



Sport Across Staffordshire and Stoke-on-Trent Board

AGENDA

**17 October 2017 at 2.00pm (light lunch at 1.15pm)
Craddock Room, Stafford Borough Council, ST16 3AQ**

1. Apologies
2. Declarations of Interest
3. Minutes of last meeting & matters arising (11 July 2017)
4. Sub Group updates – SF / JK / JT
 - i. Governance Review
 - a. Constitution (Enc 1)
 - b. Update (Enc 2)
 - ii. V2021 (Enc 3)

Items for information:

5. Four-Year Financial Forecast – JK (Enc 4)
6. Sport England Six-Monthly Performance Report – JK (Enc 5)
7. Year 2017/18 reporting:
 - i. Q2 Delivery Plan progress report for 2017/18 – JK (Enc 6)
 - ii. Risk Assessment – JK (Enc 7)
 - iii. Financial report to 30th September 2017 – JK (Enc 8)
8. Appointment of Chair – PJ (Enc 9)
9. Date and time of future meetings
 - Weds 24th January 2018, 2pm, Craddock Room, Stafford Borough Council

Sport Across Staffordshire & Stoke-on-Trent
Board Meeting
11 July 2017, 2.00pm, Walton Room, Stafford Borough Council



Meeting Minutes

| Present Attendees | | Apologies | Also Distributed To: |
|-------------------------|------------------------------|------------------|----------------------|
| Sue Finnigan (SF) Chair | SASSOT Chair | Alistair Fisher | SASSOT Core Team |
| David Pinnock (DP) | Voluntary Sector | Andy Weston | |
| Cllr Gill Heath (GH) | Staffordshire County Council | Angela Dale | |
| Janene Cox (JC) | Staffordshire County Council | Jonathan Pace | |
| Jude Taylor (JTa) | SCC/SASSOT | Jonathan Topham | |
| Norman Jones (NJ) | Stafford Borough Council | Katrina Hull | |
| Russell Turner (RT) | Sport England | Peter Jones | |
| Jane Kracke (JK) | Strategic Lead, CSP | Tony McGovern | |
| Leigh Morton (LM) notes | Admin Officer, CSP | Trevor Humphreys | |

Summary of Issues and Action

| No. | Item Topic | Action | Date Due | | | | | | | | |
|------|--|--------|--|------|--|------|---|------|---|----|----------------|
| 1. | Apologies – as above | | | | | | | | | | |
| 2. | Welcome to new Board Member(s) – SF The Chair welcomed Cllr Gill Heath, Cabinet Member for Communities at Staffordshire County Council who had replaced Cllr Mark Winnington as Elected Member representative on SASSOT’s Board . | | | | | | | | | | |
| 3. | Declarations of Interest – none | | | | | | | | | | |
| 4. | Minutes of meeting on 17 May 2017 – agreed. Matters arising. <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%;">Pg 3</td> <td>No further comments had been forwarded to Radojka at Campbell Tickell.</td> </tr> <tr> <td>Pg 4</td> <td>Radojka had put together an action plan that was included on today’s agenda</td> </tr> <tr> <td>Pg 4</td> <td>Andy Weston had sought permission to share English Schools’ FA’s governance information and was waiting for a response</td> </tr> <tr> <td>Pg 7</td> <td>Dates of next meetings – at the request of some Board Members, the day of the week was changed from a Wednesday to a Tuesday, however it was agreed that the dates revert to Wednesday as the impact on attendances had not been significant. The Chair therefore proposed and it was agreed that meeting dates for 2018 are held on a Wednesday.</td> </tr> </table> | Pg 3 | No further comments had been forwarded to Radojka at Campbell Tickell. | Pg 4 | Radojka had put together an action plan that was included on today’s agenda | Pg 4 | Andy Weston had sought permission to share English Schools’ FA’s governance information and was waiting for a response | Pg 7 | Dates of next meetings – at the request of some Board Members, the day of the week was changed from a Wednesday to a Tuesday, however it was agreed that the dates revert to Wednesday as the impact on attendances had not been significant. The Chair therefore proposed and it was agreed that meeting dates for 2018 are held on a Wednesday. | AW | When available |
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| 5. | Sport England update – JK / JT / RT JK – presentation given to update on Sport England’s funding for CSPs that was announced on 23 June 2017 . | | | | | | | | | | |



2a. Sport England Update.pptx

- Funding confirmed up to 31st March 2018 has enabled the extension of core team contracts and avoided the need to issue redundancy letters.
- Review meeting with Sport England scheduled in September to look at meeting governance criteria and action plan to deliver our new role. SASSOT needs to have an agreed action plan in place by then.
- For the following 3 years, up to March 2021, funding of £283,040 per year (same as in previous years) has been allocated but it will need to be unlocked through a stringent application process
- CSP role 2017-2021 is divided up into 4 key areas with more detail to follow when we receive the funding application process.

JT – informed of **Sport England’s** Extended Workforce pilot that entails a F/T senior member of staff, funded and appointed by SE and employed by the CSP to support the objectives of both organisations. Given that SASSOT is 1 of only 20 CSPs to have retained Green status, even through a period of substantial change, it was felt that this post would add to the current direction of travel that SASSOT have already begun through the appointments of Jane and Jude.

The Chair and the four other Board Members present were in favour of submitting an EOI to SE for an Extended Workforce post by 31st July. Action: JT to submit the EOI, check if the funded post includes any on-costs and/or liabilities. Voting email to be sent to Board Members not present to ascertain their consent (subsequently agreed).

RT – informed of **Sport England’s investment opportunities** pointing out that the open funding pots had been incredibly competitive and in order to be successful bids had to demonstrate a high level of knowledge of their place and communities. Those CSPs with the detailed knowledge of their area would be more likely to be considered for funding as competition is fierce.

JT

July

6. Sub Group Updates – SF /JK /JT

6.1 Governance Review (Enc 1)

Report presented with appendices 1 & 2 that advised the Board of the recommendations from the sub group meeting held on 6 June.

A point of note within Terms of Reference was around the terminology used **eg. the ‘Nominations Committee’ would be the Governance Sub Group.**

The meeting endorsed all the recommendations including suggested delegated **authority for the sub group’s action plan as outlined** in the report. The Chair thanked Jane and Jude for the amount of work carried out to date.

The Chair proposed a further recommendation that Dave Pinnock acts as our interim Senior Independent Director for the Board to enable the amount of work to be shared between SF, PJ & DP. This was seconded by NJ, agreed by the meeting and accepted by Dave Pinnock. This new role for DP would **reflect a new start for his ‘term of office’ on SASSOT’s Board.**

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| 6.1 | Action: Voting email to be sent to Board Members not present to ascertain their consent to move forward with the report recommendations and the appointment of the interim Senior Independent Director (subsequently agreed). | LM | 12.07.17 |
| 6.2 | <p><u>V2021</u> (Enc 2)</p> <p>Report presented with appendices 1,2&3 that advised the Board of the recommendations from the sub group meeting held on 27 June.</p> <p>Points of note that the sub group had agreed were:</p> <ul style="list-style-type: none"> • The Vision: “Everyone more active, more often” was fit for purpose • The Mission Statement had been amended slightly to “Working together to create active places and healthy lives through sport and physical activity.” • Setting the future strategic direction for the organisation - individual discussions with funders and key partners to take place followed by a larger stakeholder consultation event in September. Recommendations to be presented to the Board at the October meeting. Action: RT to follow up on the outcome from the request for financial support from SE <p>The meeting endorsed all the recommendations within the report. Action: Voting email to be sent to Board Members not present to ascertain their consent to move forward with the report recommendations (subsequently agreed).</p> | RT LM | July 12.07.17 |
| 7. | Year 2017/18 reporting: | | |
| 7.1 | <p>Q1 Delivery Plan progress report for 2017/18 – JK (Enc 3)</p> <p>Report containing highlights for Q1 and Delivery Plan presented and accepted.</p> <p>Good progress had been made against the Delivery Plan targets with the majority of areas on or above target levels.</p> <p>On behalf of the meeting DP expressed thanks to the team especially given the current climate.</p> | | |
| 7.2 | <p>Risk Assessment – JK (Enc 4)</p> <p>Report presented that informed of a minor update that been made since the last quarter regarding the recruitment of a new Chair and Vice Chair.</p> <p>Report accepted.</p> | | |
| 7.3 | <p>Financial report to 30th June 2017 – JK (Enc 5)</p> <p>Report on the financial position presented that had been reviewed by the Finance Champion (DP). Following confirmation of Sport England’s funding to 31st March 2018, next quarter’s report will be against a 12 month budget rather than 6. Report accepted.</p> | | |

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| 8. | <p>SASSOT Safeguarding Action Plan – JK (Enc 6) on behalf of Lee Booth & Ben Hollands</p> <p>Report and SASSOT’s 2017-18 safeguarding action plan presented. Prior to the meeting the safeguarding action plan had been seen and commented on by Andy Weston as SASSOT Board’s Safeguarding Champion.</p> <p>Actions:</p> <ul style="list-style-type: none"> • It was suggested that the LSCB should be asked to formally endorse the plan and that the first action in the plan be broadened out to include more detail. • Subject to this amendment, the safeguarding delivery plan and priorities for 2017-18 were approved | | | | |
| 9. | <p>Staffordshire Health and Wellbeing Board Physical Activity Sub Group Update – JT</p> <p>Bids submitted to the Local Delivery Fund from a consortia of Staffordshire partners and a separate bid by Stoke-on-Trent had been unsuccessful. Staffordshire’s bid focused on older adults moving into retirement and had elevated the profile and need for this work. As a result the H&W Board had set up a sub group with an appetite to take it forward with targeted place based delivery. Action: meeting arranged between JT and Alistair Fisher to discuss Stoke-on-Trent’s bid.</p> | JT | July | | |
| 10. | <p>Issue of Briefing Paper(s)</p> <p>1004-0717 – dated: 15.06.17 - Sport England Update on Future Role of CSPs</p> | | | | |
| 11. | <p>AOB</p> <p>SASSOT’s 2016-17 Annual Report distributed. Electronic copies will follow Action: Board Members to advocate and use it to raise the profile of SASSOT where possible.</p> <p>The Chair thanked Norman Jones from SBC for his input over the last few months as host representative and wished him well for the future. Norman to approach Neville Raby, Head of HR at Stafford Borough Council to take his place.</p> | All NJ | July July | | |
| 12. | <p>Date of next meeting(s)</p> <table border="1" data-bbox="193 1648 1203 1693"> <tr> <td data-bbox="193 1648 651 1693">Wed 17 October 2017, 2.00pm</td> <td data-bbox="651 1648 1203 1693">Walton Rm, Stafford Borough Council</td> </tr> </table> <p>Meeting requests for 2018 meeting dates will be circulated.</p> | Wed 17 October 2017, 2.00pm | Walton Rm, Stafford Borough Council | All | 17.10.17 |
| Wed 17 October 2017, 2.00pm | Walton Rm, Stafford Borough Council | | | | |

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|--------------|----------|--------------|----------------------------|
| Prepared By: | Date | Checked By | File Code |
| Leigh Morton | 12.07.17 | Sue Finnigan | Board Minutes 11.07.17.doc |



Report to the Board – Enclosure 1

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|--------------|-------------------------------|
| Report Title | SASSOT revised Constitution |
| Date | 17 th October 2017 |

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

| | | |
|-----------------|-------|--------------|
| Contact Officer | Name: | Sue Finnigan |
| | Tel: | 07976 126502 |

| | |
|-----------------|---|
| For Information | |
| For Decision | x |

1. Purpose of Report

To gain approval from the Board to the implementation of a revised Constitution in order to comply with Sport England's Code for Sports Governance.

2. Recommendation(s)

1. That the Constitution be agreed and implemented with immediate effect.
2. That the Constitution be revised on a regular basis (at minimum every 12 months) in order to ensure fitness for purpose.
3. That an additional Board meeting be held in November to concentrate on developing the new Board structure and agree the process under which changes will be implemented.

3. Report

The Governance sub group have assessed the new Code for Sports Governance as published by Sport England as a tool for good practice and which applies to all organisations within the United Kingdom to whom grant funding is awarded.

In order to be considered for future grant funding SASSOT must comply with Tier 3 of the code, or have a detailed action plan in place which will ensure we do comply by the end of December 2017. The action plan must be agreed by Sport England and be deliverable by SASSOT within the timescale otherwise the 3 year funding grant is unlikely to be awarded.

Sport England have already withdrawn funding from two organisations who were unable to meet the relevant criteria.

It is to this end that the Governance sub group have been striving to achieve an agreed action plan, and where possible, update our current documentation and criteria for Board structures and governance procedures.

The first stage of this implementation is an updated Constitution which is attached at Appendix 1.

Key Changes

The Vision and Mission statements have been updated as a result of consultation with partners, staff and the Board. The Values have also been updated.

The resulting document has been approved by Stafford Borough Council Legal services and also by Sport England before bringing the final version for discussion and approval by the Board.

Given the period of change which the organisation is currently undertaking it is anticipated that this document may change as the organisation develops over the next twelve months. It is anticipated that this is therefore a document that is fit for purpose at this current moment in time and should be approved as such.

Other main changes are the length of time Board members are able to serve on the Board and, as such, agreement needs to be made before the end of December on a new Board structure and membership.

The structure will need to include a Chair, Senior Independent Director and have at least 25% independent members.

Other sub groups need to include an Audit Committee (or finance group) together with a Nomination Committee (this would currently be the existing Governance sub group) together with task and finish groups or themed groups to be agreed by the Board. The maximum number of Board members is 12.

It is recommended that an Extraordinary Board meeting be held in November to concentrate fully on developing the new Board structure thus enabling the new Chair to influence the future of the Board structure.



Sport Across Staffordshire and Stoke-on-Trent (SASSOT) County Sports Partnership

CONSTITUTION

'EVERYONE MORE ACTIVE MORE OFTEN'

October 2017

This is the Constitution of the Sport Across Staffordshire and Stoke on Trent County Sports Partnership (SASSOT)

Organisation

Sport Across Staffordshire and Stoke on Trent is a County Sports Partnership recognised by Sport England, and is a Voluntary Partnership empowered to act by its funding partners. It is hereafter referred to as SASSOT.

Our Vision

'Everyone more active more often'.

Our Mission

'Working together to create active places and healthy lives through physical activity and sport'

SASSOT provides the mechanism to enable partners, stakeholders and communities to work together to achieve a shared vision.

SASSOT operates primarily within the geographical area of Staffordshire and Stoke on Trent

SASSOT develops a Strategy and annual Delivery Plan in conjunction with stakeholders and partners which is reviewed annually. The Strategic priorities will be reviewed as required.

Values

SASSOT's Values underpin everything we do, as a Board, Team and as individuals.

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|---------------|---|
| Integrity | This is our foundation; we will work openly, honestly and sincerely, showing respect and sharing our passion for what we do |
| Inclusive | Actively accessible to all, whilst putting the individual at the heart of what we do |
| Collaborative | Drawing on our strengths and those of others, brokering, enabling and influencing for positive results |
| Ambitious | Committed to excellence and continually improving our services through innovation and creativity |
| Objective | Making informed decisions for the benefit of the local population, based on robust evidence |
| Purposeful | Having clearly articulated goals underpinned by appropriate insight and action |
| Accountable | Owning decision and delivering on promises individually and collectively |

SASSOT is governed by a voluntary Executive Board which is supported by a number of voluntary Board working sub groups. The day to day delivery of SASSOT's strategy is undertaken by a team of paid staff and volunteers.

SASSOT will produce an Annual Report for circulation to partners and stakeholders.

SASSOT is currently hosted by Stafford Borough Council. The hosting agreement is agreed and signed by both parties and should not prejudice the ability of SASSOT to undertake its day to day operations or achieve its strategic objectives.

SASSOT currently receives funding for the delivery of the shared Strategy and Delivery Plans from a number of partners and sources including: -

Sport England – currently the primary funder

Cannock Chase District Council

East Staffordshire District Council

Keele University

Lichfield District Council

Newcastle under Lyme Borough Council

South Staffordshire District Council

Stafford Borough Council

Staffordshire County Council

Staffordshire Moorlands District Council

Staffordshire University

Stoke on Trent City Council

This list reflects the current funding arrangements and is expected to be responsive to the changes in circumstances as the need arises in order to secure funding from appropriate stakeholders who can best contribute to the delivery of our Vision whilst maximising the impact of resources on local communities.

All partners are expected to sign up to a Partnership Agreement and uphold its principles and philosophies.

Board

The purpose of the Board is to: -

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|---|---|
| Provide leadership | To provide inspiration, vision and clear direction to SASSOT |
| Provide Strategic direction | Responsible for setting the strategic direction based on intelligence and insight |
| Ensure effective governance | Ensure the Board complies with Tier Three of A Code for Sports Governance |
| Be the decision-making body | Ensure executive decisions are made in a timely manner so as not to adversely affect the organisation |
| Scrutinise the effectiveness of the organisation | Retain an overview of the operation of the organisation scrutinising effectively as required. |
| Uphold and protect the Values | Ensure behaviours comply with, and decisions are made in line with the values of SASSOT |
| Act collectively in the best interests of SASSOT | Declare interests where appropriate and work together as a Board in the best interests of SASSOT. |
| Provide advocacy and attract additional resources | Board members should be staunch advocates for SASSOT and where appropriate and/or feasible should assist in developing a resource base for the partnership. |
| Equality | Ensure the Board and Partnership is committed to working proactively to ensure equality. Ensure the Board has appropriately diverse membership. |

The Board will comprise a minimum of 7 and not more than 12 members. Board members will be recruited through an open process and appointed to provide the Board with an appropriate range and balance of skills, knowledge, equality and diversity to fulfil and discharge its responsibilities, based on SASSOT's skills matrix which is reviewed annually by the Board.

