widely known.	MSP Governance Framework 2017-2022; available to access on the 'About Us' section of the MSP website.	<p>To develop and implement a communication campaign focused on raising awareness of the work of MSP, Board. Activity to specifically include raising awareness of MSP Governance Framework 2017-2022.</p> <p>Develop new and maximise existing relationships to highlight the work of MSP Board.</p>	Ongoing	Amber – action to be reviewed and re-confirmed.
5	Where vacancies arise for Board positions, to proactively promote the opportunities across the communities of Merseyside.	Process for Board member recruitment outlined in Appendix 7.1 of the MSP Governance Framework 2017-2022; available to access on the	Maximise networks, partners and stakeholders, and community groups to ensure awareness of vacancies are shared.	As and when vacancies arise.	Amber – action to be confirmed based on addressing the issue of gender parity.

		'About Us' section of the MSP website.	MSP Board and Team to identify and implement targeted awareness raising of vacancies, based on a review of Merseyside communities.		
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6	Provision of equality, diversity and inclusion training opportunities, briefings and resources to MSP Board Members.	Board Members provided with briefing on equality, diversity and inclusion as part of induction process, upon joining MSP. Training opportunities and resources on equality, diversity and inclusion shared with Board Members	MSP to continue to identify and highlight specific equality, diversity training opportunities, briefings or resources to Board Members.	Ongoing	Red – to identify with the Board what support or development is required to realise and embed the commitment outlined in this policy.
7	Ensure MSP's Board Equality, Diversity and Inclusion Statement and Action Plan is publicly available on website.	MSP's Board Equality, Diversity and Inclusion Statement and Action Plan contained within MSP Governance Framework 2017-2022; available to access on the 'About Us' section of the MSP website.	Awareness raising of MSP Governance Framework 2017-2022	Subject to annual review.	Green (November 2020) – included in Governance Framework 2017-2022.

8	Ensure information on Board Members (including gender) is stated publicly on MSP website.	Profiles on individual Board members available to access on the 'About Us' section of MSP website.	Profiles of all Board Members to be reviewed on an annual basis to ensure they remain up to date.	Subject to annual review and update as appropriate.	Green (November 2020)
9	Ensure this Action Plan is reviewed on annual basis by MSP Board Members.	Action Plan endorsed by MSP Board Members.	In-line with Governance Framework 2018-2022, Action Plan to be updated by	Subject to annual review and update as appropriate.	Green (November 2020)

			Executive Director and shared with MSP Board for annual review and assessment of progress.		
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APPENDIX 7: MSP'S BOARD (MSPB) – TERMS OF REFERENCE

1. Purpose

To promote MSP as a strategic, dynamic and progressive organisation enabling people to be active every day thus improving their quality of life through sport and physical activity.

2. Principles

Each member agrees to work co-operatively to achieve the objectives of MSP Strategy adopting the following principles:

- Be advocates for sport and physical activity
- Embrace the values of inclusion and equality
- Advocate good practice in relation to safeguarding standards
- Adopt an outcome focussed approach allowing for local flexibility and innovation
- Uphold the seven principles of public life (2.2, page 6)
- Foster openness and productive debates amongst members
- Promote continuous improvement and celebrate achievements
- Recognise that partners will be at different stages of development
- Apply independent thinking and objectivity
- Motivate and inspire others

3. The Roles, Responsibilities and Accountability of the Board Members are to:

- Support the Chair in the leadership of a high-performing Board
- Be advocates for sport and physical activity
- Set the strategic framework for MSP
- Act in the organisation's best interest
- Act consistently with legal duties/legislation
- Support the development of funding opportunities
- Monitor MSP Balanced Scorecard
- Champion and raise the profile of MSP
- Mentor MSP staff on specific areas of work
- Review financial information received on a quarterly basis against a rolling four-year financial projection to aid future planning
- Ensure effective communication with key stakeholders and partners
- Stay abreast of new developments and trends to ensure that MSP is able to respond positively and effectively to them
- Establish task groups to work on specialist projects as determined by the Board
- Read papers and reports in advance of board meetings and respond appropriately
- Actively participate in an annual self-review

