



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

AGENDA

**25 January 2017 at 2.00pm (light lunch at 1.15pm)
Craddock Room, Stafford Borough Council**

1. Apologies
2. Declarations of Interest
3. Minutes of last meeting (8 Dec 2016)
4. Matters arising
5. CSP Future & Governance Review – SF (Enc 1) – *to follow*
6. New SASSOT Board Members – SF (Enc 2)

Items for information:

7. Year 2016/17 reporting:
 - i. Q3 Delivery Plan progress report for 2016/17 – MT (Enc 3)
 - ii. Risk Assessment – MT (Enc 4)
 - iii. Financial report to 31st December 2016 – MT (Enc 5)
8. Sport England's Core Specification for CSPs (if known) – MT
9. Date and time of future meetings



Report to the Executive Board – Enclosure 2

Report Title	New Board Representatives
Date	25 January 2017

Open Agenda item	X	
Private and Confidential Agenda item		

Contact Officer	Name:	Sue Finnigan
	Tel:	07976 126502

For Information	
For Decision	X

1. Purpose of Report

To inform Board members of the retirement of two Board Members and welcome the new representatives to the Board.

2. Recommendation(s)

1. That the Board writes to former members Councillor Mark Deaville and Tilly Flanagan thanking them for their service and commitment to SASSOT.
2. That the Board welcomes two new representatives, Councillor Mark Winnington, Cabinet Member for Economic Growth at Staffordshire County Council and Jon Topham, Senior Commissioning Manager, Public Health Staffordshire

3. Report

Following the recent retirement from the Board of Councillor Mark Deaville, Staffordshire County Council and Tilly Flanagan from Public Health Staffordshire the two organisations have nominated the following members of their teams to join the SASSOT Board:

1. Councillor Mark Winnington, Cabinet Member for Economic Growth at Staffordshire County Council
2. Jon Topham - Senior Commissioning Manager, Public Health Staffordshire



Report to the Board – Enclosure 3

Report Title	Delivery Plan Progress Report – Quarter 3 2016-17
Date	25.01.17

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 third quarter of 2016/17 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 2016 to December 2016 have been summarised in the attached document. These achievements have been mapped against the Partnership's 2016-17 Delivery Plan to illustrate the progress the Core Team has made against the Partnership's core functions of:

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

to make evidence-based decisions

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

4. **Report**

It is pleasing to report that good progress has been made against the Delivery Plan targets with the majority of areas on or above target levels.

A summary of progress against the milestones for each area of the plan is shown below. Further detail is provided in the attached Delivery Plan update Appendix 1.

Progress Summary

NGB Delivery	Green
School Sport	Green
Satellite Clubs	Green
Sportivate	Green
Providing Local Insight	Green
Coaching Services	Green
Strategic Networking	Green
Marketing and Communications	Green
Governance	Green

Highlights

- **Active People** - Full APS10 results published and communicated with partners. The sub-region has achieved positive directions of travel for both the 1x30 and 3x30 targets as well as a number of the other KPIs.
- **Strategic** - Initial discussions are underway with the Staffordshire Health and Wellbeing Board regarding a high level strategy for inactivity linked to the Sustainable Transformation Plan
- **Sportivate** - At the end of the 3rd quarter we have already exceeded our end of Sportivate target for number of participants, with 100 projects completed (and 100 still to complete). 1411 participants have been reached so far in 2016-17, with 1306 completing the course. 45% of participants have been classed as inactive, with 31% aged 19+, 55% female, 12% of non-white British ethnicity and 25% with a disability.

- Satellite Clubs - At present there are 53 satellite clubs operational with 654 participants and 61 clubs being sustained with 1485 participants. 9 club visits have taken place this quarter and started to produce a sustainability guide to support clubs
- Bowls - The Just Bowls project has come to end. Approximately 500 participants have been reached, with 180 new regular participants aged 55+ and 59 disabled. 83 participants have become members of Bowls clubs. Additionally 6 Level 1 Crown Green Bowls coaches have been trained and 6 coaches attended Safeguarding and Protecting Children training
- Handball - The new project has got underway, with 17 activators trained. The first tournament took place with 16 participants.
- Aiming High - 132 attendees have attended sessions up to the Q2 monitoring deadline
- Club Matters Innovation Funding – The project is completed. 49 clubs initially engaged and then 29 clubs continued to see the project through to completion. Research ref. why people join / leave sports clubs completed and written up.
- Sports Awards – Sub-regional awards evening for 80 attendees successfully held on 1st November with support and profile by BBC Radio Stoke. Successful Regional awards evening held on 30th November at Aston Villa FC, with 250 attendees. Coverage by BBC Midlands Today.

Challenges

For the majority of areas where progress is behind what was expected at this point in time, this is because we are unable to move forward until we have received the revised CSP Core Specification document from Sport England. This is due to be circulated for consultation imminently so we should be able to progress some of these areas during the next quarter.



Increasingly Active, Healthy and Successful Communities

Sport Across Staffordshire and Stoke-on-Trent

Delivery Plan

April 2016 – March 2017

Quarter 3

Objective 1 - 😊 = 53 😐 = 9 ☹️ = 0 Objective 3 - 😊 = 38 😐 = 3 ☹️ = 0
Objective 2 - 😊 = 31 😐 = 4 ☹️ = 0 Objective 4 - 😊 = 11 😐 = 0 ☹️ = 0

Introduction

The tables below provide a summary of the achievements of the Core Team for 01.04.16 - 31.12.16. These achievements are outlined in the 'progress to date' column, with the 'key tasks' and 'milestones' columns taken from the Annual Delivery Plan 2016/17. 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.

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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	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
SASSOT to review individual groups as and when necessary	SASSOT to support SLCOF, SDO & Facility Managers Forums, Disability Sport Forums, Staffordshire University Sports Board, Aiming High Short Breaks, Sport Specific Development Groups, sub-regional NGB Forum, Central Rivers Initiative Board, Equality Group, Marketing & Communications Group, Sportivate Leads Events and Steering Group, Safeguarding Group, Regional CSP / NGB Engagement Meetings, SGO Meetings, Regional Coaching Leads Meetings, School Games Local Organising Committee and sub-groups, FE / HE Networking Meeting	On-going	All	Core Team	☺	☺	Meetings held	All meetings attended as relevant and arranged where SASSOT's responsibility. SDO and Facility Managers Forum work plans being developed in conjunction with SLCOF.




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1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		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, Public Health and Clinical Commissioning Groups, Children & Young People partnerships	Ongoing	All	MT & Core Team	☺	☺	Strategic groups aware of SASSOT's role and agenda. Sport & physical activity recognised in LA Community Plans and Health Strategies.	Thinking Active early onset dementia project delivery to commence September in 4 areas. Sportivate innovation funding of £10,000 secured to match local funding from the OPCC and Staffordshire County Council Looked After Young Peoples Service. Project delivery to commenced New Board Member recruited to represent CCG's, involvement with the NHS Sustainable Transformation Plan. Thinking Active and Sportivate Innovation projects being delivered
	Proactively develop and maintain new high level strategic partnerships with external agencies such as the Police and Clinical Commissioning Groups that will assist SASSOT to drive the local participation agenda and secure new investment into sport.	Ongoing		MT	☺	☺		See above.





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Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		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.	3/17	3	Staffordshire County Council/ SASSOT	N/A		Strategy developed	Initial discussions underway with Staffordshire Health and Wellbeing Board regarding a high level strategy for inactivity linked to the Sustainable Transformation Plan
SASSOT support for and representation on the "Sportshire" Development Group	Support the continued development of the "Sportshire" Strategy and Implementation of the agreed Plan	On-going	All	Staffordshire County Council/ SASSOT			Strategy completed Implementation plan prepared and acted upon. Number of major events attracted to the sub region	Successful Staffordshire Ironman 70.3 held. Evaluation report produced. Application to host 2018 UK corporate games in development. Discussions taking place with WM Swimming re Open Water event. Currently working on applications to new Sport England funding streams

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		Date	Qtr					
SASSOT support for and representation on the Stoke -on -Trent Sport In PASS Project	Supporting delivery of the PASS Project Manager in line with the brief and agreed Action Plan Management of grant budget to support consultants work Attendance at PASS Management Group meeting. Attendance at PASS Board meetings. Attendance at ECoS LOC meetings	On-going	All	Stoke-on-Trent City Council/ Sport England / SASSOT / Staffs Uni			Outputs detailed in the PASS and ECoS Delivery Plan achieved	SASSOT is a member of the PASS Board and European City of Sport Local Organising Committee which considers applications for programmes. Ongoing support provided by SASSOT to development of the PASS and ECOS programmes
Engagement, consultation and partnership working with key delivery agencies to delivery high quality,	Delivery of relevant programmes eg. Sportivate, School Games, Satellite Clubs, Primary School Links programme, number of accredited clubs, increasing volunteering in sport, Disability Sports Clubs			CD			Level 3 School games held	A summer School Games festival was held which saw a total of 1243 young people participate in 15 competitions across 6 sports, and a further 300 take part in a Change4Life festival. In this quarter 5 satellite competitions in 3 sports also took place involving 223 participants. Planning on schedule for Winter Games in February

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		Date	Qtr					
successful programmes	programme.			CG	☺	☺	2064 young people completed on Sportivate prog	<p>234 participants reached with 212 completing their respective Sportivate course. 114 participants were inactive prior to embarking on the course. 24% aged 19+; 62% female; 10% of non-white British ethnicity and 35% have a disability.</p> <p>765 participants reached and 708 completing the course (target 680). 328 participants were inactive prior to embarking on the course. 33% aged 19+; 54% female; 8% of non-white British ethnicity and 30% have a disability.</p> <p>1411 participants reached and 1306 completing the course. 635 participants were inactive prior to embarking on the course. 31% aged 19+; 55% female; 12% of non-white British ethnicity and 25% have a disability.</p>

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		Date	Qtr					
				CG	☹️	😊	Increase in number of accredited clubs to 300	<p>The Clubmark process has gone through a National over-haul and has been 'on hold' whilst this process has taken place, so no additional clubs have become accredited. The new system has now moved online and should be a much easier system.</p> <p>2 staff members attended training in November to deliver Club Matters and the online system, a third staff member to attend the next available training. We are now compliant to hold the Clubmark licence</p>
				CP	😊	😊	49 new Satellite Clubs operational with 87 existing satellite clubs sustained	<p>At present there are 52 satellite clubs operational with 560 participants and 61 clubs being sustained with 1427 participants.</p> <p>At present there are 53 satellite clubs operational with 654 participants and 61 clubs being sustained with 1485 participants.</p>
				CD	😊	😊	Nos volunteering Active People 13%	<p>Results from APS10QT2 2015/16 show that Staffordshire and Stoke-on-Trent have 17.7% people volunteering. (West Midlands has 12.5% and England has 12.6%).</p> <p>Latest AP figures: Staffordshire and Stoke-on-Trent have 14.3% people volunteering (National Volunteering is 12.8%)</p>

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Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
				CM	☺	☺	200 Primary Schools attending briefings. 25 schools receiving bespoke one-to-one support	<p>We have completed 5 separate Head Teacher briefings which have attracted around 200 head teachers where we have shared the latest national messages as well as providing solutions to common challenges and sharing best practise case studies and resources that schools have used in conjunction with support received from entrust. entrust have provided in depth support to 25 primary schools that were in need of support as identified through a previous web review and information gained whilst building an area picture.</p> <p>Over 200 schools have attended briefings and network meetings are ongoing. We continue to use these opportunities to share practise and key messages about effective use of the PE Premium. A new quotation brief has been sent to entrust with a view to refreshing the type of support available to schools to ensure best value for money and effectiveness of offer</p> <p>We have undertaken an open tender process to identify a delivery partner for 2016-17 and have appointed Accelerate Learning Ltd. This new contract will commence on the 3rd January 2017.</p>

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1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
Advocacy re Sport England's new Towards An Active Nation Strategy	Promotion and advocacy of "Creating a Sporting Habit for Life" strategy at all sub regional forums	On-going	All	RB	☺	☺	6 Inspire Disability Sports Clubs	Clubs operating as per delivery plan.
		On-going	All	MT	☺	☺	Update presentations presented to relevant sub regional groups and partners	Presentations made to Board, Vision 2020 Group and Team. Information disseminated to SLCOF and other Network Groups. Presentation made to "Castle Sport" Updates given to various groups including NGBs, Facility Managers and Team.