At least 25% of Board members shall be independent and appointed through a publicly advertised, open recruitment, meaning they are independent of any close connection to SASSOT and, from the perspective of an objective outsider, they would be viewed as independent. Examples of a 'close connection' include:

- a) They are or have within the last four years been actively involved in the organisation's affairs
- b) They are or have within the last four years been an employee of the organisation;
or
- c) They have close family ties with any of the organisation's Board Members or senior employees

The role of Board members is voluntary and no Board members shall receive any remuneration other than reasonable out of pocket expenses. No SASSOT employees shall be appointed to the Board unless this is in an Ex Officio capacity.

In order to ensure effective and timely decisions can be made regarding resources at Board meetings, Stafford Borough Council will allocate a senior officer with relevant authority, experience and skills to sit on the Board.

A target of a minimum of 30% of each gender has been adopted for Board membership and appropriate action will be taken to achieve and maintain this. If 30% of the membership is not a whole number the number of people will be rounded up.

Additionally, the organisation will demonstrate a strong and public commitment to progressing towards achieving gender parity and greater diversity generally on its Board including but not limited to Black, Asian, minority ethnic (BAME) diversity and disability, to ensure the Board is best able to represent the diverse communities it serves.

The Board has adopted the Code for Sports Governance and follows the requirements set out in that Code, including an annual evaluation of skills and performance, with an external evaluation every 4 years.

The Board will include the positions of Chair and Senior Independent Director.

Chair

The Chair will carry out the duties as set out in the role and description for the post. The position of Chair is a voluntary position and the Chair does not receive any remuneration other than reasonable out of pocket expenses. The role of Chair shall never be held by a member of paid staff.

The Chair is a member of the Board and will count towards the total number of Board members as set out above.

The Chair is not directly responsible for the day to day management of SASSOT. The Chair shall proactively address and manage conflicts of interest among Board members.

The Chair will hold office for a term of three years. After three years they can seek re-election via a Board decision, but can serve no more than three, three-year terms in total. In the event of a vacancy for the role of Chair, the Board will be responsible for establishing a sub group to recruit the Chair through a publicly advertised, open recruitment process and recommend a candidate for approval by the Board. If no suitable

applications are received, after two attempts to recruit, the Board will elect a Chair from existing Board members.

The Chair is supported by the role of Senior Independent Director – a form of Vice Chair, who will be elected by the Board from existing members and who will carry out the duties as set out in the role description for the post.

Co-opted members

In exceptional circumstances a Board member may be co-opted onto the Board if this is necessary to ensure that the Board has the skills and/or experience necessary to fulfil its role. A co-opted Board member is one that is temporarily appointed as such by the Board outside of the customary appointment process.

Co-opted members will serve as such for no more than 12 months. At the time of appointment the Board will document the reasons for this appointment and determine the co-opted member’s voting rights.

Other Board members

Board members (other than co-opted) will hold office for a term of three years. After three years members who wish to continue their service can seek re-election via a Board decision, but can serve no more than three, three-year terms in total. Once a Board member has served their maximum term (nine years of continuous service), at least four continuous years must elapse before they are eligible to be appointed as a Board member again. In exceptional circumstances (for example to assist succession planning) a Board member may hold office for a further year.

If a Board member steps down after less than the maximum term of nine years, then seeks re-election, any period off the Board of less than four continuous years will count as service on the Board, when calculating the maximum term served.

No individual shall be appointed to the Board unless he or she has provided to the organisation a declaration of good character.

Individual Board members may also take on specific roles as sub group leads in order to Champion a specific theme or piece of work on the Board.

Personal Responsibilities of Board members

All Board members will be expected to conform with the following: -

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|-------------------------------------|---|
| Duties | Duty to comply with SASSOT’s code of governance policies and strategy |
| Duty of Care | Board members are expected to act reasonably and prudently in all matters relating to SASSOT and its long-term interest. |
| Duty to promote openness and debate | Board members are expected to enable an environment that encourages transparency and where debate is encouraged. When those opinions may differ, they will be respected. |
| Duty to protect the organisation | Board members have a duty to protect all the resources belonging to SASSOT by ensuring effective management systems are in place e.g. financial controls, risk assessments etc. Board members have a duty to protect the organisations reputation and intellectual property. |

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| Duty to act in the best interests of the public | As SASSOT is financed through public money Board members have a responsibility to act in the best interests of the public as a whole. They have a responsibility to avoid conflicts of interest especially when they involve financial transactions. |
| Duty to abide by SASSOT's Code of Conduct | Board members will ensure that they abide by SASSOT's Code of Conduct to ensure that the highest personal standards are observed at all times. |
| Personal Interests | No Board member shall participate in discussions, or vote in response of a matter in which they have a material interest. |
| Personal Liability | Although any legal proceedings initiated by a third party are likely to be brought against the Partnership, in exceptional cases civil, or in certain cases, criminal, proceedings may be brought against a Chair or other individual board member. For example, a board member may be personally liable if he or she makes a fraudulent or negligent statement, which results in loss to a third party. Board members who misuse information gained by virtue of their position may be liable for breach of confidence under common law or may commit a criminal offence under insider dealing legislation. However, the Government has indicated that individual board members who have acted honestly, reasonably, in good faith and without negligence will not have to meet, out of their own personal resources, any personal civil liability, which is incurred in execution or purported execution of their board functions. The Partnership indemnifies its board members against legal proceedings brought against them personally in execution of their board duties, provided they have acted in accordance with this paragraph. |

Board Meetings

The Board will make all the strategic decisions of SASSOT in line with SASSOT's agreed Strategy and Business Plan. Decisions can only be taken if a meeting is quorate. To be quorate, 50% of named Board members must be in attendance at the meeting. (This can include taking part in the meeting via video link, skype etc. As long as the Board member is able to fully take part in the meeting then they will be counted as being in attendance). Each Board member has one vote and wherever possible decisions should be reached by consensus. If this is not possible then a majority vote will decide the issue. In the event of a tied vote the Chair of the meeting will have the casting vote.

The Board will meet a minimum of 4 times per year and a record of all decisions will be Maintained. Additional Board meetings may be required when circumstances dictate. Board members are expected to attend 75% of formal Board meetings during a calendar Year, failure to do so may result in the Board member being asked to step down. Agenda items will be submitted to the Chair at least 14 working days before the meeting.

The agenda and supporting items will be circulated to the Board 7 days in advance of the meeting.

Exceptional items will only be accepted at the meeting with the agreement of the Chair.

Standing agenda items will be:-

Declaration of Interests

Financial Report
Business Plan progress report
Risk Register
Actions and decisions taken by the Chair, other delegated Board member or any sub group.

The Board will maintain a proper record of their meetings and decisions, normally in the form of minutes and associated papers which will be published on the SASSOT website.

Sub groups

The Board may establish sub groups as required and delegate authority, responsibility and tasks, as appropriate. Any sub group established shall have clear terms of reference specifying the responsibilities and any powers delegated to the subgroup which shall be agreed by the Board. Any subgroup established shall maintain a proper record of meetings and decisions.

The sub groups will include an Audit Committee and a Nomination Committee (Governance Group) for which there will be formal terms of reference which have been agreed by the Board.

Staffing

The staff are directly managed on a day to day basis by the Strategic Leads. Staffing levels are dictated by resources available and are reviewed on a regular basis. Minor amendments to the staffing structure are implemented and managed by the Strategic Leads. Substantial changes to core staffing must be approved by the Board.

The Board may engage and manage staff in exceptional circumstances (subject to relevant regulations of the host agency as the employing body)

The Board will delegate responsibility to the Strategic Leads to manage the day to day implementation of the Strategy and Delivery Plan.

Decisions taken by the Chair or any other delegated Board member or sub group, that have not been subject to the Board's approval, will be reported at the next Board meeting.

The Chair and Senior Independent Director will undertake Personal Development Reviews with the Strategic Leads but will not get involved in the day to day management of the SASSOT staff team unless requested to do so by the Strategic Leads.

Board members are available to provide support and expertise should the need arise in the form of the Champion roles.

Finance

SASSOT currently receives funding from the partners listed above. In addition to these SASSOT will seek funding from other potential funders, generate income and sponsorship, contribute funding to, and enter into contract with organisations in furtherance of its Strategic Vision.

The Board will agree a long term financial forecast for SASSOT of 4 years, progress against which will be scrutinised on a quarterly basis by the Board. The Board will ensure that the host (Stafford Borough Council) provides sufficiently senior representation at Board meetings for decisions to be made on resource issues without reference back to the host organisation.

SASSOT will maintain an accurate and up to date record of all funding partners together and ensure ALL partners have signed partnership agreements.

SASSOT will operate within the Conditions of Grant attached to the award monies from Sport England and other funders, and within the parameters of the Partnership agreements signed by local funding partners.

SASSOT will produce and publish annual audited accounts.

SASSOT will retain sufficient reserves to cover known liabilities.

Review of Constitution

The Board will review the Constitution as a result of the development and implementation of a new Strategy in early 2018, and thereafter on an annual basis. Any proposed alterations to the Constitution will be considered and approved by the Board.

Dissolution

If core funding from Sport England ceases, the Board shall immediately convene a meeting to discuss and vote on the options available and, if necessary, dissolution. If, at the Board meeting, the resolution is carried by two thirds or more of the Board members present at the meeting, subject to the meeting being quorate, the Board shall thereupon, or at such date as shall have been specified in the resolution, proceed to realise the SASSOT's assets and discharge all of its debts and liabilities, subject to formal agreement from Sport England and in line with the terms and conditions of grant.

After discharging all debts, liabilities and re-paying claw back relating to Sport England funding, any remaining assets shall be paid or distributed amongst the remaining funding partners in place at the time of dissolution. This will be on a pro-rata basis, calculated according to their overall contribution to SASSOT in the last 12 months. Wherever possible the assets should continue to be used in furtherance of SASSOT's vision.

Authorisation

Adopted at a meeting held on _____

Signature: _____

Name: _____

(Signature and Name of Chair of SASSOT)

Date: _____

Witnessed:

Signature: _____

Name: _____

Address: _____

Occupation: _____
(Signature and Details of Witness)

Date: _____

The term sport is used to mean all forms of sport, physical education and active recreation



Report to the Board – Enclosure 2

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|--------------|-------------------------------|
| Report Title | Governance Sub Group Update |
| Date | 17 th October 2017 |

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|--------------------------------------|---|---|
| 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 update the Board on the work of the Governance Sub Group and to gain approval for the recommendations below.

2. Recommendation(s)

1. That the Board approves the 2017-18 Business Plan
2. That Board members agree to complete a Declaration of Good Character
3. That the Board commits to ensuring SASSOT's Annual Accounts from 2017-18 onwards comply with the requirements of Tier Three of A Code for Sports Governance as it relates to hosted CSPs, namely that the Charities SORP financial model or other suitable equivalent is used
4. That the Board commits to including a statement in the Annual Accounts from 2017-18 onwards stating that no remuneration is paid to any Board

Members other than reasonable out-of-pocket expenses

5. That the Board commits to specific disclosure of income received from public investors and clearly accounts for the expenditure of such funding, in the Annual Accounts from 2017-18 onwards

3. Executive Summary

Since the last Board meeting, the Sub Group has met on 20.07.17 and 12.09.17. The key work areas which were progressed are as follows:

- Recruitment of a new Chair (covered under a separate Board Report)
- Update of the Constitution (covered under a separate Board Report)
- Four-year financial forecast (covered under a separate Board Report)
- Update of the Business Plan
- Hosting
- General compliance work

Recommendations to the Board are shown above.

4. Report

Sport England requires all County Sports Partnership to be compliant with Tier Three of A Code for Sports Governance by 31.12.17 in order to continue to receive funding. The Governance Sub-Group has the delegated authority to progress this work, as outlined in the Terms of Reference for the Group.

Since the last Board meeting, the Sub Group has met on 20.07.17 and 12.09.17. The key work areas which were progressed are as follows:

- Recruitment of a new Chair (covered under a separate Board Report)
- Update of the Constitution (covered under a separate Board Report)
- Four-year financial forecast (covered under a separate Board Report)
- Update of the Business Plan
- Hosting
- General compliance work

Update of the Business Plan

- Our existing Business Plan, which was previously adopted by the Board, ran from 2013-17 so expired at the end of March.
- Given that we are in the process of developing a long-term strategy, to be launched in January 18, the sub group agreed this should be a light-touch refresh of the Business Plan rather than a full rewrite, but that we do need a strategic document in place during this interim period
- Sections which were clearly out of date (e.g. our vision and mission, reference to Sport England's strategy, local context etc.) have been updated, but sections which are being fully reviewed as part of the strategy development work, such as our scope and focus, have been left largely unchanged.
- Moving forward, SASSOT will no longer have a business plan, with the

content of this document being reflected in either the Strategy of the Annual Delivery Plans instead

- The Board are asked to approve the 2017-18 Business Plan

Hosting

- The sub group agreed to delay the piece of work costing out different long-term options for hosting / independence until after the current work on Governance compliance and the application for Sport England primary role funding had been completed
- Wendy Jennings, Stafford Borough Council's HR and Payroll Manager, will be the Host representative on the Board following the retirement of Norman Jones
- Stafford BC have agreed to extend our current hosting agreement to 30.09.20 subject to an annual review

General Compliance Work

- Tier Three requires that "No individual shall be appointed as a director [Board member] until he or she has provided to the organisation a declaration of good character". To this end a Declaration of Good Character document has been approved by the sub group, and current Board members are asked to complete this at their earliest convenience (Recommendation 2). Potential new board members will be asked to complete this before appointment

Additionally, as part of the Quarter Two review meeting with Sport England, SASSOT's progress towards Tier Three compliance was scrutinised and additional evidence requested. All CSPs have been required by Sport England to complete an Action Plan outlining actions to meet any outstanding criteria – SASSOT is currently assessed by Sport England to not meet 23 out of the 58 criteria.

CSPs must have an Action Plan in place which has been approved by Sport England before they can receive their Core Funding for October 17–March 18. Plans were being formally signed w/c 09.10.17 so we are waiting to hear if our plan has been approved.

We will then have until 31.12.17 to comply with the outstanding criteria. Hosted CSPs have until mid-May 2018 to produce annual accounts to the required standard, but we have been asked to formally minute the fact that the Board commits to achieving this, hence recommendations 3-5 above.



BUSINESS PLAN 2013-2017

Everyone More Active More Often

Extension to March 2018



Important Note: The 2013-17 Business Plan has been extended to run through to 31.03.18 while SASSOT's new Long Term Strategy (2018-2021) is developed. A full review of the contents of this plan will take place as part of this work.

INTRODUCTION

Sport Across Staffordshire and Stoke-on-Trent is a partnership of agencies "working together to champion participation, enjoyment and success through sport, physical education and physical activity".

County Sports Partnerships are uniquely positioned to support partners in growing participation; sustaining current participants and helping those with talent excel in sport.

We are also ideally placed to support the health improvement agenda and reduce health inequalities by supporting our community to become more physically active.

We are funded by and deliver a range of services on behalf of national and local partners including Sport England, our Local Authorities and Universities.

This Business Plan and associated Annual Delivery Plan evidences what services the Partnership will provide to grow participation, sustain current participants and support those with talent to excel in sport.

Core Functions

1. Local Intelligence and Understanding – We will demonstrate high levels of understanding of the local area (the market, audiences and organisations) and apply the insight to the delivery of services and programmes, providing the intelligence to enable partners to make evidence-based decisions
2. Strategic Networking – Led by insight and an understanding of our local landscape, we will broker, develop and maintain positive relationships between local stakeholders and strategies, including NGBs, Local Authorities and education and health partners. We will increase investment in sport, PE and physical activity within the sub-region by advocating and evidencing their value
3. National Governing Body of Sport Delivery – We will take 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
4. Workforce Development – We will work with our partners to develop an appropriate, skilled workforce for the delivery of sport and physical activity locally.
5. Marketing and Communications – We will use our marketing and communications expertise to promote local opportunities and to increase participation in sport and physical activity.
6. Programme Delivery – We will ensure that all contracts are delivered to maximise their outcomes and impact in line with the programme objectives and with local need
7. Governance and Leadership – We will manage and operate the CSP to ensure sound governance arrangements and compliance with funding conditions are in place, and to ensure that we have a workforce at all levels the right roles and skills to deliver our Vision and the above core functions

This Business Plan sets out the strategic direction for sport in Staffordshire and Stoke-on-Trent. It covers our ambitions for what we'll do and how we'll operate.

It has been developed from:

- Research on existing plans, policies and strategies
- Sport England's Strategy and CSP Contract
- Engagement with partners including NGBs, Local Authorities, Public Health, FE, HE
- Consideration and authorisation from the Sport Across Staffordshire and Stoke-on-Trent Board.



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FURTHER INFORMATION

Further information can be obtained from:

Jane Kracke
Strategic Lead – Service Delivery
Sport Across Staffordshire and Stoke-on-Trent
Stafford Borough Council
Civic Centre, Riverside
Stafford ST16 3AQ
E: jkracke@staffordbc.gov.uk
T: 01785 619187 M: 07800 619187

Jude Taylor
Strategic Lead – Strategy and Relationships

E: jtaylor@staffordbc.gov.uk
T: 01785 619299 M: 07814 138917

www.sportacrossstaffordshire.co.uk

Acknowledgements

Nikki Enoch, Vaga Associates in the development of the original business plan.

GLOSSARY AND DEFINITIONS

Sport

The term sport is used to mean all forms of sport, physical education and physical activity.

This broad definition should be borne in mind whenever reading references to 'sport' in this Business Plan.

County Sports Partnerships

A structure of 44 sub-regional sports partnerships operating across England

Board

The Board set up to provide strategic direction and be the decision making body of the County Sports Partnership for Staffordshire and Stoke-on-Trent with representation from the public and voluntary sectors involved in community, education and sport.

