



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

AGENDA

**27 January 2016 at 2.00pm (light lunch at 1.15pm)
White Room, County Buildings, Staffordshire County Council**

1. Apologies
2. Declarations of Interest
3. Minutes of last meeting (21 Oct 2015)
4. Matters arising
5. Year 2015/16 reporting:
 - i. Q3 Delivery Plan progress report for 2015/16 – MT (Enc 1)
 - ii. Risk Assessment – MT (Enc 2)
 - iii. Financial report to 31st December 2015 – MT (Enc 3)
6. Vision 2020 – Board Level Evaluation – performance review development – SF (Enc 4)
7. Working in partnership with the Office of the Police and Crime Commissioner – Ben Hollands (Enc 5)

Items for information:

8. Sporting Future – A New Strategy for an Active Nation – MT (Enc 6)
 9. SAPH Progress Update – Dr Peter Jones
 10. Facilities Framework Priorities Mapping – Ben Hollands (Enc 7)
 11. Sportshire Update – Jude Taylor (Enc 8)
 12. Date, time and theme(s) of future meetings
-

4.15pm - 'Get To Know You' – SASSOT Board & SASSOT Team

5.15pm – Buffet

5.55pm – Closing remarks

Sport Across Staffordshire & Stoke-on-Trent
Board Meeting

21 October 2015, 2.00pm, Walton Room, Stafford Borough Council



Meeting Minutes

Present Attendees		Apologies	Also Distributed To:
Sue Finnigan (SF) Chair	SASSOT Chair	Andrew Donald	SASSOT Core Team
Peter Jones (PJ)	Staffordshire University	Angela Dale	
Adam Hill (AH)	Stafford Borough Council	Michelle Adams	
Andy Weston (AW)	English Schools' FA	Jonathan Pace	
Caroline Holder (CH)	Entrust	Sajid Hashmi	
David Pinnock (DP)	Voluntary Sector	Trevor Humphreys	
Janene Cox (JC)	Staffordshire County Council		
Malcolm Duncan (MDu)	Voluntary Sector		
Mark Deaville Cllr (MDe)	Staffordshire County Council		
Russell Turner (RT)	Sport England		
Simon Dickie (SD)	British Rowing		
Tilly Flanagan (TF)	Public Health Staffordshire		
Tony McGovern (TM)	Cannock Chase Council		
Mark Thornewill (MT)	Partnership Director, CSP		
Leigh Morton (LM) notes	Admin Officer, CSP		
In attendance: Chris Austin, Events and Commercial Manager, Stoke-on-Trent City Council Mike Huss, Sport Development Manager, Keele University			

Summary of Issues and Action

No.	Item Topic	Action	Date Due
1.	Apologies – as above		
2.	Declarations of Interest - none		
3.	<p>Staffordshire Academy of Human Performance (SAHP) – Dr Peter Jones Presentation given to outline the concept and proposal to develop the SAHP programme for elite athletes across Staffordshire and Stoke-on-Trent. Athletes and team sports would benefit from many things including the latest application of psychology, conditioning and nutrition to help them to achieve their best.</p> <p>Points/observations raised were as follows:</p> <ol style="list-style-type: none"> 1. SAHP would fill the gap in the middle as UK Sport reach down and NGBs reach up. SAHP offer could tie in with NGBs 2. To ensure the best possible athlete selection - liaise with clubs, coaches and schools as well 3. Is there a subscription model or payment model that the athletes could sign up to? Establish the baseline of now and where we want to be. Include the role of mentoring of young athletes. 4. SAHP would tie in well with SASSOT's coach education programme and in the longer term could have economic impact when local elite athletes become role models and advocate for holding events in Staffs/Stoke 		

	<p><u>Next steps</u></p> <ol style="list-style-type: none"> 1. PJ, Jane Kracke and Jude Taylor to form a group made up of representatives from SCC, City of SoT, Staffs Uni, Disability Sport & NGBs (England talent pathway) 2. Proposal to go to University Sport Management Board in December for agreement. Funding required would be in the region of £130k a year for 3-4 years and a potential source was a bid to SCC, Staffs Uni Finance Director and offers from various organisations 3. Develop the SAPH business plan for launch in September 2016 <p>Action</p> <ol style="list-style-type: none"> 1. Contact Peter via email (peter.jones@staffs.ac.uk) with any thoughts or support (cash or in-kind). 2. Evidence - PJ to liaise with Derbyshire Institute of Sport re how their similar project has worked 3. PJ to provide progress update at the next board meeting. <p><u>Decision</u></p> <p>It was agreed that, at this stage, Board Members were supportive ‘in principle’ and would like to see the business plan once it was developed.</p>	<p>PJ</p> <p>All</p> <p>PJ</p> <p>PJ</p>	<p>Nov</p> <p>Oct</p> <p>Oct/Nov</p> <p>27.01.16</p>
4.	<p>UK European City of Sport 2016 – Chris Austin, Events and Commercial Manager, Stoke-on-Trent City Council</p> <p>Presentation given on the background of the award, an update of where we are now, priorities and vision.</p> <p>Since the event SoTCC had committed a £3.5m budget over 3+ years for revenue funded activity delivered through 60% in 2016, 20% in 2017 & 20% in 2018. Existing community level events, events that link to the Olympics and Euro Championship could be branded up as the 2016 European City of Sport; the status would not necessarily involve creating new events.</p> <p>CA informed that the City had got a Sports Board that includes representation from the CSP and Sport England. The sports sector had been invited to their Sports Strategy consultation on 27th October.</p> <p>The Chair on behalf of the Board congratulated Stoke-on-Trent on becoming UK European City of Sport 2016.</p> <p>Action</p> <ol style="list-style-type: none"> 1. Opportunities to get involved – CA to provide a template to collect ideas and links to events that could be in Staffordshire as well as Stoke. Further exploration could be through a workshop at the end of the next Board meeting 2. Get in touch via CityOfSport16@stoke.gov.uk 	<p>CA</p>	<p>Nov</p>
5.	<p>Minutes of meeting on 13 May 2015 – agreed. No matters arising.</p>		

6. 6.1	<p>Year 2015/16 reporting – MT</p> <p><u>Sport England Six-Monthly Performance Report – MT/SF (Enc 1)</u></p> <p>Report presented to inform of Sport England’s positive evaluation for performance and impact over the past six months – green across the board for delivery and infrastructure but still amber for participation.</p> <p>Action SASSOT’s future actions were listed in the report and it was suggested that as well as using more wow factor narrative to inform of the strategic networking success that the ‘who we are, what we do’ video be updated to showcase SASSOT’s work.</p>	SASSOT	Nov
6.2	<p><u>Q2 Delivery Plan progress report for 2015/16 – MT (Enc 2)</u></p> <p>Report and Delivery Plan presented.</p> <p>One of the many highlights contained in the report was Sportivate’s success on two counts:</p> <ol style="list-style-type: none"> 1. Stafford Quantico Court had been awarded the Regional Sportivate project of the Year and shortlisted for the National award to be announced in December at an awards ceremony at the Houses of Parliament. The project provided activity for women in sheltered accommodation through the intervention of health, sports development and Stafford Leisure Centre. 2. A participant from a NuL project had been awarded winner of the Regional Sportivate participant of the year <p>Everything else within the delivery plan was on track and it was pleasing to report that the local sport and physical activity insight work carried out for Stafford, Cannock, Lichfield and Staffordshire Moorlands was being taken into account with the work they are doing.</p> <p>Discussion also focused around:</p> <ul style="list-style-type: none"> • Club Matters – funding for the 1-year pilot scheme had recruited 10 Club Matters Advisors who would support the development of 42 enrolled clubs • Strategic Headteachers Alliance - an initial event had been held to look at the benefits of forming such a group. The group could be a useful route to informing headteachers of the benefits of physical activity and increased attainment through projects such as the 1 mile a day run initiative in a Scottish primary school and the new PH England report ‘What Works in Schools & Colleges to Increase PA’ 		
6.3	<p><u>Risk Assessment – MT (Enc 3)</u></p> <p>Risk management plan, register and report presented for consideration.</p> <p>Following discussion and review Board Members felt that the risk assessment was reflective of where we are now and endorsed the risk strategy.</p>		

6.4	<p><u>Financial report to 30th Sept 2015 – MT (Enc 4)</u> Report of accounts presented that had been reviewed by the Finance Champions (MD & DP). There were no exceptions to report.</p> <ul style="list-style-type: none"> • Underspends: Equity - due to the new Disability Sport Officer taking up the post later than expected and Grants – 1 or 2 grants were slightly underspent. • Income on track. • Athletics network had received confirmation of funding in 5 districts from locality health commissioning resulting in retained officer capacity to support beginning running for the financial year • Additional cost for pension contributions had been found within the existing budget. • The Director thanked and acknowledged the great support received from SBC’s finance officer in monitoring SASSOT’s budgets <p>Report accepted.</p>		
7.	<p>Sport England Audit management response – MT (Enc 5) Full audit report and management response presented and accepted.</p> <p>Some of the recommendations have been accepted in full and the following issues were discussed and agreed as follows:</p>		
7.1	1. Board size – felt that current size (19 members, 18 active) was representative of our landscape and that it be maintained		
7.2	2. Independent membership – the 1 vacancy (formerly filled by Carl Bennett) will be reviewed by the Vision 2020 group when appraising the skills and scope of the board and new business plan in line with the new DCMS strategy for sport & Sport England’s new sports strategy .	Vision 2020	
7.3	3. Board level evaluation - performance review is under development by the Vision 2020 group and should be available for review at the January Board meeting	Vision 2020	
7.4	4. Cash flow forecasting - trying to find a practical solution to accommodate recommendation through SBC as host authority. Meanwhile it had been identified as ‘not a great risk’		
8.	<p>Appointment of Equality & Disability Sport Champions – MT (Enc 6) Report presented to request a volunteer for the role of Equality & Disability Sport Champion.</p> <p>Two Board Members offered their support as part of a shared role: Caroline Holder (needs to check with Entrust first) and Tilly Flanagan.</p> <p>Action</p> <ol style="list-style-type: none"> 1. SASSOT’s Naomi Bird to follow up the valuable offer with CH & TF 2. Champion position(s) to be reviewed by the Vision 2020 group at the same time as the other Champion appointments 3. Include approximate time commitment to Champion roles and responsibilities for guidance 	<p>CH</p> <p>Naomi Vision 2020 Vision 2020</p>	<p>Oct</p> <p>Nov</p>

9.	<p>Vision 2020 Update – Sue Finnigan (Enc 7)</p> <p>Report presented to update on the Vision 2020 group’s work, findings and observations. The group’s next steps were discussed and agreed as follows:</p> <ol style="list-style-type: none"> 1. Audit recommendations and Board Member performance evaluation agreed as per item 7.3 above 2. Proposed local insight research relating to Active People – December meeting with key partners arranged to discuss methodology. Action: Consider suggestion to look at the completed insight work across the 4 LAs to see if there are any commonalities 3. Begin the review of the Business Plan and Delivery Plan – Action: <ul style="list-style-type: none"> • Chair and Director to meet Tamworth officers to provide opportunity for re-engagement • Send executive summary of SASSOT’s response to the DCMS Strategy for Sport to MPs 4. Board Member CRM support for SASSOT team members ref local partner core offer. Action Advocacy role/mentoring role for Board Members to be looked at by the Vision 2020 group in conjunction with the skills matrix 5. Informal Board/SASSOT Team engagement event Action “Get to know you”1 hour speed dating event to be held following the January Board meeting. Email to be sent to all staff and Board Members before Christmas to hold the extra time on the day. Possible social extension early evening. <p>Board Members agreed and were supportive of the direction that the Vision 2020 group was taking.</p>	<p>MT/ Naomi</p> <p>SF/MT</p> <p>MT</p> <p>Vision 2020</p> <p>SF/PJ/ LM</p>	<p>Nov</p> <p>Nov</p> <p>Nov</p> <p></p> <p>27.01.16</p>
10.	<p><i>Items for information – Chaired by the Vice Chair, Dr Peter Jones</i></p> <p>DCMS Strategy for Sport Consultation – MT & Sue Finnigan (Enc 8) Report presented and accepted. Outcome of DCMS consultation expected to be published late autumn.</p>		
11.	<p>Update on Primary School and School Sport Premium – Chris Milward (Enc 9) Report presented and accepted.</p> <p>CH informed of how work with headteachers to improve the PE and school sport offer was being driven forward and in particular the support work with 21 focus schools that included special schools. SASSOT’s Chris Milward was also commended this work and for his delivery at the key messages briefing session for 40+ headteachers and chairs of governors.</p> <p>Action Board Members wishing to communicate with headteachers and schools can do so through CH</p>	<p>All</p>	<p>When needed</p>

