



# GOVERNANCE FRAMEWORK 2022–2027

April 2023

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# 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).<sup>1</sup> We work together with a well developed network of partners and funders to create the conditions that enable people to be active every day.

Our [Liverpool City Region Moving Together 2022-25 strategy](#) is underpinned by governmental<sup>2</sup>, national<sup>3</sup> and local priorities, providing a clear focus and commitment to our work for the next five years.

## Our Vision

Create a better life for the people of Liverpool City Region through movement, physical activity and sport

## Our Purpose

We are a collaborative leader and strategic partner working to embed movement, physical activity and sport as a way of improving people's lives

## Our Culture and Values

- We are bold and agile
- We work towards our vision as a connected team
- We always want to learn
- We value diversity and are committed to inclusion
- We strive to do the right thing

## OUR AMBITIONS:

1	We want to lead the development of a region and system wide approach to movement, physical activity and sport that unites us in our vision to create a better life for the people of Liverpool City Region through movement, physical activity and sport.
2	We want to tackle the inequality in inactivity, focusing on helping those that need it most, ensuring data and insights drive our focus, so that there is an increase in physical activity as measured by the Active Lives Survey.
3	We want to work with our system partners to increase the resources spent on movement, physical activity and sport in Liverpool City Region.
4	We want to create a more open and connected learning and insight approach for movement, sport and physical activity in the Liverpool City Region.

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<sup>1</sup> 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>

<sup>2</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/486622/Sporting\\_Future\\_ACCESSIBLE.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/486622/Sporting_Future_ACCESSIBLE.pdf)

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

5	We want to ensure movement, physical activity and sport is written into policies and used as solutions to the key opportunities in our region.
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## 1.1 OUR PEOPLE – WAYS OF WORKING

- a. MSP is led by a strong, strategic leadership Advisory Board (MSP Board)<sup>4</sup> who set 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. MSP is a hosted Active Partnership, part of Liverpool City Council (LCC) (known as the ‘Host Authority’) which is responsible for financial compliance, human resources and risk management of our organisation. The Board delegates these functions to the Audit Committee 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 was supported by a **Foundation**<sup>5</sup>, which was 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 procured independent services for finance<sup>6</sup>, human resources and insurance liability, underpinned by its memorandum and articles of association. In August 2022 Foundation employees were TUPEd into MSP and are now employees of LCC. The Foundation for now has been made dormant. It remains in our Governance Framework until the Board and Trustees have outlined the future relationship between both organisations. .
- d. MSP is a member of a wider network of 42 Active Partnerships in England<sup>7</sup>.
- 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 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 with stakeholders
- Provide data, research and insight to inform decision making

<sup>4</sup> <http://www.merseysidesport.com/people/about-us/the-board-2/>

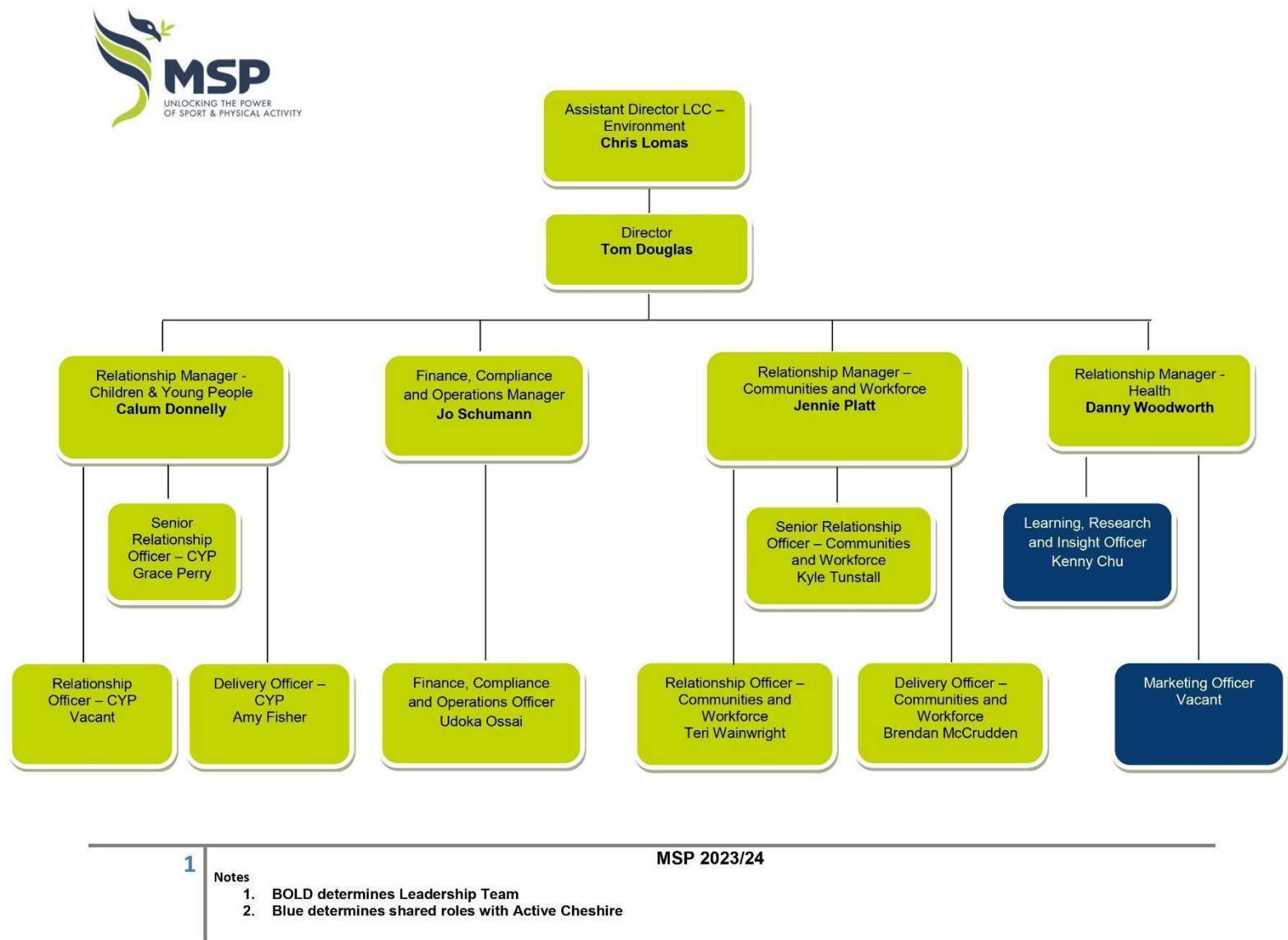
<sup>5</sup> <http://apps.charitycommission.gov.uk/Showcharity/RegisterOfCharities/CharityWithoutPartB.aspx?RegisteredCharityNumber=1147342&SubsidiaryNumber=0>