4. Recruitment, Selection, Induction and Development of MSP's Board Members

Recruitment and Selection

- The Board is identified and selected based upon skills, experience and competencies in order to ensure that all agencies involved in the provision and development of sport and physical activity across LCR are fully explored.
- The recommended size should not exceed **12** board members, with at least 25% of Board Members as independent non-executive directors
- **Chair, Senior Board Member and Board Members** will be recruited for an area of expertise in a particular field, and may represent one or more fields of skills, experience or competencies rather than any particular organisation.
- **The role of Chair** will be advertised through an open process based on skills, experience and competencies (as defined in the recruitment and selection pack). The chair will serve a period of **four years with an option of extending for a further two years, subject to the agreement, not exceeding a maximum of six years in total**. When the Chairman reaches the end of their term, members of the Compliance, Scrutiny & Nominations Group (CSNG) can re-appoint for a further term of two years

- **Board Member roles** will be advertised through an open process based on skills, experience and competencies as defined in the recruitment and selection pack. The members will serve a maximum period of **two terms of three years**. When members reach the end of their term of office, the Compliance, Scrutiny & Nominations Group (CSNG) after consultation can re-appoint for a further term of one to three years.
- **Senior Board Members (non-executive)** will be elected by the board. This person will serve for a maximum period of **two terms of three years**. When this person reaches the end of their term of office, the Chairman can re-appoint for up to a further three years in consultation with board members
- Returning Board Members are only eligible to reapply following at least four continuous years spent at the end of the maximum term served
- All newly appointed Board Members will complete an 'HMRC Fit and Proper Persons Declaration'
- Board Member appointments will be staggered so that all new and re-appointments do not coincide
- Co-opted individuals may be recruited in response to specific challenges or opportunities

Remuneration

- MSP's Board members are non-salaried positions. Travel and other reasonable expenses can be reimbursed in accordance with MSP expenses policy

Induction

- All new Board Members will receive a one to one interview and induction with the Chairman and Director prior to attending their initial meeting
- Board development days will take place in order to continually improve the effectiveness of the group
- Board members may be required to attend conferences, workshops and high profile events that have a direct benefit to their role as a Member on behalf of MSP

5. Conflict of Interest

- Group members must declare any personal or business interests which may conflict with their responsibilities as Members annually and before each meeting as part of the agenda of items. Interests are defined as:
 - Pecuniary Interests: these arise from a Member's connection with bodies which have a direct pecuniary interest or from being a business partner or, being employed by, a person with such an interest
 - Non-pecuniary interests: these include those arising from membership of club or other organisations
- At meetings, members must declare under the agenda item at the start of the meeting whether they have an interest, pecuniary or other, in the matter being considered.
- If a member has a pecuniary interest in an item being discussed they should leave the meeting while that item is discussed. If a member has a non-pecuniary interest they, together with the Chairman, will decide whether the member should:
 - Leave the meeting while the item is discussed
 - Be allowed to remain in the meeting while the item is being discussed, but should not be allowed to take part in a discussion or vote
 - Be allowed to speak on the item but should not vote or be allowed to speak and vote on the item

6. Administration

- The Board will hold a minimum of three meetings per year or as determined by business needs
- Meeting agenda and action notes shall be agreed between the Chairman and Director of MSP, circulated 7 days prior to the meeting
- Actions notes and associated documents will be produced and distributed two-week prior to the next scheduled meeting
- Administration duties will be provided by MSP
- Meetings will be held at a nominated venue
- The Chair and Director will review membership of the group on an annual basis
- The Director will update the board membership diagram on an annual basis to reflect any changes in membership
- A minimum of 50% attendance of board members is required in order for a meeting to be quorate

