



**Sport Across Staffordshire and Stoke-on-Trent
Board**

AGENDA

**11 July 2017 at 2.00pm (light lunch at 1.15pm)
Walton Room, Stafford Borough Council, ST16 3AQ**

1. Apologies
2. Declarations of Interest
3. Minutes of last meeting & matters arising (17 May 2017)
4. Sport England update – JK / JT / RT
5. Sub Group Updates – SF / JK / JT
 - i. Governance Review (Enc 1)
 - ii. V2021 (Enc 2)
6. Year 2017/18 reporting:
 - i. Q1 Delivery Plan progress report for 2017/18 – JK (Enc 3)
 - i. Risk Assessment – JK (Enc 4)
 - ii. Financial report to 30th June 2017 – JK (Enc 5)
7. SASSOT Safeguarding Action Plan – JK (Enc 6)
8. Staffordshire Health and Wellbeing Board Physical Activity Sub Group Update – JT

Items for information:

9. Issue of Briefing Paper(s)
 - i. 1004-0717 - Sport England Update
10. Date and time of future meetings

Sport Across Staffordshire & Stoke-on-Trent
Board Meeting

17 May 2017, 2.00pm, Drawing Rm, County Buildings, Staffordshire County Council



Meeting Minutes

Present Attendees		Apologies	Also Distributed To:
Sue Finnigan (SF) Chair	SASSOT Chair	Katrina Hull	SASSOT Core Team
Alistair Fisher (AF)	City of Stoke-on-Trent PH	Norman Jones	Robert Foster
Andy Weston (AW)	English Schools' FA		
Angela Dale (AD)	Keele University		
David Pinnock (DP)	Voluntary Sector		
Janene Cox (JC)	Staffordshire County Council		
Jonathan Pace (JP)	Staffordshire University		
Jonathan Topham (JTo)	Staffordshire PH		
Mark Winnington (MW)	Staffordshire County Council		
Peter Jones (PJ)	Staffordshire University		
Russell Turner (RT)	Sport England		
Tony McGovern (TM)	Cannock Chase DC		
Trevor Humphreys (TH)	Stoke-on-Trent College		
Jane Kracke (JK)	Strategic Lead, CSP		
Jude Taylor (JTa)	Strategic Lead, CSP		
Leigh Morton (LM) notes	Admin Officer, CSP		
In attendance: Radojka Miljevic, Partner, Campbell Tickell			

Summary of Issues and Action

No.	Item Topic	Action	Date Due
1.	Apologies – as above		
2.	<p>Welcome to new Board Member(s) – SF</p> <p>The Chair circulated contact details of 14 Board Members, a Sport England representative, 2 SASSOT representatives and welcomed:</p> <ol style="list-style-type: none"> 1. Councillor Mark Winnington, Staffordshire County Council as Elected Member representative (Mark arrived during item 5) 2. Jonathan Topham, Public Health Staffordshire as Staffordshire PH representative 3. Alistair Fisher, Health Improvement Team - City of Stoke-on-Trent (Alistair would be sharing the SoT PH role with Katrina Hull and be a replacement for Michelle Vorel-Adams) 4. Radojka Miljevic, Campbell Tickell <p>The Chair expressed her thanks to Board Members as follows:</p> <ol style="list-style-type: none"> 1. Michelle Vorel-Adams who had left SoTCC 2. Malcolm Duncan who had retired from the Board after 10+ years of service 		
3.	Declarations of Interest – none		

4.	<p>Minutes of meeting on 25 Jan 2017</p> <p>Agreed with the exception of the following amendment to item 9 on page 3. Sentence beginning with ‘No additional funds’ to read “No additional funds for Sport England’s wider age remit have been allocated so we will need to think carefully about how we maximise impact across the age range”.</p> <p>Matters arising – none</p>		
5.	<p>Feedback from Governance Review – Radojka Miljevic, Campbell Tickell</p> <p>Prior to the meeting the draft Governance report, Governance Code Compliance Information and minutes from the Governance Sub Group meetings were issued via email.</p> <p>Assuming everyone had read the reports Radojka informed that SASSOT was starting from a good place as stakeholders (inc. Sport England) had been very positive, supportive and confident about the working relationship with their CSP.</p> <p>Based on the research, code for sports governance, the changing world and challenges ahead Campbell Tickell’s recommendations were:</p> <ul style="list-style-type: none"> • For the Board model to change from stakeholder representation to reflect a composite set of skills, competencies and experience. • Decide on the Board’s influence and advocacy role and keep things at a high level. • Ensure SASSOT have the right partners, the right staff leading and staff to support the strategy. • Create a longer term strategic framework with partners to ensure long term clarity of purpose to support dialogue with funding partners in order to secure longer term funding agreements to enable a real shift in participation. This would also present an opportunity to engage with non-traditional partners. • Hosted/independent – current hosted arrangement was highlighted as good value for money. If longer term funding was secured it would present an opportunity to explore what an independent model might look like as a future proof ‘plan B’. • Light touch staffing review – currently unclear on what structure needs to be in place so can’t assess if the right staff are in place or how the existing staff posts should evolve and develop to take on other responsibilities. This will become clearer once SE have announced their priorities and SASSOT have developed a clear long term strategy. • Governance and compliance. Radojka to develop a detailed action plan in order to conform with SE Governance requirements. Action plan to follow and be distributed to Board and Governance group. • Key issues include: number of Board Members, skills and experience of Board Members, updating of Constitution and Hosting agreement, JD’s and appointment process for Board Members and appointment of Senior Independent Director to the Board. Possibility of all Board Members applying to the Board in the future. 		

5.	<p>Views on Radjoka's feedback were as follows:</p> <ol style="list-style-type: none"> 1. Governance group to take forward action plan. 2. Formalise the Governance sub group of 5 so that they are the overarching group and to include staff members. 3. Concern was expressed by one partner about being asked to commit to a 3-year funding agreement and not having representation on the Board 4. V2021 group to be established to take forward the development of a new Strategy in parallel with the governance review. The two pieces of work to be carried out in parallel 5. SASSOT need to identify a clear purpose. 6. Purpose should include the health perspective and a need to acknowledge what impact the strategy is having on getting people moving ie. less about sport and more about physical activity. If the purpose is about improving population outcomes it needs to be at scale 7. It was pointed out that SASSOT exist due to SE and LA funding partners and that our purpose and strategy will become clearer once SE's new core specification is known and after consultation with partners on future priorities. Meeting scheduled for further SE consultation on 18th May. 8. It was agreed that: <ol style="list-style-type: none"> a. The Governance Review Sub Group would continue to move forward on the Board structure, governance, constitution, legal's, long term hosting, update the skills and experiences required of Board members, Champions' roles etc. Explore the level of the Board's authority as it stands currently and in the future. b. V2021 group look at developing a clear long term strategy for SASSOT by agreeing the purpose, bringing together stakeholders, agreeing priorities and consulting on developing a joint strategy 9. Looking forward to when what will be expected of CSPs is known, the focus is likely to be on the outcomes which necessitates: <ol style="list-style-type: none"> a. A vision that identifies what you want to achieve b. A purposeful and effective structure c. A Board that has a longer term view and is clear about what it wants to do d. Build on the collaborative work that has/is currently being done <p>Anyone is welcome to email comments to Radojka radojka.miljevic@campbelltickell.com</p> <p>Jude Taylor informed of the development of the strategy so far</p> <ul style="list-style-type: none"> • At the beginning of 2016, work had been carried out by the V2020 group to look at the visioning and potential outcomes but the landscape has since changed • Recommended that a V2021 sub group be established to develop headline priorities and outcomes that would be brought back to July Board meeting. Strategic action plan with timelines to be brought back to the July Board. Consultation will then take place with partners and stakeholders and also engagement with end users to test the priorities. • Once SE's core spec is known (Sept), the draft strategy will be concluded and brought to the October Board meeting for approval 		
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5.	<ul style="list-style-type: none"> This work and the V2021 sub group would run in parallel to the Governance Group <p>Governance Action Plan Radojka agreed to:</p> <ol style="list-style-type: none"> Put together an action plan in order to move forward with compliance by September Speak to the Chair of another CSP to see if they would share their governance handbook that Campbell Tickell had put together and if something was created for SASSOT CSP that we, in turn, would share with them AW to share English Schools' FA's – recent governance information around stand-down rotas etc <p>Governance Review Sub Group</p> <ul style="list-style-type: none"> Agreed. Membership confirmed as: SF, PJ/JP, JC, DP, NJ, RT, JTa, JK who will share information from/to the V2021 sub group. JP to conduct an either/or role with PJ. With regard to legal representation, once the action plan is in place an assessment would be made as to what was needed and if necessary ask for help from the host, S&RA, JC's recommended solicitors, or Staffs Uni Key actions for the group are: <ol style="list-style-type: none"> Governance action plan and timeline Draft strategy and process that sits underneath it Looking at the options for a different type of organisation What is the pitch to funding partners Culture of SASSOT <p>It was agreed to circulate items 1 and 2 above with the minutes so that Board could comment.</p> <p>Action: Members were requested to feedback any comments or recommendations from the draft report to the Chair - suef@rockfarmresourcing.co.uk</p> <p>V2021 Sub Group Agreed. Membership confirmed as: AW, JTa, AF, AD, JTo, (It was subsequently agreed that BH, NB, CM, JK & SF would also attend)</p>	<p>Rad</p> <p>AW</p> <p>SF JTa JK PT</p>	
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6.	<p>Sport England update – Russell Turner</p> <p>Towards An Active Nation Strategy published in May 2016 with 5 specific outcomes and £1b of investment. Clarification on what CSPs will be expected to do will become clear over the coming months. SE Board meeting on 21st June.</p> <p>Request made for specific feedback on unsuccessful bids rather than a generic statement of “because of the number of good applications”. Post-election announcements will be made about the new Tackling Inactivity fund.</p> <p>Action:</p> <ol style="list-style-type: none"> 1. RT to provide a longer SE update at the July Board meeting 2. RT to inform TH when the outcome is expected of the FE Activation Fund bids 	RT	
7.	<p>Year 2016/17 reporting:</p> <p>7.1 Sport England Six Monthly Performance Report – JK (Enc 1)</p> <p>SF, JTa & JK had met with Sport England. For the reporting period SASSOT received a Green rating across the board. Overall feedback was positive. SASSOT await key actions from Sport England following their final moderation process.</p> <p>Report accepted.</p> <p>7.2 Q4 Delivery Plan progress report for 2016/17 – JK (Enc 2)</p> <p>Report containing highlights for Q4 and Delivery Plan presented.</p> <p>Highlight/points of note included:</p> <ul style="list-style-type: none"> • Sportivate funding is coming to an end but over the course of the 6-year programme over 20k participants were engaged • Successful Winter Games delivered • Satellite Clubs programme is going well • Strategic working around EoI for the LDF application has been well supported • Things that haven’t gone so well for the quarter mainly relate to NGB engagement as NGBs were awaiting confirmation of their 4-year funding award <p>Report accepted.</p>		

7.3	<p>Financial report to 31st March 2017 – JK (Enc 3)</p> <p>Report of accounts presented that had been reviewed by the Finance Champion (DP).</p> <ul style="list-style-type: none"> • Expenditure is slightly less than budgeted due to grants which run on the 16-17 academic year and employee liabilities • Income is above estimated budget due to a successful Sport England Innovation Fund grant and match funding from the PCC and SCC <p>Report accepted.</p>		
8.	<p>2017/18 Delivery Plan, Budget and Risk Register – JK (Enc 4)</p> <p>Above reports presented in line with our funding period 01.04.17-30.09.17.</p> <p>Once SE funding for the next period is known SASSOT will look at extending the plan.</p> <p>8.1 2017/18 Delivery Plan - 01.04.17-30.09.17 Details programme delivery, business as usual and transition work needed to move forward</p> <p>Action As part of the review, modify the plan to a simplified, top line version and include impact. Detail will be available for any Board Member that asks for it.</p> <p>Report accepted.</p> <p>8.2 2017/18 Budget - JK</p> <p>Report presented that included the 6-month confirmed and 12-month indicative budget. Figures include sufficient funds to cover existing liabilities.</p> <p>Subject to confirmation of the same amount of SE funding for the next 6-months, the Board approved and accepted the 12-month indicative budget.</p> <p>Whilst there was no specific date when SE would advise CSPs of the amount of funding for the next 6-months, RT indicated that it was likely to be one of the things SE’s Board would discuss on 21st June. The Chair requested that RT feedback to SE the issue of shortly having to put staff on notice of redundancy and would like confirmation ASAP.</p> <p>8.3 2017/18 Risk Register - JK</p> <ul style="list-style-type: none"> • Risk register and risk management plan presented and accepted. • Risks will be reviewed as part of the strategy and governance review 	JK	May

9.	<p>Issue of Briefing Paper(s) - SF</p> <p>1001-0517 - dated: 04.04.17, 1002-0517 - dated: 10.05.17 & 1003-0517 - dated: 12.05.17 issued to Board Members & Staff</p> <p>Consensus was that Board Members were happy to receive information in this format in order to be kept up-to-date with changes between Board meetings. Briefing papers can include anything from strategic partners as well.</p>						
10.	<p>AOB</p> <ul style="list-style-type: none"> School Games – please let Leigh know if you are able to attend on Fri 23rd June , 10.30am at Keele University – lmorton@staffordbc.gov.uk Mark Thornewill joined the meeting and The Chair presented him with a gift and words of thanks for his service as SASSOT Director over the past 11 years. 	All	May				
11.	<p>Date of next meeting(s)</p> <table border="1" data-bbox="193 779 1201 972"> <tr> <td data-bbox="193 779 531 891">Tues 11 July 2017, 2.00pm</td> <td data-bbox="531 779 1201 891">Walton Room, Stafford Borough Council Apologies: Angela Dale, Peter Jones, Jonathan Pace</td> </tr> <tr> <td data-bbox="193 891 531 972">Tues 17 October 2017, 2.00pm</td> <td data-bbox="531 891 1201 972">Walton Room, Stafford Borough Council</td> </tr> </table> <p>Meeting dates for sub-groups will be circulated.</p>	Tues 11 July 2017, 2.00pm	Walton Room, Stafford Borough Council Apologies: Angela Dale, Peter Jones, Jonathan Pace	Tues 17 October 2017, 2.00pm	Walton Room, Stafford Borough Council	All	11.07.17
Tues 11 July 2017, 2.00pm	Walton Room, Stafford Borough Council Apologies: Angela Dale, Peter Jones, Jonathan Pace						
Tues 17 October 2017, 2.00pm	Walton Room, Stafford Borough Council						

Prepared By:	Date	Checked By	File Code
Leigh Morton	18.05.17	Sue Finnigan	Board Minutes 17.05.17.doc



Report to the Board - Enclosure 1

Report Title	Governance Sub Group Report
Date	11 July 2017

Open Agenda item	X	
Private and Confidential Agenda item		By virtue of containing confidential information relating to:

Contact Officer	Name:	Sue Finnigan
	Tel:	

For Information	
For Decision	X

1. Purpose of Report

To advise the Board of recommendations from the Governance Sub Group meeting held on 6 June 20107.

2. Recommendation(s) from the Governance Sub Group

- i. That the Board notes Sue Finnigan's and Peter Jones' intention to step down as Chair and Vice Chair by 31.10.17
- ii. That the Board approves the Governance Sub Group Terms of Reference (Appendix 1)
- iii. That the Board approves the Governance Sub Group Action Plan, the associated list of Governance documents / processes and the suggested delegated authority for each of these actions (Appendix 2)
- iv. That the Board gives approval for a detailed investigation of the cost / savings and other implications associated with becoming independent

3. Executive Summary

The Governance Sub Group met on 6 June to consider the following items:

- The Sub Group Terms of Reference
- The Governance Action Plan produced by Campbell Tickell
- Recruitment process for Chair

The sub group's recommendations to the Board are shown above.

4. Report

The Governance Sub Group met on 6 June to consider the following items:

The Sub Group Terms of Reference

- These have been amended to reflect the change in role of the sub group now that the review by Campbell Tickell has been completed. They have also been amended to meet the requirements of Tier Three of the Code for Sports Governance
- This Sub Group will also act as the Nominations Committee when necessary, as a nominations committee is required to for compliance with Tier Three

The Governance Action Plan

- The draft Action Plan produced by Campbell Tickell was discussed in detail, with various amendments agreed. This has now been amended and reformatted, with an appendix added which lists all the documents or processes which SASSOT will need be compliant with the Tier Three requirements of the Code for Sports Governance. This list also identifies which of these SASSOT already has in place, which need reviewing and which need to be produced.
- The Action Plan also identifies who has delegated authority for each item (Board / Governance Sub Group / Vision 2021 Sub Group)

Recruitment Process for the Chair

- The recruitment process for the Chair is being worked up and will be discussed / agreed at the next Governance Sub Group meeting on 20 July.



Terms of Reference: Governance Sub Group

Introduction

The Governance Sub Group was set up at the Board meeting on 13th October 2016 to take forward the review of SASSOT's governance. It was initially tasked with sourcing a solution to SASSOT's financial future and recommending a way forward.

On 8th December the Board agreed the Governance Sub Group take forward the implementation of a review of the Board, staffing and governance arrangements. On 25th January 2017 the Board agreed that the Governance sub group implement the interim management changes, and agreed the then project plan for the group which included the management and appointment of external support in relation to the governance review.

Funding was provided by Sport England to commission Campbell Tickell to undertake the review and submit a final report and action plan for consideration by the Board. The report was considered by the Board at the meeting on 17th May 2017 where it was agreed that recommendations should be taken forward by two sub groups for implementation, one being the Governance Sub Group which would running in parallel with the development of a new SASSOT strategy for 2017 – 2021 i.e. the Vision 2021 Sub Group.

The Sub Groups agreed to develop a clear action plan for implementation of the outcomes of the Governance review based on the plan provided by Campbell Tickell in order to ensure SASSOT is compliant Tier Three of the Sport England / UK Sport 'Code for Sports Governance' and is fit for purpose to take SASSOT into the future to 2021.