<sup>6</sup> <https://www.gov.uk/government/organisations/companies-house>

<sup>7</sup> <http://www.cspnetwork.org/>

- Provide social impact and economic return on investment evidence
- Social marketing campaigns to inspire our residents to be active
- Offer strategic support for funding bids
- Offer business and sporting advice through relationship management.

Diagram C. MSP TEAM



## 2. GOVERNANCE STRUCTURES

### 2.1 LEGAL & FINANCIAL ARRANGEMENTS

MSP is hosted by Liverpool City Council ('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 Nominations Committee.
- 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 LCC 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](mailto:informationrequests@liverpool.gov.uk)
- A Lease agreement between LCC and Business First on behalf of the MSP Core Team located at the premises of Unit B11, 23 Goodlass Road, Speke, Liverpool L24 9HJ

### 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 Principles) 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 an 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 'UK Code for Sports Governance' and 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 'UK Code for Sports Governance'<sup>8</sup> - for transparency, accountability and financial integrity
- A summary of performance is presented to MSP's Board every six months
- Adheres to contractual performance monitoring by funders
- MSP produces a Financial & Impact report demonstrating progress, impact and financial reporting, which can be located at [MSP Financial & Impact Reports](#)
- MSP publishes all Board papers here [MSP Board Papers](#)
- The Nominations Committee 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 Nominations Committee 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 2025