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1.2 Connecting Partners

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		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. Workforce, CSP/NGB regional/national engagement days, marketing & comms, investment, C&YP, CDM, PA, Coaching, Regional NGB Forum, CSP Directors, SGO's	On-going	All	Core Team	☹️	😊		Forum held 14.06.16, with Stoke-on-Trent City Council and Engage Communities presenting. FE/HE NGB meeting held 22.04.16 with 4 NGBs attending. No autumn event to be held due to transition to new Sport England strategy and funding cycle. Impact of May event being measured NGB Forum organised for 10.01.17 with focus on Tackling Inactivity / new Sport England funding streams. Regional and National NGB meetings attended, County Forums supported and Sport England / CSP Updates provided
Facilitate links between primary schools and community sports clubs	Maintaining links between primary schools and sports clubs	Ongoing	All	CG/CM	😊	😊	Annual club directory produced and distributed	Annual Club Directory distributed at the School Games to schools, parents and teachers. Annual Club Directory distributed at the Summer School Games to schools, parent and teachers. Club Directory to be updated and resent to schools The directory is currently being updated, to be completed by March 2017 in time for upcoming Head teacher meeting

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1.2 Connecting Partners

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
Quality assurance of satellite clubs	Create and implement a plan to measure the quality and impact of satellite clubs	Ongoing	All	CP	😊	😊	Visit 2 clubs per quarter	Ongoing Visits to Satellite Clubs to be given priority over the next quarter and advice is to be given as to how best to sustain Satellite Clubs alongside quality assurance 9 club visits have taken place this quarter and started to produce a sustainability guide to support clubs.
Connecting NGBs with CSP and local partners	Organise six-monthly Engagement Events and measure their impact	May 16 Nov 16	1 3	JK	😊	😊	2 events held	Event held 23.05.16 – 34 attendees from 24 organisations No autumn event to be held due to transition to new Sport England strategy and funding cycle. Impact of May event being measured Impact of May event measured – numerous examples of demonstrable impact collated
	Ensure the NGB Forum continues to operate effectively, with appropriate external attendees when required	¼ly		JK	😊	😊	4 forums held	Forum held 14.06.16, with Stoke-on-Trent City Council and Engage Communities presenting Forum held 26.09.16 with focus on Behaviour Change Forum organised for 10.01.17 with focus on Tackling Inactivity / new Sport England funding streams

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Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
	Facilitate FE / HE Networking Meetings, and ensure NGBs can access them	April 16 Oct 16	1 3	JK	☺	☹	Min 2 events	Meeting held 22.04.16 with 4 NGBs attending In process of setting convenient date for end Nov / early Dec. <i>Struggling to find a date where the majority of FE / HE reps can attend, due to their timetable commitments. Now looking at end March for next meeting</i>

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1.3 National Governing Body Support

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
Identify and carry out actions with NGBs that reflect the Core Offer and Enhanced Services offered by CSP	Review three Tiers of NGBs at least annually	Mar 17	4	JK			Tiers reviewed	No progress expected
	Green RAG-rating (in Sport England six-monthly report) for all Tier One NGBs as a minimum	Sept 16	2	JK	😊		9 Green RAG ratings	No progress expected All Tier One NGBs rated Green at Q2 No progress expected
	Maintain overall Green RAG-rating for NGB Delivery	Mar 17	4	JK	😊	😊	Green RAG rating	No progress expected SASSOT one of only a few CSPs to receive a 'soft touch' pre-meet for NGB and Coaching Delivery. Provisional Green RAG for NGB Delivery (no RAG for Coaching in Q2) Green RAG rating confirmed for Q2
	All team members recording agreed support and outcomes in the NGB Tracker	Sept 16 Mar 17 Ongoing	2 4	JK	😊	😊	Tracker populated regularly	2016-17 Tracker set up and being populated on an ongoing basis
	Attend Regional CSP / NGB Engagement Meetings or arrange one-to-one meetings with appropriate NGBs on a regular basis	Ongoing		JK	😊	😊	6 regional meetings	Three regional meetings attended (six NGBs) plus individual meetings held with seven NGBs Two regional meetings plus individual meetings held with five NGBs One regional meeting plus individual meetings held with five NGBs

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1.3 National Governing Body Support

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
	Develop 'Introducing Staffordshire and Stoke-on-Trent' e-document to support NGBs and other partners	June 16	1	JK	☹️	😊	E-document produced	No progress due to capacity – to prioritise over summer No progress Partners being signposted to Staffordshire Observatory's The Story of Staffordshire / Locality Profiles

Effective support of individual NGB projects	NGB Activation Officer work programme developed in consultation with local partners and NGBs.	March 2017	4	JK/BH/LB/CD	☺	☺	Work programme in place 6 NGB participation projects delivered	<p>Badminton- Final competition held in April 10 competed and Badminton Young Officials umpired. Due to the success of engaging non active students the Colleges/Uni involved have requested to repeat the tournament and official training next academic year. Meeting set for September 2016 to confirm this. Meeting held September 2016 to continue the recreational tournaments. 12 Badminton Young Officials due to be trained on 7th November 2016. 13 Badminton Young Officials trained in November 2016. First tournament held in November with 16 participants and 1 young official. The second tournament held in December had 15 participants and 3 young officials. Third tournament will be held in January 2017 and the fourth tournament will be held in March 2017</p> <p>Bowls project continues until December 2016. Approximately 500 participants reached. 180 new regular participants aged 55+ (59 disabled). 83 new members of Bowls clubs. 6 Level 1 Crown Green Bowls coaches trained. 6 Bowls Coaches trained in Safeguarding and Protecting Children.</p> <p>Volleyball-Out of the 10 Volleyball activators who were trained, 6 have completed 10 hours of volunteering and 4 will finish their hours in September. The Colleges/Uni's involved will also nominate their Volleyball Activator of the year in December 2016. Volleyball Activator of the Year Award nomination form distributed and nominations due in by 2nd December 2016. All Volleyball Activators completed 10 hours of volunteering but no nominations were made.</p> <p>Handball £1330 awarded from England Handball to deliver an FE / HE recreational project with 5 institutions. Planning in progress 17 activators trained in November 2016. First tournament was November and 16 took part and 2 activators officiated.</p>
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Effective generic support for NGBs	Review and re-circulate NGB Offer document	Dec 16	3	JK		☹️	Document updated	No progress expected Work on hold until new CSP Core Specification and NGB Funding confirmed
	Deliver outcomes of 2016-17 Good to Great Improvement Plan	March 17	4	JK	😊	☹️	See Plan	Ongoing – to formally review at end of Q2 Plan reviewed Ongoing
	Review and revise Good to Great Improvement Plan	April 16 Mar 17	1 4	JK	😊	☹️	Revised plan in place	2016-17 Plan in place
Provide hosting arrangements for NGBs as required	Provide hosting arrangements for NGB staff as required, reviewing annually Provide occasional hot-desking for other NGB staff as required	On-going	All	JK, NGB Officers & Host	😊	☹️	4 NGB Officers Hosted 5 NGB Officers accessing hot-desking	4 Officers hosted and income received
Support the Staffordshire Athletics Network	Employment of Co-ordinator and management of budget to 30.04.16. Ensure current contracts are completed successfully. Work with Network to support the transfer of assets and responsibility for resources (including capacity)	May 16	1	JK Network Coord- inator	😊	☹️	5 Contracts completed Funding transferred	Three of four Public Health contracts completed. Final activity for fourth contract finished 30.06.16 Fourth Public Health contract completed, England Athletics contract completed Remaining funding transferred to Athletics Network
	Support the Network to apply for additional funding	Ongoing			😊	☹️		£10,000 secured from Sport England Small Grants Ongoing support provided, attended September Committee meeting and presented on new Sport England strategy / opportunities Ongoing support provided

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
To implement the Equality & Diversity Action Plan	To implement SASSOT's 'LEAD Improvement Plan' supported by EFDS	Mar 17	4	NB	☺	☺	Relevant training delivered.	SASSOT attended EFDS AGM as an associate board member to contribute to the development of the new EFDS 'Making Active Lives Possible' strategy
	To review SASSOT's Equity Policy	Dec 16	3	NB	☺	☹		Policy to be developed in line with the equality and diversity delivery plan in Q3 This will be reviewed in Q4
	Review SASSOT Equality & Diversity Plan and develop clear outcomes linked to LEAD	Dec 16	3	NB	☺	☹		Plan to be developed in line with the equality policy in Q3 This will be reviewed once core spec detail from Sport England has been communicated
	Develop an 'Ability Sport' vision and key outcomes, embedding actions across all work areas	June 16	2	NB	☹	☹		Initially discussed at the County Disability Sport Forum, and initial outcomes established. Final vision and actions to be developed once. Progress temporarily on hold whilst SE and EFDS priorities are communicated This will be reviewed once core spec detail from Sport England has been communicated

- 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	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
To support the development of targeted programmes through the ACCESS Across Staffordshire fund	Support and monitor the implementation of current ACCESS projects	Oct 16	3	NB	😊	😊	50 participants	All projects initiated data to be collected in Q2 Boccia Project (Staffs Moorlands) – 24 weekly participants, sessions have been sustained beyond the life of the project Ladies Veterans Project (South Staffs) - 15 new women attending weekly, competitive3 opportunities being developed Stoke F.I.T – 121 women engaged in the project

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update
		Date	Qtr					01.04.16-31.12.16
	Implementation of an additional round of ACCESS funding	Dec 16	3	NB	😊	😊		<p>ACCESS Across Staffordshire fund launched 22 applications requesting a total of £36,000 funding received. Four projects were awarded a total of £4,000</p> <p>Walking Cricket (55+) Ladies over 30's football league Brazilian Dance (Older People) Fit Fans - Port Vale (55+)</p> <p>SASSOT were able to fund a further 7 of the applications through Sportivate funding. SASSOT were able to fund an adult's disability multi-sport club application through under-spend of the 'Inclusive Sport FEST'.</p> <p>Walking Cricket (55+) has started average of 12 participants Ladies over 30's football league has been initiated Brazilian Dance (Older People) (due to start in Jan) Fit Fans - Port Vale (55+) (due to start in Jan) An additional disability rugby project supported through 'Inclusive Sport Fest' funds</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.**