Terms of Reference

Purpose of the Governance Sub Group

1. To have the delegated authority to develop, manage and deliver a Governance Action and Implementation Plan as approved by the Board on 11th July 2017 (tbc).
2. To act as the Nominations Committee as and when necessary, leading the process for Board and senior management appointments
3. To conduct an annual 'health check' of the Board, ensuring it remains fit for purpose

Membership

Members of the Governance Sub Group as at 11th July 2017 are:-

Sue Finnigan (Chair), Peter Jones (Vice Chair, Independent Non-Executive Director), Dave Pinnock (Independent Non-Executive Director), Norman Jones (or representative from Stafford Borough Council as Host), Janene Cox (Board Member), Jude Taylor (Senior Management), Jane Kracke (Senior Management) and Russell Turner (Sport England).

When acting as the Nominations Committee, the majority of members will be Independent

Non-Executive Directors – if the overall Sub Group membership doesn't meet this requirement, membership will be adapted in the short-term to address this.

Chair

The Governance Sub Group shall be chaired by the Board Chair unless the Sub Group is acting as the Nominations Committee for recruitment of the Board Chair, in which case the Sub Group will be chaired by an Independent Non-Executive Director.

Frequency of Meetings

Until Item 1 (above) has been completed, the Sub Group will meet on a 6-8 weekly basis, after which point it will meet as necessary to execute Items 2 and 3.

Quorum

The Quorum for Sub Group meetings is 50% of total membership.

Decisions

Where possible decisions are reached by consensus. Where a consensual decision cannot be reached and as long as the meeting is quorate, a majority vote will decide the issue. The Chair will have a casting vote in the event of a tie.

Minutes of each meeting will be taken and circulated to Board members. A report of the work of the Sub Group will be taken to each Board meeting until such times as Item 1 (above) has been completed, after which point reports will be taken as necessary to execute Items 2 and 3.

These Terms of Reference were agreed by the Board on xxxxxx
A review of these Terms of Reference is due by July 2018

Sport Across Staffordshire and Stoke-on-Trent Governance Review Action Plan

Outcomes:

- To ensure that the SASSOT Board becomes, and remains, fit for purpose
- To ensure compliance with Tier Three of 'A Code for Sports Governance'

	Action	Timescale	Delegated Authority	Notes	Appendix One Ref.
1	Finalise Skills Matrix and Job Description / Person Specification for Chair, Senior Independent Director (new role) and Board Member	11.07.17	Governance Sub Group		7-9, 14
2	Agree Terms of Reference for Vision 2021 Sub Group and Governance Sub Group	11.07.17	Board	Governance Sub Group to take on role of Nomination Committee when necessary	3-4
3	Review and agree Constitution (including Purpose of Board) and Terms of Reference for Board	17.10.17	Board	CT to draft, Governance Sub Group to comment / amend, Board to approve. Ensure meet requirements or current constitution ref. making any changes	1-2
4	Agree process for recruiting new Chair	11.07.17	Governance Sub Group	Key to get new Chair appointed asap so they can have input / influence on the Governance Review, recruitment of the Board etc. Link to Equality and Diversity (12)	6
5	Recruitment of Chair	By 30.09.17	Governance Sub Group	Chair in post by October 17	
6	Compile contents list for Board Handbook	20.07.17	Governance Sub Group	CT to draft, Governance Sub Group to comment / amend	
7	Compile Board Handbook – see Appendix 1 for documents which will need to be refreshed or written for inclusion in this	31.07.17	Governance Sub Group	May take longer for some of the appendices to be drafted / reviewed and agreed	See Appendix 1
8	Update Business Plan to 31.03.18	31.07.17	Governance Sub Group	Interim document – content to be covered moving forward as part of long term strategy and annual delivery plan	
9	Agree process for refreshing the Board, including using Skills Matrix to identify what the recruitment needs are	20.10.17	Governance Sub Group	Considerations ref. move from representative to skills-based – how to ensure funding partners	6, 14

	Action	Timescale	Delegated Authority	Notes	Appendix One Ref.
				continue to feel engaged. Also how to ensure we retain some of the experience of existing Board members at least in the short term if they have exceeded the recommended max. term. Link to Equality and Diversity (12) & requirement ref 25% Independent Non-Executive Directors	
10	Recruitment of new Board members / Senior Independent Director	By 31.11.17	Governance Sub Group	New / Shadow Board to be in place by Mid-December	
11	Plan and timetable an Induction Session for new Board Members	15.12.17	Governance Sub Group		11
12	Put in place proper succession planning for Board and Staff	31.12.17	Governance Sub Group		17
13	Review the approach to equality and diversity – action plan, published on website	17.10.17	Board	Link to recruitment of Chair and Board	34
14	Review what is placed on SASSOT's website	31.07.17	Governance Sub Group	Cross-ref with Code of Governance to ensure all requirements met	39
15	Produce Four-Year Financial Forecast	31.07.17	Finance Champion / Strategic Lead		31
16	Liaise with SBC / Sport England regarding an acceptable, audited version of the 2016-17 accounts	31.07.17	Finance Champion / Strategic Lead		32
17	Re-establish Audit Committee, including ToR	31.12.17	Board	Once new Board members in place	4
18	Collate evidence to show that financial policies and procedures, and internal controls are in place	31.01.18	Audit Committee		29-32
19	Ensure timetable in place for annual and / or four-year review of all documentation, and four-year external evaluation of Board	30.09.17	Governance Sub Group		40
20	Extend current Hosting Agreement with Stafford Borough Council to 31.03.19	31.07.17	Chair / Strategic Leads		35
21	Review and cost out Hosting Options, based on recommendations from Campbell Tickell review	30.09.17	Governance Sub Group		
22	Produce new long-term Strategy and Annual Delivery Plan, plus Stakeholder Engagement Plan	31.12.17	Vision 2021 Sub Group	See separate Vision 2021 Sub Group Action Plan Include vision, mission, values	23-27

	Action	Timescale	Delegated Authority	Notes	Appendix One Ref.
23	Review and agree any other documents / processes as required to meet Tier 3 compliance	31.12.17	Governance Sub Group		

Note: This Action Plan is based on the initial plan produced by Campbell Tickell for Sport Across Staffordshire and Stoke-on-Trent

Appendix One – SASSOT’S GOVERNANCE DOCUMENTATION

Ref.	Document	Specifically Referenced for Tier 3	Status (26.06.17)	Delegated Authority
1	Constitution: <ul style="list-style-type: none"> · Role and purpose · Board size · Terms of office · 25% Independent Non-Executive Directors · Meeting structure and frequency · Recording of Decisions · Decision-making process (quorate) · Confirm Chair and other board members are non-salaried and prohibit Director / Strategic Leads from being Chair · 4-year independent review of Board · Reference to some of the items below 	Y	In place, needs review	Board
2	Terms of Reference	Y	Draft	Board
3	Terms of Reference for all sub-groups	Y	Draft	Board
4	Formalise Audit Committee / Nomination Committee (ToR)	Y	Not in place	Board
5	Delegated Decision Form / Scheme of Delegation		In place	Board
6	Recruitment Process (Chair / INEDs / Others)	Y	In place, needs review	Governance Sub-Group
7	JD / PS - Chair	Y	Draft	Governance Sub-Group
8	JD / PS - Senior Independent Director	Y	Draft	Governance Sub-Group
9	JD / PS - Board Members	Y	Draft	Governance Sub-Group
10	Letter of Appointment		In place, needs review	Governance Sub-Group
11	Induction Process	Y	In place, needs review	Governance Sub-Group
12	Names / Contacts of Board Members plus Roles and Responsibilities of individuals (Champions or similar)		In place, needs review	Governance Sub-Group
13	Biographies of Board Members		In place, needs review	SASSOT
14	Skills Audit / Matrix	Y	Draft	Governance Sub-Group
15	Annual Board Appraisal process	Y	Draft	Governance Sub-Group
16	Annual Board Member Appraisal process	Y	Draft	Governance Sub-Group
17	Succession Planning (Board / Staff)	Y	Not in place	Governance Sub-Group
18	Code of Conduct	Y	In place, needs review	Governance Sub-Group
19	Remuneration Policy / Procedure	Y	In place, needs review	Governance Sub-Group
20	Declaration of Eligibility and Good Character (Fit and Proper Persons Disclosure)	Y	Not in place	Governance Sub-Group
21	Conflict of Interest Policy	Y	In place, needs review	Governance Sub-Group
22	Declaration / Register of Board Members' interests		Not in place?	Governance Sub-Group
23	Stakeholder Engagement Plan	Y	In place, needs review	Board
24	Strategic Plan		In place, needs review	Board
25	Vision / Mission (cited in new Strategic Plan)		In place, needs review	Board

26	Values (cited in new Strategic Plan)		In place, needs review	Board
27	Annual Delivery Plan		In place, needs review	Vision 2021 Sub Group
28	Risk Management / Internal Control procedures	Y	In place, needs review	Audit Committee
29	Financial Policies and Procedures	Y	Needs to be recorded	Audit Committee
30	Finance - Annual budget		In place	Audit Committee
31	Finance - Long-term Forecast		Not in place	Audit Committee
32	Finance - Audited accounts	Y	Not audited or on web	Audit Committee
33	Safeguarding		Not in place	Board
34	Equality and Diversity	Y	Not in place	Board
35	Hosting Agreement		In place, needs review	Board
36	Staffing Chart		In place	Vision 2021 Sub Group
37	Staff Satisfaction Survey - reference annual commitment	Y	Needs to be recorded	Governance Sub-Group
38	Asset Register		Not in place?	SASSOT
39	Public disclosure of info (3.1) / Accountability and Transparency (website)	Y	Not fully	Governance Sub-Group
40	Review dates for all documents	Y	Not in place	Governance Sub-Group



Report to the Board - Enclosure 2

Report Title	Governance Sub Group Report
Date	11 July 2017

Open Agenda item	X	
Private and Confidential Agenda item		By virtue of containing confidential information relating to:

Contact Officer	Name:	Sue Finnigan
	Tel:	

For Information	
For Decision	X

1. Purpose of Report

To advise the Board of recommendations from the Vision 2021 Sub Group, which took place on 27 July 2017.

2. Recommendation(s) from the Vision 2021 Sub Group

- i. That the Board approves the Vision 2021 Sub Group Terms of Reference (Appendix 1)
- ii. That the Board approves us moving to consultation on the Sub Group proposed Vision, Mission and Outcomes
- iii. That the Board approves the Vision 2021 Sub Group Action Plan and the suggested delegated authority for each of these actions (Appendix 2)

3. Executive Summary

The Vision 2021 Sub Group met to consider the following items:

- The new Sport England Primary Role for all CSPs
- The work which had previously been undertaken by the Vision 2020 Sub

- Group
- The Stoke-on-Trent & Staffordshire landscape and local insight (Appendix 3)
- The development , consultation and implementation timeline for the Strategy
- Propose Vision, Mission and Outcome themes for consultation

The Sub Group's recommendations to the Board are shown above.

4. Report

Timeline and action plan

- The Sub Group agreed the approach as set out in the timeline
- We await a decision from Sport England as to whether funds will be made available to support the development and consultation of the Strategy.

Vision, Mission and outcomes

- The Sub Group felt the previously recommended Vision statement of "Everyone more active, more often" was fit for purpose and described the future state we, as an organisation, are trying to achieve.
- The Sub Group also agreed the Mission Statement of "Working together to create active places and healthy lives through sport and physical activity"
- Four key outcome themes emerged from discussions
 - Development of, and support for, the sport and physical activity workforce
 - Delivering system change in Staffordshire via advocacy and influence
 - Developing a detailed understanding of our place, and using this to inform policy and programme implementation
 - Taking a focused approach to delivery, with clearly defined target groups.

The Vision 2021 Action Plan

- Outlines the timeline for development, consultation and implementation of the Strategy
- The Action Plan also identifies who has delegated authority for each item (Board / Vision 2021 Sub Group)



Terms of Reference: Vision 2021 Sub Group

Introduction

The Vision 2020 Sub Group was originally formed in 2016 to develop proposals regarding the Strategic direction of the organisation, following departure of original members from the Board and an increased focus on Governance the group disbanded. On May the 8th The Board voted to re-establish the group with a new membership.

Terms of reference

Purpose of the Vision 2021 Sub Group

1. To develop a clear and long term strategy for SASSOT
2. Ensure appropriate consultation and stakeholder in engagement is achieved
3. To revisit the current Business Plan and update in accordance with changes as a result of the development of the new SASSOT Strategy 2017-2021
4. To implement the action plan as agreed by the Board on 11th July 2017.

Membership

Members of the Vision 2021 group as at 27th July:-

Jude Taylor, Jane Kracke, Sue Finnigan,

Membership

Members of the Governance Sub Group as at 11th July 2017 are:-

Sue Finnigan (Chair) Jude Taylor (Senior Management), Jane Kracke (Senior Management) and Russell Turner (Sport England) Andy Weston (Board Member), Angela Dale (Board Member), Jon Topham (Board Member), Alistair Fisher (Board Member), Robert Foster (Board Member). Ben Holland (Manager), Chris Millward (Manager), Naomi Bird (Manager),

Chair

The Governance Sub Group shall be chaired by the Board Chair

Frequency of Meetings

Until Item 1 (above) has been completed, the Sub Group will meet on a 6-8 weekly basis.

Quorum

The Quorum for Sub Group meetings is 50% of total membership.

Decisions

Where possible decisions are reached by consensus. Where a consensual decision cannot be reached and as long as the meeting is quorate, a majority vote will decide the issue. The Chair will have a casting vote in the

event of a tie.

A report of the work of the Sub Group will be taken to each Board meeting until such times as Item1 (above) has been completed.

These Terms of Reference were agreed by the Board on xxxxxx

A review of these Terms of Reference is due by July 2018



Sport Across Staffordshire and Stoke-on-Trent Vision 2021 Action Plan

Outcomes:

- To develop and consult upon SASSOT's future strategic direction

	Action	Timescale	Delegated Authority	Notes
1	Approve Sub Group proposals for consultation regarding Vision, Mission and Outcomes	11.07.17	Board	Proposals developed at Sub group meeting on 27 July
2	Agree Terms of Reference for Vision 2021 Sub Group and Governance Sub Group	11.07.17	Board	
3	Develop and implement a consultation & engagement plan	September	Governance Sub Group	Likely to take the format of individual discussions with funders and key partners, followed by larger stakeholder consultation event in September
4	Approve recommendations from consultation and engagement events	Oct Board	Board	
5	Produce draft strategy & make recommendations regarding associated staff structure for Board approval	Nov Board	Vision 2021 Sub Group	
6.	Approve final strategy for publication	Dec Board	Board	

What is the Staffordshire & Stoke picture?

LEVELS OF ACTIVITY

THIS CHAPTER PRESENTS INFORMATION ON THREE LEVELS OF ACTIVITY:

- **INACTIVE** LESS THAN 30 MINUTES A WEEK
- **FAIRLY ACTIVE** 30-149 MINUTES A WEEK
- **ACTIVE** AT LEAST 150 MINUTES A WEEK

[LINK TO DATA TABLES](#) ▶

DEFINITION

THE CHIEF MEDICAL OFFICER (CMO)

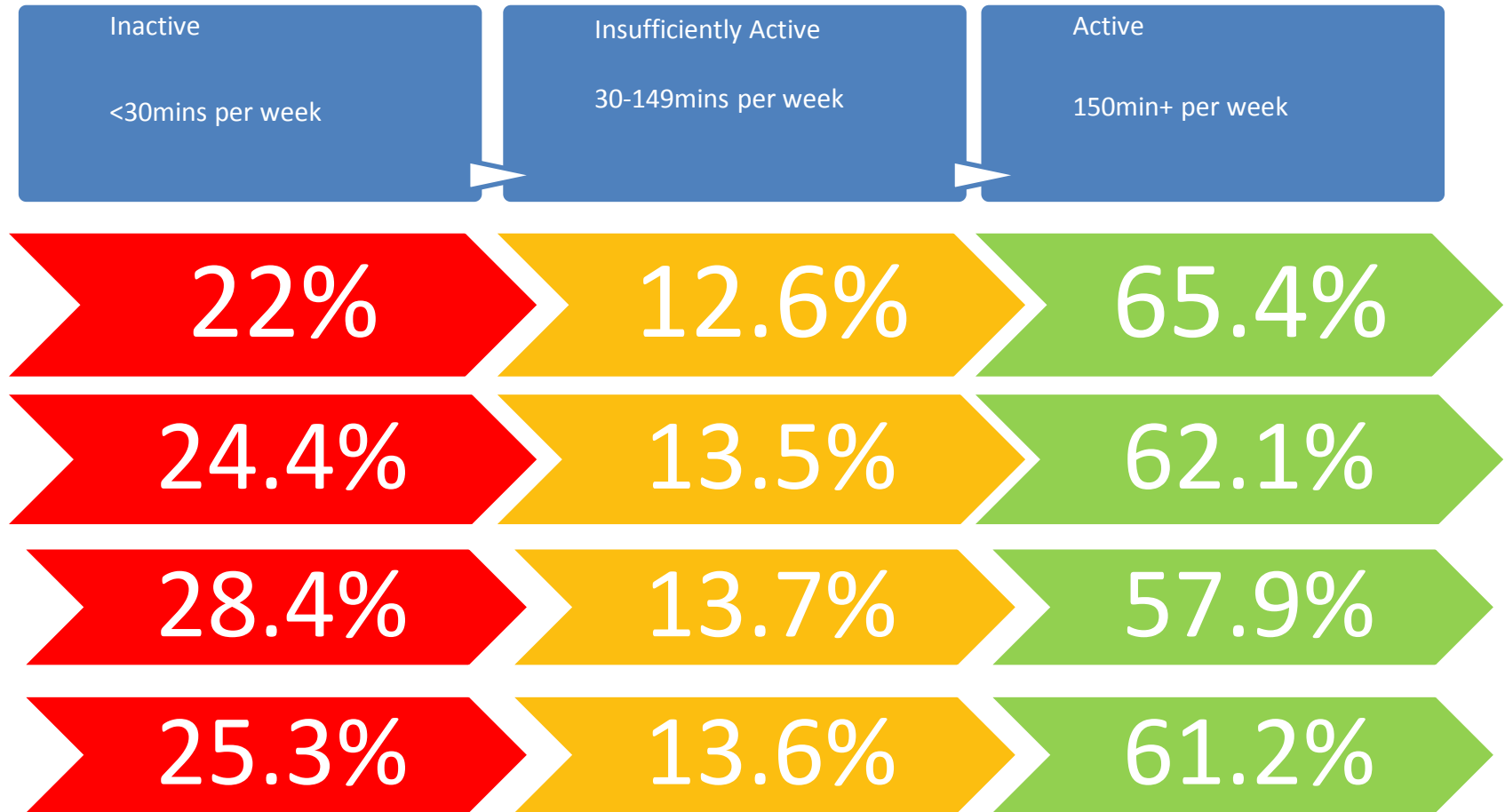
RECOMMENDS THAT ADULTS SHOULD BE PHYSICALLY ACTIVE



***VIGOROUS INTENSITY COUNTS AS DOUBLE**

Note: As part of this release physical activity data including the additional activity of gardening has also been published in the tables. As it is not part of Sport England's remit the physical activity data presented in this report excludes gardening unless stated otherwise.