## 3. APPENDICES

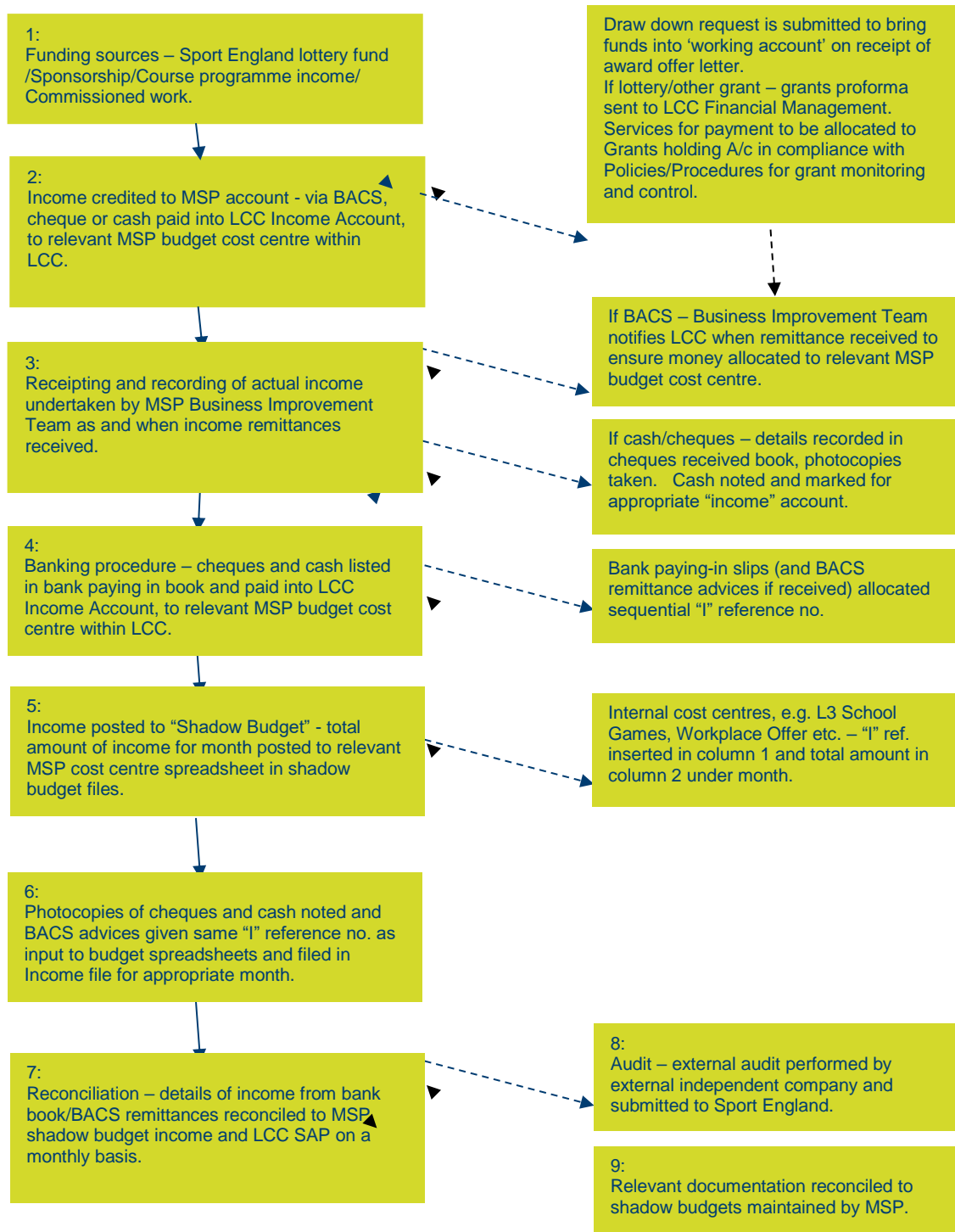
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<sup>8</sup> <https://www.sportengland.org/funds-and-campaigns/code-sports-governance>

## APPENDIX 1: MSP FINANCIAL CONTROLS PROCEDURES

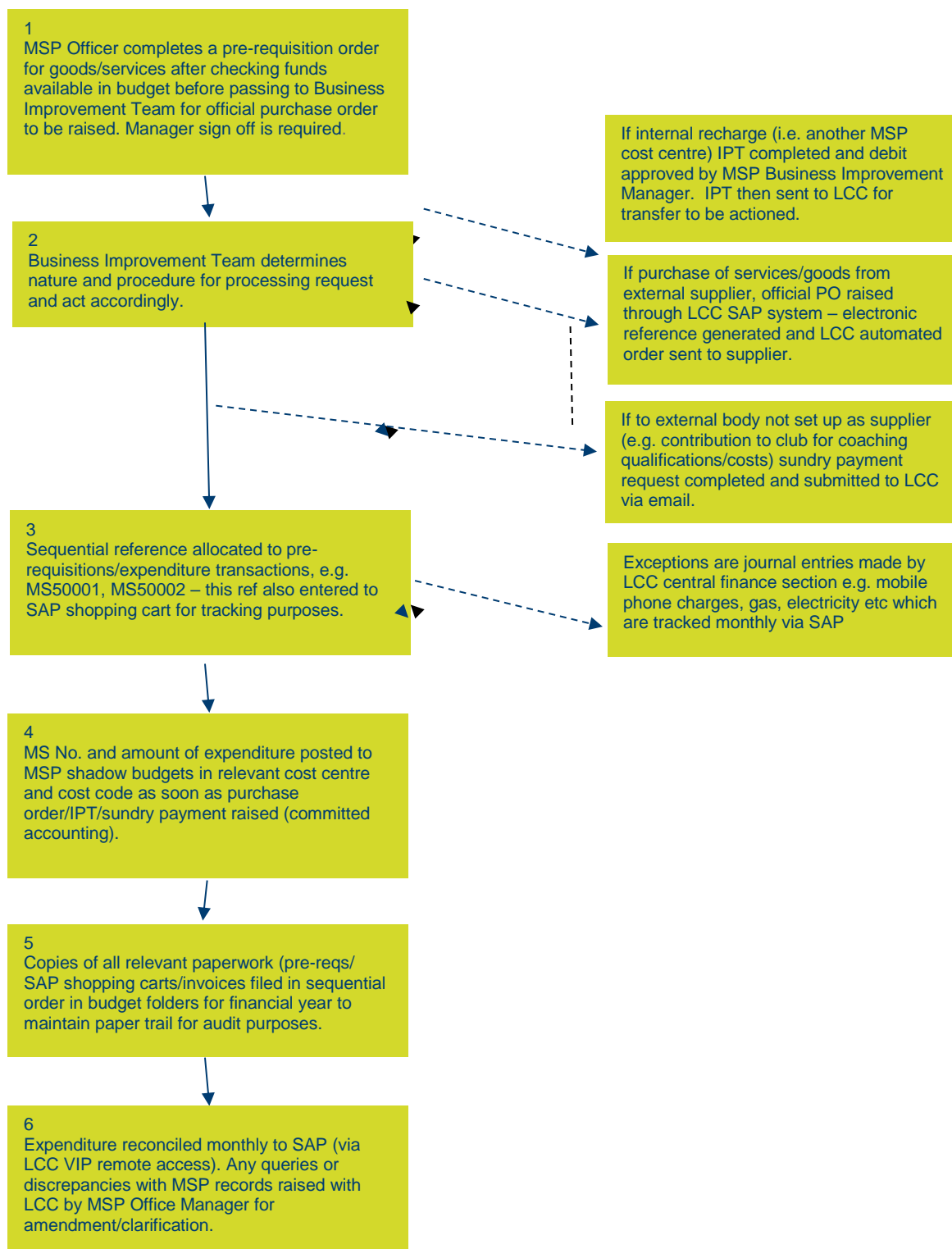
MSP comes under the auspices of LCC and is governed by and adheres to LCC Financial Regulations and Standing Orders processes. Weekly online correspondence is in place between MSP's Finance, Compliance and Operations Manager and LCC's Financial Advisor, along with quarterly monitoring meetings. MSP operates a shadow budget for all cost codes, income and expenditure. Financial reports produced for review and approval by MSP's Nominations Committee 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 the 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 LCC Exchequer Management Services (EMS).