APPENDIX 7.1: COMPLIANCE, SCRUTINY & NOMINATIONS GROUP (CSNG) – TERMS OF REFERENCE

1. Purpose

To challenge and act as a peer mentor for MSP Director in terms of finance, human resources and contractual compliance in accordance with the Delegations of Authority: Financial and Non-Financial status as listed in appendix on pages 8 & 9 and report to Board

2. The Roles, Responsibilities and Accountability of Members include:

2.1 Human resources and succession planning

- To lead the recruitment and selection process of board members as per terms of reference 7.4
- To ensure succession plans for orderly appointments to the Board and to key positions within senior management are implemented
- Upon identifying skills gaps within the membership, the CSNG will in consultation with board members produce a job description and seek appropriate recruitment
- To act as peer mentors to support the Director
- To support the Director in the recruitment of staff in accordance with LCC human resource processes and procedures
- To undertake the Director's annual performance and development appraisal in line with LCC human resource processes and procedures
- To evaluate MSP's Board performance and provide an opportunity to identify and address strengths and vulnerabilities to enable the Board and Chair to better fulfil its functions
- To provide a sounding board for the chair and act as alternative contact for stakeholders in the event of any concerns regarding the organisation
- Support the Director in personal development opportunities

2.2 Finance and compliance

- To scrutinise, monitor and challenge financial reports provided by the Director of MSP containing detailed budget management of income and expenditure against a three-year cash flow in accordance with LCC's financial processes and procedures
- To provide summary finance reports to Board to aid future planning
- To delegate authority to the LCC Host Director approve and submit the necessary cabinet reports to receive external funding in a seamless and concise way, both delegated authority and full cabinet approval reports
- To monitor and challenge contractual obligations in terms of performance outputs and outcomes
- Appropriate measures to ensure that MSP uses resources efficiently, economically and effectively as per financial processes and procedures tabled on page 8, 9 and 10
- Accountable for Freedom of Information requests through Liverpool City Council
- To review and approve annually MSP Governance Framework as per monitoring sheet
- To accompany the Director in six monthly performance reviews with Sport England where possible

Membership

- Director of LCC Community Services
- Chair of MSP Board
- Senior independent Board member lead
- Director of MSP
- Financial manager (LCC) – Advisory capacity

Administration

- The group will meet (remotely or in person) a minimum of three times per year determined by the group
- Agendas and action notes will be prepared and distributed by the Director of MSP one week in advance
- Meetings will be held at a nominated venue
- Minimum of three people in attendance is required for a quorum
- Outcome of actions reported by Director or Chair as part of full board meetings

APPENDIX 8: WRITTEN DECLARATION OF GOOD CHARACTER REFERENCE – BOARD MEMBERS

MSP's Board Member Declaration of Good Character

Operating with integrity and transparency is a foundation of good governance. The Code for Sports Governance requires Board members to sign a declaration of good character on appointment. Board members of MSP are required to declare that they are not prevented from acting as a trustee and/or director/Board Member.

Please complete the information below

I _____ declare that:

I am willing to act as a Board member for MSP and that I understand and commit to the purposes aims and objectives of MSP and the rules set out in its governance framework. In my role as Board member I will act with integrity and abide by MSP'S Code of Conduct. I have the relevant skills and experience to carry out the role of Board member and am aware of the legal requirement relating to MSP.

I declare that I am not prevented from acting as a Board member because I:

- have an unspent conviction for an offence involving dishonesty or deception
- am currently declared bankrupt (or subject to bankruptcy restrictions or an interim order)
- have an individual voluntary arrangement (IVA) to pay off debts with creditors
- am disqualified from being a company director
- am subject to an order made under section 429(2) of the Insolvency Act 1986
- have previously been removed as a trustee or a board member by the Charity Commission, the Scottish charity regulator or the High Court due to misconduct or mismanagement
- have been removed from management or control of anybody under section 34(5)(e) of the Charities and Trustee Investment (Scotland) Act 2005 (or earlier legislation)
- are disqualified from being a trustee or a board member by an order of the Charity Commission under section 181A of the Charities Act 2011 are not a member of the MSP's staff (unless the Articles permit this)
- have not been convicted of a serious criminal offence (in particular, any offence involving dishonesty or imprisonment or in relation to the promotion, formation, management or liquidation of a company)
- are not an employee (at a senior level) or a Board member or director of a contractor or supplier to the MSP without declaring an interest first.