1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
Using the 'This Girl Can' campaign to promote and develop local opportunities	Support local delivers to access the campaign branding and insight to shape activity development	Mar 17	All	NB	☺	☺	Increased participation by women (APS9)	Social media engagement with the campaign Distribution of TGC t-shirts via Sportivate projects Project to be re-launched in Jan 2017 Re-launch briefing note developed and sent to partners to support local activation and build media profile Application made to Sport England to access TGC funding
	Support the promotion of 'Women Make Coaching' regional project	Mar 17	All					Increased social media engagement
To develop the local disability sport and physical activity offer	Implement the Staffordshire County Council Inspire Disability Multi Sport club Aiming High contract including Staffs FA holiday delivery	March 17	All	RB	☺	☺	220 disabled children engaged	FA Holiday programme is now part of the Aiming High Contract combining figures from the Inspire Club and the FA programme into the reports. 101 attendees in Q1 132 attendees in Q2 Q3 report is due in for 17th January.
	Produce service level agreement with partners and manage Aiming High budget.	On going	All					☺

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
	Co-ordinate 'Inspire Leads' meetings	April 16/ Oct 16		RB	☺	☺	Agreements signed and budget managed successfully	Meetings held and Aiming High team invited to attend to address concerns regarding the new AH systems Monday 11 th April 2016 Monday 4 th July 2016 Future date has been set – confirmation to attend is required from the leads. Date set: 17/10/2016, 18/10/2016, 7/11/2016 Inspire Meeting took place on 7/11/2016 – The meeting was to discuss how the clubs are performing and sharing good practice.
	Collate club attendees, child outcomes and submit reports to Aiming High	July/Oct /Jan/ April	All	RB	☺	☺		First Q1 report was sent on 12/07/2016 obtaining 101 attendees. Q2 report is due: 17/10/2016 Q2 was submitted on time, with 132 young disabled children attending. Q3 is due in for the 17/01/2017.

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
	Conduct quarterly Inspire Club quality assurance checks	May/Aug/Nov/ Feb		RB	😊	😊		Visits scheduled for Q3 22/10/2016 – East Stafford 23/10/2016 – Stafford Visits were made to the above clubs, ensuring staff members were providing a quality service and all promotional material is displayed. Also an opportunity to be able to speak to the parents and carers to gain their feedback regarding the Inspire Multi Sport Clubs and the changes to the system.

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
	Promote and advocate the Inspire programme and demonstrate impact	Mar 17	All	RB	☺	☹		<p>World Autism Day – 02/04/2016 Autism Event – 02/06/2016</p> <p>Local services available to the public, both days were attended by the Disability Sport Officer to promote the Inspire and FA programme.</p> <p>Upcoming event to attend: Staffordshire Blind – Family Fun Day (23/07/2016)</p> <p>SCC Local adult services networking meeting – 28/09/2016. Attended the meeting, despite it was for adult provision, information about Inspire was shared.</p> <p>Ongoing promotion using Social Media.</p> <p>30/11/2016 CHAIN Networking Group in Cannock. The Disability Sport Officer attended this providing local information, promoting the Inspire Multi Sport Clubs and the FA Disability Talent Identification Programme.</p>

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
	Develop links with non-sporting disability groups, organisations and services and facilitate networking opportunities	On-going	All	RB	☺	☹	On-going 20 organisations engaged with	Staffs ASD Support Group, connected with them during the Autism Event – 02/06/2016. Further involvement to hopefully attend their next parents group which should take place in September. No response to follow up emails to Staffs ASD. CHAIN also run parent meetings, so looking to access these early in 2017. Links made with Enabling Adventures, sharing information.
	Maintain 'Service & Reach' database and communicate to partners						30 additional researched	Ongoing, some details have been updated. Document has been shared amongst key partners. This will also be shown at the next team meeting and Disability Sports Forum. The Service and Reach database was shown at the team meeting 08/11/2016, with team members populating it as appropriate. This was also shared at the Disability Forum 16/11/2016. Ongoing research is also being done.
	Map sport and physical activity opportunities and update and maintain the Disability Sports/Activities Directory						March 17	4

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
	Provide information and support to parents and disabled children	On-going	All	RB	☺	☺	All identified parents and children offered information and support	Regular updates to previous Inspire attendees have been provided with information regarding the new Aiming High System, attending events to help support and provide information. Regular updates are made to parents and carers by attending local event – CHAIN Networking group 30/11/2016. Regular updates through social media. A new group has been made on the SASSOT Facebook page for the Inspire Multi Sport Clubs – group members receive weekly updates.
	Continued development of Countywide Disability Sport Forum inviting NDSOs, NGBs and disability focused charities.	On-going	All	RB	☺	☺	One County Forum meeting per quarter	Meeting held on 15/06/2016, with presentations from CP Sport and EFDS Next meeting scheduled for 16/11/2016 – LimbPower will be attending. Meeting took place as planned. Future date is set 08/03/2017
	Support local disability sport forums		All	RB	☺	☺	Attend Stafford / Tamworth & Lichfield Forums	Discussions have been raised to ask which local disability sport forums are still running. Requested to attend the forum that takes place in East Staffs. Disability Sport Officer is on the list to attend the forum that runs in East Stafford.

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
	Work with EFDS on the development of key projects and advocate examples of 'Best Practice' <ul style="list-style-type: none"> - Active Kids For All Training - Physiotherapy pilot projects - Inclusive Club Toolkit 	Mar 17	3	RB LB	☺	☺	Additional 10 clubs to have completed the toolkit	Physiotherapy project has been shared nationally by CSPN, EFDS and Association of Paediatric Chartered Physiotherapists. AK4A – Meetings planned with Staffordshire University to build on last year's approach AK4A engagement has now continued with delivery of CPD to Health and Social Care Students
	Support NGBs to start up delivery in priority areas including Goalball, Wheelchair Basketball, Football, Cricket	Mar 17	4	RB	☺	☺		Discussions held with Goalball with plans for a club to be developed in Newcastle-under-Lyme Supporting the FA with the Disability Talent Identification Programme – leaflets have been distributed at Networking days. Upcoming meeting – 16/01/2017 Funding has been provided to help support Staffordshire Rugby Union with their new Rugby club for young disabled children – 7-12 year olds start date 05/02/2017.









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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
	Delivery of Rio inspired celebration festival, building on the success of 'Staffordshire Inclusive Sport Fest'.	Sept 17	4	RB	😊			<p>Planning initiated and campaign date set 10-18th September</p> <p>Sport Fest 16 used existing providers and their current sessions that were taking place during the 10-18th September. With the additional activity from Gartmore Riding School. Sport Fest went well, and was heavily relied on Social Media to reach out.</p> <p>No progress expected</p>
	Develop Disability Training opportunities for coaches, staff and volunteers	Mar 17	4	RB	😐	😊	50 coaches received training	<p>To be reviewed at the next Inspire leads meeting Nothing specific planned to date due to capacity and available funding.</p> <p>Potential CP workshop to be delivered, this was shared with the Inspire leads and to the Disability Forum, there is an interest for this to run.</p>
	Support Stoke –on-Trent City Council and EFDS to implement the 'Get Out Get Active' project Attend the project steering group meetings	Mar 17	4	NB	😐	😐		<p>SASSOT have helped to put together a job description for the project officer and are working with both EFDS and Stoke-on-Trent City Council to pull together a project steering group. Support provided to Stoke-on-Trent City Council, attendance at various meeting as well as national conference. Sign off on funding agreement and recruitment of officer still outstanding.</p> <p>Project has been initiated with delivery across the City, recruitment of post still to be resolved.</p>

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1.5 Safeguarding & Protecting Young People in Sport

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
Ensure SASSOT meets safeguarding requirements of the Sport England CSP core specification	Develop safeguarding action plan. Board to endorse.	05/16	1	LB			Green RAG rating in quarterly report	Board has endorsed Plan
	Implementation of actions referenced in Safeguarding Plan	Ongoing	All					Progress against actions being completed as planned
	Monitor implementation	Sept 16 Mar 17	2 & 4	LB			Revised action plan in place	Implementation of Plan on track
	Review progress against safeguarding action plan and cross reference to national safeguarding children in sport framework	03/17	4		Being continuously monitored in preparation for CPSU reporting			
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 	Ongoing	1	LB			Action Plan Priority actions delivered	Policies in place and reviewed when required. EG recently reviewed School Games Policy for the summer event This continues to take place and the Policy for the winter event has been reviewed.

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1.5 Safeguarding & Protecting Young People in Sport

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
	<ul style="list-style-type: none"> • Undertake a robust re-evaluation of SASSOT’s safeguarding work using the Self-Assessment Tool. Ensure both core team and wider partners are engaged in this process 	03/17	4	LB	☺	☹		No action required at this stage
	<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 	03/17	4	LB	☺	☹		Actions being followed as per Delivery Plan
	<ul style="list-style-type: none"> • Undertake team safeguarding TNA and address training needs identified through this process 	09/16	2	LB	☺	☹		No action required at this stage Internal Safeguarding TNA has been conducted with the team
	<ul style="list-style-type: none"> • Maintain links with LSCB’s and statutory services 	Ongoing	1	LB	☺	☹		Dialogue continues regarding training and any referrals should they arise

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1.5 Safeguarding & Protecting Young People in Sport

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
	<ul style="list-style-type: none"> • Ensure that safeguarding is embedded into contracting and commissioning arrangements for delivery involving young people and vulnerable adults 	Ongoing	4	LB	☺	☺		Policies and procedures continue to be checked
	<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 	Ongoing	4	LB	☺	☺		Continued implementation of education and training programme in partnership with Sport Structures and NUL College

- 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	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
<p><u>Sportivate</u> Manage the Sportivate programme to ensure effective delivery across the sub-region</p>	<p>Year 6 plans in place, all funding drawn down and KPIs met, with a wide range of deliverers included</p>	03/17	4	CG / NHG	☺	☺	<p>2064 Complete 40% Inactive (826) More than 5% increase in Sustain</p>	<p>Year 6 delivery has started with over 60 deliverers listed on this year's plan. 23 projects completed on the portal so far with 212 reached (engaged) and 212 completed (retained). 64% of participants have been female 23% of participants have been aged 19-25years Over 36% of participants have been classed as inactive £69,000 of funding has been paid out to deliverers/ local leads to pay for capacity and delivery payments</p> <p>Portal freeze saw us exceed the mid-year target with 67 projects completed, 765 participants reached and 708 completing the course (target 680). 54% of participants have been female 33% of participants have been aged 19-25years 30% have a disability Over 42% of participants have been classed as inactive</p>

								<p>£134,652 of funding has been paid out to deliverers/ local leads to pay for capacity and delivery payments</p> <p>At the end of the 3rd quarter we have already exceeded our end of Sportivate target for number of participants, with 100 projects completed (and 100 still to complete), 1411 participants reached and 1306 completing the course 55% of participants have been female 31% of participants have been aged 19-25years 25% have a disability 45% of participants have been classed as inactive</p> <p>The Innovation fund of £10,000 (matched with £12000 from the OPCC) to work with Looked after Children is finally starting to flourish with 10 placements in boxing and dance and another 10 being established with Newcastle Youth Offending Service.</p>
Steering Group continues to operate effectively	On-going	All	CG / NHG	☺	☹	1 meeting	<p>No meeting held however 3 members of the Steering group contributed to decision making regarding the Sportivate Awards.</p> <p>At this time of year the steering group normally meets to assess and ratify the new applications for next year, however as the programme is finishing at the end of March there is no need to meet. The Steering group will be informed the year progress against targets and will be thanked for their time and efforts on the scheme in due course.</p>	
Review 6 years of Sportivate in Staffordshire & Stoke on Trent and plan processes to 'complete' the Sportivate grant	01/17	4	CG / NHG	☺	☺	All reconciliation approved by SE	<p>Delivery training has taken place with over 40 deliverers attending. This workshop has reviewed Sportivate, introduced new admin practices and KPIs and assisted deliverers with marketing and This Girl Can materials and targeting.</p> <p>Collating mid-year reconciliation for the end October. TGC T-shirts being provided for female activity during October and 'Women in Sport Week in particular'</p> <p>Plan on track to complete the grant and all of the activity involved by mid-March. The Looked after Children project will roll into April / May.</p>	