12.	Move More in May - Jane Kracke / Naomi Bird (Enc 10) Report to inform of the success of the promotional campaign to increase participation was presented. The very low cost initiative that generated a good response for clubs and will be repeated next year. Report accepted.										
13.	Staffordshire Disability Sports Fest –Naomi Bird (Enc 11) Report presented to inform of the SCC funded ‘Staffordshire Inclusive Sport Fest 15’ for young disabled people during the October half-term holiday. Links have been made with special schools and organisations to engage young disabled people and raise awareness of local disability sport offers. Report accepted.										
14.	Women Make Coaching – Lee Booth (Enc 12) Report presented to inform of the West Midlands initiative to engage with and support women coaches in order to address the shortage of female coaches. Report accepted.										
15.	Sportshire Update – Jude Taylor (Enc 13) Report and economic impact reports for both Ironman and UK Corporate Games presented.										
15.1	The hard work and achievements of Jude Taylor on the Sportshire agenda was acknowledged by Board Members. <ul style="list-style-type: none"> JC informed that SCC had agreed to change the Sportshire role from a short-term contract to a permanent position Ironman returns to Staffordshire in June 2016 and event tickets had sold out within 30 minutes of going live. Jude will be on maternity leave at the time but will be having ‘keep in touch days’ across the event Submitting another bid to bring the Corporate Games back to Staffordshire. CA expressed congratulations to SCC for the evaluation and analysis of the 2015 Corporate Games as getting some of the spend information proved difficult Sportshire strategy update going to SCC Cabinet in January 2016 										
12.	Date of next meeting(s) <table border="1"> <tr> <td>Weds 27 January 2016, 2.00pm</td> <td>White Room, County Bldgs, SCC</td> </tr> <tr> <td>Weds 18 May 2016, 2.00pm</td> <td>Stafford Borough Council</td> </tr> <tr> <td>Weds 13 July 2016, 2.00pm</td> <td>Stafford Borough Council</td> </tr> <tr> <td>Weds 19 October 2016, 2.00pm</td> <td>Stafford Borough Council</td> </tr> </table>	Weds 27 January 2016, 2.00pm	White Room, County Bldgs, SCC	Weds 18 May 2016, 2.00pm	Stafford Borough Council	Weds 13 July 2016, 2.00pm	Stafford Borough Council	Weds 19 October 2016, 2.00pm	Stafford Borough Council	All	27.01.16
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Prepared By:	Date	Checked By	File Code
Leigh Morton	22.10.15	Sue Finnigan	Board Minutes 21.10.15.doc



Report to the Board – Enclosure 1

Report Title	Delivery Plan Progress Report – Quarter 3 2015-16
Date	27 January 2016

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	X
For Decision	

1. **Purpose of Report**

This report provides a summary of the work of the Sport Across Staffordshire and Stoke-on-Trent Core Team for the third quarter of 2015/16.

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 to December 2015 have been summarised in the attached document. These achievements have been mapped against the Partnership’s 2015-16 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

Highlights for the Quarter

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. We have received confirmed Green ratings across the board from Sport England for Delivery and Infrastructure.

This period's highlights include:

National Award for SASSOT Sportivate Project

A SASSOT Sportivate project won the national Sportivate Project of the Year Award. The Quantico Court project, a partnership between Quantico Court Women's Sheltered Housing, SASSOT and Stafford Borough Council was awarded the prestigious award at a ceremony held at the Houses of Parliament in December.

Strategy and Strategic Networking

Sportshire – A paper has been submitted to Staffordshire County Council's Cabinet outlining the strategic direction for Sportshire over the next 4 years, with a focus on visitor economy, public health, events and the sporting economy. Final cabinet report to be discussed on Wednesday 20th January, papers to be tabled at the SASSOT board meeting.

Staffordshire Ironman 2016 sold out on the day registrations opened, with over 2700 athletes registered. Ironkids sales will open on 15th January.

Building Better Opportunities - The EOI submitted by SASSOT to Team Staffordshire has now been approved and will form part of their submission. Final decision as to who is the successful lead applicant will be made by the LEP by March.

Local Sport and Physical Activity Strategy Development – SASSOT’s research for Lichfield District Council and Staffordshire Moorlands District Council has been completed. The research will help both authorities with the development of their new strategies. SASSOT continues to work in partnership with Sport England and Staffordshire University on the Stoke-on-Trent Strategic Sport and Physical Activity project which is aimed at ensuring that sport plays its part in the regeneration agenda in the City, and making Stoke a healthy and attractive place to live and work. Work on the Physical Activity and Sport Strategy, Built Facilities Strategy, Playing Pitch Strategy and Alternative Service Delivery Model is progressing well and will provide valuable information to help Stoke maximise the opportunities and legacy of being awarded UK European City of Sport for 2016.

European City of Sport (ECOS) – SASSOT is a member of the ECOS Local Organising Committee which considers applications for programmes as part of the City’s 2016 ECOS celebrations. To date circa £1.6m has been awarded to a wide range of programmes and events across the city. This has attracted an additional circa £350K of partner match funding.

Research and Intelligence – The Vision 2020 Group together with public health colleagues and Staffordshire University has developed a brief to commission a research project into how we can increase physical activity participation and decrease inactivity. Brief to be discussed with the Centre for Health and Development ref next steps.

Working with the Office of the Police and Crime Commissioner (OPCC) – SASSOT in partnership with the Office of the Police and Crime Commissioner and Staffordshire County Council’s Looked After Children’s service have identified a small pot of funding to develop a project that will provide an enhanced sport and leisure offer for Looked After Children. SASSOT has initiated conversations with OPCC about the opportunity to align the planning, funding and delivery of the Sportivate and SPACE programmes.

Equity and Disability Sport

- ACCESS Across Staffordshire – 11 applications received. 3 projects awarded, Adults Disability Boccia (Staffs Moorlands), Ladies Veterans Football Wryley Juniors FC (South Staffordshire) and Women’s Fitness and Running Project (Stoke). Two further projects were funded via Sportivate.

Aiming High Inspire Disability Multi Sport Clubs Project:

- 68 hours of Inspire Disability Multi Sport Sessions delivered. 111 disabled children and young people attended (target 52), 20 new participants (target 15).
- A total of 110 families have accessed the services this quarter and 20 young disabled persons have been supported to access universal services (target 10)

NGB Engagement

NGB/ Local Authority engagement - 7 NGBs and 8 LAs attended an engagement event in October. A variety of projects have been initiated as a result. Included canoeing, climbing, golf and table tennis.

Following Archery GB’s presentation on the ‘New Places for Target Faces’ programme at the Sports Development Officers/Facility Managers Forum two LA’s

have successfully applied for funding and a further four are in the process. SASSOT successful with a £9,000 application to Bowls Development Alliance to become a Hot Spot area, delivering through 4 LAs.

FE and HE Engagement Event – 2 Universities, 5 Colleges and 12 NGBs attended an engagement event in December organised by SASSOT. Sailing programme started with a college as a result. Tennis programme developed with Stoke 6th Form and modern pentathlon and rugby sessions implemented. A HE and FE NGB Networking Group has been established to further develop the links and programme implementation. ‘Go Where Women Are’ Sport England insight presented at first meeting.

SASSOT is currently working with East Staffordshire Borough Council, Staffordshire County Council, Rugby Football Union, Staffordshire Football Association, Uttoxeter Rugby Club and Uttoxeter Junior Football Club, in the future development of a major multi-sport hub site in Uttoxeter. Feasibility study brief produced for future procurement.

Club Development

Club Matters – 9 Club Matters Advisors are supporting 37 clubs on the Club Matters pilot scheme which is aimed at supporting the development of clubs using the Club Matters Toolkit.

SASSOT Club Development Funding Grants - 5 clubs have applied for the funding in this quarter to support the development of coaches.

Club Database - New online database is now up and running and available for all clubs to register on. Clubmarked clubs will be highlighted.

Coaching and Workforce Development

Education and Training Programme – During the quarter, 19 workshops including Club Matters and disability sport attracted 288 attendees an increase of over 100 on the previous quarter. Annual target for the new programme exceeded.

Coaching Delivery Plan – Delivery progressing well. 8 NGBs supported with training needs for their coaches. A total of 50 coaches supported as of Q3.

Young People’s Training - 6 Badminton Young Officials trained. 16 young people trained on the PlayMaker Award. 9 girls trained as Level 1 Dance Leaders.

Women Make Coaching - 23 coaches enrolled and being supported

1181 coaches are currently registered on the SASSOT coach database annual target 1200.

Coach CPD – 88 coaches have been supported to access CPD, annual target is 100.

A Funding Guide for coaches has been produced in partnership with regional and national CSPs and sportscoachUK

New Coaching and Volunteer e-newsletter – In development for publication

February 2016.

Investment

SASSOT - Significant support provided to Brewood Bowling Club, Blackshawmoor Shooting Club and Rudyard Lake Sailability and Kings School Kidsgrove to develop applications to final round of Inspired. Worked with Monkton Recreation Centre to develop and submit and Improvement Fund application. £20K secured this quarter.

Safeguarding

Reviewed risk assessment processes with core team and have identified a new system to manage safeguarding and other organisational risks for future programmes.

Working with Staffordshire Safeguarding Children's Board Training Manager to secure their endorsement for sports safeguarding training to avoid coaches and volunteers having to attend duplicate training.

Marketing and Communications

Website development – New website launched on 4th November at Staffordshire and Stoke Sports Awards.

Twitter 1,696 followers, 600 Facebook likes.

Website – 25,843 users – top pages: clubs, jobs & careers, funding and contacts

3 sport-e newsletters issued. Mail distribution list tidied up following launch of new website 2,016 recipients.

3 disability-e sport e-newsletters issued to 823 recipients.

Coaching-newsletter - Mail distribution list 947 recipients

SASSOT's Move More in May – West Midlands CSPs looking to adopt this and roll out in 2016

Partner Satisfaction Survey – distributed, results to be analysed in January 2016.

Local Impact Documents – produced and distributed to local funding partners.

Children and Young People

Sportivate

225 blocks of activity have been completed with 2608 participants reached (engaged) and 2327 completed (retained), exceeding our target.

60% of participants have been female.

25% of participants have been 19-25years old.

37% of participants were inactive (exceeding target).

Level 3 School Games – Arrangements for Level 3 Winter Festival progressing to plan.

Staffordshire and Stoke Head Teachers Alliance – SASSOT has been instrumental in supporting the development of this new alliance off the back of the Level 3 School Games Local Organising Committee. The aim is to provide a strategic forum to advocate for the role and impact PE and School Sport can have on the whole school agenda. Funding applications are being developed through this forum to develop a sport and physical activity intervention which supports young people who are experiencing mental health issues.

Satellite Clubs - 126 Satellite Clubs across the county formed. All secondary school and colleges totalling to 91 establishments engaged. 2520 young people aged 11-25 participated in satellite clubs. 412 participants have transitioned in to a hub club setting.

Primary School PE and Sport - Work with Entrust, Youth Sport Trust and oPE is ongoing. 5 network meetings organised for Primary Schools with one-to-one support being given to those schools in need of support.

4. Report

Please see attached Delivery Plan update.



Increasingly Active, Healthy and Successful Communities

Sport Across Staffordshire and Stoke-on-Trent

Delivery Plan

April 2015 – December 2015

Quarter 3

Objective 1 - 😊 = 50 😐 = 4 ☹️ = 0

Objective 3 - 😊 = 50 😐 = 0 ☹️ = 0

Objective 2 - 😊 = 33 😐 = 2 ☹️ = 0

Objective 4 - 😊 = 9 😐 = 0 ☹️ = 0

Introduction

The tables below provide a summary of the achievements of the Core Team for 01.04.15 - 31.12.15. These achievements are outlined in the 'progress to date' column, with the 'key tasks' and 'milestones' columns taken from the Annual Delivery Plan 2015/16. 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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- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
- Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.
- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		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	On-going	All	Core Team	☺	☺	Meetings held	All meetings attended as relevant and arranged where SASSOT's responsibility. SDO and Facility Managers Forum work plan developed in conjunction with SLCOF.

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

1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		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	On-going	All	MT & Core Team	☺	☺	Strategic groups aware of SASSOT's role and agenda. Sport & physical activity recognised in LA Community Plans and Health Strategies.	<p>Sportshire Coordinator presented "Sportshire" concept to LEP. Presentations made at Newcastle – under – Lyme Sports Advisory Council. Presentation of the new Sport England MOVES Toolkit made to Staffordshire and Stoke – on – Trent Public Health. SASSOT working in partnership with third sector organisations to develop application to Building Better Opportunities Fund. SASSOT represented on Team Staffordshire third sector steering group which has a membership of senior leaders for the VCS. SASSOT is a member of the European City of Sport Local Organising Committee which considers applications for programmes.. Member of Stoke City Council Sports Board advising on new strategy for physical activity and sport in the City.</p> <p><u>Building Better Opportunities</u> The EOI submitted by SASSOT to Team Staffordshire has now been approved and will form part of their submission. Final decision as to who the successful lead applicant will be made by the LEP by March.</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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1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
	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.	On-going		MT/BH	☺	☺		<p>Meeting held with Police and Crime Commissioners Office to investigate potential areas for partnership working.</p> <p>SASSOT meeting regularly with partners regarding the Building Better Futures programme.</p> <p>SASSOT have contributed to PCC strategy review and are referenced in this high level document.</p> <p>Links established with Engaging Communities, Staffordshire's Health Watch provider. Exploring opportunities for developing shared insight resources.</p> <p>Sport Across Staffordshire and Stoke on Trent (SASSOT) in partnership with the Office of the Police and Crime Commissioner have identified a small pot of funding to develop a project that will provide an enhanced sport and leisure offer for Looked After Children.</p>



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

1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
								<p>The project idea has emerged from discussions with Joseph Sullivan, Staffordshire County Council lead for the Voice Project, which seeks to represent the views of children in care and their carers.</p> <p>SASSOT has initiated conversations with OPCC about the opportunity to align the planning, funding and delivery of the Sportivate and SPACE programmes. This presents the opportunity to improve local coordination, achieve better value for money for both programmes and achieve some co-production of outcomes. Initial conversations indicate that there is a willingness from OPCC to work in partnership if funding for SPACE for 2016 is confirmed.</p>

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1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		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.	12/15	3	Staffordshire and Stoke-on-Trent Public Health to lead on strategy development and implementation supported by SASSO T	☺	☺	Strategy developed	Colleagues at Staffordshire Public Health are members of the Vision 2020 Group and discussions are on-going re future developments on this agenda. Local Insight research into participation currently under consideration by Vision 2020 Group and Public Health. Draft brief agreed and discussions to take place with the Centre for Health and Development re implementation.