## EXPENDITURE



## APPENDIX 2: DELEGATIONS OF AUTHORITY – FINANCIAL STATUS

### Principles

- LCC 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
- Nominations Committee 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 Nominations Committee 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 £250,001 revenue Over £5,000 Capital		
MSP Nominations Committee			Up to £1,500,000	Up to £100,000 revenue 1	Up to £1,500,000 2	Up to £1,500,000
MSP Board		Up to £1,500,000				
MSP Director & Leadership Team, 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 £250,000 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	Audit Committee	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"> <li>Protection and Welfare Policy</li> <li>Equality Policy</li> <li>Management of Risk Policy</li> <li>Code for Sports Governance (Tier 3)</li> <li>Diversity and Inclusion Plan</li> <li>People Plan</li> </ul>	Review of: <ul style="list-style-type: none"> <li>Protection and Welfare Policy</li> <li>Equality Policy</li> <li>Management of Risk policy</li> <li>Code for Sports Governance (Tier 3)</li> <li>Diversity and Inclusion Plan</li> <li>People Plan</li> </ul>	Approval of: <ul style="list-style-type: none"> <li>Protection and Welfare Policy</li> <li>Equality Policy</li> <li>Management of Risk Policy</li> <li>Code for Sports Governance (Tier 3)</li> <li>Diversity and Inclusion Plan</li> <li>People Plan</li> </ul>
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 contractual compliance	Review	Approval
Human Resources	Responsible for management of staff and Performance and Development Appraisal in line with LCC processes	Chair to conduct MSP Director Performance and Development Appraisal in line with LCC processes	

	Facilitate annual skills assessment of board members identifying skills and knowledge providing developmental opportunities and upskilling for board members and the core team	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 the MSP team 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 team 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 team 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 team 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 team 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 vision '***Creating a better life for the people of Liverpool City Region through movement, physical activity and sport***'.

### 4. Typical risks which MSPB and team 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 Nominations Committee<sup>1</sup>
- 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 at 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 team<sup>2</sup> 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 team 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
Nominations Committee	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 team 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 Audit Committee 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:

<sup>1</sup> Nominations Committee,; MSP Director, MSPB Chair / Board Member and Host Authority – Liverpool CC

<sup>2</sup> Core Team Staff employed and governed by host authority Liverpool City Council procedures