Levels of Activity



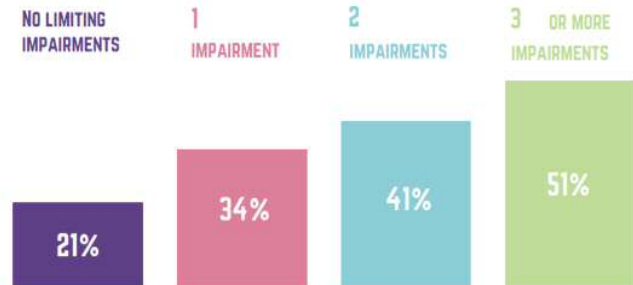
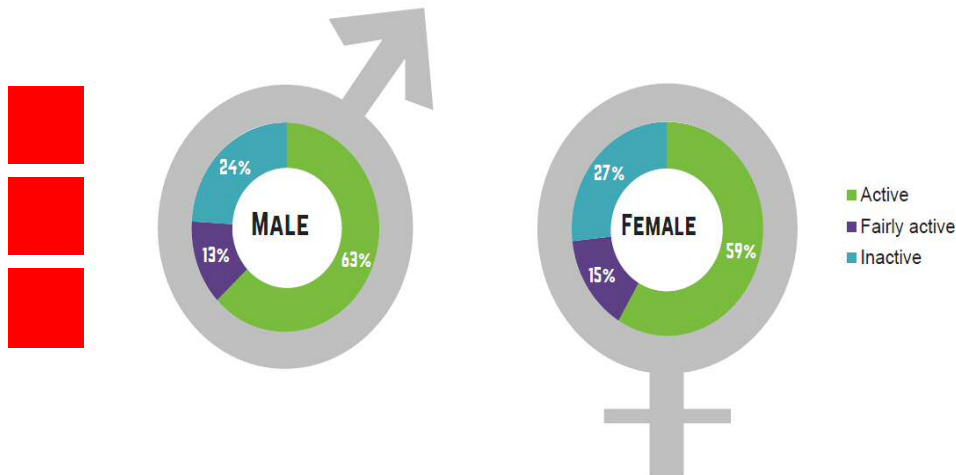
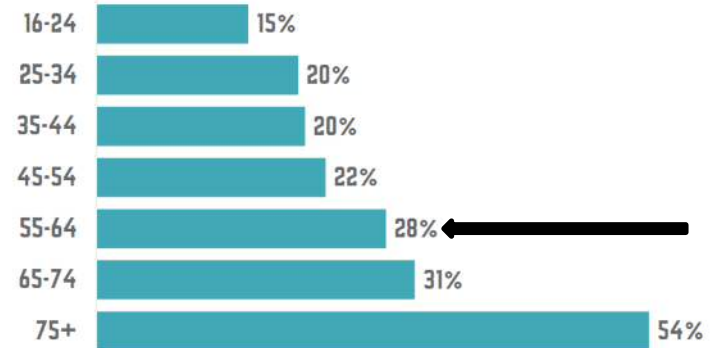
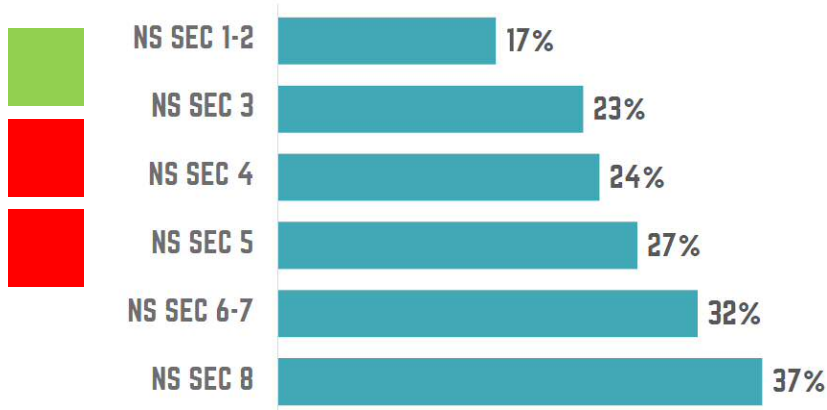
= 231000

= 124100

= 559800

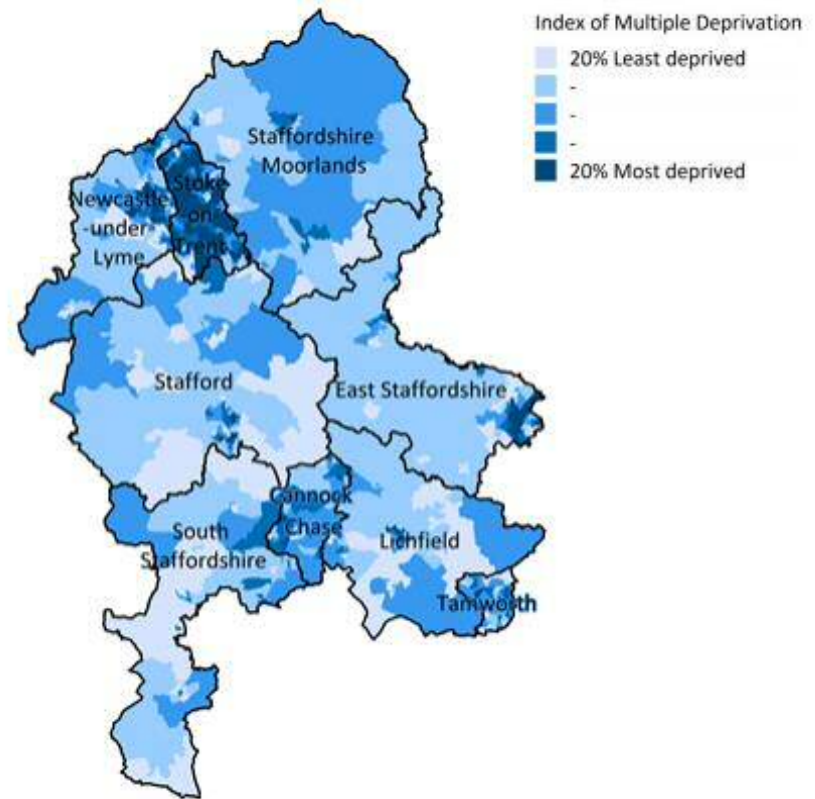
*Active Lives Survey 2017 (includes gardening)

It matters who you are and where you live



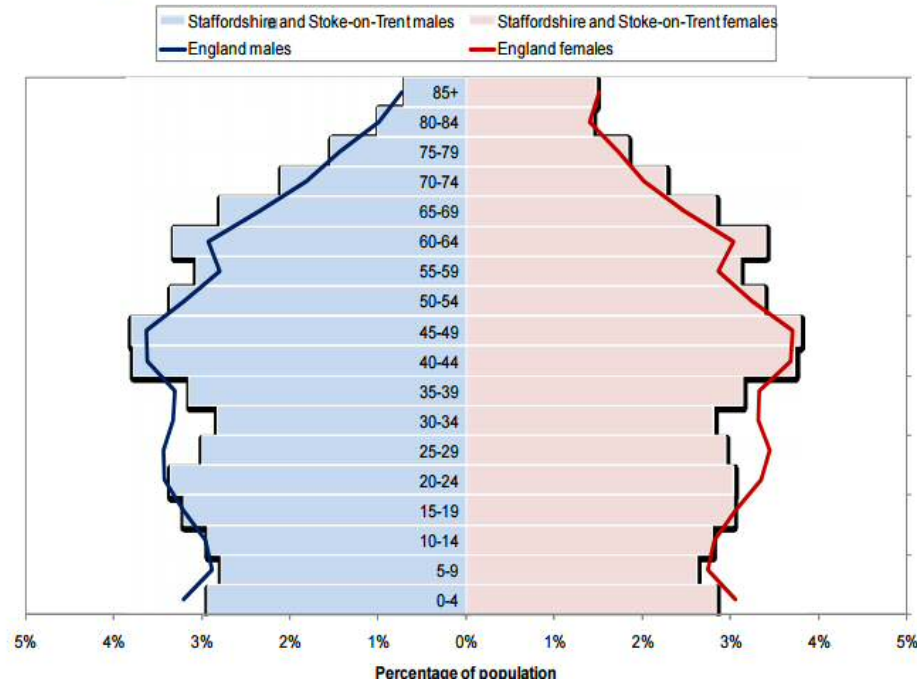
Inequality is an issue

- Staffordshire as whole in 70-80% least deprived part of the country
- 9% of residents live in top 20% most deprived areas nationally
- Stoke on Trent is 16th most deprived local authority nationally
- Over 50% of the population live in areas that are in the top 20% most deprived nationally
- Stoke is our most ethnically diverse area with 14% being non white British (lower than the national average of 20%)

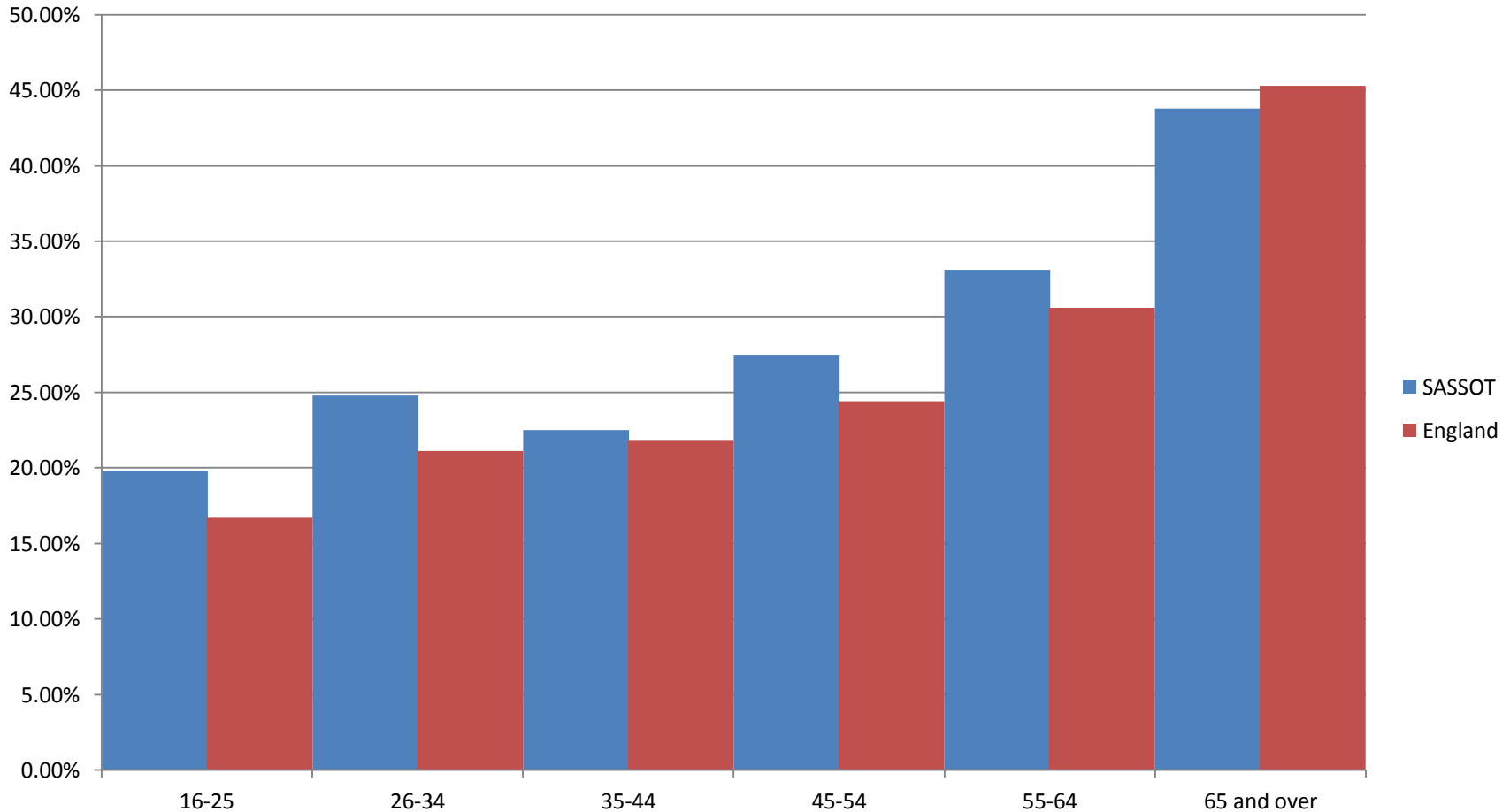


We have an aging population

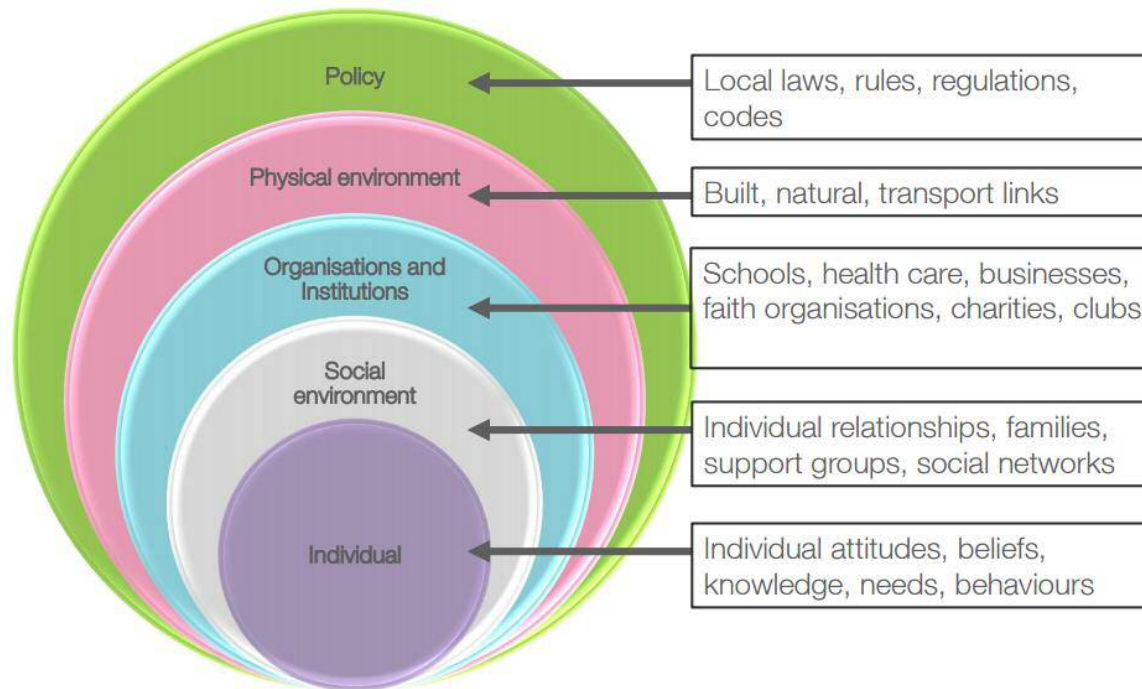
Figure 1: Age distribution for Staffordshire and Stoke-on-Trent, 2011



Our largest population groups are amongst our most inactive



A whole system approach?



Source: Socio-Ecological Model

What are the key questions

- What are the major challenges for Staffordshire and Stoke
- Who and where do we need to focus our efforts on to achieve our vision
- What are the issues that cut across both Staffordshire and Stoke
- What do we need to do differently to achieve our vision
- What is within the scope of the CSP to change?
- How are we going to organise our outcomes to address these issues i.e. Place based, thematic etc
- Don't forget the active. We need to maintain those already taking part



Report to the Board – Enclosure 3

Report Title	Delivery Plan Progress Report – Quarter 1 2017-18
Date	11 July 2017

Open Agenda item	X	
Private and Confidential Agenda item		By virtue of containing confidential information relating to:

Contact Officer	Name:	Jane Kracke
	Tel:	01785 619187

For Information	X
For Decision	

1. **Purpose of Report**

This report provides details of the work of the Sport Across Staffordshire and Stoke-on-Trent Core Team for the first quarter of 2017-18 against the agreed Delivery Plan

2. **Recommendation(s)**

N/A

3. **Executive Summary**

In order to provide the Board with an overview of the work of the Core Team across all work areas, the achievements for the period April 2017 to June 2017 have been summarised in the attached document. These achievements have been mapped against the Partnership's 2017-18 Delivery Plan to illustrate the progress the Core Team has made against the Partnership's core functions of:

- i. National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity
- ii. Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to 'grow', 'sustain' and 'excel' in sport and physical activity and providing the intelligence to enable partners

to make evidence-based decisions

- iii. Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes. To increase investment in sport, PE and physical activity within the sub-region by advocating their value
- iv. Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.
- v. Facilities – Supporting NGBs to access appropriate facilities, advocating for access to educational facility sites, knowledge of asset transfer and strategic facility development needs for the sub region.
- vi. Marketing and Communications – Supporting the promotion of community sport programmes
- vii. Governance - To manage and operate the CSP to ensure sound governance arrangements and compliance with funding conditions are in place

4. **Report**

Good progress has been made against the Delivery Plan targets with the majority of areas on or above target levels.