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1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
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 delivery of the Staffordshire Ironman 70.3 and UK Corporate Games events. Economic Impact reports being prepared. Sportshire Coordinator presented "Sportshire" concept to LEP. 2015 Action Plan developed. Economic Impact reports produced for presentation to the Board in October. New Sportshire Strategy in development Sportshire paper will be submitted to Cabinet on 20th January 2016. Ironman project continues to progress, event has sold out. Currently scoping a pilot progress working with PCC and SASSOT to engage young people in carer in sporting activities Building Better Opportunities application has progressed to the next stage.

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1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
SASSOT support for and representation on the Stoke-on-Trent Sport In Renaissance Project	Monitoring delivery of the Sport In Renaissance Project Manager in line with the brief and agreed Action Plan Management of budget. Attendance at Sport In Renaissance Management Group meeting. Attendance at Sport In Renaissance Board meetings.	On-going	All	Stoke-on-Trent City Council/Sport England/SASSOT/Staffordshire University	☺	☺	Outputs detailed in the Sport In Renaissance Delivery Plan achieved	Programme of delivery for the development of Physical Activity and Sport Strategy, Built Facilities Strategy, Playing Pitch Strategy and Alternative Service Delivery Model on track. SASSOT supported Stoke – on – Trent City Council with successful application to be the UK European City of Sport 2016. SASSOT is a member of the European City of Sport Local Organising Committee which considers applications for programmes. Ongoing support provided. SASSOT will be supporting a planned Stakeholder consultation event in October. SASSOT supported the event and facilitated feedback from attendees.

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1.2 Connecting Partners

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		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	☺	☺		Three regional CSP / NGB engagement events attended. Three CSPn NGB Leads meeting attended (as West Mids rep) Conducted Peer Review for Energise. Presented to Black Country CSP as part of Peer Review process. One regional CSP / NGB engagement event attended. One CSPn NGB Leads meeting attended as West Mids rep One England Coaching Network CSPn meeting attended as West & East Mids super regional rep
Facilitate links between primary schools and community sports clubs	Brokering links between primary schools and sports clubs that have the capacity to support schools	On-going	All	Club Development Manger	☺	☺		Links formed with schools and clubs that were interested and have capacity. A club directory has also been produced and circulated to primary schools. Club database continually being updated and a new directory will be produced in the summer2016.

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1.2 Connecting Partners

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
Quality assurance of satellite clubs	Create and implement a plan to measure the quality and impact of satellite clubs	On-going	All	Club Development Manager with support from other Core Team members as appropriate	☺	☺	Visit 6 clubs per quarter	5 satellite clubs have been visited. A new wave of satellite clubs to be measured is underway.
Connecting NGBs with CSP and local partners	Measure impact of NGB / LA Engagement Event (held 19.03.15), and organise a similar event for additional NGBs	July 15 Sept 15	2 2	JK	☺	☺	1 event held	Following positive feedback at SDO / Facility Managers Forum, next event planned for 19.10.15 Feedback collated re impact of March event. 8 LAs and 7 NGBs attended event on 19.10.15. Discussed format at SDO / Facility managers Forum, NGB Forum and FE HE Networking Meeting, and amended format agreed for next event in May
	Provide twice-yearly updates on NGB work being supported by SASSOT to SLCOF using NGB engagement tracker.	Sept 15 March 16	2 4	JK	☺	☺	2 NGB LA updates provided to SLCOF.	Updates provided at SDO / Facility Managers Forum and SLCOF. No progress expected at this time.

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1.2 Connecting Partners

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
	Ensure NGBs have access to network groups and are signposted to key partners as and when appropriate	On-going		JK	☺	☺		Amateur Swimming Association and Archery attended SDO / Facility Managers Forum; Staffordshire FA, Staffordshire Athletics Network and England Golf attended Core Team Meetings Volleyball England attended Core Team Meeting and SDO / Facility Managers Forum. , 6 LAs looking to deliver new archery initiative – two have successfully applied for NGB Funding so far. 6 LAs plus Entrust attended a briefing with British Orienteering and 6 have since confirmed their interest in delivering the Xplorer programme. SASSOT successfully applied to the Bowls Development Alliance to become a Hot Spot area for 2016, receiving £9000 funding and delivering through 4 LAs.
	Ensure the NGB Forum continues to operate effectively, with FE / HE attendance	On-going		JK	☺	☺	4 forums held	Forums took place on 16.07.15 (Disability Focus) and 29.09.15 (Women and Girls Focus). Forum took place on 15.12.15 (Stoke Focus).
	Organise an FE & HE / NGB Speed Dating event	April 15	1	JK	☺	☺	1 event held.	Event held on 27.04.15, 5 colleges, both universities and 12 NGBs attended. Impact collated. FE / HE to be invited to Engagement Event in May 16 with LAs and NGBs.



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1.2 Connecting Partners

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
	Investigate need for a structured forum that will support the HE/FE network to plan and share good practice, and enable NGBs to access this network	June 15	1	JK	☹️	😊	5 projects initiated / supported	Feedback from FE and HE supports need for a forum. Currently setting up a planning meeting, first Forum to take place in Sept / Oct. Planning meeting took place, women and girls focus agreed. Forum postponed until 15.12.15 as FE contacts too busy setting up sessions etc. in new term Forum took place 15.12.15 with 5 institutes present. Positive feedback so will become regular meeting.

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1.3 National Governing Body Support

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
Identify and carry out actions with NGBs that reflect the Core Offer and Enhanced Services offered by CSP	Green RAG-rating (in Sport England six-monthly report) for all NGBs where clear actions have been agreed	09/15 & 03/16	2 & 4	JK	☺	☺	22 Green RAG ratings	Overall Green RAG rating awarded by Sport England. 16 NGBs rated as Green No update due during this quarter.
	All team members recording agreed support and outcomes in the NGB Tracker	On-going	All	JK	☺	☺		2015-16 Tracker set up and being used by team No update due during this quarter.
	Attend Regional CSP / NGB Engagement Meetings or arrange one-to-one meetings with appropriate NGBs on a regular basis	On-going	All		☺	☺	6 regional meetings	Q1: Two regional meetings attended (5 NGBs) plus individual meetings held with 10 NGBs. Q2: One regional meeting attended (one NGB) plus individual meetings held with 5 NGBs Q3: One regional meeting attended (one NGB) plus individual meetings held with 6 NGBs.
	Identify 'Priority Sports' for engagement, including the 7 NGBs that receive the largest investment from Sport England, those NGBs that have identified SASSOT as a priority, and those that are priorities for local partners	July 15	2		☺	☺	Sports identified	Work underway Priority Sports mapping completed, 10 'Tier One' and 8 'Tier Two' sports identified Priority Sports to be amended to move Bowls and Orienteering to Tier One.



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1.3 National Governing Body Support

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
	Ensure clear action plans are agreed with all Priority Sports	March 16	4				Action Plans in place	Work to begin in Q3 now priority sports identified Work behind schedule due to capacity. Formal action plan in place with one NGB, informal action plans in place with two NGBs, meetings arranged with three NGBs

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1.3 National Governing Body Support

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
Effective support of individual NGB projects	NGB Activation Officer work programme developed in consultation with local partners and NGB's.			JK/BH/L B/CD	☺		Work programme in place 6 new NGB participation projects delivered	<p>Work programme in place. Regular meetings between relevant team members (Officer and Line Management). Currently finalising details of participation projects.</p> <p>CD- Meeting in place for Sept with colleges and Uni to continue recreational Badminton College Tournaments and discuss training new volunteers as Badminton officials.</p> <p>Meeting held and new competition dates and venues are in place for the next academic year and a Young Officials Course organised and funded to train 3 students per college/university on October 5th to officiate back on those competitions.</p> <p>6 Badminton Young Officials trained. October 2015- 21 participants (8 female, 4 BME) competed and 5 young officials assisted, 2 of which were trained in 2014. December 2015- 23 participants (8 female, 7 BME) competed and 5 Young officials assisted, 3 returned that were trained in 2014. Next tournament is due to take place at the end of Jan 2016.</p>

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1.3 National Governing Body Support

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
								<p>Meeting held with Volleyball and plan in place to support 5 colleges to train Volleyball activators to support with recreational Volleyball sessions and tournaments.</p> <p>Volleyball activators course due to take place October 21st for Stoke and Newcastle-Under-Lyme area. Funding given to support 3 students from each of the colleges involved. An incentive scheme has also been set up to encourage the activators to volunteer at more than one event.</p> <p>Course did not take place due to issues with students being released from lectures The programme is currently under review with Volleyball England and the Colleges</p>
	Participation projects developed and delivered with a minimum of 6 NGBs	March 2016	4	JK/BH/CD	😊	😐		<p>Move More in May campaign delivered (currently producing campaign summary – 91 sessions in 11 sports promoted). Go Tri leaflet compiled and promoted at Ironman event (2000 copies)</p> <p>Projects underway with Badminton and Volleyball.</p> <p>Bowls HotSpot status awarded, planning underway</p>

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1.3 National Governing Body Support

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
Effective generic support for NGBs	Review and re-circulate NGB Offer document	Dec 15	3	JK	😊	😊	Document updated	Currently working on an insert to introduce the geographic area (i.e. Active People, Health, Population stats etc.). Team have contributed towards update of Offer, now in process of producing draft new text Revised NGB Offer document due to be printed Jan 16 (text finalised). Insert idea discussed at December NGB Forum – likely to be an e-document / webpage so can link to other documents i.e. Economic Value of Sport, PHE District data etc.
	Deliver outcomes of current Good to Great Improvement Plan	Dec 15	3	JK	😊	😊	Plan developed and implemented	Q1: Plan developed. Implementation commenced Q2: Plan reviewed and updated, key areas for improvement identified and beginning to look at how to address these Q3: Ongoing implementation of current Plan.
	Review and revise Good to Great Improvement Plan	Dec 15	3	JK		😊	Revised plan in place	Six-month review taken place. Full review to be done by 31.03.16
Provide hosting arrangements for NGBs as required	Provide hosting arrangements for NGB staff as required, reviewing annually	On-going	All	JK, NGB Officers & Host	😊	😊	8 NGB Officers Hosted 5 NGB	2015-16 Hosting Agreements in place with 5 sports

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1.3 National Governing Body Support

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
	Provide occasional hot-desking for other NGB staff as required				😊	😊	Officers accessing hot-desking	Facility promoted to all NGBs via email Occasional use being made of the facility.
Support the Staffordshire Athletics Network	Employment of Co-ordinator and manage budget Help to secure funding to continue the Network to 31.03.15 and beyond.	03/16	All	JK,, Network Coord- inator	😊	😞	Funding secured for 2015-16 – minimum £36,000 Funding secured for 2016-17 – minimum £36,000	Q1: Funding currently secured and contract extended until 31.08.15. Currently £3500 shortfall to 31.03.16 Q2: £35,000 funding secured to 31.03.16, now looking at funding options for 2016-17 Q3: Unsuccessful bid to Coalfields submitted. Working with Network on Awards for All and Small Grants bids. Initial meeting with other partners in Stoke held Dec 15 to discuss joint working.
	Work with Network to become a constituted group with a formal organisational status, separate bank account and adopted policies and procedures	10/15	3	JK,, Network Coord- inator	😊	😊	SAN constituted group with bank account and policies	SAN constitution signed, committee postholders agreed at AGM. Bank account opened On-going support being provided with other necessary policy and procedures. Draft contract between SBC and Network agreed for use in 2016-17 if funding secured.

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
To implement the Equality & Diversity Action Plan	To work with EFDS on the 'LEAD' toolkit and revise the Equality & Diversity Plan accordingly	Aug 15	2	NBi	☺	☺	Relevant training delivered.	LEAD session delivered with EFDS and Core Team + Board Chair and partners. Access for all: Inclusive communications training delivered to team and partners.
	Ensure continued delivery against the Equality & Diversity Action Plan	On-going	All		☺	☺		LEAD Action Plan produced linked to Equality & Diversity Plan. Plan circulated to Board for endorsement. Review of plan progress completed with EFDS.
	Review action required to achieve Intermediate Level of the Equality Standard for Sport	Dec 15	3		☺	☺		Review of plan progress completed with EFDS.
To support the development of targeted programmes through the ACCESS Across Staffordshire fund	Support and monitor the implementation of the two current ACCESS projects	Oct 15	3	NBi	☺	☺	50 participants	Adult Disability Multi Sport project – 191 attendees (41 participants). The LA has managed to sustain this session beyond the 12 week ACCESS funding. Staffordshire FA (Girls Football) project will finish in August 2015. Due to changes at the local clubs involved in the project the start date was delayed until September-project now underway.