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

2.1 Children & Young People

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
<u>School Games</u> Ensure successful deliver 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	☺	☺	All meetings attended	All meetings attended and sub-groups achieved their purpose. LOC and sub groups are to be put on hold for the foreseeable future due to the ongoing school games review. Working group has been established to assist in decision making in relation to level 3 events LOC working group has been utilised on several occasions to make decisions relating to level 3 school games delivery and budgetary considerations
	Ensure Project Delivery Plan is followed to deadlines	03/17	All		☺	☺		Project delivery plan followed, and deadlines met leading to the delivery of a successful summer festival
	Deliver a successful 2016 Level Three summer festival and 2017 Level Three winter festival (if funding is extended) support identified satellite events	03/17	All		☺	☺	Summer festivals with 1500 participants	A summer School Games festival was held which saw a total of 1543 young people participate in 15 competitions and a Change4Life festival. In this quarter 5 satellite competitions in 3 sports also took place involving 223 participants. Winter Festival due to take place in February 2017.
	Review 2016/17 calendar, processes etc. in conjunction with partners / stakeholders	06/16	1		☺	☺		Process for formulating 2016/17 calendar has been agreed but not undertaken due to the ongoing school games review. 2016/17 Calendar has now been reviewed in conjunction with Staffs & Stoke School Games Organisers and is being delivered



	Develop a Project Delivery Plan for 2017, incorporating review findings	09/16	2		☺	☺	Plan agreed by LOC	Provisional plans have been made for 2017 but nothing has been finalised due to the ongoing review. 2016/17 Calendar has been agreed and budget is currently being formulated Budget has been formulated
<u>SGO Support</u> Effective support of SGOs, and links to NGBs where appropriate	Support the SGO Meetings through attendance, leading on agenda items linked to SASSOT work areas (i.e. Level 3, Satellite Clubs, Primary PE & Sport Premium etc.)	On-going	All	CM	☺	☺	6 meetings	All meetings attended and planning for 2016/17 has been led on with national context provided First meeting attended and presentation given on the School Games Review with discussion held on the best approach for Staffs & Stoke All meetings attended and agenda is formulated jointly with Chair of SGO Forum

- 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	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
<u>Primary Sport Offer</u>	Support primary schools to use their Primary School Sport Funding effectively	08/16	All	CM	☺	☺	Delivery mechanism agreed and offer to schools produced	<p>Work to support schools with the effective use of their spend ongoing. Staffs PE Conference held with 110 attendees. One-to-one work with schools still taking place.</p> <p>Work ongoing as part of current contract with entrust. A new quotation brief has been sent to entrust with a view to refreshing the type of support available to schools to ensure best value for money and effectiveness of offer.</p> <p>We have undertaken an open tender process to identify a delivery partner for 2016-17 and have appointed Accelerate Learning Ltd. This new contract will commence on the 3rd January 2017.</p>
<u>Satellite Clubs</u> Manage the Satellite Clubs programme to	Submission of year 4 Satellite Club Link Makers Delivery Plan	04/16	1	CM/CP	☺	☺	49 new Satellite Clubs	Satellite Club plan agreed, signed off and funding received.



<p>ensure effective delivery across the sub-region</p>	<p>Delivery of year 4 Satellite Club Link Makers Delivery Plan</p>	<p>03/17</p>	<p>All</p>	<p>CM/CP</p>			<p>operational with 87 existing satellite clubs sustained</p>	<p>To date £63,938.00 distributed to clubs to plan and start to deliver their satellites. Supporting new clubs with their set up and developing support package to enable clubs to become sustainable beyond March 2017. Sustainability workshop delivered in conjunction with the Black Country CSP. At present there are 52 satellite clubs operational with 560 participants and 61 clubs being sustained with 1427 participants.</p> <p>At present there are 53 satellite clubs operational with 654 participants and 61 clubs being sustained with 1485 participants.</p>
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- **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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2.2 Club Development

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
Update Club Support Plan	Implement review & consultation process. Update as required. Communicate updated plan to partners	09/16	2	CG	☹️	☹️		Ongoing Superseded by Club Matters Innovation programme which is nearing completion Club Matters Innovation programme has come to an end and the model has been tested. Team members much more familiar with the programme. Clubmark licence has been renewed and team members have attended training. Awaiting new programme direction from Sport England before updating Club Support plan or similar
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	😊	😊	Comprehensive database updated and promoted	New database is now online which also allows people to sign up directly Updates made as and when informed by NGBs Full update currently being undertaken.
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	😊	😊	SASSOT Website / e-newsletter / social media highlighting club accreditation	Clubmark has been on hold whilst Nationally the programme is updated and moved online Clubmark licence maintained despite loss of Lead officer. Clubmark now relaunched nationally 2 staff already attended training and can act as Clubmark verifiers, and CG to attend the next training 1 club has signed up and will receive ongoing support.

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

2.2 Club Development

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
Increase the number of accredited clubs and enhance the support network available to them	Continue to provide ‘SASSOT Sports Club Accreditation Funding Scheme’ and ensure that the Funding Scheme includes awards for coaching qualifications	On-going	All	CG	☹️	☹️	10 clubs financially supported to achieve accreditation by 31/03/17	Clubmark accreditation promoted but as Clubmark accreditation has been on hold, has had an impact on the number of clubs applying for funding. One Club has applied for funding in this quarter Two clubs funded so far this year. Three clubs Funded so far this year
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	😊	☹️	Comprehensive club and volunteer training programme implemented, promoted and communicated	In consultation with clubs a programme of workshops were put together and have covered all 5 themes of the Club Matters resource. A Business planning workshop took place in this quarter which 11 people attended. Feedback from these workshops has been very positive. 5 workshops delivered so far this year, with an average of 10 attendees on each one. New programme to be devised and circulated.

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2.2 Club Development

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
Work with Club Matters Advisors to help clubs use the online resources	Identify clubs to work with Club Matters Advisors and help them work through the club improvement tool and work through their subsequent development plans	On-going	All	CG/CD	☺	☺	Number of clubs supported to use the club improvement tool	<p>Club Matters Advisors are working with their clubs and are over halfway through the programme. There has been some drop-out from clubs as expected</p> <p>Programme has now finished with evaluation sent to SE. Extension has been given until end of December 2016 to do some market research on clubs and why people stop going to clubs.</p> <p>Research completed, written up and submitted to Sport England – awaiting feedback. 49 clubs initially engaged and then 29 clubs continued to see the project through to completion.</p>
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 expertise and develop local case studies	On-going	All	CG	☺	☺	Clubs signposted to become CASC	Ongoing

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2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
Provide local strategic coordination for workforce development activity for the sports sector	Launch and implement new Coaching Development Plan as per new Core spec requirements from Sport England	June, March	1, 4	LB	☺	☺	New plan in place	Plan signed off by Sport England Progress against Plan accepted by Sport England at Q2 ‘health check’
Support the development and growth of the sports volunteer workforce	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	SASSOT Sports Awards and West Midlands Sports Awards taking place in November Award Ceremonies successfully delivered
	Through direct provision and effective signposting provide sports volunteers with access to education and training that meets their training needs, including disability sport CPD as shaped by the County Disability Sport forum and including the training and deployment of the Active Kids for All workforce.	On-going	4	LB	☺	☺	500 attendees on workshops	Total of 133 attendees on the education and training programme in Q1 Total of 247 attendees on the education and training programme in Q1 and Q2 Total of 355 attendees on the education and training programme in Q1, Q2 and Q3
	<ul style="list-style-type: none"> • Undertake annual planning and partner consultation exercise in order to prepare a programme for 2016/17 	On-going	1	LB	☺	☺		Completed and helped formulate plans.

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2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
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	☺	☺	Links visible	Links are visible and proactively shared
	Maintain and review regional female coaching project across the six West Midlands County Sport Partnerships aimed at recruiting, developing and supporting female coaches	Ongoing	All	LB, CD	☹	☺	20 female coaches supported by SASSOT and 100 across the region	35 SASSOT registrations and 201 across the region. Determining needs of these coaches locally in order to shape support package There are now 39 registrations. An initial get together was set up as feedback from the female coaches had requested this. However, due to lack of numbers (5 booked to attend, 7 responded to say they couldn't attend) the event was cancelled. A Facebook group is in the process of being created (again following feedback from the coaches) and it is hoped another get together can be run later in the year. Small-scale facebook group has been created as a pilot and a regional review of the programme will be taking place next year
Deliver Outcomes of the Coaching Delivery Plan	Facilitate a Community of Learning for coaches within the CSP area	Ongoing	All	LB	☺	☺	Produce Monthly e-newsletter to reach 1,250 by Q2 and 1,300 by Q4	E-Newsletter continues to be sent out on the first Friday of each month New monthly ‘Coach to Coach’ e-newsletter has been sent out to targeted group of 19 identified coaches as per the Coaching Delivery Plan, with aim to pilot this year and potential to scale up next year

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2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
Deliver Outcomes of the Coaching Delivery Plan as per Sport England Core Spec requirements	Facilitate a targeted cross-sport talent development coaching network for NGB's and other key delivery partners	March	4	LB/CD/JK	😊	😊	10 coaches developed	Progress being made against actions in Plan West Midlands ASA Regional Coaching Development programme has been identified as a key partner and conversations are ongoing. Actions have been agreed regionally between the ASA and regional CSP Coaching Leads and we are awaiting national direction on the programme from ASA
	Using local insight, identify two projects with an appropriate local delivery partner(s) to recruit and develop frontline coaches to provide meaningful activity experiences to under-represented groups in the local community	March	4	LB	😊	😊	10 coaches recruited and developed	Plans are currently being developed and agreed to implement interventions to recruit coaches and deliver activity to the female Muslim population in Shelton, low Socio-Economic population in Cross Heath and female workforce of the NHS Trust Plans are on track to be delivered against timescales
	Ensure that the design principles of the Coaching Plan for England are applied to all Sport England programmes which the CSP has co-ordinating responsibility for	March	4	LB/CM/CP/CG	😊	😊	Principles applied to Sportivate and Satellite Clubs activity	18 coaches have been recruited that deliver on these programmes to ‘test’ the implementation of these principles as per Sport England requirements Now 19 coaches are involved and continue to ‘test’ these principles
	Implementation of at least one national coaching campaign (detail to be confirmed by sportscoachUK)	March	4	LB/CD	😐	😊	One national campaign implemented locally	‘Reach’ campaign being landed locally and linked to WM Coaching Initial feedback from the female coaches requested a get together to share ideas. However, 12 coaches responded and only 5 could make the event so it was cancelled. There has also been a request for a closed Facebook group to be set up to share ideas and ask questions. This will be created over the next few months.