Highlights

- **Strategic** – The Vision 2021 sub group membership and purpose has been refreshed and a meeting has taken place, with senior staff from the core team invited to attend.
- **Governance** – Revised Terms of Reference for the Governance Sub Group have been produced and an Action Plan to meet the recommendations from the Governance Review and Tier Three Governance requirements has been compiled
- **Sportshire** - Ironman 70.3 Staffordshire took place on 18.06.17, with largest spectator crowd so far; A stage of the Britain Women’s Tour was hosted, starting and finishing in Hanley; Velo Birmingham route to come through South Staffordshire on 24.09.17
- **School Games** – The Summer Level Three School Games was held and saw over 1500 young people participate. 70 volunteers recruited, trained and deployed to support on School Games.
- **Satellite Clubs** - At present there are 54 new satellite clubs operational and 78 clubs being sustained. An application for funding to March 2019 has been submitted to Sport England
- **Primary Premium** - Four networking sessions and a PE Conference have taken place and have been well attended
- **This Girl Can / Move More in May** - Project briefing session held to provide insight on target female audiences and support the application process. 19 applications received, 13 awarded. All projects initiated and a ‘Project Progress Workshop’ held to share learning and develop the evaluation process
- **Education and Training Programme** – Four workshops held during Quarter One with 72 attendances
- **MarComms** - 6 editions of e-newsletter with a total of 145 articles. 25% average open rate . Distributed to 1,845 subscribers.
- **Funding Support** - Supported Engage Communities to secure £10,000 from Small Grants. Insight and bid writing support provided to Burton Tennis Club and Barton

Tennis Club regarding Community Asset Fund Applications. Advice and guidance provided to local partners on proposed facility developments including Lichfield Cathedral School, Newcastle Athletics Club and Leek Tennis Club.

Challenges

For the majority of areas where progress is behind what was expected at this point in time, this is because we have not had the capacity within the team to move this forward as quickly as expected. We now have a new Club Development Manager in post, so the Club Development work area is now expected to begin developing at pace. Senior Management are also currently looking at options to address other capacity issues. Engagement with NGBs remains low as most NGBs are receiving less from Sport England for 2017-21 than during the previous four-year cycle, which has led in many cases to re-prioritising and staffing restructures. This lesser engagement from NGBs is reflected by CSPs across the country, not just SASSOT.

The two areas with 'sad faces' are linked to unsuccessful funding applications to Sport England, through the Local Delivery Fund and the Volunteering (Opportunities) Fund. Feedback has been offered for the Local Delivery Fund application, which will be gained and acted upon.

Further detail is provided in the attached Delivery Plan update Appendix 1.



Everyone More Active More Often

Sport Across Staffordshire and Stoke-on-Trent

Delivery Plan

April 2017 – June 2017

Quarter 1

Objective 1 - 😊 = 32 😐 = 7 ☹️ = 1 Objective 3 - 😊 = 36 😐 = 4 ☹️ = 1
Objective 2 - 😊 = 25 😐 = 10 ☹️ = 0 Objective 4 - 😊 = 6 😐 = 2 ☹️ = 0

Introduction

The tables below provide a summary of the achievements of the Core Team for 01.04.17 - 30.06.17. These achievements are outlined in the 'progress to date' column, with the 'key tasks' and 'milestones' columns taken from the Annual Delivery Plan 2017/18. The 'face' ratings reflect actual progress against expected progress. Where progress is behind what was expected by this point in time, brief notes regarding remedial actions have been included.

www.sportacrossstaffordshire.co.uk

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
- Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.
- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
SASSOT to review individual groups as and when necessary	SASSOT to support SLCOF, SDO & Facility Managers Forums, Disability Sport Forums, Sport Specific Development Groups, sub-regional NGB Forum, Central Rivers Initiative / TTTV Boards, SGO Meetings, Regional / National Workstrand Meetings, School Games Local Organising Committee and sub-groups, FE / HE Networking Meeting Review SASSOT's attendance on these groups annually	On-going	All	Core Team	☺		Meetings held	All meetings attended as relevant and arranged where SASSOT's responsibility.

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
- Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.
- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
SASSOT to influence and act as an advocate for sport and physical activity	Maintain and further develop effective working relationships with Staffordshire and Stoke partnership networks, Leaders & CEO networks, LEPs, Health & Wellbeing Board, Public Health and Clinical Commissioning Groups, OPCC, Children & Young People partnerships	On-going	All	JK/JT supported by the Core Team	☺		Strategic groups aware of SASSOT's role and agenda. Sport & physical activity recognised in LA Community Plans and Health Strategies.	Two new Public Health representatives inducted and attended last Board Meeting.
Support the development and coordination of a Staffordshire wide Physical Activity 'Framework'	Work with the Staffordshire and Stoke-on-Trent public health teams to develop Physical Activity Strategies and engage with the Health & Well-being Boards.	3/18	4	Staffordshire Public Health to lead on strategy development and implementation supported	☺ ☹		Strategy developed	Insight provided in support of HWBB led physical activity framework Staffordshire County Council's expression of interest for Sport England's Local Delivery fund, which was supported by SASSOT, was unsuccessful

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
- Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.
- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
	Support local authority partners with the development of Built Facilities Strategies, Playing Pitch Strategies and Sport and Physical Activity Strategies			by SASSOT	☺			SMDC strategy drafted with SASSOT support. BH providing support to KKP with the development of SMDC PPS. Further enhanced support being offered to SMDC in relation to user group consultation and education partners to facilitate delivery of strategy.
Support the delivery of the Sportshire Agenda	Support the continued development of the “Sportshire” Strategy and Implementation of the agreed Plan	On-going	All	Staffordshire County Council/ SASSOT.	☺		Strategy completed Implementation plan prepared and acted upon. Number of major events attracted to the sub region	Velo Birmingham route to come through South Staffordshire on 24.09.17 Ironman 70.3 Staffordshire took place on 18.06.17, with largest spectator crowd so far A stage of the Britain Women’s Tour was hosted, starting and finishing in Hanley

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
- Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.
- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
SASSOT support for and representation on the Stoke -on -Trent Sport In PASS Project	Supporting delivery of the PASS Project Manager in line with the brief and agreed Action Plan Management of grant budget to support consultants work Attendance at PASS Management Group meeting. Attendance at PASS Board meetings. Attendance at ECoS LOC meetings	On-going	All	Stoke-on-Trent City Council/ Sport England/ SASSOT/ Staffordshire University	☹️		Outputs detailed in the PASS and ECoS Delivery Plan achieved	PASS consultant contract finished No PASS / ECOS meetings
Engagement, consultation and partnership working with key delivery agencies to delivery high quality, successful programmes	Delivery of relevant programmes eg. Sportivate (wrap up) , School Games, Satellite Clubs, Primary Premium, number of accredited clubs, increasing volunteering in sport, Inspire Multi Sport Clubs programme. See individual programme information for more details				😊			Summer School Games event held Majority of Sportivate delivery completed (Innovation projects x2 ongoing) Applications for further funding for Satellite Clubs, DfE Volunteering and School Games submitted to Sport England Inspire delivery ongoing

- **National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.**
- **Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.**
- **Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.**

1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
Advocacy re Sport England's Towards an Active Nation strategy	Promotion and advocacy of strategy and related funding streams at all sub regional forums	On-going	All	Core Team	☺		Update presentations presented to relevant sub regional groups and partners	Info regarding new funding streams circulated to partners as appropriate

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
- Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.
- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

1.2 Connecting Partners

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
To develop working relationships between partners and to ensure an effective signposting	Develop and support regional networks where appropriate and disseminate information across the sub-region. eg. NGB, Coaching, Business Development, Marketing and Communications etc.	On-going	All	Core Team	😊			Regional meetings attended
Facilitate links between primary schools and community sports clubs	Maintaining links between primary schools and sports clubs	On-going	All	CG/CM	😊		Annual club directory produced and distributed	Club Directory in progress. Capacity issues mean that this has been started but not finished.
Connecting NGBs with CSP and local partners	Organise six-monthly Engagement Events and measure their impact	Sept 17	1 3	JK	😊		1 event held	Event to take place in September / October – to consult in July regarding format
	Ensure the NGB Forum continues to operate effectively, with appropriate external attendees when required, and links to FE / HE	¼ ly	All	JK	😊		2 forums held	July forum cancelled due to a number of attendees being on leave. Rearranged for 28.09.17

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
- Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.
- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

1.3 National Governing Body Support

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
Identify and carry out actions with NGBs that reflect the Core Offer and Enhanced Services offered by CSP	Review Generic Support Offer and Priority Sports once requirements of NGBs 2017-21 becomes clear. Facilitate engagement between NGBs and local partners as appropriate	Sept 17	2	JK			Priority sports identified	No progress expected
	Maintain overall Green RAG-rating for NGB Delivery	Sept 17	2	JK			Green RAG rating	No progress expected
	Tracker format reviewed All team members recording agreed support and outcomes in the NGB Tracker	Sept 17 On-going	2 2	JK	☺		Tracker in place and being used	Tracker updated
	Attend Regional CSP / NGB Engagement Meetings or arrange one-to-one meetings with appropriate NGBs on a regular basis	On-going	2	JK	☺		12 meetings	Regional meeting attended. Meetings with 3 individual NGBs taken place

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
- Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.
- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

1.3 National Governing Body Support

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
Effective support of individual NGB projects	NGB Activation Officer work programme developed in consultation with local partners and NGBs.	Sept 17	2	JK/CD	☺		Work programme in place 3 NGB participation projects delivered	Initial discussions with Colleges/Uni involved with the recreational Badminton project for past few years are underway and also with the community badminton network.
Provide hosting arrangements for NGBs as required	Provide hosting arrangements for NGB staff as required, reviewing annually Provide occasional hot-desking for other NGB staff as required	On-going	All	JK	☺		1 NGB Officer Hosted 5 NGB Officers accessing hot-desking	Netball hosting agreement signed for 2017-18

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
- Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.
- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
To implement the Equality & Diversity Action Plan	To implement SASSOT's 'LEAD Improvement Plan' supported by EFDS	Sept	2	NB	☹️		Relevant training delivered.	Limited progress due to capacity
To support the development of targeted programmes through the ACCESS Across Staffordshire fund	Support and monitor the implementation of current ACCESS projects	Sept	2	NB	😊		50 participants	Art Brazil Project completed 12 regular attendee (Dance for inactive 55+) Project visited and feedback gained. Session to be sustained beyond the ACCESS funding
	Implementation of an additional round of ACCESS funding	Sept	2	Supported by: JK & JT Board Equity Champion,				Port Vale Fit Fans – awaiting project update Disability Rugby Project – 10 regular attendees Additional round of funding to be considered during Q2
Deliver Projects using the This Girl Can Activation Funding	Support local delivers to access TGC & MMiM campaign branding and insight to shape activity development	April 17	1 & 2	NB & NHG	😊		To aid the constancy of campaign branding and key messages	Project briefing session held to provide insight on target female audiences and support the application process. 19 applications received, 13 awarded. All projects initiated and a 'Project Progress Workshop' held to share learning and develop the evaluation process
	Support the promotion of funded TGC projects via Social Media channels, local media & other networks	April 17	1 & 2	NB & NHG	😊		Delivery of 13 TGC Activation Projects	Marketing & Comms guide produced to support project leads as well as support on poster development and use of social media

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
	Encourage & support entry onto the MMiM database to help promote their activity and help promote the awareness of the TGC MMiM campaigns	April 17	1	NB & NHG	☺		To exceed or at least reach 900 database entries	Support provided to projects to enter their data on the MMIM events calendar where appropriate.
	Follow up with M&E with deliverers/organisers/participants to analyse how successful the projects were	April 17	1 & 2	NB & NHG			Measure those that are still participating in Sport 3 months after project finished	Due Q2
	Production of promotional material showcasing the project	April 17	2	NB & NHG			To produce promotional help increase campaign awareness	Due Q2
To develop the local disability sport and physical activity	Working with team members develop the new work programme for the Inclusion Officer	May 17	All	DR	☺			Work programme developed and 'Inclusion Officer' appointed and in post

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
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- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
offer	Implement the Staffordshire County Council Inspire Disability Multi Sport club Aiming High contract including Staffs FA holiday delivery	On-going	All	DR	☺		220 disabled children engaged	All Inspire clubs dates delivered, Q1 report due 14 th July Safeguarding incident reported at FA Holiday Programme activity - a full investigation has been implement by both SASSOT & Staffs FA. Key actions / learning points developed, liaison with SCC still ongoing.
	Produce service level agreement with partners and mange Aiming High budget.	April 17	All	DR	☺			SLAs in place and budget distributed
	Co-ordinate 'Inspire Leads' meetings	June 17	All	DR	☺		Agreements signed and budget managed successfully	Meeting held 20 th June and safeguarding learning points reviewed
	Collate club attendees, child outcomes and submit reports to Aiming High	On-going	All	DR				Data due Q2
	Conduct quarterly Inspire Club quality assurance checks	May/ Aug/ Nov/ Feb	All	DR	☺			Club visit – Stafford Feedback received and issues dealt with in liaison with local Inspire leads

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
- Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.
- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
	Develop links with non-sporting disability groups, organisations and services and facilitate networking opportunities	On-going	All	DR	☺		On-going 20 organisations engaged with	Currently in liaison with various organisations across the county including NSAAA, New Life charity for disabled children, South Staffordshire NHS foundation trust, Moorlands Home Link and North Staffs Voice for Mental Health Currently visiting localised VCSE forum meetings to create and sustain new partnerships
	Maintain 'Service & Reach' database and communicate to partners	On-going	All	DR	☺		30 additional researched	Added some suitable links and organisations which may be deemed benefit in terms of referral. Keen to develop South Staffordshire knowledge base to maintain Service and Reach in this area.
	Provide information and support to parents and disabled children	On-going	All	DR	☺		All identified parents and children offered information and support	Looking to meet with parents upon Inspire leads visit based upon their and their children's needs and desires. One session visited in Stafford, three scheduled 1 st and 2 nd July in Tamworth, East Staffordshire and Newcastle. Visiting parent and carer support groups in the county to further engage with parents to meet their needs, such as the NSAAA Support Group visit.
	Continued development of Countywide Disability Sport Forum inviting NDSOs, NGBs and disability focused charities.	On-going	All	DR			One County Forum meeting per quarter	Due Q2

- **National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.**
- **Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.**
- **Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.**

1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
	Support Stoke-on-Trent City Council and EFDS to implement the 'Get Out Get Active' project Attend the relevant project meetings	Sept 17	2	NB Supported by DR	☺			Project progressing, Boccia element of the project has been outsourced

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
- Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.
- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

1.5 Safeguarding & Protecting Young People in Sport

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
Ensure SASSOT meets safeguarding requirements of the Sport England CSP core specification	Develop safeguarding action plan. Board to endorse.	05/17	1	BH/LB, Board Safe-guarding Champion & Core Team	☺		Green RAG rating in quarterly report	Plan has been agreed by CPSU and is going to Board for sign off in July
	Implementation of actions referenced in Safeguarding Plan	On-going	All		☺			On track to deliver against actions referenced in the Plan
	Monitor implementation	Sept 17	2		☺		Continued implementation as outlined in the Plan	
	Review progress against safeguarding action plan and cross reference to national safeguarding children in sport framework	09/17	2	BH/LB	☺		Revised action plan in place	Continued implementation as outlined in the Plan
Deliver the outcomes of SASSOT's annual safeguarding action plan	Deliver the following priority actions: <ul style="list-style-type: none"> • Ensure SASSOT's safeguarding policies and procedures reflect current best practice and are fit for purpose 	09/17	2	BH/LB Local Authorities, NGBs and Children and Lifelong Learning	☺		Action Plan Priority actions delivered	Ongoing

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
- Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.
- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

1.5 Safeguarding & Protecting Young People in Sport

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
Deliver the outcomes of SASSOT's annual safeguarding action plan	<ul style="list-style-type: none"> • Ensure all SASSOT led delivery involving young people and vulnerable groups meets the safeguarding standards outlined in our safeguarding procedures 	09/17	2	BH/LB Local Authorities, NGB's and Children and Lifelong Learning	☺		Action Plan Priority actions delivered	Existing SLAs and contracts reflect minimum standards. Future Satellite Club delivery will need to embed same requirements Working with LSCB to deliver Be Activities Wise awareness campaign Recent review of Aiming High delivery arrangements has led to significant changes in partner delivery Working with LSCB to deliver Be Activities Wise awareness campaign
	<ul style="list-style-type: none"> • Maintain links with LSCB's and statutory services 				☺			
	<ul style="list-style-type: none"> • Ensure that safeguarding is embedded into contracting and commissioning arrangements for delivery involving young people and vulnerable adults 				☺			
	<ul style="list-style-type: none"> • Provide partners with the opportunity to learn about safeguarding through sharing information resources and through the provision of an education and training programme 				☺			

- Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.
- Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes

2.1 Children & Young People

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
<p><u>Sportivate</u> Manage the Sportivate programme to ensure effective delivery across the sub-region</p>	<p>Review 6 years of Sportivate in Staffordshire & Stoke on Trent and ‘complete’ the Sportivate grant</p>	05/17	1	CG/JK/ NHG & Local Leads	☺		<p>All reconciliation approved by SE Produce closing KPI statistics reports for all LA areas and main Regional partners</p>	<p>Reconciliation almost complete. Just one outstanding payment to be agreed. Closing KPI reports and thank you letters prepared to all LA areas and long standing regional partners and deliverers.</p> <p>Sportivate Innovation projects rolling forward. Cannock ‘Get Peddling’ due to complete by the Summer.</p> <p>Looked After Children Activity project in partnership with the OPCC now has enlisted 14 participants on 1:1 activity placements. 7 are continuing beyond their sponsored 3month period, 3 still part of their placement and 4 have left the area.</p>

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes.**

2.1 Children & Young People

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
<u>School Games</u> Ensure successful delivery of Level Three with effective links to Levels One and Two	Ensure the Local Organising Committee and its sub-groups operate effectively, with appropriate membership	On-going	All	CM/CD with support from other Core Team members as appropriate	☹️		All meetings attended	LOC membership needs to be updated to reflect the new LOC minimum expectations and local needs of Staffordshire & Stoke-on-Trent. This will be looked in in September for the new academic year.
	Ensure Project Delivery Plan is followed to deadlines	07/17	All		😊			Project Delivery plan has been delivered to deadline
	Deliver a successful 2017 Level Three summer festival and support identified satellite events	07/17	All		😊		Summer festivals with 1500 participants	Summer festival delivered with over 1500 participants and satellite events supported
	Review 2016/17 calendar, processes etc. in conjunction with partners / stakeholders	05/17	1		☹️			2016/17 Calendar to be reviewed at SGO meeting on 12 th July 2017.
	Develop a Project Delivery Plan for 2017/18, incorporating review findings and confirmed School Games recommendations	05/17	1		😊		Plan agreed by LOC	Process has commenced. School Games Delivery Plan has been completed and submitted to Sport England. 2017/18 School Games calendar has been provisionally agreed with SGOs and will be confirmed at SGO meeting on 12 th July 2017
<u>SGO Support</u> Effective support of SGOs, and links to NGBs where appropriate	Support the SGO Meetings through attendance, leading on agenda items linked to SASSOT work areas (i.e. Level 3, Satellite Clubs, Primary PE & Sport Premium etc.)	On-going	All	CM	😊		6 meetings	All SGO meetings supported and discussions around new SGO High Level KPIs and LOC minimum expectations have been led by CSP

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes.**

2.1 Children & Young People

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
<u>Primary Sport Offer</u>	Support primary schools to use their Primary School Sport Funding effectively	08/17	All	CM	☺		Delivery mechanism agreed and offer to schools produced	Delivery is underway in terms of identifying and supporting schools with the effective spend of their Primary PE and School Sport Premium Funding. PE Conference and 4 networking sessions held.
<u>Satellite Clubs</u> Manage the Satellite Clubs programme to ensure effective delivery across the sub-region	Delivery of year 4 Satellite Club Link Makers Transition Delivery Plan	08/17	All	CM/CP	☺		50 new Satellite Clubs operational with 92 existing satellite clubs sustained	There are currently 54 new Satellite clubs and 78 sustained clubs. Green Sport England RAG Rating has been achieved.