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
	Implementation of an additional round of funding	Dec 15	3	NBi Support ed by: Partners hip Director, Board Equity Champi on	☺	☺		The funding is currently open for applications, 10 applications received to date. Applications will be reviewed on 20 th October. 11 applications were received with 3 projects awarded <ol style="list-style-type: none"> 1. Adults Disability Boccia (Staffs Moorlands) 2. Ladies Veterans Football Wryley Juniors FC 3. Women's Fitness & Running Project (Stoke) Two additional projects were funded via Sportivate
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 16	All	NBi	☺	☺	Increased participatio n by women (APS9)	Support provide to the launch of Cannock based 'Real Girls' project 'Go Where Women Are' Sport England insight presented at the NGB Forum 'Go Where Women Are' Sport England insight presented at a Staffs Women's Golf development evening (18 clubs attended). 'Go Where Women Are' Sport England insight presented at the FE / HE Forum.
	Support the promotion of 'Women Make Coaching' regional project	Mar 16	All		☺	☺	Increased social media engage-ment	Project launched and press release issued Promoted via the new website.
	Support 'Real Girls' Sportivate Innovation project	Mar 16	All		☺	☺		Promotional banners produced T-shirts ordered and distributed to relevant projects Project showcased at the golf development evening to share learning.

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
	Showcase 'Women & Girls' projects / activities through relevant communication channels	Mar 16	All		☺	☺		Case study section developed under the new SASSOT website.
To develop the local disability sport and physical activity offer	Develop links with non-sporting disability groups, organisations and services and facilitate networking opportunities	On-going	All	RB	☺	☺	Develop links with non-sporting disability groups, organisations and services	Initial contact made with organisations Contact has been made with different groups – CHAIN and WINGS, also Staffs ASD is currently in the pipe lines. Discussions were made to exclusively run a Family Fun Day as part of Aiming High with the groups for their children only to try and engage more children to be part of Inspire.
	Maintain and update Disability Sports Directory	Dec 15	3	RB	☺	☺	Directory produced & live on SASSOT website	As part of the new website implementation we have produced an 'inclusive' searchable club directory that includes both mainstream and disability clubs. Initial data reviewed, a more detailed data review will take place in Q3. Clubs details are up to date and still continuing to be updated, the list of clubs online have been collated onto a spreadsheet e-mails will be sent out to ensure all information is correct.

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
	Mapping document created, highlighting disability sport opportunities and existing support groups to target for future provision.	On-going	4	RB	☺	.	Document created	Work progressing to develop mapping document for publication in Q4.
	Provide information and support to parents and disabled children	On-going	All	RB	☺	☺	All identified parents and children offered information and support	<p>Attended Disability Skill Share event at Stafford College for disabled children and their families</p> <p>Kept regular contact with parents who have attended Inspire programmes and Family Fun Days. Attending parents group at Wightwick Hall Special School, providing information with what is up for offer across Staffordshire.</p> <p>Support has been provided, attended parents group at Rocklands School – most of the attendees attend the Lichfield Inspire Club. Gained Parents feedback regarding their thoughts about the Inspire Clubs constructive feedback provided to the Lichfield Lead.</p>
	Support disability Forums in each local authority area	On-going	1	RB Support ed by: LAs	☺	☺	Keep all forums maintained	<p>Meeting continue to be held.</p> <p>Meetings are on-going.</p>

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
	Continued development of Countywide Disability Sport Forum inviting NDSOs, NGBs and disability focused charities.	On-going	All	RB Supported by: LAs	☺	☺	One County Forum meeting chaired per quarter	<p>County Disability Sport Forum held. Presentation of EFDS 'Talk to Me' research provided. £7,500 Investment from Staffordshire County Council via the Cllr Lawson Fund to implement a Disability Sport Festival. The County Disability Sport Forum is helping to shape this event. Staffordshire Inclusive Fest 2015 - Programme of activity developed - Logo and promotional material produced - Press coverage gained</p> <p>Forums are being held previous forum invited Wheelpower and Mencap. Presentation of Training Needs was delivered as well as an overall feedback reflecting the Inclusive Sport Fest 15.</p>
	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 16	3	RB Supported by: NGBs, LAs & Club Development Manager	☺	☺	Additional 10 clubs to have completed the toolkit	<p>Cannock and Stafford Physiotherapy project published in EFDS annual report</p> <p>AK4A workshops ran throughout the quarter through South Staffordshire College</p> <p>Application for AK4A has been submitted – dates for upcoming workshops have been confirmed.</p> <p>Highlighting which Clubs within Staffordshire are IFI creating an excel sheet.</p>

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

1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
	Implement the Staffordshire County Council Inspire Disability Multi Sport club Aiming High contract	March 16	All	RB Supported by: Local Leads	😊	😊	210 disabled children engaged	<p>80 hours of Inspire Disability Multi Sport Sessions delivered Discussion held with Staffordshire Moorlands to improve attendance figures – Boccia Taster Day planned. Inspire Leads meeting held and training needs identified</p> <p>68 hours of Inspire Disability Multi Sport Sessions delivered. 115 disabled children and young people attended (target 53), 37 new participants (target 15).</p> <p>Boccia Taster session in Staff Moorlands was planned and delivered helping towards maximising attendance.</p> <p>Attendance in Staff Moorlands has increased in comparison to Q1</p> <p>Registrations and reports are being received from Inspire Leads for Q3. South Staffordshire Family Fun Day attracted 9 families.</p>

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

1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
	Produce service level agreement with partners and manage Aiming High budget.	On going	All	RB	☺	☺		SLA in place with all clubs and budget allocated.
	Collate club attendees, child outcomes and submit reports to Aiming High	1/4ly	All	RB	☺	☺	Agreements signed and budget managed successfully	Report to be submitted 14 th July Report completed and to be submitted on 14 th Oct Report to be submitted on the 14 th January 2016 – previous reports have been completed and submitted on time.
	Develop Disability Training opportunities for coaches, staff and volunteers	Mar 16	4	RB Supported by: Workforce Mgr	☺	☺	50 coaches received training	Currently exploring the feasibility of delivering a Goalball course Goalball course was delivered – 7 Inspire disability multi sports coaches completed the course. Training needs presentation was delivered at the County Forum, Coaches and Local Organisations were asked to select which training they wish to see being organised. List has been made - Most popular will be considered. Workshop for – ‘Introduction to Autism, Sport and Physical Education is set to be delivered for 13 th January 2016.

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

1.5 Safeguarding & Protecting Young People in Sport

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
Ensure SASSOT meets safeguarding requirements of the Sport England CSP core specification	Develop safeguarding action plan. Board to endorse.	05/15	1	Strategic Partnerships, BH/LB	☺	☺	Green RAG rating in quarterly report	Plan endorsed by Board Green RAG rating achieved in Sport England Review
	Implementation of actions referenced in Safeguarding Plan	On-going	All	Board Safeguarding Champion, Core Team	☺	☺		Progress being made in line with Plan
	Monitor implementation	Sept 15 Mar 16	2 & 4		☺	☺		Implementation in place in line with Plan.
	Review progress against safeguarding action plan and cross reference to national safeguarding children in sport framework	03/16	4		☺	☺		Revised action plan in place
								Q2 progress meeting with CPSU completed Plan on track to deliver against progress.

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

1.5 Safeguarding & Protecting Young People in Sport

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
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 • 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 • Ensure all SASSOT led delivery involving young people and vulnerable groups meets the safeguarding standards outlined in our safeguarding procedures • Undertake team safeguarding TNA and address training needs identified through this process • programme • Full details of action plan outcomes can be viewed in the SASSOT Safeguarding Action Plan. 	03/16	All	Strategic Partners hips BH/LB Local Authorities, NGB's and Children and Lifelong Learning	☺	☺	Action Plan Priority actions delivered	<p>Policies in place where applicable. EG. School Games.</p> <p>Self-Assessment on going in line with re-evaluation.</p> <p>Check and challenge process in place to ensure effective Safeguarding Policies are in place for Sportivate and Satellite Clubs providers.</p> <p>Agreement in place with Sport Structures and Newcastle-Under-Lyme College to deliver Safeguarding and First Aid workshops</p> <p>CYP consultation carried out school games. Feedback used to inform future delivery.</p> <p>Work ongoing with Looked After Children Team to develop leisure offer for this vulnerable group. Specific consultation exercise carried out to establish needs. Proposals being taken to SLCO and LAC team.</p> <p>Leisure offer being formulated for Looked After Children. Funding identified from PCC and Sportivate.</p>

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

1.5 Safeguarding & Protecting Young People in Sport




Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
	<ul style="list-style-type: none"> • Develop and maintain a safeguarding action plan • Provide partners with the opportunity to learn about safeguarding through sharing information resources and through the provision of an education and training • Maintain links with LSCB's and statutory services • Ensure that safeguarding is embedded into contracting and commissioning arrangements for delivery involving young people and vulnerable adults 	03/16	1	Strategic Partners hips BH/LB Local Authorities, NGB's and Children and Lifelong Learning	☺	☺	Action Plan Priority actions delivered	<p>See above for detail. SASSOTs Safeguarding services offer included in core services offer to partners.</p> <p>Reviewed risk assessment processes with core team and have identified a new system to manage safeguarding and other organisational risks for future programmes.</p> <p>Working with LSCB Training Manager to secure their endorsement for sports safeguarding training to avoid coaches and volunteers having to attend LSCB training.</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 01.04.15 - 31.12.15
		Date	Qtr					
<p><u>Sportivate</u> Manage the Sportivate programme to ensure effective delivery across the sub-region</p>	<p>Year 5 plans in place, all funding downloaded and KPIs met, with a wide range of delivers included</p>	03/16	4	<p>CGre</p> <p>JK/ NH-G</p> <p>Local Leads</p>	<p>☺</p> <p>☺</p>		<p>2011 Complete 40% Inactive (808) More than 5% increase in Sustain</p>	<p>Year 5 delivery has started with over 80 deliverers listed on this year's plan. 10 projects completed on the portal so far with 117 reached (engaged) and 98 completed (retained). 58% of participants have been female 19% of participants have been aged 19-25years Over 40% of participants have been classed as inactive £51,851.00 of funding has been paid out to deliverers/ local leads to pay for capacity and delivery payments.</p> <p>The first half of the year's delivery has taken place with 137 blocks of activity have been completed with 1471 participants reached (engaged) and 1294 completed (retained). 64% of participants have been female. 27% of participants have been 19-25years old. 15% of participants have been inactive. More than 25% of the delivery budget has been paid, with another round of delivery funding due to be paid during October 2015.</p>

						<p>225 blocks of activity have been completed with 2608 participants reached (engaged) and 2327 completed (retained), exceeding our target. 60% of participants have been female. 25% of participants have been 19-25years old. 37% of participants were inactive (exceeding target). More than 50% of the delivery budget has been paid.</p>
	Steering Group continues to operate effectively	On-going	All			<p>2 meetings</p> <p>The Steering group will meet in the summer to decide on the nominations for the Sportivate Awards. There were not enough nominations for the Sportivate Awards for the Steering group to meet. The next meeting will be scheduled for January 2016.</p>
						<p>The Sportivate nominations that were received were forwarded to Sport England. Dani Pointon from NuL has been awarded the Regional Sportivate Participant of the Year Winner. Stafford Quantico Court has been awarded the Regional Sportivate project of the Year and shortlisted for the National top 3. To be announced in December at an awards ceremony.</p> <p>Quantico Court was awarded National winner - Sportivate project of the year at Houses of Parliament celebrations in December. Steering group meeting scheduled for end Jan. to decide on Year 6 application that will go to Sport England beginning of Feb.</p>



	Review processes for Year 5 and ensure Year 6 planning process is completed to deadlines	01/16	4				Plan approved by SE	<p>Delivery training has taken place over the March and April period, with over 60 deliverers attending. These workshops have reviewed Sportivate, introduced new admin practices and KPIs and assisted deliverers with marketing and This Girl Can materials and targeting.</p> <p>Meetings with all 8 local areas have been scheduled for October/November to review delivery so far and prepare for Year 6 delivery deadlines at Christmas.</p> <p>All meetings have taken place. 135 applications have been received for year 6 and currently being assessed. 100 blocks left to complete for year 5.</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.**
- **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 01.04.15 - 31.12.15
		Date	Qtr					
<u>School Games</u> Ensure successful delivery of Level Three with effective links to Levels One and Two	Ensure the Local Organising Committee and its sub-groups operate effectively, with appropriate membership	On-going	All	CM / NBa with support from other Core Team members as appropriate	☺	☺	All meetings attended	All meetings attended. Sub-group membership will be reviewed for the new academic year. The organisational structure of the School Games has been reviewed and amended. The LOC is being updated to incorporate a more strategic group of Head Teachers to support the wider impact of the games within schools along with a set of operations groups to support the operational elements Current organisational structure is to be continued with sub groups up to full capacity Sub-group membership has been reviewed and new members have been recruited. The LOC and the sub-groups meet regularly.
	Ensure Project Delivery Plan is followed to deadlines	03/16	All		☺	☺		Project delivery plan shared with partners and followed successfully. As above.