Partnership Team

The Partnership staff appointed to work on behalf of our Partnership

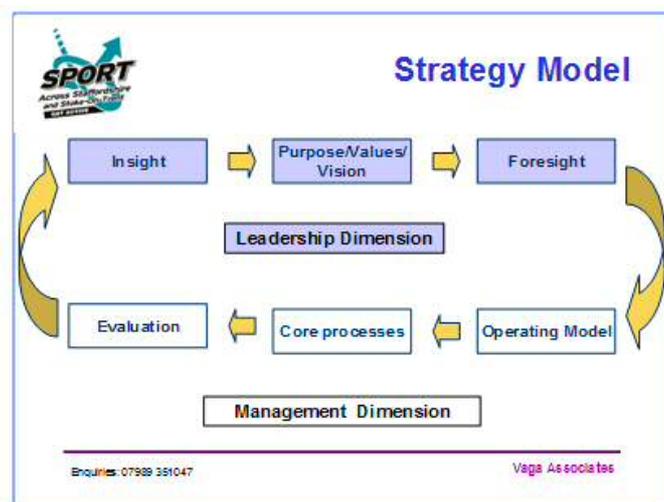
| | |
|-------|---|
| BAME | Black, Asian and Minority Ethnic |
| CPD | Continuous Professional Development |
| SLCOF | Staffordshire Leisure & Cultural Officers Forum |
| FE | Further Education |
| HE | Higher Education |
| LA | Local Authority |
| LEA | Local Education Authority |
| LEP | Local Enterprise Partnership |
| LOC | Local Organising Committee for Level 3 School Games |
| NGB | National Governing Body of Sport |
| SDO | Sport Development Officer |
| SGO | School Games Organiser |
| YST | Youth Sport Trust |

BUSINESS PLAN MODEL

This section explains the purpose of the Business Plan and the conceptual model that was used to develop it

The Business Plan has been produced is to ensure that there is clarity, shared understanding and commitment to the Partnership's future direction, governance and operations. It sets out clearly why the Partnership exists, what it will aspire to achieve for sport and physical activity across Staffordshire, and how it will operate to make efficient and effective use of its resources in terms of its people, funding and other assets.

The Partnership aspires to be a role model of partnership working locally and regionally.





The model includes a clear leadership dimension with the following components that has been adopted by the Board

| Insight | Purpose/Values/Vision | Foresight |
|--|---|---|
| Context Business environment Climate - culture Stakeholders Capabilities Environment Resources | Foundations Scope & focus Purpose - why we exist Behaviours – how we will work Vision - what will good look like? | Strategic outcomes, framework and goals Building blocks Milestones Risks |

It also includes a management dimension with the following components that has been developed through the Board and Partnership Team.

| Evaluation | Core Processes | Operating Model |
|---|---|--|
| Performance indicators Customers Leadership Innovation | Recruitment & deployment Budget management Administration Communications Performance measurement Risk Management | Governance Policies Staffing Budget Behavioural Standards |

CONTEXT

This section provides insight on emerging key influencers, the environmental conditions (opportunities and threats) and the capabilities of the Partnership

National Influencers

HM Government – Sporting Future: A new Strategy for an Active Nation (December 2015)

At the heart of this strategy is a simple framework which sets out how success will be judged by impact on the set of outcomes that define why government invests in sport:

- physical wellbeing
- mental wellbeing
- individual development
- social and community development
- economic development

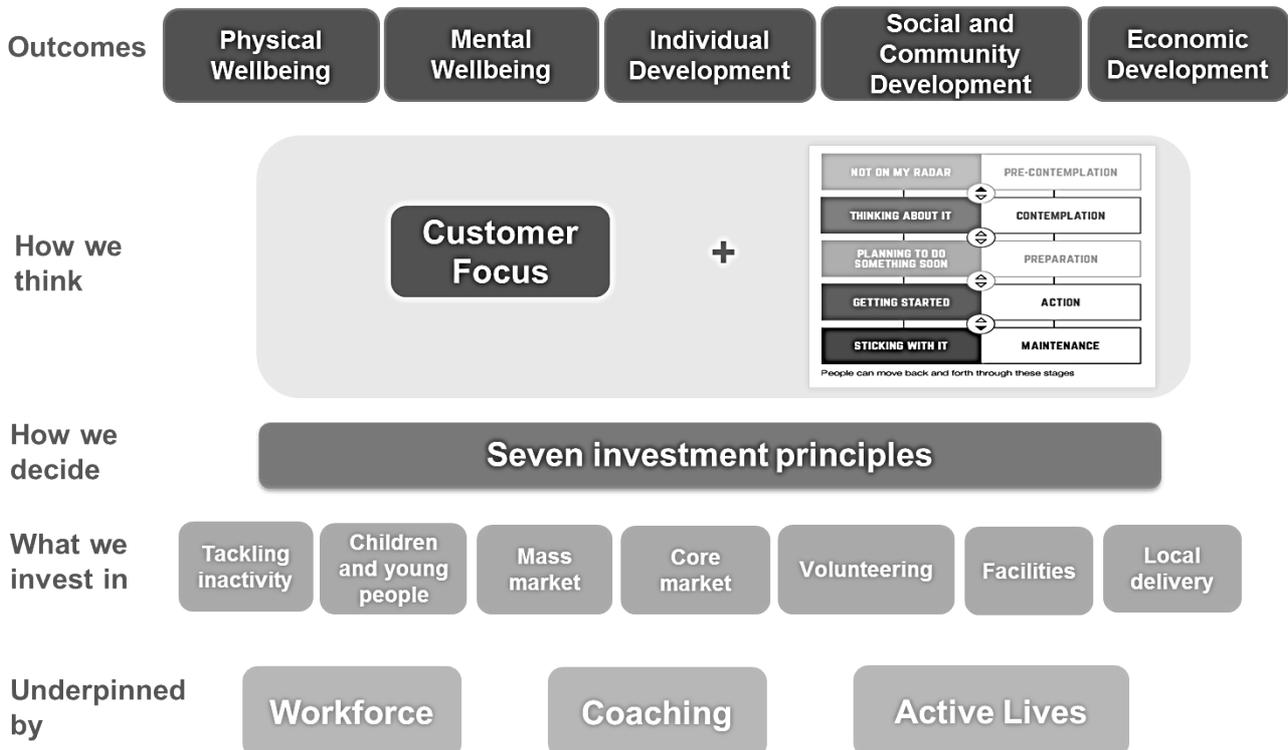
Delivery of the outcomes will be driven through three broad outputs around

- engagement in sport and physical activity
- sporting success
- a strong and resilient sport sector

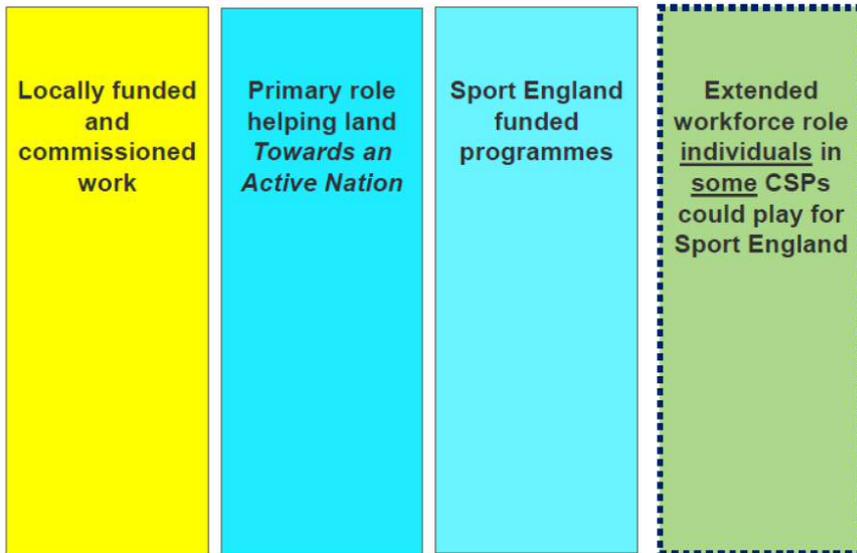
Sport England – Towards an Active Nation 2016-21 (May 2016)

Sport England’s vision is “We want everyone in England regardless of age, background or level of ability to feel able to engage in sport and physical activity. Some will be young fit and talented, but most will be not. We need a sport sector that welcomes everyone – meets their needs, treats them as individuals and values them as customers.”

Towards an Active Nation sets out how Sport England will prioritise their investment and support over the next four year to achieve the five Sporting Future outcomes:



Sporting Future recommended an independent review of the role of County Sports Partnerships, and this informed Sport England’s newly-defined role for CSPs for 2018-21:



Primary role for all CSPs

Primary role helping land Towards an Active Nation

- A strong granular understanding of the place and people
- An ability to broker and facilitate a much wider range of relationships
- Where necessary supporting projects and relationships on Sport England’s behalf
- Supporting local authorities by consent

CSPs are expected to be fully delivering their Primary Role from April 2018 and to transition towards this during 2017-18. To facilitate this, CSPs are being funded by Sport England to work through Transition Plans during this period.

Other key national documents which impact on our work include:

HM Government – Childhood Obesity: A Plan For Action (August 2016)

Public Health England – Everybody Active Every Day (October 2014)

National Standards

There are national standards that CSPs are expected to use in raising the quality of provision across their area:

- A Code for Sports Governance
- Child Protection in Sport
- Equality Standard for Sport
- Clubmark

The Local Picture

Staffordshire and Stoke-on-Trent compares unfavourably with the majority of the country in terms of inactivity levels, but additionally there are marked inequalities within the sub-region which need addressing:

Levels of Activity

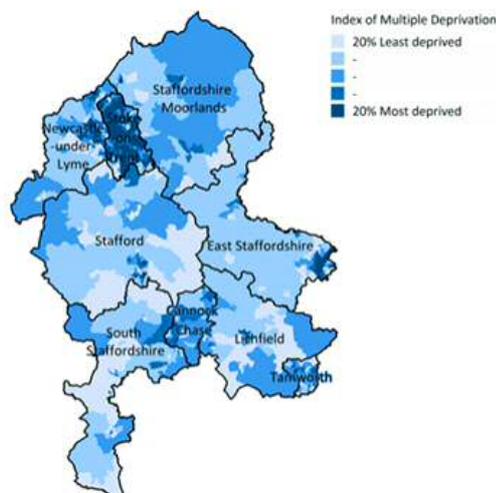


= 275000 people doing less than 30 minutes PA

*Active Lives Survey 2017 (includes gardening)

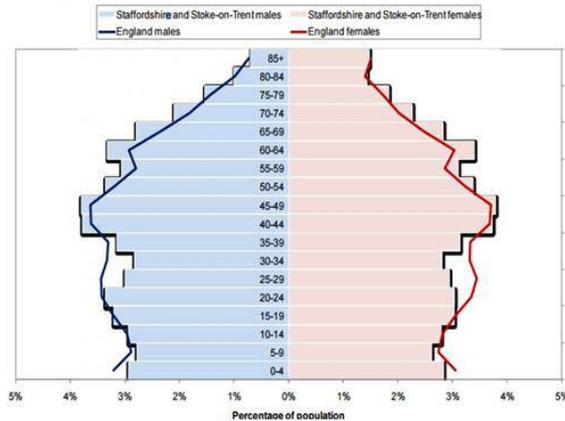
Inequality is an issue

- 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 are with 14% being non white British (lower than the national average of 20%)

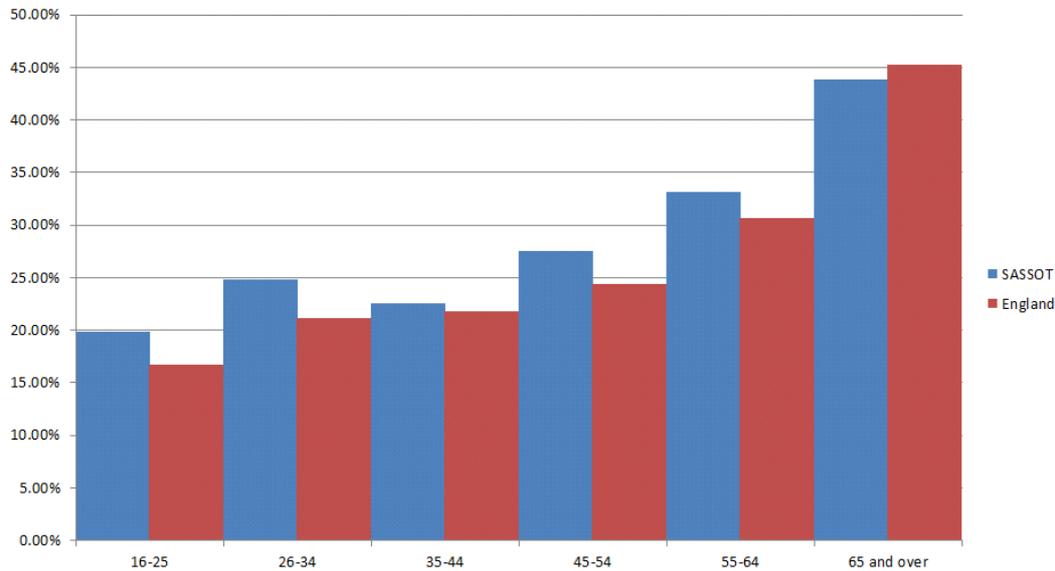


We have an aging population

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



Our largest population groups are amongst our most inactive



Local Government

There are eight District/Borough Councils as well as the City of Stoke-on-Trent (a unitary council) and Staffordshire County Council – the two local education and public health authorities.

Education and Schools

There are two universities in the area: Staffordshire and Keele. There are also 7 further education colleges and 535 schools within Staffordshire and Stoke-on-Trent.



Partnership Policy Documents

This Business Plan has also been informed by the following work:

- A review of the Service Plans and relevant Strategies for each Local Authority
- Priorities outlined by the Local Enterprise Partnership and the development of the “Sportshire” concept

ASPIRATIONS AND AMBITIONS

This section sets out our Vision, Mission and Values

Vision

Everyone More Active More Often

Mission

Working together to create active places and healthy lives through sport and physical activity

Values

SASSOT’s Values underpin everything we do, as a Board, Team and as individuals.

| | |
|---------------|---|
| Integrity | This is our foundation; we will work openly, honestly and sincerely, showing respect and sharing our passion for what we do |
| Inclusive | Actively accessible to all, whilst putting the individual at the heart of what we do |
| Collaborative | Drawing on our strengths and those of others, brokering, enabling and influencing for positive results |
| Ambitious | Committed to excellence and continually improving our services through innovation and creativity |
| Objective | Making informed decisions for the benefit of the local population, based on robust evidence |
| Purposeful | Having clearly articulated goals underpinned by appropriate insight and action |
| Accountable | Owning decision and delivering on promises individually and collectively |

SCOPE

This section sets out the outcomes of our plan and our core business

Scope

This business plan focuses on increasing participation in sport and physical activity (including PE / school sport), while demonstrating how this can contribute to the five outcomes identified in *Sporting Futures* (physical wellbeing; mental wellbeing; individual development; social and community development; economic development).

Outcomes

The Partnership’s fundamental role is to bring together and harness the efforts of those involved in sport, school sport and physical activity to provide greater impact and economies of scale.

We want to:

- 1 Be perceived as a model partnership locally, regionally and nationally
- 2 Have built accessible, integrated and progressive pathways in sport, school sport and physical activity.
- 3 Have increased participation within the sub-region
- 4 Have supported School Sport and ensured that our young people have the opportunity to access programmes such as School Games and Satellite Clubs.
- 5 Have an exceptional workforce



- 6 Have a sustainable supply of facilities available to realise our ambitions
- 7 Have an information and research hub that helps share ideas and learning and measures impact
- 8 Be financially sustainable
- 9 Be able to measure impact
- 10 Be recognised for our achievements.

Principles

A number of key principles for operation have emerged for partners and the Partnership to adopt:

We will:

- Cover both formal and informal participation
- Service all people
- Provide a person-centred approach to services
- Tackle inequalities
- Be needs driven (from a local perspective)
- Be sustainable (in terms both of on-going opportunities and of safeguarding the environment for future generations)
- Share and learn from partners' experiences.

FOCUS

The agenda set in the previous section is extensive and, if not approached with due diligence, the scope of the business could be overwhelming. This section looks at the framework (our building blocks) for the Partnership and how we use these to identify our priorities

Our Framework:

| | | |
|---|--|----------------------------|
| Successful & Sustainable | Pathways | |
| | Foundations Mission – Vision - Values | Partnership Working |
| Influence, Infrastructure & Evidence | | |

The Foundations

The purpose (mission), vision, values and principal outcomes described in the previous sections underpin everything we do and strive towards.

The Building Blocks

The Framework is built around four building blocks:

Building Block 1 – Building Pathways

Strategic Objective: To develop and maintain strategic alliances and local networks for the development of sport, school sport and physical activity

Building Block 2 – Improving Partnership Working

Strategic Objective: To delivery services and programmes to 'grow', 'sustain' and 'excel' in sport and physical activity



Building Block 3 – Extending and Sustaining the Influence and Infrastructure and having the Evidence

Strategic Objective: To increase investment in sport, PE and physical activity within the sub-region by advocating their value and by providing the intelligence to enable partners to make evidence-based decisions

Building Block 4 – To be recognised as a successful and sustainable partnership

Strategic Objective: To manage and operate the CSP to ensure sound governance arrangements and compliance with funding conditions are in place

Criteria for Involvement and Prioritisation

The following criteria are proposed for determining priorities for intervention and involvement where it can demonstrated that:

- Involvement will make a significant contribution to one or more cross cutting themes such as increasing economic prosperity, health improvement, community safety, improving educational attainment, training and personal development, improving employability and help towards achieving the vision and objectives of the Partnership, and there is 'buy in' from all of the key partners
- There is a strategic role for the Partnership
- The partnership can make a significant and efficient contribution through it's involvement
- The role of sport/physical activity is proven to be effective, or the involvement will contribute towards research and the evidence base
- Involvement will make a significant contribution to the goal of increasing or sustaining the numbers participating in mainstream sport and/or informal physical activity, and help reduce the gap between disadvantaged areas or groups or it will support the development of those with talent reach their full potential.
- Investment will attract the resources of other partners or trail blaze new ways of working.