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- **Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes.**

2.1 Children & Young People

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		On-going	All					
<u>Satellite Clubs</u> Manage the Satellite Clubs programme to ensure effective delivery across the sub-region	Create and implement a plan to measure the quality and impact of satellite clubs	On-going	All	CM with support from other Core Team members as appropriate	☺		Visit 2 clubs per quarter	CP has visited clubs this quarter.
	Submit a high-quality application for Satellite Club funding for beyond Sept 17 in line with Sport England requirements (awaiting further details)	06/17 tbc		CM/CP	☺		Application successful, funding secured	The application was submitted on 2 June.

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes.**

2.2 Club Development

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
Update Club Support Plan	Implement review & consultation process. Update as required. Communicate updated plan to partners	09/17	2	CG & Key funding partners	☹️			Consultation with NGBs to take place over summer. Internal team established for consultation including Satellite Clubs
Maintain and promote SASSOT's club database	Maintain SASSOT's web-based sports club database to include all Clubmark/NGB accredited/SASSOT QualityMark	On-going	All	CG & NGBs	😊		Comprehensive database updated and promoted	Under review as part of consultation process
Raise the profile of club accreditation	Promotion of Clubmark under the 'Club Matters' umbrella' and SASSOT QualityMark to partners and clubs. Maintain Clubmark license and training to assess the new online process	On-going	All	CG & Board Champion	☹️ 😊		SASSOT Website / e-newsletter / social media highlighting club accreditation	Under review as part of consultation process Clubmark assessor training completed and webinar updates completed

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- **Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes.**

2.2 Club Development

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
Increase the number of accredited clubs and enhance the support network available to them	Continue to provide ‘SASSOT Sports Club Accreditation Funding Scheme’ and ensure that the Funding Scheme includes awards for coaching qualifications	On-going	All	CG & Workforce Steering Group	☹️		10 clubs financially supported to achieve accreditation by 31/03/18	3 clubs applied and supported
Develop a planned and coordinated programme of club development training opportunities in line with Club Matters resources	Identify appropriate Club Development workshops programme to be delivered by Club Matters tutors	On-going	All	CG NGBs	😊		Comprehensive club and volunteer training programme implemented, promoted and communicated	Topics and workshops part of the consultation with local partners. ‘Club Experience for Young People’ request sent to Sport England for Autumn.
Promote and support Community Amateur Sports Clubs	Raise awareness via positive promotion and advocacy of the benefits of being a Community Amateur Sports Club and signpost to web-based information	On-going	All	CG	☹️		Clubs signposted to become CASC	No request for information / support

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- **Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes.**

2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
Provide local strategic coordination for workforce development activity for the sports sector	Continue to deliver Coaching Development Plan as per Core spec requirements from Sport England	Sept	2	LB	☺		Sport England Green RAG rating at Q2	Now delivering against six month extension plan up until Sept 2017 that was signed off by Sport England. Awaiting communication from Sport England on reporting requirements for Q2
Support the development and growth of the sports volunteer workforce	Use volunteer signposting service, DFE, and NGB Activation recruitment programmes to support workforce requirements of other SASSOT delivery programmes i.e. satellite clubs and school games	On-going	2	LB/CD	☺		50 volunteers deployed onto other programmes	70 volunteers recruited, trained and deployed to support on School Games. 7 Level 1 Dance Leaders trained in partnership with Lichfield District Council.
	Recognise volunteers and their work through supporting volunteer awards e.g. Community Sports Volunteer of the Year Award	On-going	4	NB/LB			At least 1 volunteer award supported	No progress expected
	Through direct provision and effective signposting provide sports volunteers with access to education and training that meets their training needs, including disability sport CPD as shaped by the County Disability Sport forum and including the	On-going	2	LB & Sport Structures, NUL College	☺		200 attendees on workshops	In Q1, 72 attendees across 4 workshops

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2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
	training and deployment of the Active Kids for All workforce.							
Work with partners and local training providers to ensure workforce training needs are met	Work with approved deliverers to develop a comprehensive education and training programme to meet the needs of coaches and volunteers. <ul style="list-style-type: none"> • Undertake annual planning and partner consultation exercise in order to prepare a programme for 2017 • Provide CPD training support to at least 200 coaches and volunteers, including disability sport CPD as shaped by the County Disability Sport forum and including the training and deployment of the Active Kids for All workforce 	On-going	1	LB & Sport Structures, NUL College LB	☺ ☺		200 attendees	Programme is planned and in place. In Q1, 72 attendees across 4 workshops. A number of Active Kids for All workshops are planned to take place in partnership with EFDS and the National Citizen Service.
Work with partners and local training providers to ensure workforce training needs are met	Signpost and promote NGB courses for the 46 Sport England funded sports and the SASSOT Education and Training programme via the SASSOT website, and social	On-going	All	LB & Sports Coach UK, NGBs	☺		Links visible	Links are in place

- Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.
- Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes.

2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
	media							
	Maintain and review regional female coaching project across the six West Midlands County Sport Partnerships aimed at recruiting, developing and supporting female coaches	On-going	All	LB & Regional CSPs, sports-coach UK	☺		20 female coaches supported by SASSOT and 100 across the region	Support continues and a review of the programme locally and across the region is taking place to re-launch the project
Deliver Outcomes of the Coaching Delivery Plan	Facilitate a Community of Learning for coaches within the CSP area	On-going	All	LB & Sports Coach UK, Staffordshire University	☺		Produce Monthly e-newsletter and extend the Coach to Coach pilot e-newsletter to a wider audience	Coach to Coach newsletter has now been extended to all Satellite Clubs coaches
					☺		100 coaches accessing targeted CPD needs	CPD support planned for Satellite Clubs coaches and Staffordshire University students
	Identify and promote funding schemes / grants that will aid	Quarterly	All	LB & sportscoach	☺		'Funding Opportuniti	Guide produced and is about to be reviewed nationally regarding future design

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes.**

2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
	coaches in accessing CPD at reduced cost			UK, CSPN			es for Coaching’ guide produced quarterly	
SASSOT Volunteering and Leadership programme	Provide on-going support to volunteers trained in Year 1-5 of the programme.	On-going		LB/CD	😊		Contact maintained with previous leaders & opportunities offered.	Contact maintained via e newsletter and directly targeting volunteers when certain opportunities are available.
	30 volunteers (aged 16+) recruited and deployed to support levels 1 and 2 of the school games. This information is valid for the academic year Sept 2016-July 2017.	July 2017	2- for 1 st results 4- for 2 nd results	LB/CD	😊		30 volunteers recruited and deployed by July 2017.	Full figures will be given at the end of July 2017, but at present, 70 volunteers have been recruited, trained and deployed.
	School games workforce audit completed in conjunction with SGOs. For the academic year Sept 2016-July 2017.	Sept 2017	2	LB/CD	😐		Workforce audits completed by September 2017	Discussions will take place at the next SGO meeting on 12 th July. The audit will then be completed by September 2017.

- Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.
- Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes.

2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
	SGOs supported to address needs identified in school games workforce audit through the provision of training	Ongoing	All	LB/CD	☹️		Courses organised and tutored as and when needed for the SGOs.	Initial discussion will take place on July 12 th , audit completed by September 2017 and then support with courses offered throughout academic year.
	Deliver volunteer training for event volunteer team	Jan and Jun 2017	All	CD	😊		Sufficient volunteers recruited, trained and deployed as event volunteers.	This successfully delivered for academic year 2017-18. Summer School Games event volunteer training set for June 2018.

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- **Marketing and Communications – Supporting the promotion of community sport programmes.**
- **Facilities – Supporting NGBs to access appropriate facilities, advocating for access to educational facility sites, knowledge of asset transfer and strategic facility development needs for the sub region.**

3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
Marketing Planning & Development	<p>Develop knowledge of customer centricity and disseminate to team</p> <p>Review the MarComms Plan for 2017-18 accordingly</p> <p>Review CRM systems / tools and develop accordingly</p>	Sept 17	Q2	NB/LM	☺		Plan produced, distributed and in operation	To be done in conjunction with Vision 2021 group, developing stakeholder and customer profiles
Website Maintenance and Development	Maintain website content and continue to develop key plug ins including e-news, searchable databases, event calendar, media library	On-going	1	LM/NB	☺			Event calendar development as part of MMIM Daily web content maintenance, news feed and club database
	Review Google analytics and other development tools	On-going	2	LM	☺			Google analytics - 9.8k sessions, 7.4k unique users. Top pages viewed were: 1. Club Finder 2. Funding 3. Jobs 4. Contacts 5. Move More In May

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Marketing and Communications – Supporting the promotion of community sport programmes.**
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3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
Maintain and organise a comprehensive meeting and network structure	Meeting networks implemented to service all areas of sport and physical activity eg. NGB Forum, SDO/Facility Managers Forums, SLCOF etc	On-going	All	All Core Team members Supported by: LM	😊		Meetings held	Meetings held
Production of e-newsletters	Production of SASSOT fortnightly sport-e newsletter	Fortnightly	All	LM	😊		24 editions of e-newsletter released 26% open rates for all publications	6 editions of e-newsletter with a total of 145 articles 25% open rate for all publications. Distributed to 1,845 subscribers.
	Production of SASSOT Coaching and Volunteering e- newsletter	Monthly	All	LB/CD	😐			E newsletter goes out to 1784 readers and has an average open rate of 20.8% over the last 6 months.
	Production of NGB newsletter for schools and SGOs			All	JK	😊	3 editions circulated	Currently collating info for circulation early July

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
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3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
Partner Support	Publicise partner products, programmes and media campaigns as appropriate	On-going	All	NB/LM/JK/NHG	😊			<ul style="list-style-type: none"> ▪ Great British Tennis Weekend ▪ Golf Month ▪ Push The Boat Out ▪ Go Canoeing Week All the above were publicised as part of the MMIM campaign
	Implement ‘Move More In May’ campaign <ul style="list-style-type: none"> - Publicise the local offer and develop local offers with key partners - Engage local media - Assess the impact 	May 17	1		😐		Programme to offer sessions in 10 sports. Media coverage gained	MMIM implemented promoting NGB campaigns as well as wider activity offers across the county. Local communication channels were used supported by Staffordshire County Council Comms team. Social media was also utilised linking with the This Girl Can activation projects. Unfortunately due to capacity issues we were unable to gain the level of media engagement that we had initially hoped for.
Produce Annual Report	Annual Report produced 04/16 to 03/17	Jun 17	1	LM	😊			2016-2017 Annual Report produced that included a complimentary article from Mike Diaper at Sport England, ‘infographics’ to highlight work of the Core Team, a comprehensive snapshot of work with NGBs and examples of support provided to local funding partners.

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3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
Social Media Development	Development of Social Media including Facebook and Twitter <ul style="list-style-type: none"> - Team to develop social media priorities / action - Develop benchmarking and monitoring process 	On-going	All	NB Supported by LM/NHG	☺		1000 FB Likes 2500 Twitter Followers Use of YouTube	Social media action plan developed by TGC officer to review use of some of our existing channels. Channels utilised as part of the TGC & MMIM campaign. 34,576 Twitter Impressions 93 Twitter mentions 45 New Twitter followers
SASSOT Community Sports Awards	Implement county Community Sports awards: <ul style="list-style-type: none"> - Community Club of the Year - Community Coach of the Year - Newcomer of the Year - Community Project of the Year - Volunteer of the Year - Aspiring Athlete 	Aug-Nov 17	Q2	NB supported by Team Members CSPN WM	☺		Winners selected and awards event held with S&SoT nominees	It has been agreed by the Chair and Vice Chair that SASSOT will continue to deliver this event. Options to address capacity to deliver the event to be reviewed.
West Midlands Community Sports Awards	Work with the West Midlands Marcomms Group to coordinate the WMCSA	Sep 17	Q2	NB	☺		Awards evening held	First meeting held to discuss the new delivery model for this event. BBC in partnership with University of Birmingham Sport will be leading on the event supported by the WM CSP Comms leads

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3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
Producing Media Releases To Advocate The Work of the CSP	Distribution of Media Releases	On-going	All	NB & Core Team Members	☺		Min of 10 News Releases per year	MMIM News Release School Games News Release
School Games Support	Deliver media training to young School Games volunteers	Jun 17	Q2	NB & Core Team Members	☺		Programme produced	Training delivered at Ormiston Horizon with 10 pupils
	Develop event programme	Jun 17	Q2		☺			Lanyard programme produced
	Support development and maintenance of School Games website	On-going	All		☺		Website updated	Website updated and press release issued
	Co-ordinate media hub at School Games event	Jun 17	Q2		☺		Media report produced	Event held supporting 5 students to develop media materials to showcase the event.

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- **Marketing and Communications – Supporting the promotion of community sport programmes.**
- **Facilities – Supporting NGBs to access appropriate facilities, advocating for access to educational facility sites, knowledge of asset transfer and strategic facility development needs for the sub region.**

3.2 Research & Insight

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
Create a hub of local information and resources	Continue to develop a central resource of information hosted on both the SASSOT website and Insight Hub	Ongoing	2	NB	😊		Data collated and 'Info Hub' available	Added to on an ongoing basis
Applying Behaviour Change	Map influencers and deliverers that could benefit from receiving behaviour change training Assess capacity and upskill a couple of team members to deliver behaviour change training Identify potential localised case studies, promote and advocate	Sept 17	All	NB	😐			Learning gained from across the West Midlands supported by Behaviour Architects. Meeting to be held with Katrina Hull and potential development of CYP behaviour Change workshop
Consult with partner organisations to expand current data sources	Source any additional relevant data sources held by non-sporting organisation that can support insight	May	1	NB	😊		Additional data sourced	Limited capacity to develop this

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Marketing and Communications – Supporting the promotion of community sport programmes.**
- **Facilities – Supporting NGBs to access appropriate facilities, advocating for access to educational facility sites, knowledge of asset transfer and strategic facility development needs for the sub region.**

3.2 Research & Insight

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
Localised Sport & Physical Activity Research <i>(Understanding of local demand and supply)</i>	Work with Know Research and NUL BC to implement localised Sport & Physical Activity Insight Project.	Sept 17	2	NB & Know Research	☺		Reports produced	Research well progressed and 4 local focused groups held Follow up meeting scheduled for early July
Monitor and evaluate the impact of appropriate programmes	Satellite Clubs, Primary School Sport Premium, Aiming High, School Games	Quarterly	All	All programme mangers	☺		M&E reports produced and provided to funders and Exec	Reports completed and submitted

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Marketing and Communications – Supporting the promotion of community sport programmes.**
- **Facilities – Supporting NGBs to access appropriate facilities, advocating for access to educational facility sites, knowledge of asset transfer and strategic facility development needs for the sub region.**

3.2 Research & Insight

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
Review the role and allocation of 'Relationship Managers'	Review value of process and organise meeting accordingly	Sept 17	2	JK/JT	☺		Mgrs / Officers allocated roles Review meetings held and actions agreed	JK / JT to each have an allocation of funding partners and to meet with them individually during July / August
Collate and report Active Lives Survey data	Provide a gateway to the Active Lives data and provide further analysis upon request	On-going	All	NB	☺		LA Sports Profiles produced	Ongoing
Advocacy and promote Sport England's data tools and insight	Maintain and develop knowledge of SE data tools	On-going	All	JK/JT/NB	☺		Support 5 partners directly	Team Meeting – SE Evaluation Framework introduced and to be trialled with Satellite Clubs
	Communicate developments to partners and provide training where appropriate							

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Marketing and Communications – Supporting the promotion of community sport programmes.**
- **Facilities – Supporting NGBs to access appropriate facilities, advocating for access to educational facility sites, knowledge of asset transfer and strategic facility development needs for the sub region.**

3.2 Research & Insight

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
Demonstrate impact of local partner investment	Collate data to produce localised documents	Oct 17	2	NB & Team members			11 Impact documents produced	Due Q3

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Marketing and Communications – Supporting the promotion of community sport programmes.**
- **Facilities – Supporting NGBs to access appropriate facilities, advocating for access to educational facility sites, knowledge of asset transfer and strategic facility development needs for the sub region.**

3.3 Facilities

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
Hold up to date knowledge of and understand the sport, PE & physical activity facility requirements for the CSP area	Sub Regional Sports Facilities Framework to be available on request by partners and advice provided to support appropriate facility developments	On-going	All	JK/JT/BH	☺		Sub-regional Facilities Framework available to partners.	PPS update being developed for SMDC with SASSOT support Advice and guidance provided to local partners on proposed facility developments including Lichfield Cathedral School, Newcastle AC and Leek TC
Asset Transfer & Club Matters	Promote and advocate the use of the Community Sport Asset Transfer toolkit with local partners and signpost partners to expertise where required.	On-going	All	CG			Number of community groups supported to use the Asset Transfer toolkit	No requests
	Promote the new Sport England Club Matters club resource.				☺			Promotion of Club Matters on website and through meetings and discussions with clubs