	Deliver a successful 2015 Level Three summer festival and 2016 Level Three winter festival support identified satellite events	03/16	All		☺	☺	Two festivals with 1500 participants	Successful Summer festival delivered with 1606 participants including 237 for Change4Life. Winter festival and satellite festivals have been confirmed. Summer festival successfully delivered with 1800 participants and 200 Change4Life participants. Feedback from participants, teachers and spectators was positive. Two satellite competitions have been successfully delivered in this quarter; football and tag rugby. Organisation is underway for the winter and summer festivals.
	Review 2014/15 calendar, processes etc. in conjunction with partners / stakeholders	06/15	1		☺	☺		A calendar review has taken place and competitions have been agreed for the forthcoming year (2015/2016) Competitions calendar agreed and delivery is underway.
	Develop a Project Delivery Plan for 2015, incorporating review findings	09/15	2		☺	☺	Plan agreed by LOC	Plan agreed by the LOC As above
<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 School Sport Premium etc.)	On-going	All	CM	☺	☺	6 meetings	All meetings supported and meeting dates have been set for 2015/16 academic year All meetings have been supported and agenda items linked to SASSOT work areas have been led on.

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

2.1 Children & Young People

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
<u>Primary Sport Offer</u>	Support primary schools to use their Primary School Sport Funding effectively	03/16	All	CM/NBa	☺	☺	Delivery mechanism agreed and offer to schools produced	<p>Delivery plan agreed by Sport England and delivered successfully i.e. all deliverables achieved in partnership with Entrust, oPEn and Youth Sport Trust. Focussed on advocacy around key messages, specific support to those schools most in need and building school to community links.</p> <p>Delivery plan has been agreed by Sport England and work with Entrust, oPEn and the Youth Sport Trust is underway.</p> <p>Wok with Entrust, Youth Sport Trust and oPEn is ongoing. 5 network meetings run for Staffs Schools with one-to-one support being given to those schools in need of support.</p>



<p><u>Satellite Clubs</u> Manage the Satellite Clubs programme to ensure effective delivery across the sub-region</p>	<p>Submission of year 3 Satellite Club Link Makers Delivery Plan</p> <p>Delivery of year 3 Satellite Club Link Makers Delivery Plan</p>	<p>04/15</p> <p>03/16</p>	<p>1</p> <p>All</p>	<p>CM/ CGro</p>			<p>16 schools and 1 college engaged with 42 Satellite Clubs operational</p>	<p>Delivery plan submitted and agreed by Sport England. All school s and colleges have now been engaged with. Year 3 delivery will commence from Sept 2015 onwards.</p> <p>Year 3 delivery now commenced all schools have been offered the opportunity to host a satellite clubs. 16 schools and 1 college have been engaged with meaning overall engagement target has been met. 68 Satellite Clubs have been established meaning delivery target has been achieved.</p> <p>126 Satellite Clubs across the county now engaging with all secondary school and colleges totalling to 91 establishments. 2520 young people aged 11-25 participated in satellite clubs. 412 participants have transitioned in to a hub club setting.</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.**
- **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 01.04.15 - 31.12.15
		Date	Qtr					
Update Club Support Plan	Implement review & consultation process. Update as required. Communicate updated plan to partners	09/15	2	NBa Key funding partners	☺	☺		Ongoing. Clubmark Accreditation funding updated and communicated. Club Matters is the new resource in place to support clubs which is being communicated. After a successful bid to gain funding for the Club Matters Innovation fund, direct support is being offered to 50clubs across the County Club Matters programme is now underway with 9 Club Matters Advisors in place to help clubs use the resource and operate more effectively.
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	NBa NGBs	☺	☺	Comprehensive database updated and promoted	Ongoing Ongoing, the database is being reviewed and will take on a slightly new form following the launch of the new SASSOT website New online database is now up and running which is now available for all clubs to register on themselves. Clubmarked clubs will be highlighted.
Raise the profile of club accreditation	Promotion of Clubmark and SASSOT QualityMark to partners and clubs. Maintain Clubmark license and promote to NGBs that don't award it	On-going	All	NBa Board Champion	☺	☺	SASSOT Website / e-newsletter / social media highlighting club accreditation	Ongoing. Clubmark now comes under the Club Matters umbrella and is currently undergoing a National revamp. SASSOT successful bid to the Sport England Club Matters Innovation Fund for the implementation of a Club Matters Mentoring programme. Ongoing The Clubmark process is currently on hold whilst the process moves online. Training on the new version of Clubmark will take place in the New Year as will the license renewal.

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

2.2 Club Development

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		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	NBa Workforce Steering Group	☺	☺	10 clubs financially supported to achieve accreditation by 31/03/15	Clubmark Accreditation funding updated and communicated. Three clubs has been awarded funding in this quarter. A continuous stream of clubs continue to apply every month, 7 clubs have applied for the funding in this quarter 5 clubs have applied for funding and been successful in this quarter. Funding has been used for Level 1 and Level Two coaching awards.
Develop a planned and coordinated programme of club development training opportunities	Identify appropriate Club Development workshops to be integrated into the agreed Education and Training programme to be delivered by an external provider	On-going	All	NBa NGBs	☺	☺	Comprehensive club and volunteer training programme implemented, promoted and communicated	2 workshops delivered this quarter through Club Matters; 13 attendees on the first workshop and 23 on the second. More workshops will be run in the Autumn. Awaiting responses from the Club Matters Advisors regarding training needed for the clubs that they are working with. Workshops will then be arranged accordingly to meet these needs. A workshop calendar will be put together in the new year based on the needs identified through the Club Matters programme.

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

2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
Provide local strategic coordination for workforce development activity for the sports sector	Develop and maintain partnership Coaching Development Plan	On-going	4	LB	☺	☺	New plan in place	<p>Plan is in place and agreed by Sport England. Progress being made satisfactorily against the Plan.</p> <p>Satisfactory progress continues to be made with a green RAG rating awarded by Sport England at Q2.</p>
Support the development and growth of the sports volunteer workforce	Use volunteer signposting service, DFE, and NGB Activation recruitment programmes to support workforce requirements of other SASSOT delivery programmes i.e. satellite clubs	On-going	4	LB/CD	☺	☺	50 volunteers deployed onto other programmes	<p>Aiming to train 12 Badminton Young Officials and 12 Volleyball activators in Oct 2015 to support with recreational competitions and tournaments.</p> <p>12 Badminton Young Officials to be trained October 5th. 9 Volleyball activators to be trained on October 21st.</p> <p>16 Community Sports Leaders due to be trained in February 2016.</p> <p>6 Badminton Young Officials trained. 16 young people trained on the PlayMaker Award. 9 girls trained as Level 1 Dance Leaders.</p> <p>Level 2 Award in Community Sports Leadership due to take place in Feb 2016 and a PlayMaker Award is taking place from Jan-Feb 2016.</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.**

2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
	Contribute to the development and delivery of the cross sector Staffordshire Volunteer Strategy and ensure it reflects the needs of the sports sector	On-going	4	LB/CD	☹️	☹️	Strategy launched + SASSOT input reflected	Staffordshire County Council group no longer active.
	Recognise volunteers and their work through supporting volunteer awards e.g. Unsung Hero	On-going	4	NBi/LB External provider TBC	😊		At least 1 volunteer award supported	No progress required at this stage
	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.	On-going	4	LB	😊	😊	500 attendees on workshops	Agreement in place with Sport Structures and Newcastle-Under-Lyme College for delivery of education and training programme. 136 attendees on 11 workshops. 174 attendees on 13 workshops. 288 attendees on 19 workshops.

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

2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update
								01.04.15 - 31.12.15
Work with partners and local training providers to ensure workforce training needs are met	Plan and deliver a comprehensive education and training programme to meet the needs of coaches and volunteers. <ul style="list-style-type: none"> • Undertake annual planning and partner consultation exercise in order to prepare a programme for 2015/16 • Incorporate Club Leaders, Disability Sport and Primary School Sport workshops • Introduce new partnership working to develop provision • Provide CPD training support to at least 500 coaches and volunteers, including disability sport CPD as shaped by the County Disability Sport forum 	On-going	1	NBi/LB External provider TBC			500 attendees	Planning exercise has taken place with launch of new education and training programme taking place. 136 attendees on 11 workshops including Club Matters and disability sport. 174 attendees on 13 workshops. 288 attendees on 19 workshops.
Work with partners and local training providers to ensure workforce training needs are met	Signpost and promote NGB courses for the 46 Sport England funded sports and the SASSOT Education and Training programme via SASSOT Coaching, the SASSOT website, social media and agreed providers.	On-going	All	LB Sports Coach UK, NGBs, agreed providers.			Links visible	Signposting service is in place with targeted promotion upon request of 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.
- Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes.

2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update
								01.04.15 - 31.12.15
	Signpost appropriate deliverers to opportunities specifically supporting workforce needs associated with the Primary School Sport Premium	On-going	All	LB/CM	☺	☺	Opportunities collated and communicated to relevant deliverers	Signposting service is in place for coaches and coaching providers to recommend the appropriate minimum standards are in place <i>We still have a signposting service although we are starting to advocate with schools that Primary School Sport Premium Funding is used in a sustainable way and therefore schools that employ coaches with their PSSP funding should aim for sustainable delivery which meets the individual needs of the schools</i>
Support an increase in the number of qualified coaches	Implement Coach Development Fund, ensuring a close working relationship with NGB's to deliver on workforce priorities	3/16	4	LB Assessment Panel	☺	☺	30 people trained impacting on NGB and Sport England priorities	Progress against this is in line with the Coaching Delivery Plan and is meeting the required progress, with plans in place with 5 NGB's to train 20 people as of Q1. This has now been achieved with 7 NGB's training a total of 47 people as of Q2. <i>This has now been increased to 8 NGB's training a total of 50 people as of Q3.</i>
	Implement regional female coaching project across the six West Midlands County Sport Partnerships aimed at recruiting, developing and supporting female coaches	On-going	All	LB Regional CSP's, sportscoachUK	☺	☺	20 female coaches supported by SASSOT and 100 across the region	Women Make Coaching has been launched across the West Midlands with engagement with coaches and partners now taking place. 18 coaches are currently registered with SASSOT and 103 registered across the region, receiving various levels of support based on their development needs <i>Q3: Women Make Coaching 23 coaches are registered with SASSOT and 135 across the region</i>

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

2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update
								01.04.15 - 31.12.15
Deliver Outcomes of the Coaching Delivery Plan	Facilitate a Community of Learning for coaches within the CSP area	On-going	All	LB Sports Coach UK, Staffordshire University	☺	☺	Produce Monthly e-newsletter to reach 1,150 by Q2 and 1,200 by Q4	Monthly e-newsletter now reaches 947 people Monthly e-newsletter now reaches 1,204 people Monthly e-newsletter to be relaunched as joint coaching and volunteering newsletter to be released on the first Friday of every month to current subscribers
					☺	☺	100 coaches accessing targeted CPD needs	34 coaches have accessed targeted CPD needs 54 coaches have accessed targeted CPD needs 88 coaches have accessed targeted CPD needs
Deliver Outcomes of the Coaching Delivery Plan	Ensure close working relationship with identified NGB's to meet workforce needs in relation to participation programmes	On-going	All	LB/CD	☺	☹	80 people trained to deliver on NGB participation programmes	Aiming to train 12 Badminton Young Officials and 12 Volleyball activators in Oct 2015 to support with recreational competitions and tournaments. 12 Badminton Young Officials to be trained October 5 th . 9 Volleyball activators to be trained on October 21 st . 16 Community Sports Leaders due to be trained in February 2016. Progress against this is in line with the Coaching Delivery Plan and is meeting the required progress, with plans in place with 5 NGB's to train 20 people as of Q1 6 Badminton Young Officials trained 16 Community Sports Leaders due to be trained in February 2016. New dates to be agreed with colleges to train their Volleyball activators.

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

2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update
								01.04.15 - 31.12.15
	Maintain Data Management System for coaches	On-going	All	LB	☺	☺	1150 coaches registered by Q2 and 1,200 coaches registered by Q4	1149 coaches registered 1166 coaches registered 1181 coaches registered
	Identify and promote funding schemes / grants that will aid coaches in accessing CPD at reduced cost	¼ly	All	LB sportscoachUK, CSPN	☺	☺	'Funding Opportunities for Coaching' guide produced quarterly	Guide has been produced in partnership with regional and national CSP's and sportscoachUK. Communicated to service users
SASSOT Volunteering and Leadership programme	Provide on-going support to volunteers trained in Year 1-4 of the programme.	On-going		LB/CD	☺	☺	Contact maintained with previous leaders and opportunities offered.	Volunteers transferred to new Mail Chimp data management system. Regular emails are sent monthly to update volunteers with news. A new volunteer opportunities page has been set up on the SASSOT website and the Join In widget has been added too. A sports volunteer e newsletter also goes out monthly to those registered on the database. Volunteers will now receive the new SASSOT Coaching and Volunteering e-newsletter as of 5th Feb 2016. This will provide news on volunteering such as opportunities, courses and funding.