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		Date	Qtr					
								Small-scale facebook group has been created as a pilot and a regional review of the programme will be taking place next year
	Identify and promote funding schemes / grants that will aid coaches in accessing CPD at reduced cost	Quarterly	All	LB	😊	😊	‘Funding Opportunities for Coaching’ guide produced quarterly	Guide launched in partnership with CSPN and SCUk
SASSOT Volunteering and Leadership programme	Provide on-going support to volunteers trained in Year 1-5 of the programme.	On-going		LB/CD	😊	😊	Contact maintained with previous leaders and opportunities offered.	Volunteers kept up to date with Coaching and Volunteering e-newsletter. Volunteers supported with advice if they get in touch.
	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 2015-July 2016.	July 2016	2- for first results 4- for 2 nd results	LB/CD	😊	😊	30 volunteers recruited and deployed by July 2016.	110 volunteers recruited, trained and deployed. CD- New target set in July 2016 for academic year 2016/17 to recruit, train and deploy 30 volunteers. In the process of recruiting volunteers. 12 Level 2 Sports Leaders trained in October 2016 who will now volunteer back on School Games.
	School games workforce audit completed in conjunction with SGO’s. For the academic year	September 2016	2	LB/CD	😊	😊	Workforce audits completed by	Audits completed for next academic year 2016-2017.

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		Date	Qtr					
	Sept 2015-July 2016.						September 2016.	
	SGO's supported to address needs identified in school games workforce audit through the provision of training	Ongoing	All	LB/CD	😊	😊	Courses organised and tutored as and when needed for the SGO's.	Through the recent audit SGO's have highlighted courses they intend to run to train volunteers and we will support and coordinate this for them where needed. CSLA course planned for October 2016 to train 16 volunteers who will then be deployed into Level 2 and 3 competitions. 12 Level 2 Sports Leaders trained. Initial courses for SGOs have been planned.

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

3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
Marketing Planning & Development	Review the MarComms Plan for 2016-18 Review CRM systems / tools and develop accordingly	Jan 17	Q4	NB/LM	☺	☹	Plan produced, distributed and in operation	To be developed in line with the CSP review Attendance at webinars to explore new ‘Customer Centricity’ models, team briefed accordingly. Scoping work planned for Q4
Website Maintenance and Development	Maintain website content and continue to develop key plug ins including e-news, searchable databases, event calendar, media library	March 17	1	NB/LM	☺	☺		Content and news constantly updated.

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	Review Google analytics and other development tools	Ongoing	2	LM	☺	☺		<p>Google analytics reviewed 10,010 sessions, 7,898 unique users. Top pages viewed were:</p> <ol style="list-style-type: none"> 1. Move More In May 2. Club Finder 3. Funding pages <p>Google analytics reviewed 10,976 sessions, 8,388 unique users. Top pages viewed were:</p> <ol style="list-style-type: none"> 1. Club Finder 2. Funding 3. Jobs and Careers <p>Google analytics reviewed 8,939 sessions, 6,908 unique users. Top pages viewed were:</p> <ol style="list-style-type: none"> 1. Club Finder 2. Funding 3. Sports/basketball
Maintain and organise a comprehensive meeting and network structure	Meeting networks implemented to service all areas of sport, PE and physical activity eg. NGB Forum, SDO/Facility Managers Forum, SLCOF etc	Ongoing	All	All	☺	☺	Meetings held	Meetings held

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Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
Production of e-newsletters	Production of SASSOT monthly sport-e newsletter	Monthly	All	LM	☺	☺	12 editions of e-newsletter released 26% open rates for all publications	9 editions of e-newsletter with a total of 389 articles 25% open rate for all publications. Distributed to 1,921 subscribers. 2017 – Changing to 2 editions per month to bring the news/opportunities to our subscribers quicker as we work ‘Towards An Active Nation’.
	Production of SASSOT Coaching and Volunteering e- newsletter			LB/CD	☺	☺		6 editions successfully produced. E-newsletter goes out to 1,900 approx and average open rate is 20%. E-newsletter continues to be produced monthly
	Production of Disability monthly e newsletter			RB	☺	☺		3 editions produced and circulated via MailChimp with an average open rate of 22%. Distributed to 613 subscribers.
	Production of NGB/SGO newsletter			JK	☺	☺		6 editions circulated 1 edition circulated Next edition due mid Oct Editions circulated mid Oct and mid Dec

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		Date	Qtr					
NGB Support	Publicise NGB products, programmes and media campaigns as appropriate	Ongoing	All	NB	☺	☺		National Table Tennis Day Back to Hockey Give Horses a Go 30 days of Snowsport Go Tri #Rio Ready EFDS Together We Will Xplorer Orienteering C4Life 10 minute Shake Up Women's Outdoor Week Paralympic Carnival (Stoke) Go Tri
	Implement 'Move More In May' campaign - Develop local offer in partnership with NGBs - Engage local media Assess the impact	May 16	1	NB/LM/JK /CD	☺	☺	Programme to offer sessions in 10 sports. Media coverage gained	Campaign implemented with over 900 activities listed on the SASSOT website. Engagement of 3 radio stations and use of social media channels which saw a 50% increase in engagement. Marketing impact data collated and campaign evaluation report in progress. Campaign evaluation report completed – average of 13% of attendees found out about activities via the campaign. 2017 campaign planning meetings scheduled







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3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
Produce Annual Report	Annual Report produced 04/15 to 03/16	Jun 16	1	LM/NB	☺	☺	Articles from all funding partners achieved	2015-2016 ‘Celebrating 10 Years of Working In Partnership’ Annual Report produced that included a very complimentary article from Mike Diaper at Sport England, ‘infographics’ to highlight work of the Core Team and a comprehensive snapshot of work with NGBs. Contributions received from 16 different partner agencies that informed of specific projects where they’ve worked in partnership with SASSOT..
Implement a partner satisfaction survey	Implement the- Stakeholder Satisfaction Survey	Nov 16	3	NB		☺	To maintain satisfaction level from last year’s survey	Stakeholder Survey implemented – 49 responses received. Awaiting full results from CSPN.
	Analyse and communicate the results		4	NB				
	Implement Staff Satisfaction Survey	March 17	4	NB				

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Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
Social Media Development	Development of Social Media including Facebook and Twitter <ul style="list-style-type: none"> - Team to develop social media priorities / action - Develop benchmarking and monitoring process 	Ongoing	All	NB/LM Core Team			700 FB Likes 2000 Twitter Followers Use of You Tube	1,891 Twitter followers 659 Facebook Likes 8 Move More In May videos uploaded to You Tube with a total of 149 views. 1,950 Twitter followers 76 additional followers / 129k Impressions /203 Mentions 683 Facebook Likes / greatest post reach 693 2,024 Twitter followers 66 additional followers / 50k Impressions /149 Mentions 697 Facebook Likes / greatest post reach 17th Nov 1,784 (This Girl Can Clubercise / Go Tri)
SASSOT Community Sports Awards	Implement county Community Sports awards: <ul style="list-style-type: none"> - Community Club of the Year - Community Coach of the Year - Newcomer of the Year - Community Project of the Year - Volunteer of the Year - Aspiring Athlete 	Aug-Nov 16	Q3	NB			Winners selected and awards event held with S&SoT nominees	Award categories agreed and awards to be launched on 1st August. SASSOT awards evening to be held on 1st November 2016. 30 nominations received. Judging panel met with winners and runners up for each category agreed. Successful awards ceremony held
	Organisation of a presentation event and relevant media	Nov 16	Q3					Venue, trophies, guest, speakers etc confirmed. Awards evening for 80 attendees successfully held on 1st November with support and profile by BBC Radio Stoke.

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		Date	Qtr					
West Midlands Community Sports Awards	Work with the West Midlands Marcomms Group to coordinate the WMCSA (Website / Budget)	Nov 16	Q3	NB	☹️	😊	Awards evening held	Principle sponsor secured and formal launch of the West Midlands Community Sports Awards took place on 7th July. SASSOT has supported the development of a new website and continues to manage the budget. SASSOT continues to manage the budget however the consultancy responsible for securing sponsorship have been unable to secure the final three sponsorship deals. Successful awards evening held on 30th November at Aston Villa FC, with 250 attendees. Coverage by BBC Midlands Today.
Producing Media Releases To Advocate The Work of the CSP	Distribution of Media Releases Build relationships with 4 new media, including south couth coverage	Mar 17	All	NB Core Team	😊	😊	Min of 10 News Releases per year	School Games Level 3 Press Release Issued Move More In May Press Release Issued Great British Tennis Weekend Press Release Issued SASSOT Sports Awards Press Release 5 x West Midlands Community Sports Awards Press Releases issued
School Games Support	Deliver media training to young School Games volunteers	Jun 16	Q1	NB	😊	😊	Programme produced	Training Delivered
	Develop event programme	Jun 16	Q1		😊	😊		Event programme lanyard produced

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3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
	Support development and maintenance of School Games website	Ongoing	All		☺	☺	Website updated	Website updated and maintained Use of website to be reviewed for 2017
	Co-ordinate media hub at School Games event	Jun 16	Q1		☺	☺	Media report produced	Media hub co-ordinated at the event working with pupils from Ormiston Horizon Academy

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3.2 Research & Insight

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
Create a hub of local information and resources	Collate data to provide intelligence on the follow: <ul style="list-style-type: none"> ▪ Current levels of participation ▪ Current levels of provision ▪ Local demographics ▪ Lifestyle / needs and influences 	Mar 17	4	NB Stafford-shire University	☺	☺	Data collated and ‘Info Hub’ available	All information available on the ‘Insight Hub’ on the SASSOT website Locality Sport & Physical Activity Reports (Cannock, Stafford, Lichfield, Moorlands) made available upon request
	Continue to develop a central resource of information hosted on both the SASSOT website and Insight Hub	March 17	4					
Additional analysis	Analyse data sourced to establish the following <ul style="list-style-type: none"> ▪ Differs to national / population norms ▪ Identify gaps ▪ Identify opportunities ▪ Map local priorities 	Ongoing	All	NB Stafford-shire University	☺	☺	Insight recommendations established and communicated to key partners	Brief developed and provider sourced. Locality Sport & Physical Activity Research to be initiated in South Staffordshire in October. 3 month research project in South Staffordshire completed and findings to be presented on 17th January. Initial brief developed with N-U-L to implement research, meeting to be held in Jan

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3.2 Research & Insight

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		Date	Qtr					
Consult with partner organisations to expand current data sources	Source any additional relevant data sources held by non-sporting organisation that can support insight	Ongoing	All	NB			Additional data sourced	
Localised Sport & Physical Activity Research <i>(Understanding of local demand and supply)</i>	Develop a Brief and procure a provider to deliver the localised Sport & Physical activity research programme.	June 16	1	NB	☺	☹	Reports produced	Staffordshire University no longer have the capacity to for SASSOT to commission further localised reports. SASSOT are currently reviewing alternative options. Following a quotation process SASSOT has established a new research provider 'Know Research'.
	Work with Stoke, N-U-L and South Staffs to establish local need for implementation of the research	July 17	2		☺	☹		Initial meeting held with South Staffordshire to establish insight needs and develop a research brief. Project initiation meeting planned for 18th October. Initial brief developed with N-U-L to implement research, meeting to be held in Jan.
	Develop bespoke briefs with each locality and agree timescales for roll out with Staffordshire University	Aug 17	2		☺	☹		Meeting held with South Staffordshire and initial scope of the research developed Project initiation meeting planned for 18th October
	Implement research , produce and communicate reports	1 st Report Sept	2		☺	☹		Research programme to commence in South Staffordshire in October. 3 month research project in South Staffordshire completed and findings to be presented on 17th January

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Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
Monitor and evaluate the impact of appropriate programmes	Sportivate, Satellite Clubs, Primary School Sport Premium, Aiming High, School Games, Community Games programmes	Qtly	All	All program managers	☺	☺	M&E reports produced and provided to funders and Exec	Monitoring completed and targets met
Review the role and allocation of ‘Relationship Managers’	Review value of process and organise meeting accordingly	June 16	1	MT/NB Core Team	☺	☹	Mgrs / Officers allocated roles Review meetings held and actions agreed	Meeting held with Inspiring Healthy Lifestyles to ensure that SASSOT supports key organisational priorities. Inspiring Healthy Lifestyles attended SLCOF to provide an organisational overview. To be reviewed
Collate and report Active Lives Survey data	Provide a gateway to the Active Lives data and provide further analysis upon request	Ongoing	All	NB	☺	☺	LA Sports Profiles produced	APS10 Q2 results published via e-news and presented at SLCOF. Information on the new ‘Active Lives’ survey provided to SLCOF. Full APS10 data to be published in Dec 2016. Full APS10 results published and communicated with partners. SASSOT have achieved positive directions of travel for both the 1x30 and 3x30 targets as well as a number of the KPI2-6.