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Marketing and Communications – Supporting the promotion of community sport programmes.**
- **Facilities – Supporting NGBs to access appropriate facilities, advocating for access to educational facility sites, knowledge of asset transfer and strategic facility development needs for the sub region.**

3.3 Facilities

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
To be an advocate for sport on education sites	Advocate and promote Sport England’s “Use our School” toolkit and web-based SchoolHire Facility Finder to local partners	On-going	All	CM	☺		Increase in NGBs / sports groups accessing school sport facilities	Use our School toolkit is live on the SASSOT Website

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Marketing and Communications – Supporting the promotion of community sport programmes.**
- **Facilities – Supporting NGBs to access appropriate facilities, advocating for access to educational facility sites, knowledge of asset transfer and strategic facility development needs for the sub region.**

3.4 Funding and Investment

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
Provide a comprehensive range of support services that will assist partners, clubs and community groups to access funding and new investment	To support partners, clubs and other community groups in the development of appropriate funding applications.	On-going	All	BH	☺		Partners supported & feedback via Satisfaction Survey	Supported Engage Communities with mtg Sport England. 10K secured from Small Grants. Insight and bid writing support provided to Burton TC and Barton TC ref Community Asset Fund Applications
	Provide one to one support as appropriate and update SASSOT investment log			BH	☺		As above	
	To identify and promote funding opportunities (local/regional/national), to partners, clubs and other community groups to support their projects	On-going	All	Core Team, SDOs & NGBs	☺		Production of funding information pack	Current opportunities promoted via website and newsletter
	Maintain an up to date list of local, sub-regional, regional and national funding schemes and opportunities for sports clubs on the SASSOT website and e-newsletter	On-going		BH	☺		On-line information is accurate & up to date	Current opportunities promoted via website and newsletter

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Marketing and Communications – Supporting the promotion of community sport programmes.**
- **Facilities – Supporting NGBs to access appropriate facilities, advocating for access to educational facility sites, knowledge of asset transfer and strategic facility development needs for the sub region.**

3.4 Funding and Investment

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
	To advise Sport England and other external funding organisations on the merits and local fit of applications for funding	On-going	All	JK/JT/BH	☺		Response times re feedback achieved	Supported Engage Communities with mtg Sport England. 10K secured from Small Grants.
	To proactively advocate at a strategic level the value of local projects with Sport England and other funding bodies							
	Develop SASSOT data and insight guide to assist partners in developing strong funding applications.	09/17	All	BH	☺		Intelligence Data Support Guide is up to date and available for partners	Insight provided in support of HWBB led physical activity framework
	Provide one to one support to partners as required to help them evidence the need for specific projects.	On-going		BH	☺			Insight and bid writing support provided to Burton TC and Barton TC ref Community Asset Fund Applications
	Continue to develop resources and strategic documents that will assist partners when applying for funding i.e. facility plan							
					☺			Reviewing options in relation to GIS mapping to support SASSOT's insight and funding functions. BH attended initial training provided by CSPN, further training and investigation required to establish viability of using QGIS system.

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Marketing and Communications – Supporting the promotion of community sport programmes.**
- **Facilities – Supporting NGBs to access appropriate facilities, advocating for access to educational facility sites, knowledge of asset transfer and strategic facility development needs for the sub region.**

3.4 Funding and Investment

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
Identify and apply for additional funding that will support the SASSOT and its partners to deliver sport and physical activity objectives	Continue to engage with Staffordshire Public Health, CCGs and other partners to develop a physical activity strategy.	On-going	4	BH	☺		New investment into sport from Public Health or CCG sources	Meeting held with SSSFT Director of Social Care to consider potential future work with SSSFT mental health services. Practitioner and patient consultation agreed to access viability.
	Engage with locality commissioning leads and district health and wellbeing groups to positively influence the positioning of sport and physical activity within future commissioning plans				☺			Engaging with Stafford Health and Wellbeing Group ref SBC physical activity strategy and potential pilot projects supported by SASSOT
	Proactively identify and apply for funding to sustain and develop SASSOT's local delivery offer such as locality commissioning opportunities	On-going	4	BH	☹		Applica-tions made to relevant external funding pots	Partnership bid to SE Opportunities Volunteer fund submitted in partnership with Support Staffordshire. Bid unsuccessful. No feedback provided but fund highly over subscribed
	Continue to support the Team Staffordshire funding consortium to ensure proactive positioning of sport and physical activity with future TS funding applications	On-going		BH	☺			Consideration being given to a TS led bid to Healthy Communities tender that is expected shortly from SCC

Governance - To manage and operate the CSP to ensure sound governance arrangements and compliance with funding conditions are in place.

4.1 CSP Governance

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
Board operating effectively	Complete Governance Options Appraisal Implement recommendations	May 17	1	Campbell Tickell Board sub-group / JK	😊		Tier 3 criteria met or action plan in place to achieve	Full Options Appraisal and Governance Review Report produced Action Plan produced by CT / Governance Sub Group
Prepare reports for Board as required	Reports presented to Board Briefing Notes circulated in the interim	Quarterly	All	JK / Chair / Core Team	😊		Meetings held & reports produced	Briefing Notes circulated. Board meeting held 17.05.17
Business Plan development	Develop interim 2017-2021 Business Plan (to be fully reviewed once new Core Spec, SASSOT strategy etc. in place)	June 17	1	JK	😐		Interim plan in place, to be reviewed fully by 31.03.18	Under review

Governance - To manage and operate the CSP to ensure sound governance arrangements and compliance with funding conditions are in place.
4.2 CSP Operations

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.17-30.06.17
		Date	Qtr					
Manage individuals and team	Work programmes agreed for core team	May 17	1	JK/JT	☺		Partner satisfaction rating for team – to achieve good	PDRs completed
	Team meetings held – format to be reviewed	On-going	2	JK/JT	☺		Monthly meetings held	Monthly meetings held
Invest in team building and personal development	Ensure priorities from team training plan are addressed	Sept 17	2	JK	☹		Training plan developed & implemented	To address in line with development of new strategy
	Analyse results of 2017 CSPn Staff Satisfaction Survey and action plan based on results	May 17	1	JK	☺		Survey carried out annually Action Plan produced	Results analysed and circulated to Team / Board. Actions to be addressed through team meetings / strategy planning
	Trial new PDR form, amend and finalise	May 17	1	JK & all line managers	☺		Final version of PDR form agreed	Form trialled. To collect feedback from line managers / staff



Report to the Board – Enclosure 4

Report Title	Risk Register / Risk Management Plan for 2017-18
Date	11 July 2017

Open Agenda item	X	
Private and Confidential Agenda item		By virtue of containing confidential information relating to:

Contact Officer	Name:	Jane Kracke
	Tel:	01785 619187

For Information	
For Decision	X

1. **Purpose of Report**

To review the Risk Register / Risk Management Plan and advise Board Members of any changes to the identified risks or the ratings (probability and impact)

2. **Recommendation(s)**

That the current Risk Register be noted including the additional risk outlined below

3. **Executive Summary**

The Risk Management Plan and Register is prepared in conjunction with the Annual Delivery Plan and Budget. Board Members review the Risk Management Plan and Register at each Board meeting. Minor updates have been made to this as part of the Quarterly Review. It will be fully reviewed in line with SASSOT's longer-term

strategy development and the work of the Governance Sub Group.

4. Report

The Risk Register was last reviewed by the Board in May 2017. Minor updates have been made to this as part of the Quarterly Review. It is proposed that the score for Financial Risk 2 (Not recruiting, engaging and retaining the right level of Board members) be amended to Probability 6 (previously 4), Impact 8, Score 48. This score remains in the High rating, but reflects the additional risk of both the Chair and Vice Chair announcing their intention to step down from their roles by 31.10.17.

The Risk Register and Risk Management Plan will need to be fully reviewed in line with SASSOT's longer-term strategy development and the work of the Governance Sub Group.

The full Risk Management Plan / Risk Register is attached at appendix 1.



RISK REGISTER AND RISK MANAGEMENT PLAN 2017-18

RISK MANAGEMENT

Every business faces risks every day. These can be opportunities or threats to success. Risk management is the practice of using processes, methods and tools for managing risks. Risk is defined as the probability of an event and its consequences.

Risk management focuses on identifying what could go wrong, evaluating which risks are important to deal with, and implementing strategies to deal with those risks. An effective risk management policy and programme can increase the business' chances of success and reduce the possibility of failure. Businesses that are better at identifying risk will be better prepared and have a more cost-effective way of dealing with it.

Our risk management process involves:

- Methodically identifying the risks surrounding business activities
- Assessing the likelihood of an event occurring
- Understanding how to respond to these events
- Putting in place systems to deal with the consequences
- Monitoring the effectiveness of risk management approaches and controls

The process of risk management is aimed at:

- Improving decision-making, planning and prioritisation
- Increasing effectiveness and efficiency
- Helping us to anticipate what may go wrong, at best minimising the amount of fire-fighting or at worst preventing a disaster or serious financial loss
- Significantly improving the probability that business delivery will be on time and to budget

The main categories of risk we consider are:

- **Strategic** - risks associated with operating in the sport, physical education and active recreation industries
- **Compliance** - risks associated with the need to comply with laws and regulations. They also apply to the need to act in a manner which funding partners and customers expect, for example, by ensuring proper corporate governance
- **Financial** - risks associated with the financial structure of the partnership, the transactions the CSP makes, and the financial systems in place
- **Operational** – risks associated with the partnerships operational and administrative procedures such as ensuring robust child protection procedures.

Other risks include:

- Environmental risks
- Employee risk management, such as maintaining sufficient staff numbers and cover, employee safety and up-to-date skills
- Political and economic instability
- Health and safety risks

The Process

1. Identify the risks – list, assess, map and score
2. Manage the risks – accept, transfer, modify (take more or less risk) or eliminate it altogether; decide what risks can be controlled
3. Create a 'risk log' - the risk log, in relation to a specific activity or plan lists all the identified risks and the results of their analysis and evaluation. Information on the status of the risk is also included; these details can then be used to track and monitor their successful management
4. Periodic review – at least annually and more regularly where individual risks require



The following risks are considered key for the Partnership to manage:

Strategic

1. National strategy changing the role of CSPs, or leading to CSPs being wound up.
2. Not recruiting, engaging and retaining Board members with the necessary skills and experience
3. Over ambitious remit and/or lack of focus resulting low impact/inability to demonstrate impact to partners.
4. Lack of partner engagement or commitment and lack of understanding by partners of CSPs role
5. Lack of political commitment

Compliance

6. Non-compliance with governance procedures
7. Non-compliance with Sport England and other funding agencies’ reporting requirements

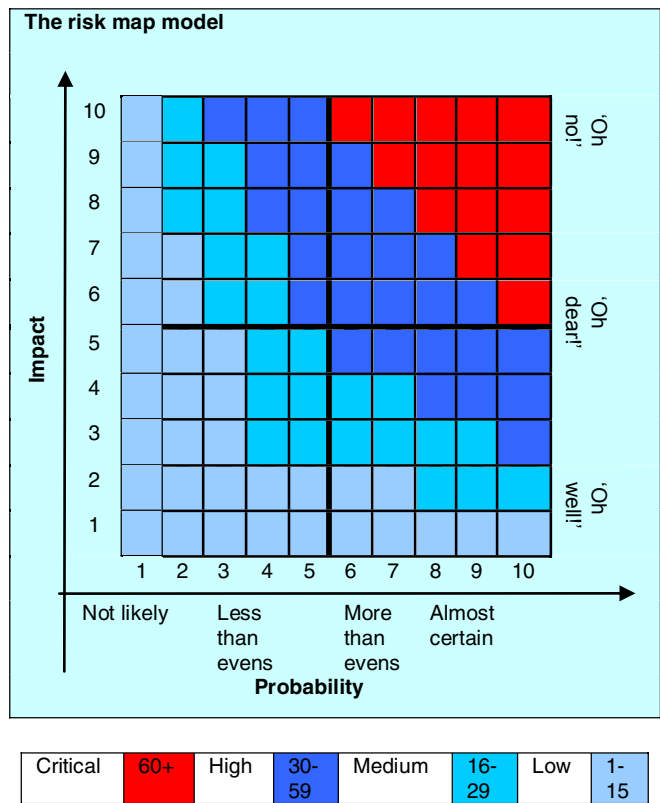
Financial

8. Partnership Funding not sustained leading to the risk of staff redundancies
9. Inability to raise new funding
10. Poor financial accounting

Operational

11. Not recruiting the right calibre of staff or maintaining their motivation
12. Non identification and engagement of those NGBs who wish to focus on Staffordshire and Stoke-on-Trent
13. High staff turnover
14. Unclear roles and responsibilities with partner agencies
15. Withdrawal of host agency.

RISK CONTROL





RISK REGISTER

Strategic

1 National changes affecting the role of CSPs

Risk	Controls	Evaluation		Action	Resource and Time	Risk Owner
		Ok	Not ok			
1. Probability 10 Impact 8 (Score = 80)	Evidence of track record of delivery across sport and the wider agenda that increasing participation can impact on. Value to partners and influence at regional level	✓		<ul style="list-style-type: none"> SASSOT involved in high level consultation with Sport England and other CSPs; Supporting strategic partners with the development and implementation of high level strategic plans such as "Sportshire" and Sport in Renaissance. Advocacy by Board Members for the value of sport and physical activity and CSPs role. Providing evidence of the CSP's impact and contribution to the wider local agenda including economic prosperity, health improvement, community safety and development. Partner satisfaction survey Annual Impact Statements prepared for partners Implementation of Vision 20/20 recommendations. 	Staff & Board Time	Chair & Strategic Leads
	Delivery of Sport England Core Specification, achievement of targets and monitoring report for SE	✓		<ul style="list-style-type: none"> Development and implementation of a SMART Delivery Plan. Implementation of the Good to Great Improvement Plan. Regular updating of NGB Tracker and demonstration of impact. Employment of core team with necessary skills and expertise to deliver. Regular monitoring process in place with 1/4ly reporting of progress to Board and 6 monthly to Sport England Annual Partner satisfaction survey carried out and acted upon 	Budget secured and apportioned. Core team employed Delivery Plan Developed and approved by Board Good to Great Improvement Plan implemented and reviewed. NGB Tracker updated regularly Satisfaction survey completed.	Strategic Leads
	Delivery and sustainability of programmes such as Sportivate, Satellite Clubs, School Games Level 3, Delivery of Coaching Development and support Primary School PE and Sport programme. Disability Sport programme Monitoring report to Board and SE.	✓		<ul style="list-style-type: none"> Employment of core team members with necessary skills and experience to deliver and manage programmes to required parameters. Development of costed and attributable Delivery Plan. Continue to develop positive working relationships with delivery partners Implement and monitor workforce development and coaching plans. Regular monitoring process in place with 1/4ly reporting of progress to Board and 6 monthly to Sport England 	Core team members with clear responsibility for delivering the programme outputs and outcomes. Local Partner Relationship Manager initiative continued. Workforce Training and Development plan to support	Strategic Leads, Strategic Partnerships, Investment & Workforce Manager, Knowledge, Communications and Equalities Manager, Youth Sport Manager



2 Not recruiting, engaging and retaining the right level of Board members

Risk	Controls	Evaluation		Action	Resource and Time	Risk Owner
		Ok	Not ok			
2. Probability 6 (from 4) Impact 8 (Score = 48)	Recruitment process	✓		<ul style="list-style-type: none"> Ensure speedy recruitment by agreed process 	Strategic Leads Ongoing	Chair & Strategic Leads
	Board membership	✓		<ul style="list-style-type: none"> Ensure wide-ranging representation from key partners who impact the sport, physical activity, PE and school, HE & FE sport and health agenda. Ensuring board membership represents local community. 	Chair & Strategic Leads Ongoing	Chair & Strategic Leads
	Attendance at Board meetings	✓		<ul style="list-style-type: none"> Ensure Board's influence on strategic delivery of sport, school sport and physical activity both regionally and sub-regionally and ensure strategies are embedded. Monitoring of attendance at Board Meetings 	Chair & Strategic Leads Ongoing	Chair & Strategic Leads
	Engage Board in Strategic Delivery	✓		<ul style="list-style-type: none"> Commission a Governance Review to review the Partnership's governance and arrangements for the future Refresh Board member Skills Audit Board Champions to be consulted on relevant programmes and progress reports. Vision 20/20 Board Working Group to reconvene as necessary to review progress and advise Board of further development areas 	Chair & Strategic Leads Governance Working Group Members Application to Sport England for funding to support the review. Completion May 2017	Chair & Strategic Leads

3 Over ambitious remit and/or lack of focus resulting low impact

Risk	Controls	Evaluation		Action	Resource and Time	Risk Owner
		Ok	Not ok			
3. Probability 4 Impact 8 (Score = 32)	Business planning process	✓		<ul style="list-style-type: none"> Development of a clear, attributable and costed annual Delivery, Budget and Risk register with wide-ranging consultation. Implement a review of the Business Plan in line with Sport England Strategy review. 1/4ly performance monitoring reports to Board and 6 monthly to Sport England 	Board & Core Team	Chair & Strategic Leads
	Leadership and Management of Core Team	✓		<ul style="list-style-type: none"> Development of Delivery Plan, Training & Development Programme and Risk Register providing direction to team and individual work programmes Board Members identified as "Critical Friends" to support team members in key work areas 	Strategic Leads Team meetings – monthly PDRs – 6 monthly CPD implemented as per T & D plan	Strategic Leads