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2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update
								01.04.15 - 31.12.15
	12 Level 1 female Dance Leaders trained as part of funding received from Staffordshire County Council's Community Arts Fund.	March 2016	4	LB/CD	☺	☺	12 female Level 1 Dance Leaders trained	The course is due to take place in July 2015. Due to demand of places 13 girls were trained. Another course is scheduled for October 2015 as more girls wanted to attend. 9 girls trained in October 2015 as Level 1 Dance Leaders due to demand. 22 trained in total.
	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 2014-July 2015. New targets will be released September 2015.	July 2016	2- for first results 4- for 2 nd results	LB/CD	☺	☺	30 volunteers recruited and deployed by July 2015.	The final data is due to be collected in July 2015 but on the last count we had currently recruited, trained and deployed 181 volunteers. 261 volunteers recruited, trained and deployed for academic year 2014-2015. Next audit is due to take place in December 2015. New target for academic year 2015-2016 is 30 volunteers. Sport England has changed the audit deadline and we are awaiting confirmation on when the first audit is needed.
	School games workforce audit completed in conjunction with SGO's. For the academic year Sept 2014-July 2015 this has been completed. New targets will be released September 2015	September 2015	2	LB/CD SGOs	☺	☺	Workforce audits completed by September 2015.	This information is relevant to the academic year so this has been completed for academic year September 2014-July 2015. The first result for the new academic year of September 2015- July 2016 will be in December 2015. Audit has been completed and School Games Organisers have been supported with their requests.

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2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update
								01.04.15 - 31.12.15
	SGO's supported to address needs identified in school games workforce audit through the provision of training	On-going	All	LB/CD	☺	☺	Courses organised and tutored as and when needed for the SGO's	<p>9 Community Sports Leaders recruited, trained and deployed to assist with School Games events and competitions. 33 event volunteers recruited, trained and deployed to assist with the Level 3 School Games County Final.</p> <p>September 2015 initial audit has been completed. As a result a Community Sports Leaders Award has been organised for February 2016 in Stoke-on-Trent. The people trained will then assist with the Winter and Summer festivals along with Level 2 School Games competitions.</p> <p>Level 2 Award in Community Sports Leadership due to take place in Feb 2016.</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.**
- **Marketing and Communications – Supporting the promotion of community sport programmes.**
- **Facilities – Supporting NGBs to access appropriate facilities, advocating for access to educational facility sites, knowledge of asset transfer and strategic facility development needs for the sub region.**

3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
Marketing Planning & Development	Implement the MarComms Plan for 2014-16	On-going	All	NBi/LM Board Champions	☺	☺	Plan produced, distributed and in operation	Key tasks implemented and new web site launched.
Website Maintenance and Development	Work with the website company to develop a new website structure	Apr/May /June 15	1	NBi/LM	☺	☺	Website developments on track. Initial design agreed, currently agreeing on plugs in for key functions such as newsletter, club directory etc. Content Migration planned for July. Launch planned for 4 November.	New web site launched and new functionality developed including a new integrated e-news feed link to the production of our monthly e-newsletter, new club directory and new events calendar.

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3.1 Marketing & Communications

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		Date	Qtr					
	Implement new web site	July 15	3	NBi/LM	☺	☺		Training from website company delivered New functionality tools developed (E-new, events, databases, submission forms, etc) Majority of content migration completed, handed over to take place on 8 th October, ‘Go Live’ planned for the 4 th November at the SASSOT Sports Awards. New website launched on 4th November – positive feedback received from partners.
	Review Google analytics and other development tools	On-going	2	LM	☺	☺		10,000 unique visitors to the website 70.5% were new users April-Dec google analytics reviewed. SASSOT website – 25,843 users – top pages: clubs, jobs & careers, funding and contacts
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 Mangers Forum, SLCOF etc	On-going	All	All Core Team members Supported by: LM	☺	☺	Meetings held	SDO/Facility Mangers Forum, SLCOF, County Disability Sport Forum, Inspire Leads, SGO, LOC, NGB Forum held.

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

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
Production of e-newsletters	Production of SASSOT monthly sport-e newsletter	Monthly	All	LM	☺	☺	12 editions of e-newsletter released	9 sport-e newsletters issued with a total of 374 articles. Implemented MailChimp as our new e-newsletter distribution software. This tidied up our distribution list by removing duplicates and undeliverables resulting in a revised recipient list of 2,016. Benefits of MailChimp include percentage stats on number of ‘opens’ (reads) and click-throughs to the website. New functionality developed for the distribution of ‘Disability’ and ‘Coaching’ e-newsletters link to website posts.
	Production of SASSOT Coaching e-newsletter	Monthly	All	LB	☺	☺	12 editions of e-newsletter released	Monthly e-newsletter now reaches 947 people Development of new ‘Coaching / Volunteering’ e-newsletter. Test produced and first edition to be sent on 4 th February.
	Production of Disability monthly e newsletter	Monthly	All	RB	☺	☺	12 editions of e-newsletter released	Maintenance of Disability E-newsletter during the recruitment of a new disability sport officer - 3 editions produced. 3 editions of the newsletter published First edition of ‘Disability’ e-newsletter developed and distributed in December.
	Production of NGB/SSP newsletter	Monthly	All	JK	☺	☺	6 editions circulated	Next edition due 03.07.15 July edition circulated October and December editions circulated.

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3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
NGB Support	Publicise NGB products, programmes and media campaigns as appropriate	On-going	All	NBi LM/JK/ CD	☺	☺	Programme to offer sessions in 10 sports. Media coverage gained	Rugby, Tennis and Triathlon campaigns promoted via community Facebook groups Football, Athletics, Volleyball campaigns /. Activities promoted via community Facebook groups Hockey Fest, 30 Days of Snowsport publicised through the website and e newsletter Badminton 4 Macmillian Week promoted Golf Express Winter Offer promoted
	Implement ‘Move More In May’ campaign - Develop local offer in partnership with NGBs - Engage local media Assess the impact	May 15	1		☺	☺		Move More in May campaign delivered (currently producing campaign summary – 91 sessions in 11 sports promoted) Profile gained on BBC Radio Stoke and Stafford FM. Campaign summary produced including areas for improvement for 2016. West Midlands region looking to adopt the roll out of the campaign for 2016 Meeting set for 25.01.16 to begin planning for 2016
Produce Annual Report	Annual Report produced 04/14 to 03/15	Jun 15	1	NBi LM	☺	☺	Articles from all funding partners achieved	2014-2015 ‘Working In Partnership & Celebrating Local Success’ Annual Report produced that included ‘infographics’ to highlight work of the Core Team. Contributions received from 17 different partner agencies that informed of specific projects they have worked in partnership with SASSOT. Annual Report distributed via post and electronically to partners in July.

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3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
Implement a partner satisfaction survey	Implement the Partnership Satisfaction Survey Analyse and communicate the results	Nov 15	3	NBi and CSPN support		☺	To maintain satisfaction level from last year's survey	Satisfaction survey distributed to key partners results to be reviewed in Jan - 51 completions locally, 111 total completions.
Social Media Development	Development of Social Media including Facebook and Twitter - Team to develop social media priorities / action - Develop benchmarking and monitoring process	On-going	All	NBi LM Supported by Team Members	☺	☺	700 FB Likes 2000 Twitter Followers Use of YouTube	1,562 Twitter followers 561 Facebook Likes 1,628 Twitter followers 571 Facebook Likes 1,696 Twitter followers 600 Facebook Likes

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3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
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 	Aug-Nov 15	Q3	NBI supported by Team Members CSPN WM	☺	☺	Winners selected and awards event held with S&SoT nominees	25 nominations received, judging panel to meet on 8 th October Awards evening held on 4th November – 70 attendees and presentation of 9 awards.
	Organisation of a presentation event and relevant media	Nov 15	Q3		☺	☺		Confirmed attendance of STAF Athlete at evening celebrations Chris Bowers GB Canoeist attended the event Good social media activity with 14,000 impression that month, 68 mentions and 33 new followers
West Midlands Community Sports Awards	Work with the West Midlands Marcomms Group to coordinate the WMCSA (Website / Budget)	Nov 15	Q3	NBI	☹	☺	Awards evening held	Meetings attended budget set. Headline sponsor currently being sourced. Cancellation of this year's event as unable to source a headline sponsor. Sponsorship package produced to source a 2016 sponsor. Sponsor secured for 2016

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3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
Producing Media Releases To Advocate The Work of the CSP	Distribution of Media Releases	Mar 15	All	NBi and Core Team Members	☺	☺	Min of 6 News Releases per year	Move More In May – 2 pieces on BBC Radio Stoke, 2 pieces on Stafford FM including ‘Live’ Go Canoeing coverage and You Tube video. School Games Pre / Post Media Release Women Make Coaching Media Release Inclusive Sport Fest Press Release Inclusive Sport Fest – Gartmore Riding Press Release Sportivate National Winner – Quantico Court Presentation at the Houses of Parliament
School Games Support	Deliver media training to young School Games volunteers	Jun 15	Q1	NBi and Core Team Members	☺	☺	Training delivered	Training delivered to 10 (Year 9) pupils to act as School Games Media Volunteers Training for the Winter Festival to be delivered on 26th Jan
	Develop event programme	Jun 15	Q1		☺	☺	Programme produced	Lanyard programme produced and distributed to over 400 people at the School Games Summer Festival Lanyard for Winter Festival produced
	Support development and maintenance of School Games website	On-going	All		☺	☺	Website updated	Website updated
	Co-ordinate media hub at School Games event	Jun 15	Q1		☺	☺	Media report produced	Media hub successfully co-ordinated the communication of the SG event including interviews, social media updates and the production of sports reports.

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3.2 Research & Insight

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		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 16	4	NBi and Staffordshire Uni	☺	☺	Data collated and 'Info Hub' available	EDFS Research communicated to County Disability Forum and also planned for the NGB forum
	Review how the information should be categorised for easy reference / access	June 15	1		☺	☺		To be completed as part of the website review (Q2) New web page layout agreed and developed - documents to be uploaded following website handover New web page layout implemented

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3.2 Research & Insight

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
	Create a central resource of information hosted on both the PDrive and SASSOT website	July 15	2		☺	☺		To be completed as part of the website review (Q2) Insight Hub developed on the new SASSOT website listing national, regional and local research tools and data
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 	On-going	All	NBi and Staffordshire Uni	☺	☺	Insight recommendations established and communicated to key partners	This is currently being done as part of the Sport & Physical Activity Localised research Additional Local Insight project currently being considered by Vision 2020 group in conjunction with public health and Staffordshire University. Participation Insight proposal developed following on from the original APS brief. This has been developed in partnership with Public Health and via the Vision 2020 group. A research proposal has been put forward to CHAD
Consult with partner organisations to expand current data sources	Assess any additional data sources held by non-sporting organisation that can support insight	May Mar 16	1 4	NBi	☺	☺	Additional data sourced	Department for Transport analysis of Active People data reviewed Local Authority min- data profile produced for N-u-L this is an amalgamation of all relevant data sources into a bite size document. Review the capacity to do this for additional areas

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3.2 Research & Insight

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
Localised Sport & Physical Activity Research <i>(Understanding of local demand and supply)</i>	Research completed and report compiled for Lichfield	June 15	1	NBi and Staffordshire Uni	☺	☺	Reports produced	Survey completed and first draft of Lichfield report produced. Survey currently active for Staffordshire Moorlands Additional Local Insight project into Staffordshire and Stoke participation rates currently being considered by Vision 2020 group in conjunction with public health and Staffordshire University.
	Report presented to key localised partners to inform planning	July 15	2		☺	☺		Final report produced and communicated to Lichfield District Council and FMG Consulting Ltd to support the development of a new strategy.
	Research completed and report compiled for Staffordshire Moorlands	Aug 15	2		☺	☺		The survey for Staffordshire Moorlands has been completed and the final report is being developed Final report for Staffordshire Moorlands to be available on 15th January – this will be used to inform the developed of their Sport & Physical Activity Strategy
	Agree roll out of additional localities and initiated research accordingly	July 15	2		☺	☺		Next areas to include Stoke – on – Trent, Newcastle – Under – Lyme and South Staffordshire. Meeting with Staffordshire University will take place on 20th Jan.