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

3.2 Research & Insight

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
Support Staffordshire and Stoke Public Health in the development of relevant research projects	If application to CHAD on the Sport and Physical Activity Participation research across Staffordshire and Stoke is successful support implementation of the project and development of appropriate Action Plan based on findings	Mar17	All	MT/NB Public Health Board Members	.		Research completed and Action Plan developed	Application unsuccessful
Advocacy and promote Sport England’s data tools and insight	Maintain and develop knowledge of SE data tools	Ongoing	All	MT/NB	☺	☺	Support 5 partners directly	Active People Training given to some core team members
	Communicate developments to partners and provide training where appropriate	Ongoing	All					
Demonstrate impact of local partner investment	Collate data to produce localised documents	Oct 16	3	NB Core Team	☺	☺	11 Impact documents produced	Data to be collated in October with final documents to be completed by the end of November
	Produce 11 localised partner impact documents and distributed to partners	Nov 16	3					Impact documents completed and distributed to partners

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

3.3 Facilities

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		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	Mar 17	All	MT/NB/ BH	☺	☺	Sub-regional Facilities Framework available to partners.	Framework is available to relevant partners through password protected area on web site.
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.	Ongoing	All	MT/NB			Number of community groups supported to use the Asset Transfer toolkit	No requests received this quarter.
	Promote the new Sport England Club Matters club resource.	Ongoing	All	CG	☺	☺		Pilot programme involving 37 clubs continues to be implemented. Training and development courses on organised. Programme completed and clubs being signposted to the resource. Attended Stoke on Trent Clubs evening. Ongoing promotion from whole team and awaiting direction and any new resources from Sport England within new strategy.

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

3.3 Facilities

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
To be an advocate for sport on education sites	Advocate and promote Sport England’s “Win Win” toolkit to local partners.	Ongoing	All	MT	☺	☺	Increase in NGBs / sports groups accessing school sport facilities	2 schools signposted to the web site.

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

3.4 Funding and Investment

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		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.	Ongoing	All	BH	☹️	☹️	Partners supported & feedback via Satisfaction Survey	Information provided to rugby, football and cricket clubs during the quarter. Awaiting announcement from Sport England on future investment funding opportunities.
	Provide one to one support as appropriate and update SASSOT investment log			Core Team				
	To identify and promote funding opportunities (local/regional/national), to partners, clubs and other community groups to support their projects	Ongoing	3	SDOs & NGBs			Production of funding information pack	Awaiting announcement from Sport England on future investment funding opportunities.
	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	Ongoing	All	BH	😊	😊	On-line information is accurate & up to date	Funding section is up to date. Awaiting announcement from Sport England on future investment funding opportunities. Document outlining LA grant schemes updated and published

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

3.4 Funding and Investment

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
	To advise Sport England and other external funding organisations on the merits and local fit of applications for funding	Ongoing	All	MT/BH/	☺	☺	Response times re feedback achieved	Director is in regular dialogue with Sport England Strategic Facilities Lead and Planning Manager re several developing projects.
	To proactively advocate at a strategic level the value of local projects with Sport England and other funding bodies							
	Develop SASSOT data and insight guide to assist partners in developing strong funding applications.	09/16	All	BH	☺	☺	Intelligence Data Support Guide is up to date and available for partners	Data packs available for each LA area.
	Provide one to one support to partners as required to help them evidence the need for specific projects.	Ongoing		NB	☺	☺		Reviewing the commissioning of SASSOTs local Sport and Physical Activity Insight Research programme. Contract awarded for work to commence in South Staffordshire in October. 3 month research project in South Staffordshire completed and findings to be presented on 17th January
	Continue to develop resources and strategic documents that will that will assist partners when applying for funding i.e. facility plan							

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

3.4 Funding and Investment

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
Identify and apply for additional funding that will support the SASSOT and its partners to deliver sport and physical activity objectives	Continue to engage with Staffordshire Public Health to influence the development of the Active Staffordshire Plan and commissioning of Physical Activity services linked to a wider strategic plan for an integrated sport and physical activity offer.	Ongoing	4	MT/BH/		☺	New investment into sport from Public Health or CCG sources	This work has been superseded , as initial discussions are underway with Staffordshire Health and Wellbeing Board regarding a high level strategy for inactivity linked to the Sustainable Transformation Plan
	Engage with locality commissioning leads to positively influence the positioning of sport and physical activity within locality commissioning prospectuses							
	Proactively identify and apply for funding to sustain and develop SASSOT’s local delivery offer such as locality commissioning opportunities	Ongoing	4	BH			Applications made to relevant external funding pots	

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	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
Regular Board meetings held	Meetings held quarterly	On-going	All	Chair / MT	☺	☺	Partner satisfaction rating of good achieved for governance	May Board meeting held. July meeting used as an initial Board/Team Business Development Workshop Sport England six month assessment of Board Effectiveness and leadership Green. Oct Board meeting held. 8 Dec Extraordinary Board meeting held
Publish minutes	Minutes published	On-going	All	MT/LM	☺	☺	Minutes published on time	18 May minutes published on 24 May 2016. 13 July workshop SWOT notes presented together with Core Team feedback at V2020 group meeting on 23.08.16 19 Oct minutes published on 10 Nov 2016 14 Nov – Board Working Group to consider the 'Confidential' CSP Future paper
Board Development	Continue to implement Board Development update sessions as agreed.	On-going		Chair / MT	☺	☺	Programme of updates implemented	Collective Board evaluation results collated and report presented to May meeting. Vision 2020 Group to develop an Action Plan to address development areas. Individual Board member Appraisal system pilot to be reviewed by Vision 2020 Group. Vision 2020 report prepared for consideration at October Board meeting. Report presented
Prepare reports for Board as required	Reports presented to Board	¼ly	All	MT	☺	☺	Meetings held & reports produced	Reports prepared and presented to Board.

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	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
Business Plan development	New 2017-2021 Business Plan to be developed	April 2017	All	Board, Vision 20/20 Working Group Members, Director, Team, Partners	😊	😊	Report with recommendations produced and presented to the Board	Board/Team Business Development Workshop held July. Vision 2020 Group considering information and preparing recommendations for future actions. Vision 2020 Group recommendations to be presented to the October Board. Recommendations presented. Initial short Business Plan summary being developed

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	Q2	Q3	Target	Progress update 01.04.16-31.12.16
		Date	Qtr					
Manage individuals and team	Work programmes agreed for core team	4/16	1	MT Supported by JK & Chair	😊	😊	Partner satisfaction rating for team – to achieve good	Board agreed Delivery Plan and Budget for 2016/17 at May Board meeting. Team progressing agreed work programmes.

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	Q2	Q3	Target	Progress update 01.04.16-31.12.16	
		Date	Qtr						
Invest in team building	Carry out individual Training Needs Analysis with team and compile into organisations needs analysis. Use to compile an annual training / development programme	June 16	1		☺	☺	Training plan developed & implemented	Training Needs Analysis process underway – briefing given to Line Managers TNA process completed, results being collated / analysed Results analysed and discussed as a team / individually. Team Training Plan in development	
	Analyse results of 2016 CSPn Staff Satisfaction Survey and action plan based on results	April 16	1		☺	☺			Results discussed at April Team Meeting and actions agreed. 'Quiet Area' / meeting corner created in main office PDR documents being reviewed in line with Team's suggestions for improvement
	Carry out 2017 CSPn Staff Satisfaction Survey with team	March 17	4						
Invest in personal development	See above	March 17	1		☺	☺		Training Needs Analysis process underway – briefing given to Line Managers TNA process completed, results being collated / analysed Results analysed and discussed as a team / individually. Team Training Plan in development	
Review structure of CSP as appropriate to emerging agenda and priorities	Team meetings held	Monthly	All		☺	☺	Team meetings held	Monthly meetings held. Team workshop to review PESTEL and SWOT analysis organised. Monthly meetings held.	
	Support and mentor team members	On-going	All		☺	☺		High levels of job satisfaction and satisfaction with working for SASSOT evident from the Staff Satisfaction Survey. Team Training Plan in development	



Report to the Board – Enclosure 4

Report Title	Review of Risk Register
Date	25 January 2017

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

Contact Officer	Name:	Mark Thornewill
	Tel:	01785 619896

For Information	
For Decision	x

1. Purpose of Report

To review the Risk Register and advise Board Members of any changes to the identified risks or the ratings re probability and impact.

2. Recommendation(s)

- i. That the current Risk Register be noted including the additional risk mitigation relating to the commissioning of a Governance Review to review the Partnership’s future governance arrangements to ensure that we are fit for the future and comply with the new “Code For Sports Governance”
- ii. That Board Members also consider the need for any additional amendments to the current risks or the ratings regarding probability and impact. (See appendix 1 for detail).

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

4. Report

The current SASSOT Risk Management Plan is set out in the Business Plan as follows:

Risk Management

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

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

Our risk management process involves:

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

The process of risk management is aimed at:

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

The main categories of risk we consider are:

- **Strategic** - risks associated with operating in the sport, physical education and active recreation industries

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

Other risks include:

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

The Process

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

The 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. Non identification and engagement of those NGBs who wish to focus on Staffordshire and Stoke-on-Trent
13. High staff turnover
14. Unclear roles and responsibilities with partner agencies
15. Withdrawal of host agency.

The Risk Register was last reviewed by the Board in October 2016.

An additional risk mitigation action included in this update includes the commissioning of a Governance Review to review the Partnership's future governance arrangements to ensure that we are fit for the future and comply with the new "Code for Sports Governance"

The full Risk Register is attached at appendix 1.