I declare that the information I have provided is true, complete and correct and I will comply with my responsibilities as a Board member and with any legislation that the organisation is bound by. I will inform MSP Chair immediately, if any of the above circumstances change.

Signed: _____

Date: _____

Please return via post or email:

MSP | Unit 1 | Dakota Business Park | Skyhawk Avenue | Garston | Liverpool | L19 2QR

admin@merseysidesport.com titled MSP's Board Member Declaration of Good Character



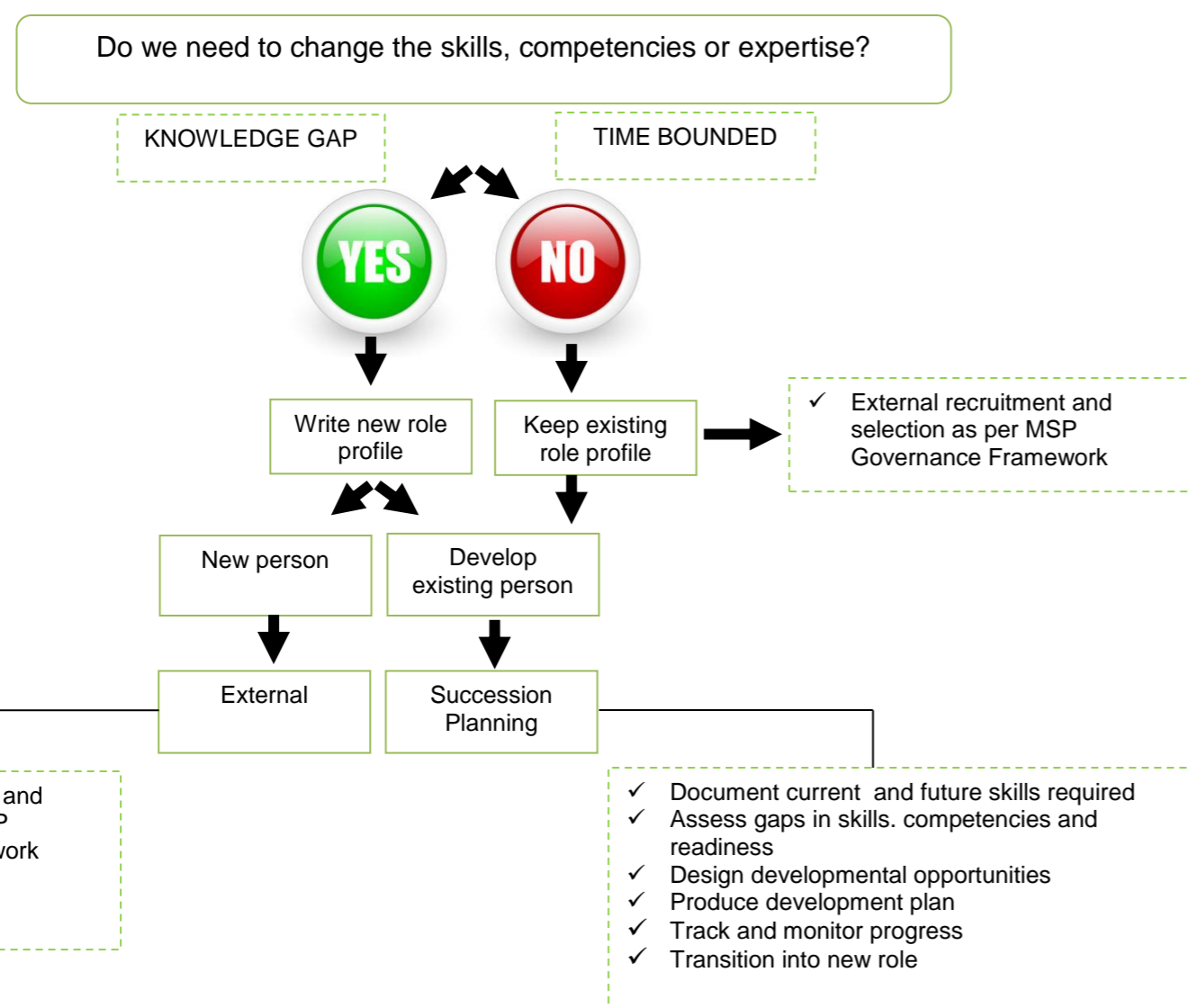
Succession Planning Model

Purpose

The purpose of MSP succession planning model (The Model) is to increase the likelihood that MSP will have the strong leadership required to increase capacity, effectiveness, long-term stability and sustainability of its people and business.

MSP Succession Planning Model

Illustrated in diagram below, the model provides a clear and transparent process to empower and develop skills, abilities and competencies required for Board Members, Senior Key Positions currently and to future proof MSP's legacy as a strategic, dynamic and progressive organisation inspiring people to be active every day across LCR.



Impact of loss of Board Members and Senior Key Positions

In reviewing the pressures and how MSP would respond to key roles not being available – the scenarios tested below are based on:-

- A. Acute – short and unplanned loss of Board Members and Senior Key Positions for a period of up to three months
- B. Medium – planned loss of Board Members and Senior Key Positions

	Acute solution	Medium solution
Board Chair	✓ Senior Non-Executive Board Member would act up in the position of Chair	✓ MSP Compliance, Scrutiny & Nominations Group (CSNG) to implement succession planning model as illustrated in diagram 1 ✓ Recruitment for new positions comply with:- <ul style="list-style-type: none"> ○ Industry good practice guide for Board Members outlined in MSP Governance Framework 2022/appendix 7.1 ○ Liverpool City Council processes for senior key staff MSP Governance Framework 2017-2022