GOVERNANCE

This component covers the services to partner agencies and the governance of our Partnership

Hosting

The Partnership is currently hosted by Stafford Borough Council (the Host Agency). The Host Agency is the Accountable A Service Level Agreement is in place between the Host Agency and SASSOT, outlining the provision of services and support and associated costs Body and is responsible for employing and providing office accommodation for staff in the Core Partnership Team. Additionally, the roles and responsibilities of the Host Agency and partner members are contained in a Heads of Agreement Document enabling the Host Agency to receive grant aid on behalf of its members.

The Partnership

Sport Across Staffordshire and Stoke-on-Trent is governed by a Board who will manage the Partnership according to the Constitution

The direction and policy of the Partnership will be set out in:

- The Business Plan
- Annual Delivery Plans. (Core Funding Partners will be consulted on the content)

An Annual Report will be produced to inform partners of the Partnership's work.

Local Core Funding Partners



Partners will:

- Be expected to invest in the Partnership through a financial contribution
- Benefit from the work and services of the Partnership.

A Core Services Offer will be prepared for each of the core funding partners that sets out:

- Contributions
- Roles and responsibilities
- Partnership services.

Requests from organisations to become partners shall be considered by the Board, which shall endeavour to broaden involvement in the Partnership.

Organisation and Decision Making

The Board is the ultimate decision making body for the partnership.

Where appropriate the Board will consult with relevant organisations as part of the decision making process: for example

- Staffordshire Leisure and Cultural Officers Forum
- Sub-regional NGB Forum

Board

The purpose of the Board is to: -

| | |
|---|---|
| Provide leadership | To provide inspiration, vision and clear direction to SASSOT |
| Provide Strategic direction | Responsible for setting the strategic direction based on the intelligence and insight |
| Ensure effective governance | Ensure the Board meets Sport England's Tier 3 standard |
| Be the decision-making body | Ensure executive decisions are made in a timely manner so as not to adversely affect the organisation |
| Scrutinise the effectiveness of the organisation | Retain an overview of the operation of the organisation scrutinising effectively as required. |
| Uphold and protect the Values | Ensure behaviours comply, and decisions are made, in line with the values of SASSOT |
| Act collectively in the best interests of SASSOT | Declare interests where appropriate and work together as a Board in the best interests of SASSOT. |
| Provide advocacy and attract additional resources | Board members should be staunch advocates for SASSOT and where appropriate and/or feasible should assist in developing a resource base for the partnership. |
| Equality | Ensure the Board and Partnership is committed to working proactively to ensure equality. Ensure the Board has appropriately diverse membership. |

The Board meets at least on a quarterly cycle. Board members are expected to act in the best interests of the Partnership as a whole rather than any other organisation of which they might be in membership.

Staffordshire Leisure and Cultural Officers Forum

The Staffordshire Leisure and Cultural Officers Forum is a well-established group with the following aims and objectives:

- 1 To advise on the formulation of complementary leisure and cultural policies at district and county levels.
- 2 To work for the acceptance of policies recommended by the Forum into the established policies of the eight district councils, the unitary authority of Stoke-on-Trent and the County Council.
- 3 To establish, as appropriate, single-issue working groups to develop detailed policies in specific areas which will advise the Forum.



- 4 To provide a forum to discuss, review and provide a co-ordinated response to government policies and the strategic policies of outside agencies, regional and national, which will have an impact on leisure and culture in Staffordshire.

Through its Board representative(s), the Forum will work as an advisory body to inform SASSOT's Business Plan and Annual Delivery Plans, ensuring these align with Local Government priorities and strategies.

MARKETING AND COMMUNICATION

Context

The Partnership has various marketing / communication channels including:

- Website – 30,224 unique visitor hits 2016-17
- Monthly e-newsletter – circulated to 1,875 people
- Twitter (2117 followers) and Facebook (752 likes) accounts
- Coaching and Volunteering newsletter
- NGB Newsletter for Schools and SGOs

Marketing and communication is identified as a key function for the core partnership team. Proposals for promoting the vision and for communicating with partners and their networks are set out below.

Market Analysis

Market analysis, utilising tools such as Sport England's Active People / Active Lives Surveys and Market Segmentation will be used to provide partners with information to allow them to make evidence based decisions. Examples of what we will use the intelligence for include:

- Mapping and gap analysis
- Understanding the target markets in term of accessibility and affordability
- Data and information requirements of partners
- Data and information collection, and sharing mechanisms.

The aim will be to provide an effective approach for data and information gathering and sharing.

Communication Networks and Tools

Good communication is essential for partnerships to operate effectively. There are two dimensions:

- Reaching and connecting with the right people and partners
- Accepting responsibility for finding and sharing relevant information by partners and the people involved.

Selling the Benefits

Activities will include:

- Advocacy to partners, and on behalf of the Partnership
- Identifying tangible benefits for specific audiences
- Demonstrating how the Partnership can help potential partners to achieve their objectives
- Use of case studies
- Designing and implementing a PR plan for raising awareness to the benefits of sport, the services of the Partnership and emerging opportunities for participation, progression and development

Products and Resources

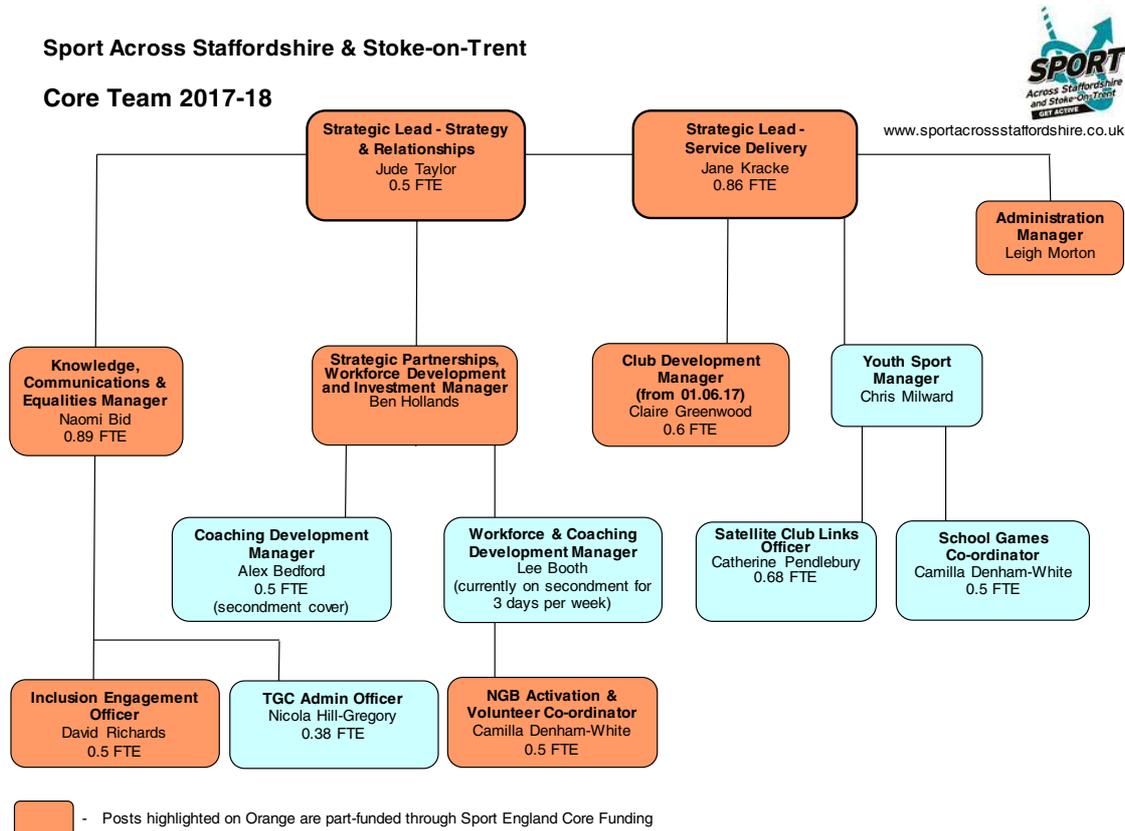
A range of products, resources and services will be provided to partners and the people involved in the networks based on the outcomes of the market analysis and mapping.

Training will be available to partners in the use of Sport England resources such as Active Lives, Active Places and Market Segmentation.

An annual partner satisfaction survey will be undertaken to assess the value of the partnership and its services, and to identify gaps in provision and actions for improvement.

STAFFING

This section covers the staffing structure of the core partnership team



Principles

The Core Partnership Team will be built on the following principles:

- A team of highly motivated people with sufficient capacity to undertake the core functions.
- Develop a Core and Extended Team concept and culture which includes key leaders and operational managers from community, education and sports partners.
- Invest in the personal development of members of the Core and extended Partnership Team to ensure those involved in leading and delivering the Partnership's work have the competencies and skills to undertake their roles
- Contract in specialist services as required to deliver specific work e.g Sub Regional Facilities Framework

ANNUAL DELIVERY PLAN

Annual Delivery Plans will be developed as part of the Business Planning process.



The Delivery Plan provides details of the work programmes of the partnership team and indicates clearly how the team will work with key partners and stakeholders to deliver the services required in order that we can support them in our joint aim of increasing participation and improving levels of satisfaction in sport, physical education and physical activity and supporting those with talent to reach their potential.

The sections of the plan align clearly to the Sport England Core Contract and our Strategic Objectives. The Plans identify key tasks to be achieved, milestones, timescales, lead agency, partners involved, resources required and annual targets. An quarterly progress report, providing an update on delivery against the plan, is taken to each Board meeting.

BUDGET

Annual budgets and a four-year financial forecast are set annually and approved by the Board. Actual Expenditure against the annual budget is reported against at quarterly Board meetings

PERFORMANCE MEASUREMENT

Context

Performance measurement is built into our Business Plan and is related to three of the outcomes we have identified:

- Have an information and research hub that helps share ideas and learning and measures impact
- Be able to measure impact
- Be recognised for our achievements

A requirement of funding by Sport England is to track progress in key areas, including factors relating to Core / Transition Funding and to programme delivery. CSPs are given a Red, Amber or Green rating for each area for a six-monthly period. For 2017-18, these areas are:

- Strategic Networking / Relationships
- Local Intelligence and Understanding
- NGB Support
- Board Effectiveness (Governance)
- Leadership
- Administration
- Equality
- Safeguarding
- Coaching
- School Sport
- Satellite Clubs

Commitment

We will commit to:

Achieving relevant National Accreditation Standards

Implementing the Performance Measurement Processes

Using an Annual Stakeholder Survey

- Involving all partners to assess the quality of our core services and areas identified for improvements to be incorporated into our Delivery Plan.

Using an Annual Planning Cycle

- Produce a four year business plan that defines future priorities
- Produce an annual Delivery Plan and monitor progress.
- Produce quarterly performance reports for the Board covering progress on agreed national and local performance indicators
- Undertake an assessment to drive improvement in the partnership's performance
- Publish a year-end report including financial information

RISK

Explanation

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.

A 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

As a result, the process of risk management:

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

The main categories of risk to 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 Risks

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



Strategic

- 1 National changes reducing the role of CSPs
- 2 Not recruiting, engaging and retaining the right level of Board members
- 3 Over ambitious remit and/or lack of focus resulting low impact
- 4 Lack of partner engagement or commitment and lack of understanding of CSP role
- 5 Lack of political commitment

Compliance

- 6 Non compliance with governance procedures
- 7 Non compliance with Sport England reporting requirements

Financial

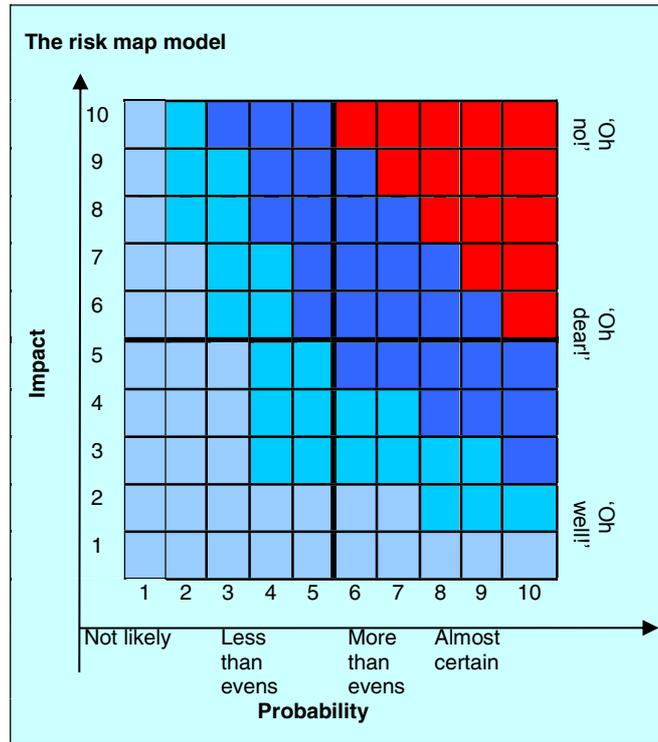
- 8 Funding not sustained leading to the risk of staff redundancies
- 9 Inability to raise new funding
- 10 Poor financial accounting

Operational

- 11 Not recruiting the right calibre of staff or maintaining their motivation
- 12 High staff turnover
- 13 Unclear roles and responsibilities with partner agencies
- 14 Withdrawal of host agency.

The Process

All risks to be assessed against the following model:



| | | | | | | | |
|----------|-----|------|-------|--------|-------|-----|------|
| Critical | 60+ | High | 30-59 | Medium | 16-29 | Low | 1-15 |
|----------|-----|------|-------|--------|-------|-----|------|

SASSOT has a 'live' Risk Register which identifies risks along with suitable controls and actions to minimise them. This is reviewed by the Board on a quarterly basis, and a current copy of the Risk Register can be found on the Board section of our website.



Report to the Board – Enclosure 3

| | |
|--------------|-------------------------------|
| Report Title | Vision 2021 Sub Group Report |
| Date | 17 th October 2017 |

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

| | | |
|-----------------|-------|--------------|
| Contact Officer | Name: | Jude Taylor |
| | Tel: | 07814 138917 |

| | |
|-----------------|---|
| For Information | |
| For Decision | x |

1. Purpose of Report

To provide an update to the Board regarding the work of the Vision 2021 Sub-Group and the outcomes of the Stakeholder Engagement Event. To also seek approval for the recommendations below.

2. Recommendation(s)

1. That Board approves the SASSOT strategic overview
2. That the Board approves using a Place Based Approach delivery model
3. That the Board agree to key milestones leading to ratification and publication of the 2018-2021 Strategy

3. Executive Summary

On 11th September 2017 SASSOT hosted a Stakeholder Engagement Event to engage partners in a discussion regarding the future strategic direction of SASSOT. Having digested the views of partners, alongside the requirements of the Primary Role as defined by Sport England, the Vision 2021 Sub-Group makes the following recommendations regarding the 2018-2021 strategy.

4. Report

The Stakeholder Engagement Event was attended by over fifty partners from across the county, with representation from local authorities, public health, NGBS, Third Sector and education. Attendees considered the new Primary Role for CSPs in the context of the challenges and opportunities unique to our area.

There was support across the board for the proposed Vision, Mission and Strategic Priorities presented on behalf of the Sub-Group. However there was a broader discussion regarding the appropriate future delivery model for SASSOT, specifically whether SASSOT assumes a place based approach (PBA) or a population based approach.

Reviewing the specification of the Primary Role (in particular the requirement to develop a granular understanding of place and the increased focus on reducing inactivity) in relation to the resources available to SASSOT, the leadership team recommended a PBA, as the most impactful and effective delivery model. However some concerns were raised by funding partners regarding a potential impact on the level of service they receive from SASSOT, if we take a more focused approach to delivery.

To acknowledge these concerns SASSOT's core offer has been clearly defined, this will be delivered alongside and in addition to the PBA. This is defined below and reflects not only the priorities expressed by stakeholders at the event, but also via the Campbell Tickell consultation exercise undertaken earlier in the year.

SASSOT Core offer

- Raising the profile of sport and physical activity
- Providing information, advice and guidance
- Delivering Sport England programmes
- Promoting and developing equality
- Interpreting and disseminating insight
- Connecting partners

This approach has subsequently been shared and approved by both SLCOF and SDO forums.

Strategic overview:

Below is a summary of SASSOT's proposed strategic approach to delivery against the Primary Role and fulfilling the needs of our funding partners.

Vision: Everyone more active, more often

Mission: Working together to create active places and healthy lives through sport and physical activity

| Strategic Priority | We will achieve our vision by: |
|---------------------------|--|
| Systems | <ol style="list-style-type: none">1. Aligning policy outcomes2. Strategic leadership, advocacy and networking3. Attracting investment4. Demonstrating impact |
| People | <ol style="list-style-type: none">5. Mobilising health, education and leisure workforces6. Engaging communities in solutions7. Developing community capacity8. Driving behaviour change |
| Place | <ol style="list-style-type: none">9. Focusing on our most inactive communities10. Gaining a deep understanding of our places11. Shaping the physical activity and sporting offer |
| Economy | <ol style="list-style-type: none">12. Improving productivity through active workforces13. Developing skills and educational attainment14. Stimulating the visitor economy15. Reducing public spending on crime and ill health |

Values

| | |
|----------------------|---|
| Integrity | This is our foundation; we will work openly, honestly and sincerely, showing respect and sharing our passion for what we do |
| Inclusive | Actively accessible to all, whilst putting the individual at the heart of what we do |
| Collaborative | Drawing on our strengths and those of others, brokering, enabling and influencing for positive results |
| Ambitious | Committed to excellence and continually improving our services through innovation and creativity |

Key milestones

If the Board approve the summary, below is the recommend timeline to achieve publication by December 2017.