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3.2 Research & Insight

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
Monitor and evaluate the impact of appropriate programmes	Sportivate, Satellite Clubs, Primary School Sport Premium, Aiming High, School Games, Community Games programmes	¼ly	All	Prog- ramme Manag ers	☺	☺	M&E reports produced and provided to funders and Exec	Relevant KPI returns completed
Review the role and allocation of ‘Relationship Managers’	Review value of process and organise meeting accordingly	June 15	1	MT/NBi and Team members	☺	☺	Mgrs / Officers allocated roles Review meetings held and actions agreed	Review completed and roles assigned. Initial meetings arranged. CRMs appointed to local partners. Meetings being arranged.
Collate and report Active People Survey data	Provide a gateway to the Active people data and provide year data summary	On-going	All	NBi	☺	☺	LA Sports Profiles produced	APS9 Q2 data reviewed APS9 Final data released SASSOT have witnessed a positive direction of travel against the sport 1x30mins measurement 32.1% (compared to 30.3% APS8). Seven Local Authorities have witnessed a positive direction of travel and two have experienced decreases







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3.2 Research & Insight

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
Advocacy and promote Sport England's data tools	Maintain and develop knowledge of SE data tools	On-going	All	MT/NBi	☺	☺	Support 5 NGBs in using tools to deliver WSPs	MOVES toolkit communicated to team and SDO/FMF Attended Sport England's Insight & Toolkits Workshop Youth Insight – Summary Booklet produced to be distributed primarily to Sportivate & Satellite Club delivers as well as wider partners.
	Communicate developments to partners and provide training where appropriate	On-going	All		☺	Women's insight presented at key forums and meetings		
Demonstrate impact of local partner investment	Collate data to produce localised documents	Nov 15	3	NBi And Team members		☺	11 Impact documents produced	Local data collated via the core team
	Produce 11 localised partner impact documents and distribute to partners	Dec 15	3		☺	10 Local Impact documents produced and distributed to local funding partners Final document to be completed in January		

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3.3 Facilities

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
Hold up to date knowledge of and understand the sport, PE & physical activity facility requirements for the CSP area	Distribute the refreshed Sub-Regional Facilities Framework	05/15	1	MT, Board Champion & NBI/BH			Sub-regional Facilities Framework distributed & available to partners.	Framework distributed to appropriate partners.
	Present the findings of the refreshed sub-regional Facilities Strategy at appropriate forums	Mar 16	4					Working with SLCOF to prioritise Sports Facility developments. Director presented findings to Consultants working on the Stoke Built Facilities Strategy. Presented to Consultants carrying out the Lichfield District Review. Offer made to present to Staffordshire and Stoke Planning Officers Forum. District facility priorities profiles drafted in preparation for consultation with SLCOF
Asset Transfer & Club Matters	Promote and advocate the use of the Community Sport Asset Transfer toolkit with local partners and signpost partners to expertise where required.	On-going	All	MT/NBa			Number of community groups supported to use the Asset Transfer	Sign posting when necessary Ongoing

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3.3 Facilities

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
	Promote the new Sport England Club Matters club resource.	On-going	All		☺		toolkit	Successful funding application to Sport England’s Club Matters Innovation Fund to implement a mentoring programme to support clubs. 10 Club Matters Advisors appointed, 42 clubs engaged on the programme
To be an advocate for sport on education sites	Advocate and promote Sport England’s “Win Win” toolkit to local partners.	On-going	All				Increase in NGBs / sports groups accessing school sport facilities	

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3.4 Funding and Investment

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
Provide a comprehensive range of support services that will assist partners, clubs and community	To support partners, clubs and other community groups in the development of appropriate funding applications.	On-going	All	BH Core Team SDOs &	☺	☺	Partners supported & feedback via Satisfaction Survey	Currently working with Uttoxeter Sports Club, Newcastle Knights FC and Burton Rugby Club 2 funding workshops delivered to sports councils (Leek and Cheadle). Insight briefing delivered to NULC sports council

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3.4 Funding and Investment

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
groups to access funding and new investment	Provide one to one support as appropriate and update SASSOT investment log	On-going	All	NGBs	☺	☺		<p>Currently working with Uttoxeter Sports Club, Newcastle Knights FC and Burton Rugby Club.</p> <p>One to one support provided to Brewood Bowling club, Blackshaw Moor Shooting Club, Manor Park Sailing Club, Burntwood St Matthews CC and Redgate Clayton FC. Some support ongoing for larger capital projects.</p> <p>2 successful funding applications this quarter that have had a significant SASSOT support. Manor Park SC and Amashall SC. Two successful Inspired applications from last round that have had direct support from SASSOT; Uttoxeter CC and Newcastle RFUC, TOTALLING £145K investment.</p> <p>Significant support provided to Brewood Bowling Club, Blackshawmoor Shooting Club and Rudyard Lake Sailability. And Kings School Kidsgrove to develop applications to final round of Inspired. Worked with Monkton Recreation Centre to develop and submit and Improvement Fund application. £20K secured this quarter.</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.**
- **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 01.04.15 - 31.12.15
		Date	Qtr					
	To identify and promote funding opportunities (local/regional/national), including GrantFinder, to partners, clubs and other community groups to support their projects	On-going	All		☺	☺	Production of funding information pack	Presentations made to 2 local sports councils on funding opportunities. Funding presentation made to Newcastle Sports Council.
	Maintain an up to date list of local, sub-regional, regional and national funding schemes and opportunities for sports clubs on the SASSOT website and e-newsletter	On-going		BH	☺		On-line information is accurate & up to date	Information in place Website up to date but format needs reviewing.
	To advise Sport England and other external funding organisations on the merits and local fit of applications for funding	On-going	All	MT/BH		☺	Response times re feedback achieved	Met with Sport England Strategic Lead for Facilities and planning and Kings School Kidsgrove to advise on strategic facility development
	To proactively advocate at a strategic level the value of local projects with Sport England and other funding bodies	On-going	All	MT/BH			Response times re feedback achieved	Met with Sport England Strategic Lead for Facilities and planning and Kings School Kidsgrove to advise on strategic facility development

- **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 01.04.15 - 31.12.15
		Date	Qtr					
	Develop SASSOT data and insight guide to assist partners in developing strong funding applications.	09/16	All	BH NBI	☺	☺	Intelligence Data Support Guide is up to date and available for partners	Detailed Local Insight Data available for 3 LA areas, 4 th to be completed in next quarter. Sub Regional Facilities Framework completed. Developing new insight reports in partnership with public health for district EJSNA's Agreement from CHAD to undertake Thinking Active Pilot evaluation. Evaluation model agreed with CHAD.
	Provide one to one support to partners as required to help them evidence the need for specific projects.	On-going						See above
	Continue to develop resources and strategic documents that will that will assist partners when applying for funding i.e. facility plan	On-going			☺	☺		Sub Regional Facilities Framework completed Work ongoing on LA priorities summary report for Facilities Framework LA facilities priorities summary documents completed and ready to go out to consultation to SLCOF.

- **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 01.04.15 - 31.12.15
		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.	On-going	4	MT/BH	☺	☺	New investment into sport from Public Health or CCG sources	Developing new insight reports in partnership with public health for district EJSNA's £27,352 secured for Beginner Running programme.
	Engage with locality commissioning leads to positively influence the positioning of sport and physical activity within locality commissioning prospectuses			MT/BH	☺	☺		A number of sport and physical activity programmes have been funded in the first round including Beginner Running in 4 LA areas. 1 more area has awarded funding for Beginner Running. New annual income estimate now £35,000 which will enable to programme to continue for the full financial year.



- **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 01.04.15 - 31.12.15
		Date	Qtr					
	Proactively identify and apply for funding to sustain and develop SASSOT’s local delivery offer such as locality commissioning opportunities	On-going	4	BH	☹️	😊	Applications made to relevant external funding pots	<p>Meeting held with Police and Crime Commissioners Office to explore potential partnership working opportunities. SASSOT meeting regularly with partners regarding the Building Better Futures programme. Successful application to Sport England’s Club Matters Innovation Fund.</p> <p>EOI submitted to ESIF/BIG lottery Building Better Opportunities Fund for joint capacity building project with Looked After Children’s Team.</p> <p>Unsuccessful applications submitted to the Home Office and Sport England for leadership and volunteering work</p> <p>Provisional agreement for 15k funding support from PCC and SCC towards costs of delivering Looked After Children pilot.</p> <p>EOI submitted to Team Staffordshire has been progressed to next stage of ESIF/Big Lottery application process. Decision due at end of March.</p>

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

4.1 CSP Governance

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.15 - 31.12.15
		Date	Qtr					
Regular Board meetings held	Meetings held quarterly	On-going	All	Chair to lead supported by Strategy, Value & Continuous Improvement Champion & MT	☺	☺	Partner satisfaction rating of good achieved for governance	May meeting held. Q2 virtual meeting papers circulated Sport England Q2 KPI report green for Governance October Board meeting held
Publish minutes	Minutes published	On-going	All	MT & LM	☺	☺	Minutes published on time	13 May minutes published on 26 May 2015. 15 July meeting was a virtual meeting of update reports while waiting for the SE Audit Report 21 October minutes published on 9 Nov 2015 <u>Vision 2020 meetings:</u> 31 July – minutes published on 13 Aug 1 Oct – minutes published on 2 Nov Next meeting scheduled on 12 Jan 2016

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 01.04.15 - 31.12.15
		Date	Qtr					
Board Development	Continue to implement Board Development update sessions as agreed.	On-going		Chair & MT	☺	☺	Programme of updates implemented	Board skills and development needs audit distributed to Board Members. To be considered by Vision 2020 Group New format to be presented to the October Board for consideration. Report prepared by Vision 2020 Group for consideration at January Board.
Prepare reports for Board as required	Reports presented to Board	Quarterly	All	MT	☺	☺	Meetings held & reports produced	Reports produced for 13 May meeting and minutes published on 26 May 2015. 15 July meeting was a virtual meeting of the update reports while waiting for the SE Audit Report and Vision 2020 sub-group meeting scheduled on 31 July to take place. 21 October meeting held and minutes published on 9 Nov 2015. Vision 2020 Sub Group meeting held on 1 Oct and recommendations reported and agreed by the October Board.
Future Proofing	Vision 20/20 Board Working Group to consider future Governance and Delivery options as necessary and as directed by the Board	Mar 16	4	Vision 20/20 Working Group Members and MT	☺	☺	Report with recommendations produced and presented to the Board	Vision 2020 Group meeting arranged for July 31 st . Vision 2020 Group meetings held and report prepared for consideration at October Board meeting. Vision 2020 Sub Group meeting held on 1 Oct and recommendations reported and agreed by the October 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 01.04.15 - 31.12.15
		Date	Qtr					
Internal SBC CSP audit	Consider recommendations from Sport England Audit and implement as agreed by the Board	July 15	2	Board & MT	☺	☺	Recommendations implemented as agreed by the Board	<p>Audit report awaited Audit report received. Considered by Vision 2020 Group and Finance Champions. Management response prepared. To be reviewed by the October Board meeting. No major issues identified a Green/Amber RAG rating at the lower end of risk awarded. Key recommendations now implemented. Board Knowledge and Expertise appraisal and Board Member Performance Self-review to be considered at January meeting</p>

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 01.04.15 - 31.12.15
		Date	Qtr					
Manage individuals and team	Work programmes agreed for core team	4/15	1	MT to lead. Supported by Chair & People Champion	☺		Partner satisfaction rating for team - to achieve good	Delivery Plan signed off by Board for implementation in 2015/16
Invest in team building	Organisational and training needs & knowledge gaps analysis reviewed and updated	8/15	1		☺		Training plan developed & implemented	PDRs held in Q1. Training needs identified and where courses available team members have enrolled.
Invest in personal development	Training plan and knowledge gaps implemented	8/15	1		☺	☺		3 Team members attending Leadership Training programmes. Inclusive communications training organised.
Review structure of CSP as appropriate to emerging agenda and priorities	Team meetings held	Monthly	All		☺	☺	Team meetings held	Monthly meetings held
	Support and mentor team members	On-going	All		☺	☺		On-going 3 team members are currently attending leadership development training courses.



Report to the Board – Enclosure 2

Report Title	Review of Risk Register
Date	27 January 2016

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. It is recommended that strategic risk 1 relating to national changes reducing the role of CSPs be amended from probability 6 and impact 8 to probability 10 and impact 8.

Rationale – It is felt to be prudent to amend the scoring of this risk following the publication of the Government’s new Sports Strategy ‘Sporting Future: A New Strategy for an Active Nation’ which states that the Government will commission an independent review of the role played by CSPs in the delivery of sport at the local level and also consider the impact that new structures in

local government created through devolution deals will have on local delivery of sport and physical activity. The review will be completed by autumn 2016 to complement Sport England's new strategy.

- 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 consider the Risk Management Plan and Register at the first meeting of a new financial year along with the Delivery Plan and Budget.

The recent Sport England Audit has recommended that the Board should review the Risk Register at every Board meeting.

4. Report

The 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 efficiently
- 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 in October 2015.

It is recommended that strategic risk 1 relating to national changes reducing the role of CSPs be amended from probability 6 and impact 8 to probability 10 and impact 8.

Rationale - It is felt to be prudent to amend the scoring of this risk following the publication of the Government's new Sports Strategy 'Sporting Future: A New Strategy for an Active Nation' which states that the Government will commission an independent review of the role played by CSPs in the delivery of sport at the local level and also consider the impact that new structures in local government created through devolution deals will have on local delivery of sport and physical activity. The review will be completed by autumn 2016 to complement Sport England's new strategy.

The Register is attached at appendix 1 and Board Members are also asked to consider the need for any additional amendments to the current risks or the ratings regarding probability and impact.