Our risk register headings and explanations are:-

Risk Category	<p>One of the following risk categories should be identified that is most applicable to the identified risk. The references are as follows:</p> <p>1 = Governance &amp; Management (e.g. Board structure, Host relationship, Leadership, Communications)</p> <p>2 = Operational (e.g. Policy, HR, Information, Reputational, Technological, Project, Programmes)</p> <p>3 = Financial (e.g. Budgetary, Fraud and Theft, Investment Evaluation) 4 = External / Environmental (e.g. Infrastructure, Legal and Regulatory, Political, Partnerships)</p> <p>5 = Legal and compliance (EG Health and Safety, Prosecution, allegation, Liability)</p>										
Potential risk	Clearly and concisely describe each individual risk that is identified										
Risk number	Numerical reference for each individual risk identified										
Likelihood	<p>The first evaluation is the likelihood or probability of the risk occurring. The scale is as follows:</p> <p>1 = Very unlikely</p> <p>2 = Unlikely</p> <p>3 = Possible</p> <p>4 = Quite Likely</p> <p>5 = Very likely, almost certain</p>										
Impact	<p>The second evaluation is the impact on the objectives or the severity of the risk if it occurs</p> <p>1 = Relatively insignificant</p> <p>2 = Minor</p> <p>3 = Significant</p> <p>4 = Serious</p> <p>5 = Severe impact on objectives, catastrophic</p>										
Risk rating	<p>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</p> <table border="1"> <tr> <td>1 - 8</td><td>Officer/Leadership Team level management</td><td>Director/Leadership Team monitoring</td></tr> <tr> <td>9 - 15</td><td>Leadership Team/Director level management</td><td>Audit Committee monitoring</td></tr> <tr> <td>16 - 25</td><td>Board level management</td><td>Audit Committee monitoring/Board/Funder</td></tr> </table>		1 - 8	Officer/Leadership Team level management	Director/Leadership Team monitoring	9 - 15	Leadership Team/Director level management	Audit Committee monitoring	16 - 25	Board level management	Audit Committee monitoring/Board/Funder
1 - 8	Officer/Leadership Team level management	Director/Leadership Team monitoring									
9 - 15	Leadership Team/Director level management	Audit Committee monitoring									
16 - 25	Board level management	Audit Committee monitoring/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 2023- 2027

MSP recognises the safety, welfare and wellbeing of children<sup>9</sup>, young people & adults at risk of harm<sup>10</sup> 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 seriously<sup>11</sup>, at all times.

MSP recognises 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 appropriately<sup>12</sup>.

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 team – will:

- Accept the moral and legal responsibility to implement policies and procedures<sup>13</sup> 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.

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<sup>9</sup> A child is anyone who has not yet reached their 18<sup>th</sup> 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 people 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).

<sup>10</sup> MSP adopts the definition of adults at risk of harm as outlined by the Ann Craft Trust:  
[Safeguarding Adults at risk definitions](#)

<sup>11</sup>

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:  
[Six Principles of Adult Safeguarding](#)

<sup>12</sup> 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 2021.

<sup>13</sup> 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 2021.

- Respect and promote the rights, wishes and feelings of children, young people & adults at risk of harm, at all times.
- 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 groups<sup>14</sup> 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 communities<sup>15</sup> - 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 Outcomes<sup>16</sup>.
- 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 protecting<sup>17</sup>. 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 allegations<sup>18</sup>.

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<sup>14</sup> 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.

<sup>15</sup> 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, Diversity and Inclusion Plan 2021-2024 Liverpool City Council.  
[Equality, Diversity and Inclusion Plan 2021-2024](#)

<sup>16</sup> MSP Liverpool City Region Moving Together strategy 2022-25:  
<https://merseysidesport.com/wp-content/uploads/2023/03/Appendix-4-MSP-Strategy-2022-25-Digital-Version.pdf>

<sup>17</sup> 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.

<sup>18</sup> 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 LCC at all times.

- 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.
- 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 possible<sup>19</sup>.
- 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 guidance<sup>20</sup> and legislation<sup>21</sup>.
- 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 2022-2027<sup>22</sup> 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.

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<sup>19</sup> 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.

<sup>20</sup> As detailed in Working Together to Safeguard Children – A Guide To Inter-Agency Working to Safeguard and Promote the Welfare of Children, July 2018.

<sup>21</sup> As required by the specific provision for sports organisations detailed in The Children and Social Work Act 2017.

<sup>22</sup> MSP Governance Framework 2022-2027:  
<https://merseysidesport.com/msp-governance/>

## **APPENDIX 6: MSP'S DIVERSITY AND INCLUSION POLICY STATEMENT AND ACTION PLAN**

### **Background**

MSP is the Active Partnership for Liverpool City Region, one of 42 Active Partnerships in England. Our role is to connect and influence our local network to remove barriers and increase opportunities for the people of Merseyside and Halton to lead an active life.

At MSP we are working toward a region where all communities, groups and residents have equal access to opportunities to be active. Helping to improve lives whilst working together as a whole system to embed movement, physical activity and sport in our region can make this happen.

Our region, the Liverpool City Region, consisting of the six Local Authority areas of Halton, Knowsley, Liverpool, Sefton, St Helens and Wirral have many amazing strengths that are currently helping 1.6m residents access opportunities to be more active. Sadly, however, opportunities are not equally available for all. Of the 30.3% of people who are currently inactive, we know that if you are female, from an ethnically diverse background, have a disability or long term health condition, a different sexual orientation to straight, or are in lower socio-economic groups, you are less likely to be active! We want to tackle that social injustice through leading by example.