RISK REGISTER AND RISK MANAGEMENT PLAN 2016/17

Strategic

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

Compliance

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

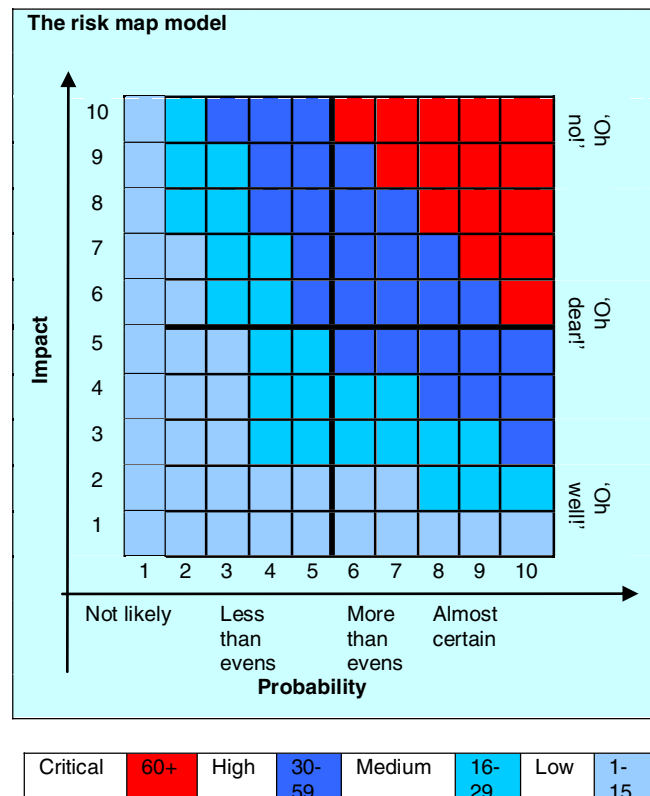
Financial

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

Operational

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

RISK CONTROL





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 the '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 CSP's; Supporting strategic partners with the development and implementation of high level strategic plans such as "Sportshire" and Sport in Renaissance. Advocacy by Board Members for the value of sport and physical activity and CSPs role. Providing evidence of the CSP's impact and contribution to the wider local agenda including economic prosperity, health improvement, community safety and development. Partner satisfaction survey Annual Impact Statements prepared for partners Implementation of Vision 20/20 recommendations. 	Staff & Board Time	Chair & Director
	Delivery of Sport England Core Specification, achievement of targets and monitoring report for SE	✓		<ul style="list-style-type: none"> Development and implementation of a SMART Delivery Plan. Implementation of the Good to Great Improvement Plan. Regular updating of NGB Tracker and demonstration of impact.. Employment of core team with necessary skills and expertise to deliver. Regular monitoring process in place with 1/4ly reporting of progress to Board and 6 monthly to Sport England Annual Partner satisfaction survey carried out and acted upon 	Budget secured and apportioned. Core team employed Delivery Plan Developed and approved by Board Good to Great Improvement Plan implemented and reviewed. NGB Tracker updated regularly Satisfaction survey completed.	Director
	Delivery and sustainability of People, Places, Play programmes such as Sportivate, Satellite Clubs, School Games Level 3, Delivery of Coaching Development and support Primary School PE and Sport programme. Disability Sport programme Monitoring report to Board and SE.	✓		<ul style="list-style-type: none"> Employment of core team members with necessary skills and experience to delivery 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	Director Sports Manager Workforce Development Manager Marketing and Communications 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 4 Impact 8 (Score = 32)	Recruitment process	✓		<ul style="list-style-type: none"> Ensure speedy recruitment by agreed process 	Partnership Director Ongoing	Chair & Director
	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 & Partnership Director Ongoing	Chair & Director
	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 & Partnership Director by Ongoing	Chair & Director
	Engage Board in Strategic Delivery	✓		<ul style="list-style-type: none"> Commission a Governance Review to review the Partnerships governance and arrangements for the future Refresh Board member Skills Audit Board Champions to be consulted on relevant programmes and progress reports. Vision 20/20 Board Working Group to reconvene as necessary to review progress and advise Board of further development areas 	Chair & Partnership Director Governance Working Group Members Application to Sport England for funding to support the review. Completion May 2017	Chair & Director

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 & Director
	Leadership and Management of Core Team	✓		<ul style="list-style-type: none"> Development of Delivery Plan, Training & Development Programmes 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 	Partnership Director Team meetings – monthly PDR's – 6 monthly CPD implemented as per T & D plan	Director



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, Director, Sports Manager, Strategic Partnerships, Workforce and Investment Manager, Youth Sport Manager, Knowledge Communications and Equalities Manager, Youth Sport Manager Sportshire coordinator & Sport in Renaissance Project Manager Ongoing Vision 20/20 Working Group to review progress £10k for Web Site development.	Chair & Director
	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 	Partnership Director, Core Team May 15	Director
	Partnership Events	✓		<ul style="list-style-type: none"> Events to be planned and delivered to agreed schedule. 	Core Team	Director
	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	Director



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 CEO's represented on Board Board Member advocacy for the Partnership Influence through SLCOF supporting partners to achieve aims with SASSOT adding value Include leaders and port-folio 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, Partnership Director & Ongoing	Chair Director
	Organise appropriate Partnership events and support local partners organise major events e.g Level 3 School Games Sports Festival.	✓		<ul style="list-style-type: none"> SE "Creating a Sporting Habit for Life" and "In It For The Long Run" Tool Kit advocated and promoted to local partners Influential appointments on Board Events to include cross cutting themes Members to attend events Regular updates to Members on programme delivery Support the LOC in the delivery of a successful Level 3 School Games 	Chair, Partnership Director & Core Team Ongoing	Chair Director
	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 	Partnership Director, Strategic Partnerships Manager and core team Ongoing	Director



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 Councils where appropriate, in place and adhered to	✓		<ul style="list-style-type: none"> Processes to comply with government procedures implemented inline with Delivery Plan – finance, H&S, data protection, CRB, grant aid forms and conditions. Hosting Agreement with SBC in place and reviewed annually. 	Partnership Director Ongoing	Director
	Constitution to set out purpose and governance operations	✓		<ul style="list-style-type: none"> Constitution to be reviewed by Board in line with Business Plan review under review Board to consider findings from Sport England Audit report and implement where appropriate 	Chair & Partnership Director Constitution reviewed in line with Business Plan review.	Chair Director

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 	Partnership Director and core team. Returns submitted in line with funders requirements	Director



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 9 Impact 10 (Score = 90)	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 Director and Core Partners Implement Good To Great Improvement Plan Continue to develop the local partner Relationship Manager initiative Improve presentation and communication of annual Impact Statements for local funding partners Production of Annual Report highlighting the achievements of the Partnership. 	Partnership Director, Sports Manager Knowledge, Communications and Equalities Manager, Vision 2020 Group to review as appropriate To March 2016	Director
	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. 	Partnership Director To March 2016	Director
	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 January 2017	Chair and Director
	Develop and sustain a contingency fund to cover employee liabilities	✓		<ul style="list-style-type: none"> Maintain the contingency fund to at least £269,000 to cover the Partnership's potential redundancy liabilities. 	Partnership Director and Board Finance Champions.	Finance Champions and Director
	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	Director



9 Inability to raise new funding

Risk	Controls	Evaluation		Action	Resource and Time	Risk Owner
		Ok	Not ok			
9. Probability 8 Impact 9 (Score = 72)	Meet regularly with local core funding partners to review delivery and needs		✓	<ul style="list-style-type: none"> Waiting for full details of Sport England's core specification requirements to be able to Identify future markets and role of CSP Development of annual core offer for local partners - pending receipt of Sport England Core Spec requirements 	Partnership Director, Board Champions, Relationship Managers 6 monthly	Director
	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 	Partnership Director, Sports Manager and Strategic Partnership Manager Annually	Chair Director
	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 	Partnership Director, Sports Manager, Strategic Partnerships Manager, Knowledge and Communications Manager, supported by core team	Director

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	Partnership Director, Sports Manager, SBC Finance & Board Finance Champions Quarterly	Director Sports Manager
	Financial reports	✓		Updated report to be presented to each meeting of the Board	Partnership Director & Board Finance Champions Quarterly	Director

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 = 54)	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 	Partnership Director Ongoing	Director
	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 	Partnership Director, Sports Manager and Line Managers	Director Sports Manager
	Investing in core and extended team staff	✓		<ul style="list-style-type: none"> Training and development programmes Implementation of CPD programme via regional & national CSP network 	Partnership Director & Workforce Development Manager	Director



12 Non identification and engagement of those NGBs who wish to focus on Staffordshire

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	✓		<ul style="list-style-type: none"> Continue regional and sub-regional discussions with NGBs via regional and the sub-regional forum. Continue to utilise the new SASSOT NGB Tracker Communicate NGB requirements to SASSOT team and partners via local networks. Organise appropriate NGB/LA/HE/FE Engagement events to development Action Plans based on priorities. Support delivery via the continued employment of an NGB Activation Officer. 	Director, Sports Manager, Core Team and appropriate NGB officers	Director
		✓		<ul style="list-style-type: none"> Invite NGBs who wish to focus on Staffordshire to present at local network meetings. Audit LA NGB priorities. Development of Action Plans with Sports Manager, NGB Activation Officer and appropriate partners 	Sports Manager, NGB Activation Officer. Knowledge and Communications Manager	Sports Manager
		✓		<ul style="list-style-type: none"> Agree actions to support individual NGB' to support their delivery in Staffs 	Sports Manager	Sports Manager

13 High staff turnover

Risk	Controls	Evaluation		Action	Resource and Time	Risk Owner
		Ok	Not ok			
13. Probability 7 Impact 8 (Score = 56)	Succession planning	✓		<ul style="list-style-type: none"> To develop the Partnership core and extended team staff and partnership network for promotional opportunities through the implementation of a CPD programme 	Partnership Director, Board Champions and Workforce Development Manager Ongoing	Chair Director
	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 	Partnership Director Ongoing	Director
	Annual Delivery Plan	✓		<ul style="list-style-type: none"> Plan consulted upon and implemented 	Partnership Director and Core Team	Director
	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 Manager Annually November	Director
	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	Director
	Future Responsibility of CSP's			<ul style="list-style-type: none"> Contracts agreed with Sport England and local funding partners. 	Board & Partnership Director	Chair Director
	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, Partnership Director and Host Agency May	Chair Director
	Service Level Agreement with Host	✓		<ul style="list-style-type: none"> In place 	Partnership Director and Host	Director & Host
	Host represented on Board	✓		<ul style="list-style-type: none"> In place 	Partnership Director and Host	Director & Host

Reviewed January 2017
Date of Next Review: April 2017



Report to the Board - Enclosure 5

Report Title	Financial Report - 1 April 2016 to 31 December 2016
Date	25 January 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 2016 to 31 December 2016.

2. **Recommendation(s)**

Not applicable.

3. **Executive Summary**

The report has been produced to compare the actual financial performance for the period 1 April 2016 to 31 December 2016 against the budget. The Board Finance Champions have been consulted on the preparation of the report.

The budget summary is as follows:

Budget to 31 Dec 16		Actual to 31 Dec 16	Variance
Expenditure	£705,793	£706,181	+ £388
Income	£1,294,002	£1,376,302	+ £82,300

4. Report

The attached figures (Appendix 1) show a detailed breakdown of the financial performance against the budget from 1 April 2016 to 31 December 2016.