November 2017: In conjunction with Vision 2021 sub group, a first draft of the strategy is produced and circulated to the Board for comment/approval

December 2017: Final strategy published

December – March 2018: Align staffing structure to the delivery priorities as defined by strategy



Report to the Board – Enclosure 4

| | |
|--------------|-------------------------------|
| Report Title | Four-Year Financial Forecast |
| Date | 17 th October 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 provide the Board with a copy of the current Four-Year Financial Forecast (2017-21) and potential staffing structure (2018-19 onwards) , explaining the context and rationale.

2. Recommendation(s)

N/A

3. Executive Summary

Following a financial modelling process, a four-year financial forecast has been produced which leaves SASSOT with sufficient reserves to cover predicted liabilities at the end of this current four year funding cycle. A draft staffing structure which can be financed through this has been produced, and which will enable

SASSOT to deliver Sport England's Primary Role for CSPs and the functions outlined in SASSOT's draft long-term strategy

4. Report

In order to ensure that Sport Across Staffordshire and Stoke-on-Trent remains on a sound financial footing, a four-year financial forecast has been produced. This takes into account predicted staffing costs each year (including increases to salaries and superannuation contributions) and redundancy liabilities. There is a detailed spreadsheet for each budget code which sits behind the summary sheets provided here, along with staffing and liability calculators.

Initial Forecast

The initial forecast was produced based on retaining all of our current staff across the four years (other than the changes currently taking place around the Administrative Office Manager role), but on the assumption that we won't receive the £40,000 per annum from Sport England for Coaching, as this is likely to be the case. Other assumptions are listed at the bottom of the table.

The table below shows that on this basis, SASSOT would be unable to meet over £105,000 of its liabilities at the end of the four year period:

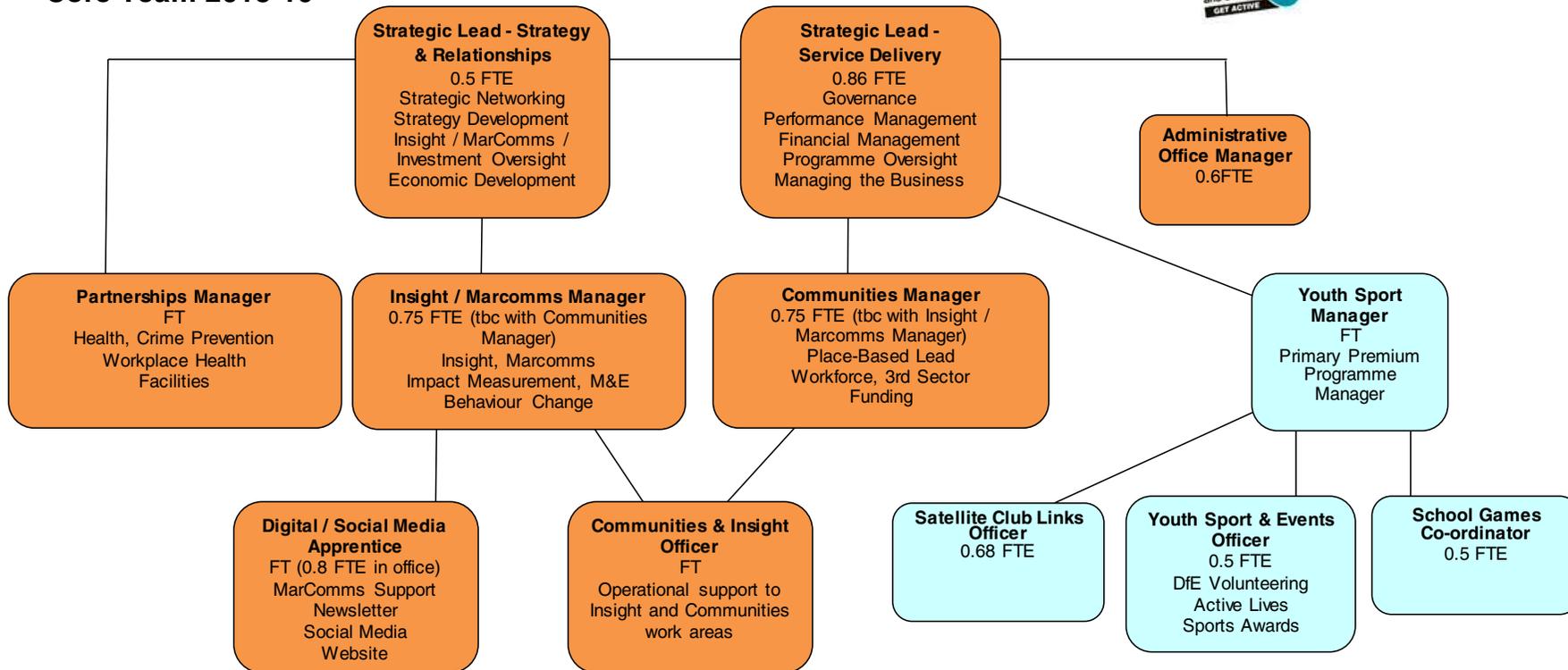
| Four-Year Financial Projection - Version One | | | | | | |
|--|-------------|-----------------|----------------|----------------|----------------|--|
| Summary | | | | | | |
| | <u>Note</u> | 2017-18 | 2018-19 | 2019-20 | 2020-21 | |
| Income | | | | | | |
| Reserves Carried Forward | 1 | -406070 | -285200 | -261810 | -218620 | |
| Income | 2 | -740050 | -598110 | -622090 | -572530 | |
| Total Income | | -1146120 | -883310 | -883900 | -791150 | |
| Expenditure | | | | | | |
| Employee Costs | 3 | 500280 | 401710 | 421000 | 432230 | |
| Hosting | | 27000 | 27000 | 27000 | 27000 | |
| Other Costs: | | | | | | |
| Telephone | | 2440 | 1910 | 1910 | 1910 | |
| Travel / Subsistence | | 4850 | 4700 | 4700 | 4700 | |
| Training | 4 | 12280 | 9500 | 9500 | 9500 | |
| Office Costs | 5 | 6700 | 6510 | 6510 | 6510 | |
| Marketing | 6 | 10000 | 10000 | 10000 | 10000 | |
| Consultancy | 7 | 56010 | 36680 | 37040 | 37400 | |
| Delivery / Other | 8 | 241360 | 123490 | 147620 | 133650 | |
| Total Expenditure | | 860920 | 621500 | 665280 | 662900 | |
| Balance | | -285200 | -261810 | -218620 | -128250 | |
| of which Liabilities | 9 | -173110 | -192700 | -213600 | -233320 | |
| of which ringfenced for programmes | 10 | -50720 | -46530 | -42510 | 0 | |
| of which unallocated | 11 | -61370 | -22580 | 37490 | 105070 | |
| Assumptions: | | | | | | |
| That we only need £16,000 delivery budget for everything except ringfenced programmes | | | | | | |
| That we continue to receive DfE, School Games and Satellite Clubs to 31.03.21 on same basis as currently | | | | | | |
| That we continue to receive Active Lives funding to 31.03.21 on the same basis as currently - Sport England have intimated CSPs may need to absorb this work into their Primary Role | | | | | | |
| That we continue to receive £89,000 from Partners per annum | | | | | | |
| That we remain hosted by Stafford BC at a cost of £27,000 per annum | | | | | | |

Revised Forecast

From the above starting point we continued modelling, looking at what staff posts could be covered within our predicted income. Alongside this, the Leadership Team looked at what tasks SASSOT would need to perform to fulfil Sport England's Primary Role for CSPs, and to deliver the outcomes of our new strategy. From this, we split the tasks into roles, then looked at the levels of posts needed to carry out these roles. The organogram below shows a potential staffing structure:

Sport Across Staffordshire & Stoke-on-Trent

Core Team 2018-19



 - Posts highlighted on Orange are part-funded through Sport England Primary Role Funding

At present the split of time between some of the posts isn't confirmed, and as work on our Strategy continues this will be refined. However, in principle our predicted budget allows us to employ two part-time Strategic Leads, 2.5 FTE managers, 2 FTE officers and 0.6 FTE admin support using the Primary Role funding and Partner funding (the posts in orange). The table below shows the predicted budget required to do this:

| Four-Year Financial Projection - Version Two | | | | | | |
|--|-------------|-----------------|----------------|----------------|----------------|--|
| Summary | | | | | | |
| | <u>Note</u> | 2017-18 | 2018-19 | 2019-20 | 2020-21 | |
| Income | | | | | | |
| Reserves Carried Forward | 1 | -406070 | -262680 | -268960 | -258770 | |
| Income | 2 | -740050 | -596220 | -622090 | -572530 | |
| Total Income | | -1146120 | -858900 | -891050 | -831300 | |
| Expenditure | | | | | | |
| Employee Costs | 3 | 526300 | 377740 | 395590 | 405780 | |
| Hosting | | 27000 | 27000 | 27000 | 27000 | |
| Other Costs: | | | | | | |
| Telephone | | 2440 | 1460 | 1460 | 1460 | |
| Travel / Subsistence | | 4850 | 3600 | 3600 | 3600 | |
| Training | 4 | 12280 | 7500 | 7500 | 7500 | |
| Office Costs | 5 | 6700 | 5470 | 5470 | 5470 | |
| Marketing | 6 | 10000 | 8000 | 8000 | 8000 | |
| Consultancy | 7 | 56010 | 36680 | 37040 | 37400 | |
| Delivery / Other | 8 | 237860 | 122490 | 146620 | 132410 | |
| Total Expenditure | | 883440 | 589940 | 632280 | 628620 | |
| Balance | | -262680 | -268960 | -258770 | -202680 | |
| of which Liabilities | 9 | -147090 | -165480 | -183000 | -202680 | |
| of which ringfenced for projects / pro | 10 | -50720 | -47710 | -43200 | 0 | |
| of which unallocated | 11 | -64870 | -55770 | -32570 | 0 | |
| Assumptions: | | | | | | |
| That we only need c£14000 delivery budget for everything except ringfenced programmes | | | | | | |
| That the marketing budget reduces to £8000 | | | | | | |
| That we continue to receive DfE, School Games and Satellite Clubs to 31.03.21 on same basis as currently | | | | | | |
| That we continue to receive Active Lives funding to 31.03.21 on the same basis as currently - Sport England have intimated CSPs may need to absorb this work into their Primary Role | | | | | | |
| That we continue to receive £89,000 from Partners per annum | | | | | | |
| That we remain hosted by Stafford BC at a cost of £27,000 per annum | | | | | | |

What Happens Next?

Sport England required us to submit a proposed staffing structure with associated costings as part of our Primary Role funding application, hence the above work.

We are currently looking at other ways to increase our capacity, i.e. via University placements or joint working with Staffordshire County Council. Alongside this, we will continue to refine the roles, time allocations etc. of the suggested posts shown in the organogram above in parallel with our strategy development work. We will also work with Stafford Borough Council's HR to ensure posts are appropriately graded against job descriptions.

Once Sport England and local partner funding levels are confirmed (December - January) we can begin the process of transitioning staff into roles / recruitment where necessary, under advice from HR. An updated report will be brought to the November Board meeting.

Notes

Notes on the various headings in the Forecasts are included below:

| | | | | |
|--|--|----------|----------------|--|
| 1. Reserves Carried Forward | Includes Liabilities and funding ringfenced for specific projects or programmes | | | |
| 2. Income | Assumes we'll continue to receive the following funding annual | | | |
| | Primary Role | £283,040 | Financial Year | |
| | Local Partners | £89,000 | Financial Year | |
| | School Games | £45,000 | Academic Year | |
| | Satellite Clubs | £131,121 | Financial Year | |
| | Primary Premium | £51,025 | Academic Year | |
| | DfE Volunteerin | £8,000 | Academic Year | |
| | Active Lives | £14,900 | Academic Year | |
| 3. Employee Costs | Includes Salaries, NI, Superannuation, Car Allowances plus miscellaneous i.e. Childcare Vouchers, CRB checks, recruitment, flu vaccinations etc. | | | |
| 4. Training | Based on £500 per person in each budget, plus £1000 whole-team and £1000 conferences (in Partnership Services). | | | |
| 5. Office Costs | Includes Office equipment; clothing and uniforms; copy charges; envelopes; postages; computer software etc. Printing costs are either included here (Partnership Services) or under Delivery costs (other budgets) | | | |
| 6. Marketing | Partnership Services only - includes website and Sports | | | |
| 7. Consultancy | Partnership Services only - payment to Staffordshire County Council for Strategic Lead | | | |
| 8. Delivery / Other | All other costs, linked to deliver of projects, programmes or | | | |
| 9. Liabilities | Redundancy liabilities for all staff as of 31st March | | | |
| 10. Ringfenced for projects / programmes | Funding which can only be spend on a specific project or programme, such as Satellite Clubs or Primary Premium | | | |
| 11. Unallocated | Funding where SASSOT has flexibility to decide how best to use it to deliver identified outcomes. Includes Sport England Core / Primary Role funding | | | |



Report to the Board – Enclosure 5

| | |
|--------------|--|
| Report Title | Sport England Six Monthly Performance Report |
| Date | 17 October 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 provide a copy of SASSOT's six-monthly performance report from April – September 2017 as submitted to Sport England.

2. Recommendation(s)

For information.

3. Executive Summary

Sport England's current Performance Management system monitors CSPs on a six monthly basis. For 2017-18,

The Performance Management system involves two sections:

- Transition
- Programmes

Transition ratings for the six months include the following:

- Strategic Networking / Relationships
- Local Intelligence and Understanding
- NGB Support
- Board Effectiveness (Governance)
- Leadership
- Administration
- Equality
- Safeguarding
- Coaching

Programmes includes the following:

- School Sport
- Satellite Clubs

Each section of the performance review has specific criteria attached to the green, amber and red ratings and CSPs have to evidence their performance against these (apart from Satellite Clubs, which is ranked according to data taken from the central information portals).

Sport England assesses the evidence provided on the template and via a meeting between Sport England and SASSOT staff. A moderation exercise is then undertaken by Sport England to ensure that the assessments are consistent across the CSP Network, and an individual green, amber, red rating is then confirmed for each theme. This is used to identify any necessary improvements over the next review period.

Over the past 12 months, the amount of information required against each section has been greatly reduced to reflect the transition period which CSPs are currently in. However, the review meeting with Sport England remains a robust discussion of progress, successes and challenges.

For the period April – September 2017, SASSOT has provisionally received (subject to final moderation) the following performance rating for each of the sections:

| | |
|--------------------------------------|--------|
| Strategic Networking / Relationships | Green |
| Local Intelligence and Understanding | Green |
| NGB Support | Green |
| Board Effectiveness (Governance) | Amber* |
| Leadership | Green |
| Administration | Green |
| Equality | Green |

| | |
|-----------------|-------|
| Safeguarding | Green |
| Coaching | Green |
| School Sport | Green |
| Satellite Clubs | Green |

* To gain a Green for Board Effectiveness, CSPs need to be fully compliant with Tier Three of A Code for Sports Governance. Sport England requires all CSPs to be compliant by 31.12.17, which SASSOT is on track to achieve.

A copy of the full initial Performance Report can be found on the Board Member area of the SASSOT website and a copy will be available at the meeting.

CSP Name

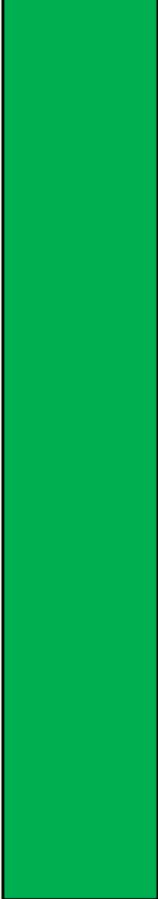
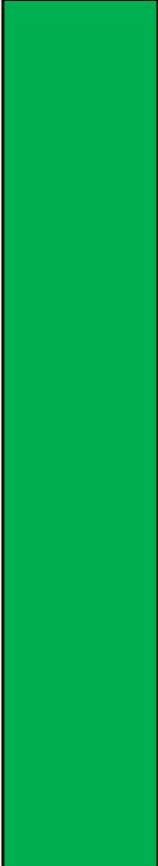
Sport Across Staffordshire and Stoke-on-Trent

2014-17 Funding URN

2014003782

Please explain your rationale against the performance criteria for the Q2 RAG you have selected including progress against any actions agreed at Q4

Q2 RAG

| | | |
|--------------------------------------|---|--|
| Strategic Networking |  | <p>We continue to strengthen existing relationships & cultivate new ones where we see value.</p> <p>1-2-1 meetings held with funding partners to agree support to 31.03.18 e.g. we are providing insight & relationship management for two LAs for their strategies / leisure provider procurement.</p> <p>We remain on various strategic groups but have reviewed the potential impact & influence of these, i.e. SASSOT vice chairs the Team Staffordshire consortia & sits on sub regional VSCE Strategy & Policy Forum as sport sector rep. This has led to better local collaboration between sport, statutory sector & 3rd sector, including helping land new satellite clubs programme & partnering on major tendering opportunities.</p> <p>At the same time, we have nurtured new relationships where we can advocate for the value of sport & physical activity:</p> <ul style="list-style-type: none"> • As a result of the LDF application, which SASSOT worked with the County Council to submit, the Health & Wellbeing Board established a Physical Inactivity Subgroup tasked with finding collaborative solutions to the County's inactivity crisis • SASSOT lobbied for physical activity to become a workstrand of the local STP, with SASSOT the project owner • We also lobbied for the Chair of our LEP to sit on Sport Business Council Economic Value Sub Group, building on our Sportshire agenda & one of the emerging priorities of our new strategy • We recently began to engage at SMT level with SSSFT NHS Trust regarding viability of mental health & physical activity pathway |
| Local Intelligence and Understanding |  | <p>Insight underpins our current work & is one of the emerging priorities of our new Strategy.</p> <ul style="list-style-type: none"> • Our own work: We have used our own & other local insight to inform our initial strategy scoping & it will be used to identify priority groups / places moving forwards. Our Satellite Club delivery plan & the identification of new / sustained clubs have been insight-driven (including using GIS). Additionally, we conducted research around why people join / stay / leave sports clubs, which is informing our new club support offer • Support to partners: Our commissioning of Local Insight Reports continues, working with LAs to identify what insight they need & how to use it effectively. This work has become more focused over time, i.e. the most recent report focused on pre-retirement adults in priority wards, using focus groups & looking at how to increase attendance at Council activities / facilities. In addition to this, we are supporting FPM analysis for one LA. We also provided insight to local partners in support of Active Families applications, specifically health, IMD & demographic information. • We bring in external expertise when needed, i.e. evaluation of Thinking Active dementia intervention completed by CHAD, with findings to be shared with health & social care commissioners & 3rd sector support groups. However, we also ensure our own team are appropriately skilled, i.e. via CSPn GIS training & West Mids CSPs behaviour change training |

NGB Support

period with interventions at delivery & strategic levels - clear, agreed actions with priority sports, identified through NGB-led engagement & by identifying local needs, e.g.