This document will set out our commitment to diversity and inclusion across the whole organisation, including our Board. All Board members have a responsibility to promote diversity and inclusion and Tom Pedersen Smith is the Board Champion expected to champion wider equality issues at Board level. The Board is supported by the MSP Director, Leadership Team and our MSP team's Equality, Diversity and Inclusion Group.

This plan is developed, owned and maintained by the whole MSP Board and team and is guided by the UK Code for Sports Governance.

### **MSPs Equality, Diversity and Inclusion Policy Statement 2023-2027**

MSP is committed to ensuring equality of opportunity, recognising, valuing and celebrating diversity and promoting a culture of inclusion, for all. This commitment extends from our Board and Team Members out through our network of stakeholders and partners and to the communities and residents of Merseyside who we support to be physically active.

Equality, fairness and treating everyone with dignity and respect are central to everything we do as an organisation. Alongside our Values and Beliefs they are fundamental to everything we do in working towards the realisation of our five Strategic Outcome.

We are committed to eliminating unlawful discrimination, harassment, bullying and victimisation and to ensuring compliance with the requirements of the Equality Act 2010, within our organisation and network of stakeholders and partners, in everything we do. In addition to complying with the Act, we accept the moral responsibility to work towards addressing those issues or challenges which may be seen as preventing or limiting equality of opportunity but may fall outside of the scope of the specific legislation.

In-line with the scope of LCCs Equality Diversity and Inclusion Plan 2022-2027 and MSP Diversity and Inclusion Plan 2023-2027 our commitment goes beyond the need to comply with the Act and the nine protected characteristics specifically identified. We recognise the need to also include economic status (recognising the poverty and wealth related disparities which exist across the region and individual communities) and the inequalities and challenges which arise for individuals because they are care leavers, carers, armed forces veterans and/or people with an offending history.

As a strategic organisation, we recognise the unique opportunity to further extend this commitment across our network through relationships with stakeholders and partner organisations, across Merseyside. The MSP Board and Team accept the moral duty to take responsibility for advocating and promoting best practice, in order to enable others to provide equality of opportunity; recognise and value diversity and become more

inclusive. Ensuring that we meet our legal obligations and wider commitment towards the principles of equality, diversity and inclusion and that they are embedded in the organisation is the responsibility of all MSP Board and Team Members. [MSP Diversity and Inclusion Action Plan](#) shows how we adhere to this policy.

## APPENDIX 7: MSP'S BOARD TERMS OF REFERENCE AND RECRUITMENT

### 1. Purpose

To promote MSP as a collaborative leader and strategic partner working to embed movement, physical activity and sport as a way of improving peoples' lives

### 2. Principles

Each member agrees to work cooperatively to achieve the objectives of MSP Strategy adopting the following principles:

- Be advocates for sport and physical activity
- Embrace MSP culture and values, including equality, diversity and inclusion
- 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
- 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 Performance against its Strategy and Funding Commitments
- Champion and raise the profile of MSP
- Mentor MSP staff on specific areas of work
- Review financial information received on a regular basis against a rolling five-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
- **Independent 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 Independent 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 four years, subject to the agreement, not exceeding a maximum of eight years in total**. When the Chairman reaches the end of their term, members of the Nominations Committee can re-appoint for a further term of four 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 **three terms of three years**. When members reach the end of their term of office, the Nominations Committee, after consultation, can re-appoint for a further term of one to three years.
- **The role of Senior Board Member (non-executive)** will be elected by the board. This person will serve for a maximum period of **three 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
- If a member of the executive management of the organisation (e.g. the Director or Senior Finance Officer) is appointed to the Board, then they may only be appointed in an ex officio capacity. They may serve on the Board for the duration of their holding the relevant office.
- 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 '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 an induction with the Chairman, Director or Senior Board Member 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



# MSP Board Recruitment and Selection Policy

## 1. Purpose

1.1 The purpose of the MSP Board Recruitment and Selection Policy is to set out MSPs commitment to an open, fair and effective recruitment and selection of its Board members. It is guided by our host authority, Liverpool City Councils, Recruitment and Selection Policy.

1.2 To ensure compliance with the UK Code for Sports Governance.

## 2. Scope

2.1 MSP Board Recruitment and Selection Policy applies to all voluntary, advisory Board Members, Senior Board Members and Chair.

2.2 It does not apply to the recruitment and selection of MSP Director. In the event of recruitment required for MSP Director, the Nominations Committee must inform Sport England of the process being carried out.