Board Members	✓ MSP Compliance, Scrutiny & Nominations Group (CSNG) to implement succession planning model as illustrated in diagram 1 ✓ External advertisement for new board member	
Director	✓ Nominate a Strategic Lead would act up to cover Director ✓ Or share key responsibilities across 3 Senior Leadership team members	
Strategic Lead for Business & Performance	✓ Share key responsibilities across 2 Senior Leadership team members and Director	
Strategic Lead for CYP	✓ Share key responsibilities across 2 Senior Leadership team members and Director	
Strategic Lead for Adults	✓ Share key responsibilities across 2 Senior Leadership team members and Director	

APPENDIX 10: RECORD OF REVIEW AND MONITORING OF THIS DOCUMENT

Annual review due	2015	2016	2017	Code Assessment improvement	2018	2019	2020	2021
Prepared by MSP Director	10.06.15	06.06.16	01.06.17	28.09.17	12.06.18	1.07.19	08.10.20	
Approved by Sport England				31.10.17 Improvement plan				
Review & Approved by CSNG	26.06.15 ²⁷	24.06.16	15.06.17 ²⁸	01.12.17	18.12.18	11.07.19		
Endorsed by MSP Board	29.06.15	30.06.16	15.06.17	01.12.17	18.12.18	11.07.19		
Current version uploaded to website	Yes	Yes	Yes	21.12.17	28.06.18	12.07.19		

Prior to 2015 see previous Governance Framework 2012-2017

²⁷ Full Governance Review took place resulting in an external recruitment & selection of an independent Board effective from September 2015. Also see <http://www.merseysidesport.com/assets/MSP-Board-action-notes-22nd-May-2015.pdf>

²⁸ This document is to form part of the governance assessment being conducted by Sport England in accordance with the Code for Sports Governance