- Approached by England Handball ref inclusion in L3 School Games. Consultation with SGOs/schools identified clear interest so L2 & 3 competitions timetabled and working with NGB regarding training for teachers.
- Continuing to ensure ASA involved in local work with pool providers and county's school swimming service to improve quality of offer, avoiding fragmentation of delivery and leading to longer lessons / more weeks available for schools
- Invited NGBs to apply for TCG Activation Funding to deliver activity targeting two groups of females identified via local insight (mums with children & women aged 50-60). We funded 13 projects, including several NGB-led ones and c220 women took part e.g. worked with RYA to fund activity for home-schooled children & mums, & a women-only social session targeting 50-60 year olds. Learning being gathered.

Team continues to use NGB Tracker to record actions and impact. E.g. through tracker we can evidence ongoing impact of support to Athletics Network; Last year we worked with them to submit an Awards for All bid, which has now been delivered. 371 participants attended weekly Parkfit sessions, & we provided advice to ensure sessions remain sustainable & volunteer-led now funding has ceased.

Board Effectiveness (Governance)

We have produced a Governance Action Plan and submitted it to Sport England for approval. We are currently on schedule with all actions, and the timescales we have identified in the plan will mean we achieve Tier Three compliance by the deadline given by Sport England

Leadership

SASSOT has a Business Plan & Annual Delivery Plan in place, which are reported against at each Board meeting. However, we are well underway with developing a new strategy to 2021. We have reviewed our vision & purpose, & values drafted by the Core Team will be taken to our Board in October. Our Vision 2021 sub-group (Board & Core Team members) has identified 5 emerging priorities which will be 'tested' with a range of new & existing partners 11.09.17.

We have a detailed annual budget, put together by senior management & the Board Finance Champion, which is reported against at each Board meeting. We also have a four year outline financial plan in place & are currently refining this to meet Tier 3 compliance. We have a live risk management plan, reviewed quarterly by the Board, & are currently refreshing our risk management, internal controls & financial procedures so that we can continue to ensure a smooth transition if key staff leave / new staff are appointed.

We have a new Interim Senior Management structure, which has been extended to March 18 following PDRs carried out by the Chair & Vice Chair. We have used our new PDR process with the whole team, & this has helped us to identify career aspirations & development opportunities for staff as well as training needs. This, along with more regular team meetings, has been well-received by staff, & contributed to our NPS of 67% (compared to 41% network average) in the 2017 Staff Satisfaction Survey.

Administration

Our Administration Target for 2016-17 was 4.75%. Our actual figure, as recorded in the 2016-17 Financial Survey submitted to CSOn, was 4.7% which is beyond both our target and the range set for hosted CSPs

Equality

SASSOT continues to have a lead core team member responsible for equality and has also recruited a part-time 'Inclusion Engagement Officer'. This post is responsible for improving the engagement of identified priority groups in sport and physical activity opportunities across the county. SASSOT has an equality policy, action plan and equality statement that are publicised on our website and endorsed by our Board. In addition to this we have developed a LEAD action plan working in partnership with EFDS. SASSOT has also has an interim equality board champion and the recruitment of a permanent champion forms part of the governance review action plan. SASSOT has also implemented the This Girl Can activation funding, engaging over 100 women gaining valuable insight on motivations, barriers and alternative formats of delivery. Staff training needs are assessed annually, and the Board has adopted a skills matrix which includes assessing board members' skills in developing/implementing strategies for increasing equality, diversity & inclusion. The equality profile of staff and board members is kept up-to-date and we will actively seek applications from underrepresented groups when recruiting, for example the current advert for our Chair is being publicised by organisations such as Women on Boards and Engage Communities

Safeguarding

The 2017-18 Safeguarding Action Plan has been endorsed by our Board and by the LSCB manager, who also reviewed the draft plan. Progress against the priorities in the plan is in line with expected timescales. Actions delivered include:

- Joint communications campaign with LSCB raising awareness amongst parents and providers of minimum requirements for activities for young people
- Ongoing check and challenge of satellite club activities
- Section 11 (Children's Act 2004) compliance check, demonstrating our competence and commitment to the LSCB (our duty under this act means that we should ensuring firstly that our functions are discharged having regard to the need to safeguard and promote the welfare of children, and secondly, that the services they contract out to others are provided having regard to that need).

We conducted an organisation self-assessment during Q4 2016-17 which informed the current plan, and will do the same in Q4 of this year. We have a strong ongoing relationship with the CPSU, as evidenced via:

- Attendance and engagement through regional meetings and updates
- Regular and transparent dialogue with officers in relation to local safeguarding issues
- Supporting national safeguarding strategy group
- Dissemination of CPSU communications and campaigns through our local channels

Our policy currently covers Children and Vulnerable Adults, but we are currently reviewing the need for a separate Vulnerable Adults

Coaching

The CSP has made good progress against the Coaching Strategy Plan and is now making preparations to develop a local coaching framework as per Sport England requirements for April onwards. Over the past 6 months, two key learning outcomes have been discovered and shared. Through Service Area 2, we have discovered that providing a new volunteer with a quality experience and support mechanism will result in the volunteer proactively increasing the amount of volunteering they do both in terms of coaching and other roles beyond coaching, therefore demonstrating the wider social impact that a volunteer coach can have and the importance of providing the coach with a high quality bespoke recruitment, development and deployment experience. Through Service Area 3, we have discovered that there is a willingness for coaches to share experiences, learning and advice cross sport around the softer skills of coaching, but this has required dedicated support, time resource and commitment from the CSP to make this happen. There is not a willingness from a coach to proactively share outside of familiar networks, however the coaches have been engaged in the learning and sharing experience when the CSP instigates this. The learning has been shared with Sport England, UK Coaching, local partners and Coaching Leads colleagues via the national Whatsapp group and regional meetings.

School Sport

The CSP is making very good progress and we are demonstrating impact across all three areas. 70 volunteers aged 16+ have been trained and deployed onto L2 and L3 School Games events. The impact of this is that we have a workforce of trained and motivated volunteers who understand the School Games and who are experienced in working on it. This workforce is also being utilised by our SGOs. The LOC has fully embraced their new expectations and we have already revised the 2017/18 County School Games Calendar to provide more young people with opportunities and not simply give more for those already closely engaged. We have already achieved this through our Change 4 Life Festival where nearly 1,000 young people that have not represented their school in competitive school sport have been involved in the L3 Games, and we have incorporated a number of other events like this to run alongside our current sports. Through our Primary PE Funding work we have offered bespoke one-to-one support to over 80 schools. We feel that this one-to-one support has taken the schools that we have identified as needing support from a low level to schools that are now leading the way in terms of their PE and Sport offer. This approach has been coupled with reaching a wider audience to convey key national messages and offering opportunities for all schools to network and share practise.

Satellite Clubs

RAG will be confirmed by CYP Team by 29th Sept

Sportivate

RAG will be confirmed by CYP Team by 29th Sept

Q2 Agreed Actions during meeting

| |
|--|
| |
|--|

Sign Off

We agree that this report represents a true reflecton of the CSP performance for April - September 2017 and the actions agreed.

CSP Director

Name

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Signature

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CSP Chair

Name

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Signature

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CSP Host (where hosted)

Name

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Signature

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Report to the Board – Enclosure 6

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|--------------|---|
| Report Title | Delivery Plan Progress Report – Quarter 2 2017-18 |
| Date | 17 October 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 second 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.

4. Report

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

Highlights

- Strategic – Paper presented to Staffordshire Health and Wellbeing Board (HWBB) recommending future direction and next steps for physical inactivity framework. Approach and outline proposals endorsed by HWBB. Inactivity framework integrated into Staffordshire and Stoke STP Prevention strand steering group work programme enabling twin track approach with HWBB.
- Strategy – Stakeholder Consultation event held. Draft strategic priorities tested with partners and refined
- Team – Regular Leadership Team meetings taking place as well as Team Meetings.
- Governance – Action Plan to achieve compliance with Tier Three of A Code for Sports Governance submitted to Sport England for assessment. Recruitment of new Chair took place (interviews 03.10.17)
- Facilities – Three Local Authorities currently being supports with facilities work
- Sportshire – Ironman 70.3 Staffordshire confirmed for a further three years (to 2020) with a Stafford Town Centre finish
- School Games –108 volunteers (aged 16+) recruited, trained and deployed to support Level One and Two School Games activity.
- Sport England Programmes – Funding secured for at least 12 months for School Games, Primary Premium, Satellite Clubs and DfE Volunteering
- This Girl Can - 13 projects supported, engaging 264 women and girls (124 inactive). 89% reported being more active after the block of sessions
- Education and Training Programme – 18 workshops held during Quarter One / Two with 305 attendances
- MarComms - Google analytics show 23.3k sessions, 18.3k unique users (compared to 9.8k / 7.4k during previous quarter). Digital / Social Media Apprentice appointed
- Aiming High - 99 children with SEND engaging with Aiming High programmes throughout Q2. 88% of young people felt safe, had fun, spent quality time with family and learnt new things, 95% of parents and carers agreed that the programme was a new/fun activity with an emphasis on quality time with family, development of CYP and improving confidence levels to engage in community activities

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. However, this is being addressed, as shown by only 14 areas falling into this category during Q2 compared to 23 in Q1.

There is only one area flagged as a concern: engagement with CCGs. SASSOT attempted to co-ordinate an application to pilot a new Public Health England clinical advice pad. Support was secured from Staffordshire Public Health, but no CCGs were prepared to be involved in the trial, meaning an application couldn't be submitted. We will continue to try to build positive relationships with CCGs via Staffordshire Public Health and the Health and Wellbeing Board.

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 – September 2017

Quarter 2

Objective 1 - 😊 = 38 😐 = 6 ☹️ = 0 Objective 3 - 😊 = 35 😐 = 4 ☹️ = 1
Objective 2 - 😊 = 38 😐 = 2 ☹️ = 0 Objective 4 - 😊 = 7 😐 = 2 ☹️ = 0

Introduction

The tables below provide a summary of the achievements of the Core Team for 01.04.17 - 30.09.17. 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.
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- 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 01.04.17-30.09.17 |
|--|--|------------|-----|-----------|----|----|---------------|---|
| | | 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. |

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| | | 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. Inactivity framework integrated in to STP Prevention strand steering group work programme enabling twin track approach with HWBB. |

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| | | Date | Qtr | | | | | |
| 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 by SASSOT JK/JT/BH | ☺ ☹ | ☺ | Strategy developed | <p>Insight provided in support of HWBB led physical activity framework.</p> <p>Paper presented to HWBB recommending future direction and next steps for physical inactivity framework. Approach and outline proposals endorsed by HWBB.</p> <p>Inactivity framework integrated in to STP Prevention strand steering group work programme enabling twin track approach with HWBB.</p> <p>Staffordshire County Council's expression of interest for Sport England's Local Delivery fund, which was supported by SASSOT, was unsuccessful</p> |

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|-----------|---|------------|-----|-----|----|----|--------|---|
| | | Date | Qtr | | | | | |
| | Support local authority partners with the development of Built Facilities Strategies, Playing Pitch Strategies and Sport and Physical Activity Strategies | | | | ☺ | ☺ | | <p>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.</p> <p>SMDC PPS drafted and in final stage</p> <p>Neill Alan associates appointed to produce SMDC built facilities strategy. BH supporting with IAG.</p> <p>David Payne appointed to complete strategic review of Lichfield Facility Provision by LDC. BH supporting through coordinating consultation with NGBs and other partners. Report due December.</p> <p>SASSOT supporting Stoke CC with facility benchmarking through provision of funding to appoint consultant to benchmarking work. Initial spec developed with support from Sport England</p> |

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|---|--|------------|-----|---|----|----|--|---|
| | | Date | Qtr | | | | | |
| 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. JT/BH | ☺ | ☺ | 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 Velo Birmingham took place 24.09.17, new finish for 2018 Ironman 70.3 Staffordshire confirmed in Stafford town centre, and event confirmed until 2020 |
| 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 SASSOT supporting Stoke CC with facility benchmarking through provision of funding to appoint consultant to benchmarking work. Initial spec developed with support from Sport England developed. |

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|---|---|------------|-----|-------------------|----|----|--|--|
| | | Date | Qtr | | | | | |
| 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 | | | CG/CD/CM CP/NB | ☺ | ☺ | | 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 Sportivate Cannock Innovation Cycling completed. Sportivate LAC Innovation project ongoing Applications for Satellite club, DfE Volunteering, School Games and Primary Premium funding submitted and funding secured. |
| 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 present-ations presented to relevant sub regional groups and partners | Info regarding new funding streams circulated to partners as appropriate |

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1.2 Connecting Partners

| Key Tasks | Milestones | Timescales | | Who | Q1 | Q2 | Target | Progress update 01.04.17-30.09.17 |
|--|---|------------|-----|-----------|----|----|--|--|
| | | 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. Club Directory in progress |
| Connecting NGBs with CSP and local partners | Organise six-monthly Engagement Events and measure their impact | Oct 17 | 3 | JK | 😊 | 😊 | 1 event held | Event to take place in September / October – to consult in July regarding format Consultation took place, speed-dating session to take place 02.11.17 |
| | 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 Forum took place, well attended, used to consult on SASSOT strategy and work areas |

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1.3 National Governing Body Support

| Key Tasks | Milestones | Timescales | | Who | Q1 | Q2 | Target | Progress update 01.04.17-30.09.17 |
|---|--|---------------------|--------|-----|----|----|---------------------------------|---|
| | | 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 | On-going | 4 | JK | | | Priority sports identified | No progress expected |
| | Maintain overall Green RAG-rating for NGB Delivery | Sept 17, Mar 18 | 2, 4 | JK | | 😊 | Green RAG rating | No progress expected Green RAG Rating (provisional) achieved |
| | Tracker format reviewed All team members recording agreed support and outcomes in the NGB Tracker | Sept 17 On-going | 2 4 | 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 | 4 | JK | 😊 | 😊 | 12 meetings | Regional meeting attended. Meetings with 3 individual NGBs taken place. Meeting with one NGB |

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|---|--|------------|-----|-------|----|----|---|--|
| | | Date | Qtr | | | | | |
| Effective support of individual NGB projects | NGB Activation Officer work programme developed in consultation with local partners and NGBs. | On-going | 4 | 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. No specific projects at present. |
| 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 (promote twice yearly and to all new NGB staff) | On-going | All | JK | ☺ | ☺ | 1 NGB Officer Hosted 5 NGB Officers accessing hot-desking | Netball hosting agreement signed for 2017-18 |

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1.4 Equality and Diversity

| Key Tasks | Milestones | Timescales | | Who | Q1 | Q2 | Target | Progress update 01.04.17-30.09.17 |
|--|---|------------|-------|---|----|----|--|---|
| | | Date | Qtr | | | | | |
| To have an up-to-date Equality & Diversity Policy | To review SASSOT's Equality & Diversity Policy and communicate with partners | Mar 18 | 4 | 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 Supported by: JK & JT Board Equity Champion | ☺️ | ☺️ | 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 Port Vale Fit Fans – awaiting project update Disability Rugby Project – 10 regular attendees |
| | Implementation of an additional round of ACCESS funding | Mar | 4 | | | | | Additional round of funding to be considered during Q3 |
| 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 |

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| | | Date | Qtr | | | | | |
| | 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 |
| | 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. Data entries significantly lower than previous years |
| | Follow up with M&E with deliverers/organisers/participants to analyse how successful the projects were. | Sept 17 | 1 & 2 | NB & NHG | | 😊 | Measure those that are still participating in sport 3 months after project finished | 13 projects funded, 264 women and girls engaged, 124 inactive women engaged, 89% of those questioned stated that they are more physically active since completing the project. Full evaluation report and summary video submitted to Sport England |
| | Production of promotional material showcasing the project | April 17 | 2 | NB & NHG | | 😊 | To produce promotional material to help increase campaign awareness | Summary promotional video produced |

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|---|--|------------|-----|-----|----|----|--------|--|
| | | Date | Qtr | | | | | |
| 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 Good progress made against key programme actions |

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| | | 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 | <p>All Inspire clubs dates delivered, Q1 report due 14th 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</p> <p>All Inspire clubs dates delivered - Q2 report due 13th October – 99 children with SEND engaging with both programmes throughout Q2.</p> <ul style="list-style-type: none"> - 88% of young people felt safe, had fun, spent quality time with family and learnt new things. - 95% of parents and carers agreed that the programme was a new/fun activity with an emphasis on quality time with family, development of CYP and improving confidence levels to engage in community activities. <p>Safeguarding action plan in place in response to previous FA Holiday Programme incident</p> <ul style="list-style-type: none"> - Supported by regular review meetings with Staffs FA and supporting the facilitation of Managing Positive Behaviour workshops in response to such issues. <p>Safeguarding procedures to be further reviewed at the next Inspire leads meeting.</p> |

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| | | Date | Qtr | | | | | |
| | Produce service level agreement with partners and manage 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 Meeting to be held early November to discuss sustainability of the clubs, safeguarding procedures and access to universal services. |
| | Collate club attendees, child outcomes and submit reports to Aiming High | On-going | All | DR | ☺ | ☺ | | Data collected for Q2 with 30 feedback sheets completed - 99 children engaging with the programmes within Q2. However, further emphasis required on accessibility to universal services. |

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| | | Date | Qtr | | | | | |
| | Conduct quarterly Inspire Club quality assurance checks | May/ Aug/ Nov/ Feb | All | DR | ☺ | ☹ | | <p>Club visit – Stafford Feedback received and issues dealt with in liaison with local Inspire leads</p> <p><i>Club Visit in Newcastle</i></p> <p><i>Agenda item included for the next Inspire Leads Meeting surrounding Safeguarding procedures (Risk-assessments and Incident reporting)</i></p> <p><i>Supporting the organisation and facilitation of Safeguarding reviews and Managing Positive Behaviour workshops to be conducted within Q3.</i></p> |

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| | | 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 | <p>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</p> <p>Currently visiting localised VCSE forum meetings to create and sustain new partnerships</p> <p>Visited local VCSE forums to establish links with non-sporting organisations.</p> <p>Scoping potential identified need for promotion of physical activity in care facilities (Healthwatch, Limewood & DAA) Involvement of charities in scoping period.</p> <p>Supporting work of community advocacy charity PoHwer to discuss collaboration in their community link establishment role.</p> |

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|-----------|---|------------|-----|-----|----|----|--------------------------|--|
| | | Date | Qtr | | | | | |
| | Maintain 'Service & Reach' database and communicate to partners | On-going | All | DR | ☺ | ☺ | 30 additional researched | <p>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.</p> <p>New format created to compliment place-based approach and ensuring a user-friendly approach to the document.</p> <p>Visits to the VCSE forums helping to establish links in the local community with a target of 2 organisations becoming involved on a weekly basis.</p> |

- 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 01.04.17-30.09.17 |
|-----------|--|------------|-----|-----|----|----|---|---|
| | | Date | Qtr | | | | | |
| | Provide information and support to parents and disabled children | On-going | All | DR | 😊 | 😞 | All identified parents and children offered information and support | <p>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 1st and 2nd 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.</p> <p>Meeting up with parents at regular SUN Meetings and aiming to establish more links and needs within local communities.</p> <p>However, once a place-based approach is established, we have identified a need to support parents and children within the Inspire club further to become involved with universal services. An action plan is to be established to compliment this identified need.</p> <p>More support groups identified within service and reach document. However, communication and support to such groups need to be greater considered</p> |

- 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.