Overall income is above the estimated budget by some £82,300 primarily as a result of successful funding application to Sport England's Sportivate Innovation Fund, together with match funding from the Office of the Police and Crime Commissioner and Staffordshire County Council Looked After Children's Service. Additionally, we recently received Staffordshire County Council's 50% contribution towards the jointly funded Sportshire Co-ordinator post for the period where this was provided via a secondment of a SASSOT team member to cover the maternity leave of the substantive post holder.

Exception reports for each budget heading are shown below.

1. Partnership Services

Expenditure

Employee costs are currently overspent by £14,430. This relates to the Sportshire Co-ordinator secondment arrangement highlighted above. This is balanced off by receipt of the 50% contribution to the secondment arrangement from Staffordshire County Council, shown in the increase in Partnership funding income

Income – See above.

2. Equity - No exceptions to report

3. Research and Insight - No exceptions to report.

4. NGB Activation and Volunteer Co-ordinator

This budget has been re-profiled as we received an additional one year of funding (£8,000) to continue our DfE Volunteering work during the academic year of 2016-17. Additionally, the NGB Activation and Volunteer Co-ordinator role became part time in September as the officer has taken on the part time School Games Co-ordinator role. The post holder will continue to work on a part time basis as the NGB Activation/Volunteer Coordinator until we receive details of Sport England's future core specification requirements for this area of work. We have also received a small grant from England Handball (£1,330).

There are no exceptions to report against the re-profiled budget.



5. Club Development

Expenditure – No exceptions to report

Income

Due to the original post holder emigrating in early September, £3,800 has been transferred to the NGB Activation Volunteer Co-ordinator budget to oversee elements of this work for a temporary period pending full details of the new Core Specification requirements. Therefore, the income for this budget is now £3,800 less than planned, and the income for the NGB Activation Volunteer Co-ordinator budget has been increased accordingly.

6. Sportivate

Expenditure - No exceptions to report

Income

£64,294 above estimated budget due to a successful funding application to Sport England's Sportivate Innovation Fund, together with match funding from the Office of the Police and Crime Commissioner and Staffordshire County Council Looked after Children's Service.

7. Coaching Development

Expenditure - No exceptions to report

Income - £1,741 above expected income due to transfer of £1,700 from Partnership Services to provide a delivery budget for the Coaching Plan. Also, income from course delivery slightly higher than expected

8. Youth Sport and Satellite Clubs

This budget has been re-profiled as we received an additional one year of funding (£51,025) to continue our work supporting the Primary School PE and Sport Premium during the academic year of 2016-17. The original Youth Sport budget only allowed for the Youth Sport Manager's post to be in place to end Sept 16. With the Primary funding confirmed the post has been extended to March 31 17. We require further details of Sport England's programmes and Core Specification requirements before we can commit to posts beyond March 17.

The amount of Primary School PE and Sport Premium grant that we need to carry forward to cover this programme for April to August 17 is reflected in the contingency figure.

There are no exceptions to report against the reprofiled budget.

9. Level 3 School Games

This budget was originally set to cover the period April 16 – August 16 to allow for the organisation of the Level 3 Summer Festival in 2016. We have since received an additional one year of funding (£45,000) to support the organisation of winter and summer Level 3 Festivals in 2017. The Level 3 Festivals are now being organised by our NGB Activation Officer/Volunteer Co-ordinator who will pick up the part time School Games Co-ordinator role and will also work on the NGB Activation, Volunteer Co-ordinator role on a part time basis for a temporary period until we receive details of Sport England's future Core Specification requirements for these areas of work.

The Level 3 School Games budget has been re-profiled to cover the period April 16 to August 17. We received the full £45,000 grant for the 2017 events in one payment so the amount we need to carry forward to cover this programme for April to August 17 is reflected in the contingency figure.

There are no exceptions to report against the reprofiled budget.

**Sport Across Staffordshire and Stoke-on-Trent
1st April 2016 - 31st March 2017 Budget**

1. Partnership Services

Description	Work Area	Budget 16/17	Budget 01/04/16 - 30/09/16	Actual 01/04/16 - 30/09/16	Variance
Expenditure		£	£	£	£
Employee costs		247,120	185,340	199,770	14,430
Premises costs & Insurance		31,000	28,500	28,822	322
Clothing & uniform		250	0	-	0
Equipment		600	450	-	-450
Printing, stationery and postage		2,520	1,890	947	-943
Telephones		1,500	1,125	684	-441
Computer Services		1,500	1,125	312	-813
Conferences, Training, Subsistence		4,000	1,500	1,393	-107
NGB Activation	NGB support & vol dev	16,350	16,350	16,351	1
Professional Fees	Sportshire & Renaissance	22,850	7,550	7,550	0
Coaching Services	Coaching support	2,940	2,940	2,941	1
Marketing		8,000	6,000	5,255	-745
Subs to Outside Bodies		4,500	4,500	4,600	100
Young Persons Sports Awards		2,000	0	-	0
Professional Services	Multi Sports Hub Project	8,000	8,000	7,895	-105
Contingency Fund		258,900	0	-	0
	Total	612,030	265,270	276,520	11,250
Income					
Grants		289,030	289,030	289,033	-3
Partnership Funding		99,250	92,000	111,672	-19,672
Balance C/Fwd		223,750	223,750	223,750	0
	Total	612,030	604,780	624,455	-19,675

2. Equity

Description	Work Area	Budget 2016/17	Budget 01/04/16 - 31/12/16	Actual 01/04/16 - 31/12/16	Variance
Expenditure		£	£	£	£
Employee Costs		14,190	10,643	11,334	691
Telephone		260	195	79	-116
Printing and Stationery		250	188	14	-174
Grants	Access Across Staffordshire/Aiming High	39,500	25,000	22,463	-2,537
	Total	54,200	36,026	33,890	-2,136
Income					
Grants	Aiming High	40,200	22,671	22,671	0
Joint Financing Contributions		14,000	14,000	14,039	-39
	Total	54,200	36,671	36,710	-39

3. Research and Insight

Description	Work Area	Budget 2016/17	Budget 01/04/16 - 31/12/16	Actual 01/04/16 - 31/12/16	Variance
Expenditure		£	£	£	£
Professional Fees		14,740	2,645	2,645	0
	Total	14,740	2,645	2,645	0
Income					
Joint Financing Contributions		14,740	14,740	14,740	0
	Total	14,740	14,740	14,740	0

**Sport Across Staffordshire and Stoke-on-Trent
1st April 2016 - 31st March 2017 Budget**

4. NGB Activation and Volunteer Coordinator

Description	Work Area	Reprofiled Budget 2016/17	Budget 01/04/16 - 31/12/16	Actual 01/04/16 - 31/12/16	Variance
Expenditure		£	£	£	£
Employee costs		24,100	20,800	20,215	-585
Grants	NGB Delivery and Volunteer dev	11,490	3,000	2,582	-418
Telephone		110	83	79	-4
Printing and Stationery		100	75	-	-75
Travel and Subsistence		120	90	139	49
Subscriptions	Coach Web system	230	230	225	-5
Equipment		1,180	1,180	1,184	4
Professional Fees		1,250	938	731	-207
Contingency	Carry Forward	2,440	0	-	0
	Total	41,020	26,396	25,155	-1,241
Income					
Joint Financing Contributions		29,220	29,100	29,115	-15
Government Grants		11,800	11,800	11,800	0
	Total	41,020	40,900	40,915	-15

5. Club Development

Description	Work Area	Budget 2016/17	Budget 01/04/16 - 31/12/16	Actual 01/04/16 - 31/12/16	Variance
Expenditure		£	£	£	£
Employee costs	Club Development	11,660	11,660	9,447	-2,213
Grants	Club Development Grants	5,470	1,000	320	-680
Professional Fees		6,600	4,950	3,200	-1,750
	Total	23,730	17,610	12,967	-4,643
Income					
Government Grants		10,000	10,000	6,200	3,800
Joint Financing Contributions	Balance b/fwd	13,730	13,730	13,732	-2
	Total	23,730	23,730	19,932	3,798

6. Sportivate

Description	Work Area	Budget 2016/17	Budget 01/04/16 - 31/12/16	Actual 01/04/16 - 31/12/16	Variance
Expenditure		£	£	£	£
Employee Costs		35,830	26,873	25,267	-1,606
Rents & Event Hospitality		1,200	1,200	1,213	13
Telephone		200	150	79	-71
Promotions		2,800	2,800	3,377	577
Travel & Subsistence		200	150	383	233
Grants		170,690	110,000	109,758	-242
	Total	210,920	141,173	140,077	-1,096
Income					
Government Grants	Sportivate	206,430	206,430	270,724	-64,294
Joint Financing	C/Fwd	4,490	4,490	4,829	-339
	Total	210,920	210,920	275,553	-64,633

7. Coaching Development Support Network

Description	Work Area	Budget 2016/17	Budget 01/04/16 - 31/12/16	Actual 01/04/16 - 31/12/16	Variance
Expenditure		£	£	£	£
Employee Costs	Coach Dev Manager	43,880	32,910	32,865	-45
Telephone		150	113	80	-33
Travel and Subsistence		190	143	311	168
Grants	Coach CPD and Bursaries	4,820	1,000	656	-344
	Total	49,040	34,166	33,912	-254
Income					
Sport England Grant		40,000	40,000	40,000	0
Joint Financing Contributions		9,040	9,039	10,780	-1,741
	Total	49,040	49,039	50,780	-1,741

**Sport Across Staffordshire and Stoke-on-Trent
1st April 2016 - 31st March 2017 Budget**

8. Youth Sport and Satellite Clubs

Description	Work Area	Reprofiled Budget 2016/17	Budget 01/04/16 - 31/12/16	Actual 01/04/16 - 31/12/16	Variance
Expenditure		£	£	£	£
Employee Costs		67,780	50,835	50,479	-356
Training		510	383	210	-173
Clothing and Uniform		30	0	-	0
Telephone		250	188	178	-10
Printing, stationery and postage		750	563	36	-527
Professional Fees	Primary School Contract	37,420	9,000	9,000	0
Travel and Subsistence		1,000	750	224	-526
Hospitality		160	120	54	-66
Contingency		21,780	5,993	5,993	0
Grants		113,520	85,140	85,018	-122
	Total	243,200	152,972	151,192	-1,780
Income					
Sport England Grant		215,680	215,675	215,675	0
Joint Financing Contributions	Balance C/f	27,520	27,520	27,515	5
	Total	243,200	243,195	243,190	5

9. Level 3 School Games

Description	Work Area	Reprofiled Budget 2016/17	Budget 01/04/16 - 31/12/16	Actual 01/04/16 - 31/12/16	Variance
Expenditure		£	£	£	£
Employee Costs	School Games Coordinator	19,620	14,715	15,118	403
Premises costs	Facility hire	4,530	2,800	2,773	-27
Telephone		80	50	46	-4
Equipment		7,260	6,300	6,262	-38
Printing, stationery & post		420	110	111	1
Professional Fees		4,570	2,560	2,560	0
Grants		1,000	1,000	1000	0
Hospitality		2,160	1,600	1,580	-20
Clothing & uniform	Competitor and vol T shirts	1,400	400	373	-27
Contingency	Carry forward into 2017-18	28,990	0	-	0
	Total	70,030	29,535	29,823	288
Income					
Grants		63,750	63,750	63,750	-
Joint Financing	Balance C/f	6,280	6,277	6,277	-
	Total	70,030	70,027	70,027	0

Note:

Expenditure - a minus sign indicates an underspend on budget
Income - a minus sign indicates an increase on budget