4 Lack of partner engagement or commitment and lack of understanding by partners of CSPs role

Risk	Controls	Evaluation		Action	Resource and Time	Risk Owner
		Ok	Not ok			
4. Probability 4 Impact 9 (Score = 36)	Partner Engagement	✓		<ul style="list-style-type: none"> Engage with countywide strategies and networks and maintain relationships with a broad cross-sector of agencies. Advocacy for the Partnership by Board Members Support partners with the delivery of strategic plans and programmes that impact on the sport, physical activity and wider agenda such as economic prosperity and health Communication through new and established channels (meetings, newsletter and web) and ongoing review of Marketing & Communications Strategy Update web site functionality. Sustain local partner funding into the CSP for delivery of Core Offer Services. Prepare new Core Services offer for partners. Continue to develop the Local Partner Relationship Manager initiative. Production of Impact Statements and presentation and communication to partners 	Board Members, Strategic Leads, Strategic Partnerships, Investment & Workforce Manager, Youth Sport Manager, Knowledge Communications and Equalities Manager, Sportshire coordinator & Sport in Renaissance Project Manager Ongoing Vision 20/20 Working Group to review progress £10k for Web Site development.	Chair & Strategic Leads
	Core Services offer for partners to be updated and communicated	✓		<ul style="list-style-type: none"> Update Core Services offer for local funding partners. Memorandum of Understanding with host to be reviewed annually 	Strategic Leads, Core Team May 17	Strategic Leads
	Partnership Events	✓		<ul style="list-style-type: none"> Events to be planned and delivered to agreed schedule. 	Core Team	Strategic Leads
	Annual satisfaction survey of partners	✓		<ul style="list-style-type: none"> Annual partner satisfaction survey to be undertaken including Net Promoter Score and analysed with improvements agreed and incorporated into future delivery plans. 	Knowledge, Communications and Equalities Manager Annually November	Strategic Leads



5 Lack of political commitment

Risk	Controls	Evaluation		Action	Resource and Time	Risk Owner
		Ok	Not ok			
5. Probability 5 Impact 9 (Score = 45)	Officer - member interface	✓		<ul style="list-style-type: none"> Member representation on Board ensuring delivery. Staffordshire CEOs represented on Board Board Member advocacy for the Partnership Influence through SLCOF supporting partners to achieve aims with SASSOT adding value Include leaders and portfolio holders in communication audience Ensure that SASSOT is an active supporter / partner of implementing Staffordshire and Stoke-on-Trent strategic plans relating to sport, health, youth, crime reduction, volunteering and economic prosperity 	Chair, Strategic Leads Ongoing	Chair Strategic Leads
	Organise appropriate Partnership events and support local partners organise major events e.g. Level 3 School Games Sports Festival.	✓		<ul style="list-style-type: none"> SE "Creating a Sporting Habit for Life" and "In It For The Long Run" Tool Kit advocated and promoted to local partners Influential appointments on Board Events to include cross cutting themes Members to attend events Regular updates to Members on programme delivery Support the LOC in the delivery of a successful Level 3 School Games 	Chair, Strategic Leads & Core Team Ongoing	Chair Strategic Leads
	Advocacy for sport, PE and physical activity participation agenda to be included in local partners wider agenda strategies	✓		<ul style="list-style-type: none"> Partnership's work to be recognised in supporting Local Authorities Involvement in Sub Regional Networks re Health Improvement, Economic Prosperity, Community Safety and Community Development Ensure strong links with Staffordshire Leisure and Cultural Officers Forum. Continue to develop two way intelligence exchange with Sport England 	Strategic Leads, Strategic Partnerships, Investment and Workforce Manager and core team Ongoing	Strategic Leads



Compliance

6 Non compliance with governance procedures

Risk	Controls	Evaluation		Action	Resource and Time	Risk Owner
		Ok	Not ok			
6. Probability 2 Impact 8 (Score = 16)	Procedures, including Stafford Borough Council's where appropriate, in place and adhered to	✓		<ul style="list-style-type: none"> Processes to comply with government procedures implemented inline with Delivery Plan – finance, H&S, data protection, CRB, grant aid forms and conditions. Hosting Agreement with SBC in place and reviewed annually. 	Strategic Leads Ongoing	Strategic Leads
	Constitution to set out purpose and governance operations	✓		<ul style="list-style-type: none"> Constitution to be reviewed by Board in line with Business Plan review under review Board to consider findings from Sport England Audit report and implement where appropriate 	Chair & Strategic Leads Constitution reviewed in line with Business Plan review.	Chair Strategic Leads

7 Non compliance with Sport England & other funding agency reporting requirements

Risk	Controls	Evaluation		Action	Resource and Time	Risk Owner
		Ok	Not ok			
7. Probability 2 Impact 8 (Score = 16)	Submission of reports	✓		<ul style="list-style-type: none"> Confirm information requirements Partners to provide information Partnership Core Team to collate, undertake analysis and report findings for Delivery Plan. Quarterly performance reporting framework to Board and Sport England in place 	Strategic Leads and core team. Returns submitted in line with funders requirements	Strategic Leads



Financial

8 Funding level not sufficient to continue to provide the full range of services currently offered to partners.

Risk	Controls	Evaluation		Action	Resource and Time	Risk Owner
		Ok	Not ok			
8. Probability 7 Impact 10 (Score = 70)	Benefit of CSP proven to partners via delivery of action plan	✓		<ul style="list-style-type: none"> Production of Core Services Offer for local partners that show the benefit and VFM, added value and support delivery of services against action plans Annual satisfaction survey and meetings between Strategic Leads and Core Partners Implement Good To Great Improvement Plan Continue to develop the local partner Relationship Manager initiative Improve presentation and communication of annual Impact Statements for local funding partners Production of Annual Report highlighting the achievements of the Partnership. 	Strategic Leads Knowledge, Communications and Equalities Manager, Vision 2020 Group to review as appropriate To March 2018	Strategic Leads
	Production of Partnership Core Offer and Service Level Agreements establishing length and level of funding arrangements	✓		<ul style="list-style-type: none"> Establish partner buy in via development of a Core Services Offer above. 	Strategic Leads To March 2018	Strategic Leads
	Board to consider implementing an efficiency saving by reviewing options for a revised senior management structure, programme budgets to ensure financial sustainability, continued delivery of services to partners and sound succession planning.	✓		<ul style="list-style-type: none"> Governance Working Group to review options and make recommendation to the Board to realise cost savings of C£50,000 per annum from 2017/18 financial year to return the budget to a surplus position and allow for continued financial viability of the partnership and delivery of core services to partners. 	Governance Working Group Interim management structure in place to Sept 17	Chair and Strategic Leads
	Develop and sustain a contingency fund to cover employee liabilities	✓		<ul style="list-style-type: none"> Maintain the contingency fund at a level to cover the Partnership's potential redundancy liabilities. 	Strategic Leads and Board Finance Champions.	Finance Champions and Strategic Leads
	Annual satisfaction survey of partners	✓		<ul style="list-style-type: none"> Annual partner satisfaction survey to be undertaken and analysed with improvements agreed and incorporated into future delivery plans. 	Knowledge, Communications and Equalities Manager Annually	Strategic Leads



9 Inability to raise new funding

Risk	Controls	Evaluation		Action	Resource and Time	Risk Owner
		Ok	Not ok			
9. Probability 8 Impact 9 (Score = 72)	Meet regularly with local core funding partners to review delivery and needs		✓	<ul style="list-style-type: none"> Waiting for full details of Sport England's core specification requirements to be able to Identify future markets and role of CSP Development of annual core offer for local partners - pending receipt of Sport England Core Spec requirements 	Strategic Leads, Board Champions, Relationship Managers 6 monthly	Strategic Leads
	Design and implement funding strategy to engage wider partnership contributions		✓	<ul style="list-style-type: none"> Identify potential additional funding partners subject to CSP core role being retained 	Strategic Leads and Strategic Partnership , Investment and Workforce Manager Annually	Chair Strategic Leads
	Explore opportunities to expand programmes		✓	<ul style="list-style-type: none"> Collate evidence and demonstrate the impact of programmes and their potential for scaling up. Improve communication of the CSP offer to existing and potential new Partners 	Strategic Leads, Strategic Partnerships, Investment & Workforce Manager, Knowledge and Communications Manager, supported by core team	Strategic Leads

10 Poor financial accounting

Risk	Controls	Evaluation		Action	Resource and Time	Risk Owner
		Ok	Not ok			
10. Probability 2 Impact 10 (Score = 20)	Stafford Borough Council (Host Agency) procedures in place and adhered to	✓		Maintain existing accounting processes for effectiveness and efficiency. Implement appropriate recommendations from audits	Strategic Leads, SBC Finance & Board Finance Champions Quarterly	Strategic Leads
	Financial reports	✓		Updated report to be presented to each meeting of the Board	Strategic Leads & Board Finance Champions Quarterly	Strategic Leads

Operational

11 Not recruiting and retaining the right calibre of staff or maintaining their motivation

Risk	Controls	Evaluation		Action	Resource and Time	Risk Owner
		Ok	Not ok			
11. Probability 5 Impact 9 (Score = 45)	Recruitment & restructuring process	✓		<ul style="list-style-type: none"> Ensure rigorous and robust recruitment processes are in place. Well specified job descriptions and person specifications with appropriate Terms and conditions to attract the correct calibre of applicant 	Strategic Leads Ongoing	Strategic Leads
	Managing staff	✓		<ul style="list-style-type: none"> Ensure team and individuals have appropriate work programmes and development plans via delivery plans and Personal Development Reviews 	Strategic Leads and Line Managers	Strategic Leads



	Investing in core and extended team staff	✓		<ul style="list-style-type: none"> Training and development programmes Implementation of CPD programme via regional & national CSP network 	Strategic Leads	Strategic Leads
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12 Non identification and engagement of those NGBs who wish to focus on Staffordshire / Stoke-on-Trent

Risk	Controls	Evaluation		Action	Resource and Time	Risk Owner
		Ok	Not ok			
12. Probability 2 Impact 9 (Score = 18)	Gain full understanding of NGB requirements and of those NGBs who are going to focus on Staffordshire / Stoke-on-Trent	✓		<ul style="list-style-type: none"> Continue regional and sub-regional discussions with NGBs via regional and the sub-regional forum. Continue to utilise the new SASSOT NGB Tracker Communicate NGB requirements to SASSOT team and partners via local networks. Organise appropriate NGB/LA/HE/FE Engagement events to development Action Plans based on priorities. Support delivery via the continued employment of an NGB Activation Officer. 	Strategic Leads, Core Team and appropriate NGB officers	Strategic Leads
		✓		<ul style="list-style-type: none"> Invite NGBs who wish to focus on Staffordshire to present at local network meetings. Audit LA NGB priorities. Development of Action Plans with Sports Manager, NGB Activation Officer and appropriate partners 	Strategic Leads, NGB Activation Officer. Knowledge, Communications & Equalities Manager	Strategic Leads
		✓		<ul style="list-style-type: none"> Agree actions to support individual NGB' to support their delivery in Staffs 	Strategic Lead – Service Delivery	Strategic Lead – Service Delivery

13 High staff turnover

Risk	Controls	Evaluation		Action	Resource and Time	Risk Owner
		Ok	Not ok			
13. Probability 7 Impact 8 (Score = 56)	Succession planning	✓		<ul style="list-style-type: none"> To develop the Partnership core and extended team staff and partnership network for promotional opportunities through the implementation of a CPD programme 	Strategic Leads, Board Champions and Strategic Partnerships, Investment & Workforce Development Manager Ongoing	Chair Strategic Leads
	Cross reference: not recruiting the right calibre of staff or maintaining their motivation (Risk 11)					



14 Unclear roles and responsibilities with partner agencies

Risk	Controls	Evaluation		Action	Resource and Time	Risk Owner
		Ok	Not ok			
14. Probability 4 Impact 8 (Score = 32)	Annual Core Services Offer for local partnership funding developed.	✓		<ul style="list-style-type: none"> Appropriate Core Services Offer developed and Impact Statements produced to show evidence and demonstrate VFM to partners 	Strategic Leads Ongoing	Strategic Leads
	Annual Delivery Plan	✓		<ul style="list-style-type: none"> Plan consulted upon and implemented 	Strategic Leads and Core Team	Strategic Leads
	Partner satisfaction surveys	✓		<ul style="list-style-type: none"> Annual partner satisfaction survey to be undertaken including Net Promoter Score and analysed with improvements agreed and incorporated into future delivery plans. 	Knowledge, Communications & Equalities Manager Annually November	Strategic Leads
	Terms of Reference for the networks sub-groups	✓		<ul style="list-style-type: none"> Terms of reference agreed, in place and acted upon. 	Sub-group leads Ongoing	Strategic Leads
	Future Responsibility of CSPs			<ul style="list-style-type: none"> Contracts agreed with Sport England and local funding partners. 	Board & Strategic Leads	Chair Strategic Leads
	Cross reference: funding partners, including Sport England, withdrawal (see Risk 8)					

15 Withdrawal of host agency

Risk	Controls	Evaluation		Action	Resource and Time	Risk Owner
		Ok	Not ok			
15. Probability 1 Impact 10 (Score = 10)	Hosting arrangements reviewed annually via hosting agreement. SASSOT contribution to hosting costs	✓		<ul style="list-style-type: none"> Incorporated into Delivery Plan Review hosing MOU with SBC Head of Leisure and Culture annually. 	Chair, Strategic Leads and Host Agency May	Chair Strategic Leads
	Service Level Agreement with Host	✓		<ul style="list-style-type: none"> In place 	Strategic Leads and Host	Strategic Leads & Host
	Host represented on Board	✓		<ul style="list-style-type: none"> In place 	Strategic Leads and Host	Strategic Leads & Host

Reviewed July 2017
 Date of Next Review: October 2017



Report to the Board - Enclosure 5

Report Title	Financial Report - 1 April 2017 to 30 June 2017
Date	11 July 2017

Open Agenda item	X	
Private and Confidential Agenda item		By virtue of containing confidential information relating to:

Contact Officer	Name:	Jane Kracke
	Tel:	01785 619187

For Information	X
For Decision	

1. **Purpose of Report**

To advise the Board on the financial position from 1 April 2017 to 30 June 2017.

2. **Recommendation(s)**

Not applicable.

3. **Executive Summary**

The report has been produced to compare the actual financial performance for the period 1 April 2017 to 30 June 2017 against the budget. The Board Finance Champion has been consulted on the preparation of the report.

The budget summary is as follows:

	Budget to 30 June 2017	Actual to 30 June 2017	Variance
Expenditure	£300,494	£250,157	- £50,337
Income	£723,570	£724,164	+ £594

4. Report

Overall, actual expenditure and income is broadly what was expected for this period, with the key differences explained below. Particularly encouraging is the fact that income is slightly over what we had predicted, given the current climate.

The attached figures (Appendix 1) show a detailed breakdown of the financial performance against the budget from 1 April 2017 to 30 June 2017.

There is a £50,337 underspend against budgeted expenditure primarily due to following reasons:

- i. Stafford Borough Council normally take the pension deficit contribution as a lump sum towards the beginning of the financial year and this amount (£13,740) hasn't been taken yet. This applies across all budgets which include Employee Costs, so isn't listed separately under each budget heading below.
- ii. For two of the main programmes which awards grants (Sportivate and Satellite Clubs), we are still waiting to make final payments to several partners for delivery which took place in 2016-17, which should be done in the next few weeks (c26,000). These payments are reflected in the Commitments column. Additionally, some of the smaller grant programmes have taken longer than expected to gain momentum for the new financial year, and / or funding has been allocated but not yet paid out as we are awaiting evidence of delivery. This is expected to pick up during the next quarter.
- iii. We expected to have paid the full fees to Campbell Tickell for the Governance Review. The final invoice (£5269) has recently been received but hasn't yet been processed. This is also reflected in the slight reduction in income as Sport England have currently only reimbursed us for the amount we've paid to Campbell Tickell so far.

Overall income is approximately as expected.

Notes

There are some minus figures in the expenditure columns, e.g. Sportivate Grants. This is because purchase orders were raised during 2016-17 against payments, but as these payments haven't yet been paid, they have been carried into the new financial year as credits.

On previous reports, the contributions from Partnership Services to other budgets have been listed as expenditure on the Partnership Services budget and income on the receiving budget. However, to match how these transactions are recorded on the Council's finance system, the contributions are now shown as deductions from income within Partnership Services instead. The net figure remains the same, but it gives a more accurate picture of income into the Partnership.

Exception reports for each budget heading are shown below.

1. Partnership Services

Expenditure

Employee Costs is £5,725 under budget. This is partly because the payment to cover Mark Thornewill's part time secondment to Stafford Borough during April has been received as a credit against salaries and on costs rather than as income, and also because National Insurance contributions for staff are currently coming in under budget. Professional Fees is £5,640 under budget as we haven't yet paid the final instalment to Campbell Tickell for the Governance Review. Again, this will be done shortly.

Income

We have received £4,587 less in Grants than expected as we haven't received the final payment from Sport England for the Governance Review. This payment will be made as soon as the final invoice from Campbell Tickell is submitted. We also won't receive the £1,820 payment to cover Mark Thornewill's part time secondment to Stafford Borough during April as this has been credited against expenditure instead (see above).

2. Equity

Expenditure

We have paid out slightly less in grants than expected.

Income

No exceptions to report

3. Research and Insight

Expenditure

Expenditure is higher than the budget as Newcastle-under-Lyme Borough Council decided they wanted a more in-depth insight report than originally planned.

Income

Income is £2000 higher than expected, as Newcastle-under-Lyme Borough Council have paid for the additional costs of their insight report.

4. NGB Activation and Volunteer Co-ordinator

Expenditure

We have paid out slightly less in grants than expected.

Income

No exceptions to report

5. Club Development

Expenditure – Expenditure against Grants / Professional Fees is less than expected as the new Club Development Manager is consulting with clubs and partners prior to relaunching the grants and workshop programmes

Income

No exceptions to report

6. Sportivate

Expenditure

Expenditure against Grants is under budget as we are still waiting to make final payments to several partners for delivery which took place in 2016-17, which should be done in the next few weeks.

Income

No exceptions to report

7. Coaching Development

Expenditure

There is an underspend of £2,737 on Employee Costs as the Coaching Development Manager started in post later than budgeted for. We have paid out slightly less in grants than expected.