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| Key Tasks | Milestones | Timescales | | Who | Q1 | Q2 | Target | Progress update 01.04.17-30.09.17 |
|-----------|--|------------|-----|-----------------------|----|----|-------------------------|---|
| | | Date | Qtr | | | | | |
| | <p>Review the role of the County Disability Sport Forum</p> <p>Explore potential for an 'Engagement Networking' evening involving new CICs, charities, organisations etc</p> | On-going | All | DR | | ☹️ | Networking evening held | Currently under review based on wider-needs highlighted and the current implementation of the Sport England strategy. |
| | <p>Support Stoke-on-Trent City Council and EFDS to implement the 'Get Out Get Active' project</p> <p>Attend the relevant project meetings</p> | On-going | All | 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 01.04.17-30.09.17 |
|---|--|-------------------|--------|--|---|---|--|--|
| | | Date | Qtr | | | | | |
| Ensure SASSOT meets safeguarding requirements of the Sport England CSP core specification | Develop safeguarding action plan. SASSOT Board to endorse. Consult LSCB on plan content and complete section 11 compliance assessment | 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 Plan agreed and minor changes made as recommended by Board |
| | Implementation of actions referenced in Safeguarding Plan | On-going | All | |  |  | | On track to deliver against actions referenced in the Plan |
| | Monitor implementation | Sept 17 Mar 18 | 2 4 | |  |  | Continued implementation as outlined in the Plan | |
| | Review progress against safeguarding action plan and cross reference to national safeguarding children in sport framework | Sept 17 Mar 18 | 2 4 | 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 | Sept 17 Mar 18 | 2 4 | BH/LB LAs, 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.

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|--|--|------------|-----|---|---|---|--|---|
| | | 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 | Sept 17 | 2 | BH/LB LAs, 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 SLAs updated and in place for Satellite Clubs delivery. Partner safeguarding policies are going through check and challenge process |
| | <ul style="list-style-type: none"> Maintain links with LSCB's and statutory services | Mar 18 | 4 | |  |  | | Working with LSCB to deliver Be Activities Wise awareness campaign |
| | <ul style="list-style-type: none"> Ensure that safeguarding is embedded into contracting and commissioning arrangements for delivery involving young people and vulnerable adults | | | |  |  | | Recent review of Aiming High delivery arrangements has led to significant changes in partner delivery. Review has led to change of practice by FA. SASSOT coordinating further training for Aiming High providers following review. Scheduled to be delivered on 22nd Nov and 29th Nov. |
| | <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 | | | |  |  | | Working with LSCB to deliver Be Activities Wise awareness campaign Be Activities Wise campaign delivered. Awaiting evaluation. |

- 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 01.04.17-30.09.17 |
|---|--|------------|-----|--------------------------------|----|----|---|---|
| | | Date | Qtr | | | | | |
| <u>Sportivate</u> Manage the Sportivate programme to ensure effective delivery across the sub-region | Review 6 years of Sportivate in Staffordshire & Stoke on Trent | 08/17 | 2 | CG/JK/ NHG & Local Leads | ☺ | ☺ | All reconciliation approved by SE Produce closing KPI statistics reports for all LA areas and main regional partners | 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. Completed |
| | Reconcile the Sportivate delivery grant & Cannock innovation project | 10/17 | 3 | | ☺ | ☺ | | Sportivate Innovation projects rolling forward. Cannock ‘Get Peddling’ due to complete by the Summer. Completed |
| | Complete the Sportivate grant Looked After Children project | 03/18 | 4 | | ☺ | ☺ | | 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. Renewed push for participants has sparked several interested enquiries to follow up on. |

- **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 01.04.17-30.09.17 |
|---|---|------------|-----|--|----|----|---|--|
| | | 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. LOC created in September 2017. |
| | Ensure Project Delivery Plan is followed to deadlines | 07/17 | All | | 😊 | 😊 | | Project Delivery plan has been delivered to deadline New project delivery plan created for academic year 2017/18 |
| | 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 2017/18 calendar, processes etc. in conjunction with partners / stakeholders | 06/17 | 1 | | ☹️ | 😊 | | 2017/18 calendar to be reviewed at SGO meeting on 12 th July 2017. New calendar in place for academic year 2017/18 which takes into account the new KPI's set by School Games. |
| | 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. SG plan developed and created for academic year 2017/18 incorporating new SG recommendations. |



| | | | | | | | | |
|---|--|----------|-----|----|---|---|------------|--|
| SGO Support 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 (ie. 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 All meetings attended and agenda formulated in conjunction with SGO Forum Chair to include information regarding SASSOT programmes |
|---|--|----------|-----|----|---|---|------------|--|

- **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 01.04.17-30.09.17 |
|-------------------------------|--|------------|-----|-----|----|----|--|---|
| | | Date | Qtr | | | | | |
| <u>Primary School Support</u> | Support primary schools to use their Primary PE and School Sport Funding effectively | On-going | All | CM | 😊 | 😊 | Delivery mechanism agreed and offer to schools produced. Commissioned partner(s) identified, brief set and delivery of brief commenced | 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. Delivery partner has been identified (Accelerate Learning LTD) and outcomes and KPIs have been agreed. We have also identified a delivery partner for Stoke-on-Trent and are currently in the process of agreeing outcomes and KPIs. |

| | | | | | | | | |
|---|--|--------------|------------|--------------|---|---|--|--|
| <p>Satellite Clubs Manage the Satellite Clubs programme to ensure effective delivery across the sub-region</p> | <p>Delivery of Year 5 Satellite Club Link Makers Delivery Plan</p> | <p>04/19</p> | <p>All</p> | <p>CM/CP</p> |  |  | <p>30 new Satellite Clubs operational with 15 existing satellite clubs sustained. To engage 750 participants</p> | <p>Agreed to fund 22 Sustained Satellite Clubs. Assessing New SC applications.</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.**
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2.1 Children & Young People

| Key Tasks | Milestones | Timescales | Who | Q1 | Q2 | Target | Progress update 01.04.17-30.09.17 | |
|---|---|------------------|------------|--|---|---|--|---|
| <p>Satellite Clubs Manage the Satellite Clubs programme to ensure effective delivery across the sub-region</p> | <p>Create and implement a plan to measure the quality and impact of satellite clubs</p> | <p>On-going</p> | <p>All</p> | <p>CM with support from other Core Team members as appropriate</p> |  |  | <p>Visit 2 clubs per quarter</p> | <p>CP has visited 6 clubs this quarter.</p> |
| | <p>Submit a high-quality application for Satellite Club funding for beyond Sept 17 in line with Sport England requirements (awaiting further details)</p> | <p>06/17 tbc</p> | | <p>CM/CP</p> |  |  | <p>Application successful, funding secured</p> | <p>The application was submitted on 2 June. Successful application decision</p> |

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2.1 Children & Young People

| Key Tasks | Milestones | Timescales | | Who | Q1 | Q2 | Target | Progress update 01.04.17-30.09.17 |
|---|--|------------|-----|-------|----|----|--|--|
| | | Date | Qtr | | | | | |
| <u>Satellite Clubs</u> Manage the Satellite Clubs programme to ensure effective delivery across the sub-region | To support deliverers to create positive experiences for young people attending satellite clubs. | 03/18 | All | CM/CP | | ☺ | All deliverers attending club experience workshop. | Workshop arranged for 8 November 2017. |
| | | | | | | ☺ | Met with all club deliverers and discussed satellite club principles and objectives. | This has been discussed with all clubs prior to them submitting their satellite club applications. |
| | | | | | | ☺ | Qualitative monitoring and evaluation completed. | Discussions taken place as to how to monitor young people's positive experience, |

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2.1 Children & Young People

| Key Tasks | Milestones | Timescales | | Who | Q1 | Q2 | Target | Progress update |
|---|---|------------|-----|-------|----|----|---|--|
| | | | | | | | | 01.04.17-30.09.17 |
| <u>Satellite Clubs</u> Manage the Satellite Clubs programme to ensure effective delivery across the sub-region | To support the supply side (traditional sports clubs and physical activity providers) in providing greater variety to meet the different motivations and needs of young people. With the emphasis being on addressing inequalities in young people’s activity levels. | 03/18 | All | CP/CG | | 😊 | Regular visits to satellite clubs | Regular visits to satellite clubs continue to take place |
| | To support the clubs and organisations we work with the behaviour change model. Through the organisation of workshops and one to one support. | 03/18 | All | CP/NB | | 😊 | 3 workshops arranged across the County and club visits. | Behaviour tactics workshop arranged for Satellite Clubs in January 2018. |

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2.2 Club Development

| Key Tasks | Milestones | Timescales | | Who | Q1 | Q2 | Target | Progress update 01.04.17-30.09.17 |
|---|--|------------|-----|-------------------------------|---------|----|--|--|
| | | 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 Consultation with NGBs has taken place and CAF review almost complete |
| 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 2nd webinar completed and 2 interested Clubs for Clubmark assessment |
| 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 1 new application, awaiting confirmation of Clubmark assessment |

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| Key Tasks | Milestones | Timescales | | Who | Q1 | Q2 | Target | Progress update 01.04.17-30.09.17 |
|--|--|------------|-----|----------------|----|----|--|--|
| | | Date | Qtr | | | | | |
| 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. Club Structures workshop held on 02.10.17 with 13 attendees. Club Experience for young people scheduled for 08.11.17. |
| 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 CASC part of the Club Structures workshop held on 02.10.17 and well received |

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2.3 Workforce Development (including Volunteering and Coaching)

| Key Tasks | Milestones | Timescales | | Who | Q1 | Q2 | Target | Progress update 01.04.17-30.09.17 |
|---|---|-------------------|--------|---|----|----|--|---|
| | | 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 17 Mar 18 | 2 4 | LB | ☺ | ☺ | Sport England Green RAG rating at Q2 Sport England Green RAG rating at Q4 | 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 Green RAG rating agreed with Sport England for Q2. Awaiting communication from Sport England on report requirements for Q4 |
| 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 | ☺ | ☺ | 30 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. Level 2 in Sports Leadership planned for Feb 2018 in Stoke to help with volunteers at SG. Also another course in partnership with Lichfield District Council in April 2018 to provide trained volunteers to support their sport development activities. |
| | 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 Volunteer Award agreed and to be announced at sports awards ceremony in November |
| | 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 | On-going | 2 | LB & Sport Structures, NuL College EFDS | ☺ | ☺ | 200 attendees on workshops | In Q1, 72 attendees across 4 workshops Over Q1 and Q2, 305 attendees across 18 workshops |

- **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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| Key Tasks | Milestones | Timescales | | Who | Q1 | Q2 | Target | Progress update 01.04.17-30.09.17 |
|--|---|------------|-----|------------------------------------|------------|------------|---------------------------------------|--|
| | | Date | Qtr | | | | | |
| | shaped by the County Disability Sport forum and including the training and deployment of the Active Kids for All workforce. | | 4 | | | | 400 attendees on workshops | |
| 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 2018 | On-going | 1 | LB & Sport Structures, NuL College | ☺ ☺ | ☺ ☺ | 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. Over Q1 and Q2, 305 attendees across 18 workshops |
| 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 media | On-going | All | LB & UK Coaching, NGBs | ☺ | ☺ | Links visible | Links are in place |
| | Maintain and review regional female coaching project across the six West Midlands County Sport Partnerships aimed at recruiting, developing and | On-going | All | LB & Regional CSPs, UK Coaching | ☺ | ☺ | 20 female coaches supported by SASSOT | Support continues and a review of the programme locally and across the region is taking place to re-launch the project |

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| Key Tasks | Milestones | Timescales | | Who | Q1 | Q2 | Target | Progress update 01.04.17-30.09.17 |
|--|--|------------|-----|--|----|----|---|--|
| | | Date | Qtr | | | | | |
| | supporting female coaches | | | | | | and 100 across the region | |
| Deliver Outcomes of the Coaching Delivery Plan | Facilitate a Community of Learning for coaches within the CSP area | On-going | All | LB & UK Coaching, 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 Behaviour Change CPD in place for Satellite Clubs coaches |
| | Identify and promote funding schemes / grants that will aid coaches in accessing CPD at reduced cost | Quarterly | All | LB & UK Coaching, CSPN | ☺ | ☺ | 'Funding Opportunities for Coaching' guide produced quarterly | Guide produced and is about to be reviewed nationally regarding future design |
| SASSOT Volunteering and Leadership | Provide on-going support to volunteers trained in Year 1-5 of the programme. | On-going | | CD | ☺ | ☺ | Contact maintained with | Contact maintained via e newsletter and directly targeting volunteers when certain opportunities are available. |

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| Key Tasks | Milestones | Timescales | | Who | Q1 | Q2 | Target | Progress update 01.04.17-30.09.17 |
|-----------|---|------------|--|-------|----|----|--|---|
| | | Date | Qtr | | | | | |
| programme | | | | | | | previous leaders & opportunities offered. | |
| | 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 2017-July 2018. | July 2018 | 2- for 1 st results 4- for 2 nd results | LB/CD | 😊 | 😊 | 30 volunteers recruited and deployed by July 2018. | Full figures will be given at the end of July 2017, but at present, 70 volunteers have been recruited, trained and deployed. 108 volunteers have been recruited, trained and deployed in academic year 2016/17. |
| | School games workforce audit completed in conjunction with SGOs. For the academic year Sept 2017-July 2018. | 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 end of September 2017. Deadline for workforce audit is 6th October 2017. |
| | SGOs supported to address needs identified in school games workforce audit through the provision of training | On-going | 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 end of September 2017 and then support with courses offered throughout academic year. |

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|-----------|---|------------|-----|-----|----|----|--|--|
| | | Date | Qtr | | | | | |
| | Deliver volunteer training for event volunteer team | June 2017 | All | CD | ☺ | ☺ | Sufficient volunteers recruited, trained and deployed as event volunteers. | This was successfully delivered for the academic year 2016-17. Summer School Games event volunteer training set for June 2018. |

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- **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 01.04.17-30.09.17 |
|-------------------------------------|---|------------|-----|-------------------------|----|----|---|---|
| | | Date | Qtr | | | | | |
| Marketing Planning & Development | Develop knowledge of customer centricity and disseminate to team | Mar 18 | Q4 | NB/LM & Board Champions | ☺ | ☺ | Plan produced, distributed and in operation | To be done in conjunction with Vision 2021 group, developing stakeholder and customer profiles Increased knowledge through linking in with CSPN webinars showcasing CSP pilot work. |
| | Review the MarComms Plan for 2017-18 accordingly | | | | | ☺ | | To be initiated once strategic priorities have been agreed |
| | Review CRM systems / tools and develop accordingly | | | | | | | |
| 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 |

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| | | Date | Qtr | | | | | |
| | Review Google analytics and other development tools | On-going | All | 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 Google analytics - 23.3k sessions, 18.3k unique users. Top pages viewed were: 1. Club Finder 2. Jobs 3. Sports Awards 4. Funding 5. SASSOT Team Contacts |
| 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 | 12 editions of e-newsletter with a total of 320 articles 33% open rate for all publications. Distributed to 1,857 subscribers. |