2.3 It does not apply to the recruitment and selection of employed staff.

2.4 MSP Director and employed staff have separate Recruitment and Selection Policies and Procedures.

## 3. MSP Board Recruitment and Selection Policy

3.1 Any form of recruitment and selection process must comply with all current legislation and be guided by MSPs Host Authority, Liverpool City Council's policies and procedures.

3.2 MSPs Host Authority, Liverpool City Council's Equal Opportunities Policy must be adhered to at all stages of the recruitment and selection process.

3.3 The process of Board recruitment must be led by MSPs Nominations Committee.

3.4 A role description and person specification must support each vacancy.

3.5 The Nominations Committee may appoint additional Board Members and MSP Team members to a Selection Panel to assist the recruitment process. The Nominations Committee must still lead the recruitment and selection process.

3.6 All members of the Selection Panel must be familiar with the MSPs Board Recruitment and Selection Procedure, MSPs Governance Framework, Board Skills Matrix and needs assessment and the UK Code for Sports Governance.

3.7 If an applicant requires further information or discussion about the post, they will be referred to a nominated Contact Officer. This is normally the MSP Director unless otherwise stated by the Nominations Committee.

3.8 Equality monitoring is at the heart of MSP and our Host Authority, Liverpool City Council's equal opportunities policy and has to succeed in making the issues of equality a reality. Monitoring information in relation to Board applicants will be to assist MSP in equality monitoring and inform MSP and MSP Board on future recruitment strategies.

3.9 All suitably qualified disabled Board applicants who meet the essential requirements of a role will be invited for interview where practical. Appropriate adjustments will be made to the interview arrangements where necessary.

3.10 If a Board or MSP Team member is aware that someone they are related to or know personally has applied for the role, he or she must declare it. Panel members must withdraw from the short-listing and interview process if they feel their knowledge of a candidate could prevent them from being objective. On all occasions, involvement in short-listing (or interviewing) a family member is not permitted.

3.11 Questions asked of Board applicants must relate to the requirements of the post

and should not be discriminatory, offensive or in any way off-putting to any person or group.

3.12 The Equality Act 2010(Section 60) prevents employers from asking applicants about their health or attendance before making an offer of appointment.

3.13 The panel should discuss candidates suitability and reach an agreement on which candidate is to be appointed.

3.14 All offers of appointment will be subject to the receipt of a satisfactory reference (where necessary), Good Character Declaration, Declaration of Interests form, Equality Profile, Disclosure and Barring Service clearance (where applicable), and evidence of qualification if it is a requirement of the post (i.e. financial).

3.15 At various stages of the recruitment process, feedback may be requested from both successful and unsuccessful candidates. Feedback must always be given verbally.

3.16 Application forms and all documentation completed throughout the selection process is strictly confidential. Access to application forms will be restricted only to those involved in the recruitment process.

#### **4. Complaints**

4.1 In the event that a complaint made in relation to recruitment and selection decisions will be dealt with under Liverpool City Council's Complaints Procedure where a complaint is made by an external applicant.

## **APPENDIX 7.1: AUDIT COMMITTEE – TERMS OF REFERENCE**

### **1. Purpose**

To challenge and act as a peer mentor for MSP Director in terms of finance and contractual compliance in accordance with the Delegations of Authority: Financial and Non-Financial status as listed in the appendix of the full MSP Governance Framework 2022-2027 document and report to Board.

### **2. THE ROLES, RESPONSIBILITIES AND ACCOUNTABILITY OF MEMBERS INCLUDE:**

- 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 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
- To use appropriate measures to ensure that MSP uses resources efficiently, economically and effectively as per financial processes and procedures
- Accountable for Freedom of Information requests through Liverpool City Council
- To review and approve MSP Governance Framework annually as per monitoring sheet
- To accompany the Director in six monthly performance reviews with Sport England where possible
- To act as peer mentors to support the Director
- To undertake an annual review of the Director's performance and development
- 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

### **3. MEMBERSHIP**

- Liverpool City Council Board Representative
- Chairperson of MSP Board
- Senior non-executive Board member lead
- Non-executive Board Member
- Director of MSP
- Financial Manager (LCC) – Advisory capacity

### **4. ADMINISTRATION**

- The group will meet a minimum of two times per year determined by the group, ideally two weeks prior to the MSP Advisory Board meetings to enable actions/updates to be shared with Board members
- 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/online
- 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 7.2: NOMINATIONS COMMITTEE – TERMS OF REFERENCE**

### **1. PURPOSE**

Responsible for supporting the MSP Director to recruit and appoint new Board members, and to update the Skills Matrix to ensure that the Board is representative of the skills needed to deliver MSP's strategy.