Income

No exceptions to report

8. Youth Sport and Satellite Clubs

No exceptions to report

9. Level 3 School Games

No exceptions to report

Sport Across Staffordshire and Stoke-on-Trent
1st April 2017 - 30th June 2017 Budget

1. Partnership Services

Description	Work Area	Budget 17/18 (6 month)	Budget 01/04/17 - 30/06/17	Actual 01/04/17 - 30/06/17	Commit- ments	Variance
Expenditure		£	£	£	£	£
Employee costs	Core Team	186,050	139,252	133,527		-5,725
Premises costs & Insurance	Hosting, Hospitality and rent of rooms	29,500	27,500	27,144	436	-356
Clothing & uniform		130	65	-	47	-65
Equipment		300	150	4		-146
Printing, stationery and postage		1,470	735	134		-601
Telephones	Incl. wifi	250	125	237		112
Computer Services		1,000	500	36		-464
Conference & Training		5,030	2,515	1,778		-737
Marketing	Includes web site maintenance	5,000	4,000	3,632		-368
Subs to Outside Organisations	CSPn and CRI	4,500		1,030	1,030	
Professional Fees	Sportshire & Governance Review	38,480	38,480	32,840	5,288	-5,640
Reserves Fund	Includes Employee Liabilities	246,190	0	-		0
	Total	517,900	213,322	200,362	6,801	-13,990
Income						
Grants	Sport England Core and Governance Re	161,520	161,520	156,933		4,587
Partnership Funding	Local Partners & NGB Hosting	89,030	73,030	73,029		1
Joint Financing Contribution	Balance c/fwd	284,270	284,270	284,272		
Joint Financing Contribution	Contribution from Youth Sport	2,650	2,650	2,646		
Joint Financing Contribution	Contribution from SBC towards MT	1,820	1,820	-		1,820
Contribution to NGB Activation	NGB Activation/Vol Dev Officer	-5,430	-5,430	-5,430		0
Contribution to ACCESS Across Staff	Includes web site maintenance	-2,250	-2,250	- 2,250		0
Contribution to Coaching	Coaching Plan Delivery	-2,000	-2,000	- 2,000		0
Contribution to Club Development	Club Dev Manager / Club Accreditation	-2,500	-2,500	- 2,500		0
Contribution to Equity	Inclusion Officer	-8,060	-8,060	- 8,060		0
Contribution to Research & Insight	Insight Reports	-1,150	-1,150	- 1,150		0
	Total	517,900	501,900	495,490		6,408

2. Equity

Description	Work Area	Budget 17/18 (6 month)	Budget 01/04/17 - 30/06/17	Actual 01/04/17 - 30/06/17	Commit- ments	Variance
Expenditure		£	£	£	£	£
Employee Costs	Inclusion Engagement Officer and TGC Admin Officer	11,520	5,070	3,628	0	-1,442
Premises costs	Hospitality and Rent of rooms	300	150	50	27	-100
Printing, Stationery and Postage		130	65	1		-64
Telephones		60	30	35		5
Conferences & Training		750	375			-375
Grants	Aiming High, This Girl Can, ACCESS	37,630	10,700	8,837	16,210	-1,863
Promotions		800	400			-400
	Total	51,190	16,790	12,551	16,237	-4,239
Income						
Grants	Aiming High (Staffs CC), This Girl Can	38,750	11,650	11,650		0
Joint Financing Contributions	Balance c/fwd	930	930	930		
Joint Financing Contributions	Contribution from Partnership Services	10,310	10,310	10,310		
Joint Financing Contributions	Contribution from Sportivate	1,200	1,200	1,200		0
	Total	51,190	24,090	24,090		0

3. Research and Insight

Description	Work Area	Budget 17/18 (6 month)	Budget 01/04/17 - 30/06/17	Actual 01/04/17 - 30/06/17	Commit- ments	Variance
Expenditure		£	£	£	£	£
Professional Fees	Local Research & Insight Contract	5,300	-2,650	-1,750		900
	Total	5,300	-2,650	-1,750	0	900
Income						
Joint Financing Contributions	Balance c/fwd	4150	4150	4,150		
Joint Financing Contributions	Contribution from Partnership Services	1,150	1,150	3,150		-2,000
	Total	5,300	1,150	7,300		-2,000

**Sport Across Staffordshire and Stoke-on-Trent
1st April 2017 - 30th June 2017 Budget**

4. NGB Activation and Volunteer Coordinator

Description	Work Area	Budget 17/18 (6 month)	Budget 01/04/17 - 30/06/17	Actual 01/04/17 - 30/06/17	Commit- ments	Variance
Employee costs	NGB Activation and Volunteer Development Officer	7,780	4,668	4,293		-375
Printing, stationery and postage		20	10	1		-9
Telephone		30	15	35		20
Grants		3,200	500	- 512		-1,012
Conference & Training		250	125			-125
Equipment		350	175	2		-173
Professional Fees		300	150	133		-17
	Total	11,930	5,643	3,952	0	-1,691
Income						
Joint Financing Contributions	Balance c/fwd	6530	6,530	6,534		
Joint Financing Contributions	Contribution from Partnership Services	5,430	5,430	5,742		-312
	Total	11,960	11,960	12,276		-312

5. Club Development

Description	Work Area	Budget 17/18 (6 month)	Budget 01/04/17 - 30/06/17	Actual 01/04/17 - 30/06/17	Commit- ments	Variance
Employee costs	Club Development Manager	9,010	2,253	1,875		-378
Printing, stationery and postage		50	25	0		
Telephones		50	13	0		
Conferences & Training		250	125	0		
Grants	Club Accreditation Grants	4,500	500	0		-500
Professional Fees		1,870	935	-		-935
	Total	15,730	3,851	1,875	0	-1,813
Income						
Joint Financing Contributions	Balance c/fwd	6,710	6,710	6,714		-4
Joint Financing Contributions	Contribution from Partnership Services	2,500	2,500	2,500		
Joint Financing Contributions	Contribution from Youth Sport	6,520	6,520	6,517		3
	Total	15,730	15,730	15,731		-1

6. Sportivate

Description	Work Area	Budget 17/18 (6 month)	Budget 01/04/17 - 30/06/17	Actual 01/04/17 - 30/06/17	Commit- ments	Variance
Employee Costs	Sportivate Manager	4,430	4,430	4,044		-386
Printing, stationery and postage		10	10	8		-2
Telephone		20	20	35		15
Grants	Sportivate Delivery Grants	5,920	-10,000	- 29,269		-19,269
Grants	Sportivate Children in Care Project	21,590	2,000	1,855	198	-145
	Total	31,970	-3,540	-23,327	198	-19,787
Income						
Joint Financing	Balance c/fwd	33,170	33,170	33,664		-494
Contribution to Equity	TGC Projects	-1,200	-1,200	-1,200		0
	Total	31,970	31,970	32,464		0

**Sport Across Staffordshire and Stoke-on-Trent
Network
7. Coaching Development Support
1st April 2017 - 30th June 2017 Budget**

Description	Work Area	Budget 17/18 (6 month)	Budget 01/04/17 - 30/06/17	Actual 01/04/17 - 30/06/17	Commit- ments	Variance
Employee Costs	Workforce and Coaching Development Manager, Coaching Development Manager	30,090	15,045	12,308		-2,737
Printing, stationery and postage		20	10	-		-10
Telephones		150	75	46		
Conferences & Training		500	250	-		
Grants		6570	0	- 1,344		-1,344
Premises costs	Hospitality and Rent of rooms	50	25			
Professional Fees		4,010	0			0
	Total	41,390	15,405	11,010	0	-4,091
Income						
Grants	Sport England	20,000	20,000	20,000		0
Joint Financing Contributions	Balance c/fwd	5,370	5,370	5,373		-3
Joint Financing Contributions	Reimbursement for secondment	14,020	0	0		0
Joint Financing Contributions	Contribution from Partnership Service	2,000	2,000	2,045		-45
	Total	41,390	27,370	27,418		-48

8. Youth Sport and Satellite Clubs

Description	Work Area	Budget 17/18 (6 month)	Budget 01/04/17 - 30/06/17	Actual 01/04/17 - 30/06/17	Commit- ments	Variance
Employee Costs	Youth Sport Manager, Satellite Club Links Officer	33,200	18,440	16,374		-2,066
Printing, stationery and postage		500	250	245		
Telephones		140	70	60		-10
Conferences & Training		500	250	-		-250
Grants		16,640	10,000	8,270	6,916	-1,730
Premises Costs	Hospitality and Rent of rooms	200	100	17		-83
Professional Fees	Primary School PE Contract	13,040	6,520	6,313	6,902	-207
Promotions	Designer Time	750	375	-		-375
Contingency		4,210	0	-		0
	Total	69,180	36,005	31,279	13,818	-4,721
Income						
Grants	Sport England Club-Link Maker Funding	30,000	30,000	30,000		0
Joint Financing Contributions	Balance c/fwd	48,350	48,350	48,347		3
Contribution to Partnership Services	Strategic Lead – Service Delivery	-2,650	-2,650	- 2,646		4
Contribution to Club Development	Club Development Manager	-6,520	-6,520	- 6,517		3
	Total	69,180	69,180	69,184		10

9. Level 3 School Games

Description	Work Area	Budget 17/18 (6 month)	Budget 01/04/17 - 30/06/17	Actual 01/04/17 - 30/06/17	Commit- ments	Variance
Employee Costs	School Games Coordinator	8,430	5,058	4,262		-796
Printing, stationery and postage	Facility hire	1,500	100	95		-5
Telephones		30	15	0		-15
Conferences & Training		250	125	0		-125
Premises Costs	Hospitality and Rent of rooms	5,480	100	33		-67
Professional Fees		3,730	500	150	50	-350
Equipment		5,650	500	502	637	2
Clothing and Uniforms		500	100	0	41	-100
Contingency		5,480	0	-		0
	Total	31,050	6,498	5,042	728	-1,456
Income						
Joint Financing	Balance c/fwd	31,050	31,050	31,051		1
	Total	31,050	31,050	31,051		-1

Notes:
 Expenditure A minus sign indicates an underspend on budget
 Income A minus sign indicates an increase on budget
 Commitments Commitments where Purchase Orders have been raised are shown in the commitments column. However, these are not included in the variance column or the overall balance on each budget as the actual expenditure will be shown during 2017-18



Report to the Board – Enclosure 6

Report Title	Safeguarding Delivery Plan
Date	11 July 2017

Open Agenda item	X	
Private and Confidential Agenda item		By virtue of containing confidential information relating to:

Contact Officer	Name:	Lee Booth / Ben Hollands
	Tel:	01785 619730 / 01785 619693

For Information	
For Decision	x

1. **Purpose of Report**

To present SASSOT's 2017/18 safeguarding delivery plan to the Board for review and endorsement

2. **Recommendation(s)**

That the Board endorse the plan.

3. **Executive Summary**

A core funding requirement for SASSOT is to develop and deliver an annual safeguarding action plan. The plan has to demonstrate how SASSOT is locally meeting the criteria set out in the National Safeguarding in Sport Framework. Progress against this plan is assessed as part of the 6 month and 12 month core funding review. SASSOT safeguarding work has been rated Green by the Child Protection in Sport Unit and Sport England for 2016/17.

4. Report

The attached plan has been developed following a formal review of SASSOT's safeguarding work in 2016/17 by the CPSU. The review process identified some new priority areas to address in the coming delivery year. Specifically these include:

- Continue to embed minimum standards across all relevant work strands i.e. PESSP
- Scope a comprehensive consultation exercise with CYP to use to inform future work with and priority setting linked to potential CSP and partner work with CYP. This will include a map and gap exercise of current insight linked to CYP
- Work with LSCB to support the delivery of new communication campaign promoting safe practice when choosing new activities to CYP, vulnerable adults, parents and carers. This will include adding rigour to the guidance we provide to participants and parents for activities we promote.

The plan will also roll forward a number of work areas from the 2016/17 plan where there is ongoing need. These areas primarily relate to ensuring SASSOT's programmes continue to meet minimum safeguarding requirements and keeping SASSOT's policies and procedures up to date and in line with best practice.

The Plan has been shared with Andy Weston (Board Safeguarding Champion) and we have the flexibility to include any final comments and suggestions that Andy may have.

The Plan has been agreed by the CPSU as part of the Q4 reporting process.

SPORT ACROSS STAFFORDSHIRE AND STOKE ON TRENT (SASSOT)

Safeguarding Action Plan

Lead Officers: Lee Booth, Workforce & Coaching Development Manager and Ben Hollands, Strategic Partnerships, Workforce Development and Investment Manager



2017-18

This safeguarding action plan has been developed following an internal review and Framework Review meeting with the Child Protection in Sport Unit and is intended to be a progression from the 2016/17 Action Plan. This plan sets out SASSOT's safeguarding priorities for the 2017-18 financial year and can be cross referenced against the SASSOT Annual Delivery Plan for 2017 – 18. This plan alongside SASSOT's overall approach to safeguarding will be formally reviewed using the CPSU Self-Assessment Tool in Q3. The outcomes of this process will be used to develop a plan for 2018/19 in Q4.

SASSOT Strategic Context

SASSOT is a multi-agency partnership funded to facilitate a sustained growth in sports participation through a combination of strategic coordination, providing support services to partners and direct delivery. SASSOT is primarily funded by Sport England but also receives significant funding contributions from local partners, these include; 9 local authorities, Keele University and Staffordshire University. SASSOT's work is largely strategic with most its more delivery orientated programmes such as Sportivate and Satellite Clubs being sub contracted to partners. However there are some specific areas which involve SASSOT working more directly with children and vulnerable adults, these are the Level 3 School Games, Aiming High Disability Programmes and Leadership and Volunteer Programmes. SASSOT employs a core team of 13 members of staff.

Hosting and Governance Arrangements

Stafford Borough Council is the host authority for Sport Across Staffordshire and Stoke on Trent and employs its staff. Consequently the SASSOT team work to Stafford Borough Councils policies and procedures. In a number of cases these relate directly to SASSOT'S child protection and safeguarding work (such as recruitment procedures), where this is the case the host authority procedures are integrated into SASSOT's policy. SASSOT is managed by an Executive Board made up of representatives from all of its funding partners and delivery partners. SASSOT's overall work programme is set out in an Annual Delivery Plan. The SASSOT Annual Delivery Plan and the full SASSOT Child Protection policy can be found on our website www.sportacrossstaffordshire.co.uk

Priorities for 2017/18

- Continue to embed minimum standards across all relevant work strands i.e. PESSP
- Scope a comprehensive consultation exercise with CYP to use to inform future work with and priority setting linked to potential CSP and partner work with CYP. This will include a map and gap exercise of current insight linked to CYP
- Work with LSCB to support the delivery of new communication campaign promoting safe practice when choosing new activities to CYP, vulnerable adults, parents and carers. This will include adding rigour to the guidance we provide to participants and parents for activities we promote.

SASSOT Safeguarding Priorities

Work Area	Actions	When	Who	Progress Statement	Safeguarding Framework Reference
Maintain dialogue and links to statutory agencies at operational and strategic level.	<ul style="list-style-type: none"> Share safeguarding implementation plan with LSCB and LADO. Contribute to relevant strategic plans where appropriate. 	May 2017	LB		Leadership 1 Leadership 3
Ensure safeguarding is embedded at a strategic level within the organisation	<ul style="list-style-type: none"> Safeguarding implementation plan revised and signed off by Board. Resources and officer time allocated to deliver actions Safeguarding section with clear measurable actions included in partnership delivery plan. Safeguarding embedded in SASSOT business plan Retain Board safeguarding champion role 	May 2017 April 2017 April 2017 Ongoing	Exec Board MT LB MT/LB MT		Leadership 1 Leadership 2
Minimum safeguarding standards are applied to all areas of delivery involving young people	<ul style="list-style-type: none"> Safeguarding expectations are clearly referenced in all service level agreements and contracts that relate to delivery involving young people SASSOT check and challenge delivery partners safeguarding arrangements using a standard check and challenge tool (adapted from CPSU) Undertake spot checks/site visits as appropriate for any new activity to CYP or vulnerable adults Undertake spot checks / site visits for 10% of Inspire disability multi-sport clubs All direct delivery provided through the SASSOT Core Team is delivered in line with SASSOT's safeguarding policies and procedures Produce and implement simple "key questions" checklist to support quality assurance visits by team members 	Ongoing Ongoing Mar 2017 Mar 2018 Ongoing June 2017	LB/BH LB/BH LB/BH/CG/NB /CM Equalities Officer Core Team LB/BH		Leadership 3 Leadership 4 Procedures
SASSOT proactively influence	<ul style="list-style-type: none"> Advocate minimum standards to primary 	Ongoing	CM		Leadership 4

<p>and support its partners to raise safeguarding standards.</p>	<p>school as part of SASSOT's PSSP offer through the provision of training and guidance resources</p> <ul style="list-style-type: none"> • Analysis of impact of advice and guidance provided to schools on minimum standards through the PESSP work. Collect feedback from a sample of Head teachers engaged through this work • Work with Sport Structures and NUL College to ensure adequate provision of safeguarding in sport training and First Aid training as part of the Staffordshire and Stoke Education and Training programme • Use SASSOT's social media platforms and newsletters to share and disseminate safeguarding information and opportunities with local partners i.e. national campaigns from NSPCC or local training opportunities from LSCB. Effectiveness measured via impact assessment of joint LSCB communications plan lead by Staffordshire County Council 	<p>April 2018</p> <p>Ongoing</p> <p>Ongoing</p>	<p>CM/BH/LB</p> <p>NB/BH/LB</p>		<p>Safeguarding Values and Culture 1</p> <p>Safeguarding Values and Culture 5</p> <p>Safeguarding Values and Culture 2</p> <p>Safeguarding Values and Culture 4</p> <p>Training and Education</p>
<p>SASSOT actively seek the views of young people and use these to influence service provision</p>	<ul style="list-style-type: none"> • Continue to implement revised system of gathering feedback on the day of the L3 School Games via online survey. • Analyse feedback gathered from programme delivery and use this to inform delivery planning moving forward. 	<p>July 2017</p> <p>Sep 2017</p>	<p>NB/LB</p> <p>LB/CGw/CG</p>		<p>Safeguarding Values and Culture 5</p> <p>Safeguarding Values and Culture 1</p>
<p>SASSOT regularly reviews its approach to raising safeguarding standards in sport</p>	<ul style="list-style-type: none"> • Review and update as require SASSOT's Child Protection Policy including reviewing the need for a separate adults at risk policy. • Scope a comprehensive consultation exercise 	<p>Sep 2017</p>	<p>LB/BH</p>		<p>Leadership 1</p> <p>Leadership 2</p> <p>Training and Education</p>

	with CYP to use to inform future work with and priority setting linked to potential CSP and partner work with CYP including a map and gap exercise of current insight linked to CYP				
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