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| | Production of SASSOT Coaching and Volunteering e- newsletter | Monthly | All | CD | ☹️ | ☹️ | 26% open rates for all publications | E newsletter goes out to 1784 readers and has an average open rate of 20.8% over the last 6 months. E newsletter goes out to 1761 and has an average open rate of 18.3% from July-Sept 2017. |
| | Production of NGB newsletter for schools and SGOs | Half-termly | All | JK | 😊 | 😊 | 6 editions circulated | Currently collating info for circulation early July July edition circulated. Currently collating info for October edition |
| Partner Support | Publicise partner products, programmes and media campaigns as appropriate | On-going | All | NB | 😊 | 😊 | | <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 Ongoing as requested |
| | 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 | LM/JK/CD/NHG | ☹️ | | 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. |

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| | | Date | Qtr | | | | | |
| 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. Annual Report included in e-newsletter, distributed via post and electronically to partners in August. Complimentary letter of thanks received from Jeremy Lefroy MP. |
| Social Media Development | Co-ordinate recruitment of a ‘Social Media & Digital Marketing’ Apprentice, develop a programme and work with training provider to support development | Sept 17 | Q2 | NB & JT | | 😊 | | Social Media apprentice appointed to supported the development of the marketing and communications work in light of recent staff changes. Work programme developed to support induction. |

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| | 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 & Team Members | ☺ | ☺ | 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 48K Twitter Impressions 102 Twitter mentions 44 New Twitter followers |

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| 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 - Community Impact Award - Community Volunteer of the Year - Aspiring Athlete of the Year - SASSOT and BBC Radio Stoke Power of Sport Award | Aug-Nov 17 | Q2 | CD/NB supported by Core 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. Panel meeting on October 4th to decide winners. |
| West Midlands Community Sports Awards | Work with the West Midlands Marcomms Group to coordinate the WMCSA | Dec 17 | Q3 | NB/CD | ☺ | ☺ | 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 Event to be held on December 7th. |

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| | | 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 media releases per year | MMIM News Release School Games News Release Main news releases published through SASSOT e-newsletter |
| School Games Support | Deliver media training to young School Games volunteers | Jun 17 | Q1 | NB & Core Team Members | ☺ | | | Training delivered at Ormiston Horizon with 10 pupils |
| | Develop event programme | Jun 17 | Q1 | | ☺ | | Programme produced | 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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3.2 Research & Insight

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|---|---|------------|-----|-----|----|----|---|--|
| | | 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 | On-going | All | 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 | Sept 17 | 2 | 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 Slot on BC delivered at SASSOT consultation event to better understand partner needs Session on BC delivered at the NGB forum to better understand need 'Understanding Customers & Influencing Behaviour' workshop planned with partners (Jan 18) | Regional briefing session attended Team responsibilities and additional training requirements are still to be defined |
| | Assess capacity and upskill a couple of team members to deliver behaviour change training | Sept 17 | 2 | | | 😊 | | |

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| | | Date | Qtr | | | | | |
| | Support the satellite club programme to embed behaviour change through; <ul style="list-style-type: none"> - Provide guidance docs - Delivery training Organise UK Coaching BC Course | Dec 17 | 3 | | | 😊 | | UK Coaching Behaviour Tactics workshop planned for Jan 2018 |
| | Develop knowledge base of applying BC to Marketing & Comms | Dec 17 | 3 | NB | | 😊 | | Knowing Your Customers workshop for partners planned for 16 th Jan |
| | Identify potential localised case studies, promote and advocate | Mar 18 | 4 | NB | | | | |
| Localised Sport & Physical Activity Research <i>(Understanding of local demand and supply)</i> | Work with Know Research and NuLBC 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 Full report presented to NUL BC Sport & Leisure Team detailing practical recommendations |

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| | | Date | Qtr | | | | | |
| Monitor and evaluate the impact of appropriate programmes | Satellite Clubs, Primary School PE & Sport Premium, Aiming High, School Games | Quarterly | All | All programme mangers | ☺ | ☺ | M&E reports produced and provided to funders and Board | Reports completed and submitted including This Girl Can activation fund evaluation report |
| 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 Meetings taken place. Relationship Manager roles to be revisited once Funding Partner Agreements in place for 2018-19 support |
| 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 Feedback provided to Sport England on the new Active Lives diagnostic toolkit |

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| | | Date | Qtr | | | | | |
| Advocacy and promote Sport England's data tools and insight | <ul style="list-style-type: none"> Maintain and develop knowledge of SE data tools Communicate developments to partners and provide training where appropriate | On-going | All | JK/JT/NB | ☺ | ☺ | Support 5 partners directly | Team Meeting – SE Evaluation Framework introduced and to be trialled with Satellite Clubs NB attended 'Logic Model' training organised by CSPN, follow up workshop due in Oct. |
| Demonstrate impact of local partner investment | Collate data to produce localised documents | Oct 17 | 3 | NB & Core Team members | | | 11 Impact documents produced | Due Q3 |
| Explore viability of developing GIS mapping resource within SASSOT core team | <ul style="list-style-type: none"> Attend GIS orientation training Establish access to SBC GIS mapping resources Trial application of GIS mapping tools with SASSOT programmes and insight functions, starting with Satellite Clubs Participate in CSPN community of learning for GIS | Mar 18 | All | BH | | ☺ | Paper taken to board proposing SASSOT approach to use of GIS | GIS used to map satellite club provision against IMBD data to identify gaps in provision. Time consuming process even with support from host authority. No further GIS projects identified at present. |

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|---|---|------------|-----|-------|----|----|-----------------------------|---|
| | | Date | Qtr | | | | | |
| Undertake Insight scoping and review exercise | <ul style="list-style-type: none"> • Scope future insight needs against core spec • Complete options appraisal, including resource evaluation around SASSOT approach to insight and research work to present to Board | Oct 17 | 2 | NB/BH | | 😊 | Options appraisal completed | <p>Insight scoping exercise initiated, options for delivery to be explored</p> <p>Pilot insight project initiated with Staffordshire Moorlands District Council</p> |

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| | | 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 | BH | ☺ | ☺ | Sub-regional Facilities Framework available to partners. | <p>PPS update being developed for SMDC with SASSOT support</p> <p>Advice and guidance provided to local partners on proposed facility developments including Lichfield Cathedral School, Newcastle AC and Leek TC</p> <p>SMDC PPS drafted and in final stage. Neill Alan associates appointed to produce SMDC built facilities strategy. BH supporting with IAG.</p> <p>David Payne appointed to complete strategic review of Lichfield Facility Provision by LDC. BH supporting through coordinating consultation with NGBs and other partners. Report due December.</p> <p>SASSOT supporting Stoke CC with facility benchmarking through provision of funding to appoint consultant to benchmarking work. Initial spec developed with support from Sport England</p> |

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| | | Date | Qtr | | | | | |
| 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 | No requests |
| | Promote the Sport England Club Matters club resource. | On-going | All | CG | ☺ | ☺ | Transfer toolkit | Promotion of Club Matters on website and through meetings and discussions with clubs Promoted along with the Club Matters workshops |
| 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 |

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3.4 Funding and Investment

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| | | 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 | ☺ | ☺ | Projects 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 Met with Midland Psychology to discuss application to Families Fund and reviewed subsequent bid prior to submission Working with OPCC to develop collaborative EOI to new Sport England inactivity fund |
| | 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 | ☺ | ☺ |

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| | | Date | Qtr | | | | | |
| | 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 | All | BH | ☺ | ☺ | On-line information is accurate & up to date | Current opportunities promoted via website and newsletter |
| | 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. | 03/18 | All | BH | ☺ | ☺ | Intelligence Data Support Guide is up to date and available for partners | Insight provided in support of HWBB led physical activity framework Insight review completed by BH/NB the findings of which are being fed into Primary Role application |
| | Provide one to one support to partners as required to help them evidence the need for specific projects. | On-going | All | BH | ☺ | | | Insight and bid writing support provided to Burton TC and Barton TC ref Community Asset Fund Applications |

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| | | Date | Qtr | | | | | |
| | Continue to develop resources and strategic documents that will assist partners when applying for funding ie. facility plan | | | | 😊 | 😊 | | <p>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.</p> <p>SASSOT working with several local authorities to develop strategic documents for facility development and strategy development</p> |
| 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 | <p>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.</p> <p>Attempted to coordinate an application to pilot new PHE clinical advice pad. Support secured from Staffordshire PH but no CCG were prepared to be involved meaning that we were unable to submit an application</p> <p>Twin track approach agreed with STP and HWBB for physical inactivity strategy</p> |

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| | | Date | Qtr | | | | | |
| | 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 | On-going | 4 | BH | 😊 | 😞 | | <p>Engaging with Stafford Health and Wellbeing Group ref SBC physical activity strategy and potential pilot projects supported by SASSOT</p> <p>Locality commissioning has come to an end. SCC now piloting new Placed Based Approach to delivery of PH and social care priorities. SASSOT engaged with this work through STP steering group and Families and Communities Executive Group</p> |
| | 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 | <p>Partnership bid to SE Opportunities Volunteer fund submitted in partnership with Support Staffordshire. Bid unsuccessful. No feedback provided but fund highly over subscribed</p> <p>No appropriate opportunities</p> |
| | Continue to support the Team Staffordshire funding consortium to ensure proactive positioning of sport and physical activity with future TS funding applications | On-going | 4 | BH | 😊 | 😊 | | <p>Consideration being given to a TS led bid to Healthy Communities tender that is expected shortly from SCC</p> <p>Team Staffordshire Consortia bid submitted. SASSOT consulted on physical activity element</p> |

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 01.04.17-30.09.17 |
|---------------------------------------|--|------------|-----|---------------------------------------|----|----|---|---|
| | | Date | Qtr | | | | | |
| Board operating effectively | Complete Governance Options Appraisal | 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 |
| | Implement recommendations | Sept 17 | 2 | | | ☹ | | Timescales slipped – hosting / independence options to be assessed by 31.03.18, Board currently moving towards being skills-based (new Chair recruited, skill matrix being completed, board membership being reduced) |
| | Compliance achieved | Mar 18 | 4 | | | ☺ | | Governance Action Plan in place – on target for Tier Three Compliance by 31.12.17 |
| 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 Ongoing |
| Business Plan development | Develop interim 2017-2021 Business Plan (to be fully reviewed once new Core Spec, SASSOT strategy etc. in place) | Sept 17 | 2 | JK | ☹ | ☺ | Interim plan in place, to be reviewed fully by 31.03.18 | Under review Taken to Board 17.10.17 for approval |
| | Produce long-term strategy (to 2021) | Dec 17 | 3 | V2021 sub group / JT | | ☺ | Strategy in place and being delivered | Stakeholder Consultation Event 11.09.17 Strategic Priorities identified, tested with partners and refined |

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 01.04.17-30.09.17 |
|--|---|------------|-----|------------------------|----|----|--|---|
| | | 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 Work programmes ongoing |
| | Team meetings held – format to be reviewed | On-going | 4 | JK/JT | 😊 | 😊 | Monthly meetings held | Monthly meetings held Regular Leadership Team meetings also 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 Feedback collated, updated version produced |



Report to the Board – Enclosure 7

| | |
|--------------|--|
| Report Title | Risk Register / Risk Management Plan for 2017-18 |
| Date | 17 October 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 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 decision not to alter any of the risk scores.

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 July 2017. Minor updates have been made to this as part of the Quarterly Review, for example to include reference to the Sport England Primary Role funding.

It is proposed that the score for Financial Risk 2 (Not recruiting, engaging and retaining the right level of Board members) remain as Probability 6, Impact 8, Score 48. This score was increased at the last review to reflect the additional risk of both the Chair and Vice Chair announcing their intention to step down from their roles by 31.10.17. Although a new Chair has been recruited, there are other Board members that will be required to step down imminently due to having served beyond their maximum term, and the Vice Chair role will shortly become vacant.

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



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 Health and Wellbeing Board Physical Inactivity plan. 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. 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 NGB Tracker updated regularly Satisfaction survey completed. | Strategic Leads |
| | Delivery and sustainability of programmes such as Satellite Clubs, School Games Level 3, Delivery of Coaching Development and Primary School Support programmes. 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 Governance Sub Group to oversee progress and advise Board of further development areas | Chair & Strategic Leads Governance Sub 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 Vision 2021 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 | 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"> 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 local 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 Board to consider findings from Governance Review 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) | Secure funding from Sport England to deliver Core role and programmes | ✓ | | <ul style="list-style-type: none"> Submit high-quality applications when required | Strategic Leads, Core Team | Strategic Leads |
| | 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 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 2021 Group to review as appropriate | 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 | 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 March 18 | 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"> Development of annual core offer for local partners – based on Sport England Primary Role for CSPs and SASSOT's strategic priorities | 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 Four-year financial forecast produced and kept updated | 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 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 |
|--|------------------------------|---|--|--|-----------------|-----------------|

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 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. | Strategic Leads, Core Team and appropriate NGB officers | Strategic Leads |
| | | ✓ | | <ul style="list-style-type: none"> Invite NGBs who wish to focus on Staffordshire / Stoke to present at local network meetings. Audit LA NGB priorities. Development of Action Plans with NGBs and other appropriate partners | Strategic Leads, Knowledge, Communications & Equalities Manager | Strategic Leads |

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 team and partnership network through the implementation of a CPD programme | Strategic Leads, Board Champions and Strategic Partnerships, Investment & Workforce Development Manager | 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 8

| | |
|--------------|--|
| Report Title | Financial Report - 1 April 2017 to 30 September 2017 |
| Date | 17 October 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 September 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 September 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 Sept 2017 | | Actual to 30 Sept 2017 | Variance |
|------------------------|----------|------------------------|-----------|
| Expenditure | £469,625 | £412,828 | - £56,797 |
| Income | £755,598 | £750,670 | - £4,928 |

4. Report

Overall, actual expenditure is slightly less than expected, and income is broadly in line with expectations for this period, with the key differences explained below.

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

There is a £56,797 underspend against budgeted expenditure primarily due to following reasons:

- i. In general, Employee Costs are slightly underspent across all codes as National Insurance contributions for staff are currently coming in under budget compared to the percentage HR advised us to cost out.
- ii. Some of the Sportivate Innovation Delivery has been extended into 2017-18 so Grant payments haven't been made as quickly as expected (all expenditure needs to be completed by 31.03.18)
- iii. 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.
- iv. We are awaiting the invoice for the facility hire and catering costs for the School Games Level Three event which took place in June 2017

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.

Exception reports for each budget heading are shown below.

1. Partnership Services

Expenditure

Employee Costs is £1,491 under budget because National Insurance contributions for staff are currently coming in under budget compared to the percentage HR advised us to cost out. Training and Conferences is currently £1,327 under budget as the majority of staff training will be arranged once new roles for 2018-19 have been confirmed.

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 £8000 less in Partner Funding than expected as we are still awaiting payment from one partner.

2. Equity

Expenditure

Employee costs are slightly higher than expected as the redundancy of the This Girl

Can Administrative Officer was paid out of here rather than from Partnership Services, where the contingency fund is held. This will be transferred over before the end of the next quarter.

Income

No exceptions to report

3. Research and Insight

Expenditure

No exceptions to report

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

Expected expenditure against Grants / Professional Fees is low compared to the annual budget as the 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 substantially under budget (£as we are still waiting to make final payments to several partners for delivery which is now completed. Additionally, the Children in Care project has been extended to run throughout 2017-18 so expenditure will be completed by 31.03.18

Income

No exceptions to report

7. Coaching Development

Expenditure

There is an underspend of £2,555 on Employee Costs as the Coaching Development Manager started in post later than budgeted for. We have paid out

less than expected in Grants and Professional Fees, as the Coaching Plan projects for 2017-18 have required more capacity rather than delivery input.

Income

No exceptions to report

8. Youth Sport and Satellite Clubs

Expenditure

Employee Costs is £2,589 under budget mainly because National Insurance contributions for staff are currently coming in under budget compared to the percentage HR advised us to cost out, and because there is some work being done by one of the Stafford BC designers, which hasn't be recharged yet.

There is a large underspend on Grants because we are waiting for del

Income

No exceptions to report

9. Level 3 School Games

Expenditure

There is an underspend of £5,197 on Premises Costs because we are awaiting the invoice for facility hire and hospitality for the Level Three School Games.

Income

No exceptions to report



Report to the Board – Enclosure 9

| | |
|--------------|-----------------------------------|
| Report Title | Recruitment of SASSOT Board Chair |
| Date | 17 October 2017 |

| | | |
|--------------------------------------|-------------------------------------|---|
| Open Agenda item | <input checked="" type="checkbox"/> | |
| Private and Confidential Agenda item | <input type="checkbox"/> | By virtue of containing confidential information relating to: |

| | | |
|-----------------|-------|----------------|
| Contact Officer | Name: | Dr Peter Jones |
| | Tel: | 01782 294108 |

| | |
|-----------------|-------------------------------------|
| For Information | <input type="checkbox"/> |
| For Decision | <input checked="" type="checkbox"/> |

1. Purpose of Report

To report on the recommendation from the Nomination Committee on the appointment of a new Chair for the partnership.

2. Recommendation(s)

That Malcolm Armstrong be appointed Chair

3. Report

Following the current Chair's decision to step down as of 31.10.17 (having exceeded the maximum permitted term under the requirements of A Code for Sports Governance) the process for recruiting a new Chair began. This was overseen but the Governance Sub Group, with the Role Description and Person

Specification reviewed and a recruitment plan drawn up.

The services of Campbell Tickell were utilised during this process, to produce the recruitment pack, to carry out some headhunting activity and to assess applications to produce recommendations for shortlisting.

As per the Partnership's Constitution the position of Chair was openly advertised in a wide variety of places, including The Guardian Online and on various sports sector and Non-Executive Director recruitment sites. Partners were also invited to put forward recommendations for Campbell Tickell to approach, and specific advertising took place targeting underrepresented groups.

Four applications were received, and the Nomination Committee, consisting of Dr Peter Jones (SASSOT Board Vice Chair), Dave Pinnock (SASSOT Board Senior Non-Executive Director), Janene Cox (SASSOT Board Member) and Russell Turner (Sport England, Advisor) decided to interview all four candidates. Interviews took place on 3rd October, and a unanimous recommendation to the Board was agreed: That Malcolm Armstrong be appointed Chair.