### **2. THE ROLES, RESPONSIBILITIES AND ACCOUNTABILITY OF MEMBERS INCLUDE:**

- To lead the recruitment and selection process of board members in line Terms of Reference and the Board Recruitment and Selection Policy.
- To conduct annual skills assessment of board members, identifying skills and knowledge providing developmental opportunities and up-skilling for board members and the core team
- 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 Nominations Group will, in consultation with board members, produce a role description and lead the appropriate recruitment
- To support in the recruitment of a Director in accordance with Liverpool City Council (LCC) human resource processes and procedures

### **3. MEMBERSHIP**

- Liverpool City Council Board Representative
- Chairperson of MSP Board
- Senior non-executive Board member lead
- Non-executive Board Member
- MSP Director

### **4. ADMINISTRATION**

- The group will meet on an ad hoc basis when new Board recruitment is needed, but a minimum of once per year (to ensure that the Skills Matrix is actioned) determined by the group, ideally two weeks prior to the MSP Advisory Board meetings to enable actions/updates to be shared with Board members
- 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/online
- 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 UK 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 requirements 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 | Business First | 23 Goodlass Road | Speke | Liverpool | L24 9HJ

[admin@merseysidesport.com](mailto:admin@merseysidesport.com) titled MSP's Board Member Declaration of Good Character

## APPENDIX 9: MSP SUCCESSION PLANNING MODEL FOR BOARD MEMBERS AND SENIOR STAFF



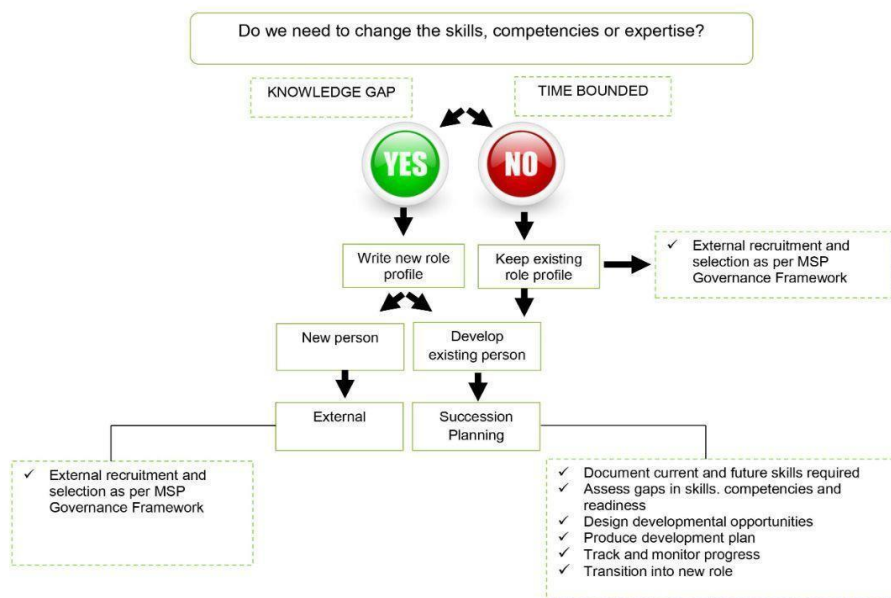
### Succession Planning Model

#### 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 and 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
<b>Board Chair</b>	✓ 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
<b>Board Members</b>	<ul style="list-style-type: none"> <li>✓ MSP Compliance, Scrutiny &amp; Nominations Group CSNG) to implement succession planning model as illustrated in diagram 1</li> <li>✓ External advertisement for new board member</li> </ul>	<ul style="list-style-type: none"> <li>✓ Recruitment for new positions comply with:-                             <ul style="list-style-type: none"> <li>o Industry good practice guide for Board Members outlined in MSP Governance Framework 2023/appendix 7.1</li> <li>o Liverpool City Council processes for senior key staff</li> </ul> </li> </ul>
<b>Director</b>	<ul style="list-style-type: none"> <li>✓ Nominate a Strategic Lead would act up to cover Director</li> <li>✓ Or share key responsibilities across 3 Senior Leadership team members</li> </ul>	
<b>Strategic Lead for Business &amp; Performance</b>	✓ Share key responsibilities across 2 Senior Leadership team members and Director	<a href="#">MSP Governance Framework 2023-2027</a>
<b>Strategic Lead for CYP</b>	✓ Share key responsibilities across 2 Senior Leadership team members and Director	
<b>Strategic Lead for Adults</b>	✓ Share key responsibilities across 2 Senior Leadership team members and Director	

## APPENDIX 10: RECORD OF REVIEW AND MONITORING OF THIS DOCUMENT

Annual review due	2017	Code Assessment improvement	2018	2019	2020	2021	2022	2023
Prepared by MSP Director	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	15.06.17 <sup>23</sup>	01.12.17	18.12.18	11.07.19	13.07.20			
Endorsed by MSP Board	15.06.17	01.12.17	18.12.18	11.07.19	16.07.20			
Current version uploaded to website	Yes	21.12.17	28.06.18	12.07.19	20.07.20			

<sup>23</sup> This document is to form part of the governance assessment being conducted by Sport England in accordance with the Code for Sports Governance