RISK REGISTER AND RISK MANAGEMENT PLAN 2015/16

Strategic

1. National changes reducing the role of CSP's
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

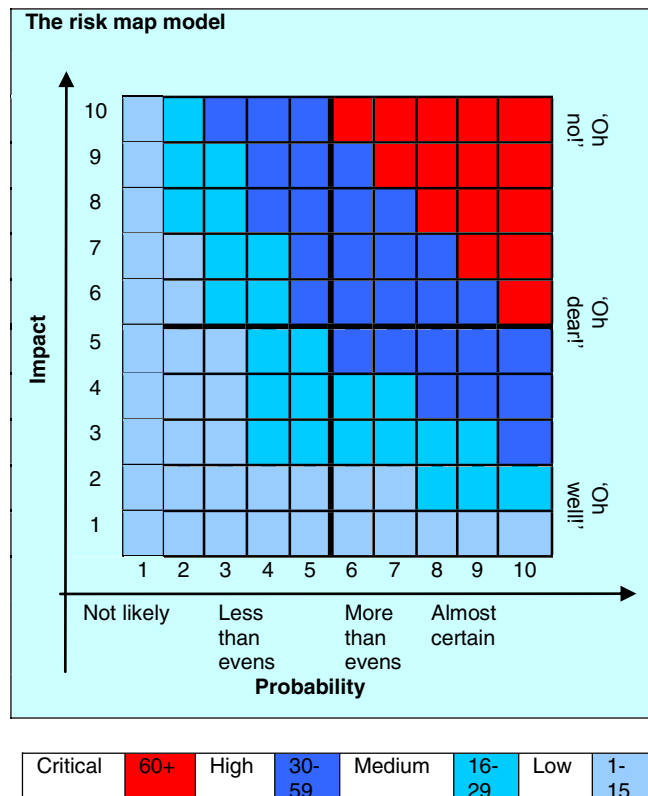
Financial

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"> Review and further develop Board Champions/Critical friend roles with clear Terms of Reference and scope. 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 Vision 20/20 Working Group Members Ongoing	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 not sustained and the risk of staff redundancies

Risk	Controls	Evaluation		Action	Resource and Time	Risk Owner
		Ok	Not ok			
8. Probability 6 Impact 10 (Score = 60)	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
	Develop and sustain a contingency fund to cover employee liabilities	✓		<ul style="list-style-type: none"> Maintain the contingency fund to at least £220,000 to cover the Partnership's liabilities. 	Partnership Director and Board Finance Champions. Financial year 2015/16	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 7 Impact 8 (Score = 56)	Meet regularly with local core funding partners to review delivery and needs	✓		<ul style="list-style-type: none"> Identify future markets and role of CSP Development of annual core offer for local partners 	Partnership Director, Board Champions, Relationship Mangers 6 monthly	Director
	Design and implement funding strategy to engage wider partnership contributions	✓		<ul style="list-style-type: none"> Identify additional funding partners via broad range of value propositions. See core offer above 	Partnership Director, Sports Manger 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, Startegic Partnerships Manger, 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

Overall Score = 539

Reviewed by the Partnership Director April 2015
 Date of Next Review: April 2016



Report to the Board – Enclosure 3

Report Title	Financial Report - 1 April 2015 to 31 December 2015
Date	27 January 2016

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	X
For Decision	

1. **Purpose of Report**

To advise the Board on the financial position 1 April 2015 to 31 December 2015. The Board's Finance Champions have been consulted on the preparation of the report.

2. **Recommendation(s)**

Not applicable.

3. **Executive Summary**

The report has been produced to compare the actual financial performance for the period 1 April 2015 to 31 December 2015 against the budget.

The budget summary is as follows:

	Budget to 30 Sept 15	Actual to 31 Dec 15	Variance
Expenditure	£887,643	£ 868,399	- £19,244
Income	£1,065,714	£ 1,091,003	+ £25,289

4. Report

The attached figures show a detailed breakdown of the financial performance against the budget from 1 April 2015 to 31 December.

Overall operational expenditure is underspent on the estimated budget for the period by £19,244. This relates to underspends on the employee costs budgets relating to lower than expected levels of NI contributions and on the equity budget as a result of the new Disability Sport Officer not starting work with us until the end of the quarter 1. The Athletics Network and Beginner Running Project is overspent on the original budget but this is compensated for by the receipt of additional income from the Public Health Locality Commissioning programme.

Overall income is above expectation by £25,289 as a result of additional income referred to above from the Public Health Locality Health Commissioning programme for Beginner Running projects, the receipt of additional funding relating to the successful 'Club Matters' application to Sport England, income from the Ironman volunteering contract and small increases on the balance carried forward figures for School Games and Club Development.

Explanatory notes with reference to budget headings and performance where there is a significant difference to budget are shown below.

Explanatory Notes

1. Partnership Services

- Expenditure - Overall expenditure is showing an under-spend on the operational budget of £10,265 which largely relates to the NI contributions being lower than expected. There are small underspends on a number of other budget headings but no significant exceptions to report.
- Income - Income is £1,299 below expectation due to reduced NGB hosting.

2. Equity

Expenditure - Employee costs are underspent as a result of the new Disability Sport Officer not commencing until the end of the quarter 1. The underspend will be used in the first quarter of the 2016/17 financial year.

Income - No exceptions to report.

3. Research and Insight

Expenditure - No exceptions to report, we will be commissioning the next phase of the work shortly.

Income - No exceptions to report.

4. NGB Activation and Volunteer Coordinator

Expenditure - Employee underspend relates to NI. NGB grants are paid on successful application re relevant programmes. Staffordshire is now a Bowls Hot Spot and funding from this budget will support the delivery of that programme in the coming months.

Income - £2337 above estimate due to income from the Ironman volunteering contract and course income.

5. Club Development

Expenditure - £1,750 underspend on grants. Grant applications have begun to increase now that the Club Matters project has commenced.

Income - Income is above expected budget as a result of receipt of the first grant payment from Sport England relating to the successful 'Club Matters' application.

6. Sportivate

Expenditure - No exceptions to report.

Income - No exceptions to report.

7. Coaching Development Support Network

Expenditure - No exceptions to report.

Income - No exceptions to report.

8. Youth Sport and Satellite Clubs

Expenditure - Employee costs underspend largely relates to NI. Small underspends on several budget headings but nothing significant to report.

Income - No exceptions to report.

9. Level 3 School Games

Expenditure - Employee costs underspend largely relates to NI. No other significant exceptions to report.

Income - £691 additional income carried forward from 2014/15.

10. Athletics Network and Beginner Running Project

It was originally intended to run this project to August 2015 as at the time of setting the annual budget this was the time period that could be funded. However since setting the original budget additional income has been sourced from a variety of sources including Public Health Locality Health Commissioning, Groundworks Trust and England Athletics. Total annual income is now estimated at £41,000 which means that the programme can be funded through to at least March 2016. Expenditure, including the employment of the Athletics and Beginner Running co-ordinator, will be covered by the new income.

**Sport Across Staffordshire and Stoke-on-Trent
1st April 2015 - 31st December 2015 Budget**

1. Partnership Services

Description	Work Area	Budget 15/16	Budget 01/04/15 - 31/12/15	Actual 01/04/15 - 31/12/15	Variance
Expenditure		£	£	£	£
Employee costs		253,150	192,356	186,700	-5,656
Premises costs & Insurance		31,000	29,000	28,892	-108
Clothing & uniform		500	375	55	-320
Equipment		1,500	1,125	1	-1,124
Printing, stationery and postage		2,500	1,875	1,328	-547
Telephones		2,000	1,500	724	-776
Computer Services		2,500	750	21	-729
Conferences, Training, Subsistence		4,000	2,800	2,819	19
NGB Activation	NGB support & vol dev	31,880	31,880	31,880	0
Professional Fees	Sportshire & Renaissance	71,400	58,000	57,920	-80
Club Development	Club support	18,590	18,590	18,590	0
Coaching Services	Coaching support	5,770	5,770	5,770	0
Marketing		16,000	12,000	11,556	-444
Subs to Outside Bodies		4,500	4,500	4,000	-500
Young Persons Sports Awards		2,000	2,000	2,000	0
Research and Insight	Local Insight Research	12,000	12,000	12,000	0
Contingency Fund		220,000	0	-	0
	Total	679,290	374,521	364,256	-10,265
Income					
Grants		272,160	136,080	136,080	0
Partnership Funding		101,060	88,000	86,701	1,299
Joint Financing Contributions		306,070	306,070	306,070	0
	Total	679,290	530,150	528,851	1,299

2. Equity

Description	Work Area	Budget 2015/16	Budget 01/04/15 - 31/12/15	Actual 01/04/15 - 31/12/15	Variance
Expenditure		£	£	£	£
Employee Costs		17,800	13,351	7,965	-5,386
Telephone		260	195	70	-125
Printing and Stationery		250	200	262	62
Grants	Access Across Staffordshire/Aiming High	32,940	28,000	27,676	-324
		51,250	41,746	35,973	-5,773
Income					
Government Grants		39,270	33,279	33,279	0
Joint Financing Contributions		11,980	11,980	12,480	-500
	Total	51,250	45,259	45,759	-500

3. Research and Insight

Description	Work Area	Budget 2016/16	Budget 01/04/15 - 31/12/15	Actual 01/04/15 - 31/12/15	Variance
Expenditure		£	£	£	£
Professional Fees		14,740	0	0	0
	Total	14,740	0	0	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 2015 - 31st December 2015 Budget**

4. NGB Activation and Volunteer Coordinator

Description	Work Area	Budget 2015/16	Budget 01/04/15 - 31/12/15	Actual 01/04/15 - 31/12/15	Variance £
Expenditure					
Employee costs		34,100	25,576	25,104	-472
Grants	NGB Delivery and Volunteer dev	4,500	2,000	1,538	-462
Rents		100	75	0	-75
Telephone		150	115	20	-95
Printing and Stationery		200	150	3	-147
Travel and Subsistence		90	70	141	71
Promotions		250	180	-	-180
Subscriptions	Coach Web system	1,000	1,000	900	-100
Hospitality		250	180	-	-180
	Total	40,640	29,346	27,706	-1,640
Income					
Joint Financing Contributions		12,090	12,090	14,427	-2,337
Government Grants		28,550	28,550	28,550	0
	Total	40,640	40,640	42,977	-2,337

5. Club Development

Description	Work Area	Budget 2015/16 £	Budget 01/04/15 - 31/12/15	Actual 01/04/15 - 31/12/15	Variance £
Expenditure					
Employee costs	Club Development	18,590	13,943	13,767	-176
Grants	Club Development Grants	6,220	4,000	2,214	-1,786
Professional Fees		1,110	1,000	1,000	0
	Total	25,920	18,943	16,981	-1,962
Income					
Government Grants		18,590	18,590	28,597	-10,007
Joint Financing Contributions	Balance b/fwd	7,320	7,320	7,645	-325
	Total	25,910	25,910	36,242	-10,332

6. Sportivate

Description	Work Area	Budget 2015/16 £	Budget 01/04/15 - 31/09/15	Actual 01/04/15 - 31/09/15	Variance £
Expenditure					
Employee Costs		33,930	25,449	23,951	-1,498
Rents & Hospitality		150	110	20	-90
Telephone		200	150	85	-65
Travel & Subsistence		200	150	41	-109
Grants		249,030	124,500	122,177	-2,323
	Total	283,510	150,359	146,274	-4,085
Income					
Government Grants	Sportivate	220,770	110,135	110,135	0
Joint Financing	C/Fwd	63,240	63,240	63,240	0
	Total	284,010	173,375	173,375	0

**Sport Across Staffordshire and Stoke-on-Trent
1st April 2015 - 31st December 2015 Budget**

7. Coaching Development Support Network

Description	Work Area	Budget 2015/16	Budget 01/04/15 - 31/12/15	Actual 01/04/15 - 31/12/15	Variance
Expenditure		£			£
Employee Costs	Coach Dev Manager	41,620	31,216	30,852	-364
Telephone		150	115	70	-45
Grants	Coach CPD and Bursaries	4,000	1,500	1,158	-342
	Total	45,770	32,831	32,080	-751
Income					
Sport England Grant		40,000	20,000	20,000	0
Joint Financing Contributions		5,770	5,770	5,770	0
	Total	45,770	25,770	25,770	0

8. Youth Sport and Satellite Clubs

Description	Work Area	Budget 2015/16	Budget 01/04/15 - 31/12/15	Actual 01/04/15 - 31/12/15	Variance
Expenditure		£			£
Employee Costs	Youth Sport Manager & Sat	80,180	60,135	58,092	-2,043
Telephone		250	200	463	263
Printing, stationery and postage		750	550	275	-275
Professional Fees	Primary School Contract	44,860	31,500	31,500	0
Travel and Subsistence		1,000	750	390	-360
Rents		1,000	750	-	-750
Contingency		6,780	0	-	0
Grants		130,000	102,000	101,942	-58
	Total	264,820	195,885	192,662	-3,223
Income					
Sport England Grant		201,030	75,000	75,000	0
Joint Financing Contributions	Balance C/f & sponsorship	63,790	60,600	60,602	-2
	Total	264,820	135,600	135,602	-2

9. Level 3 School Games

Description	Work Area	Budget 2015/16	Budget 01/04/15 - 31/12/15	Actual 01/04/15 - 31/12/15	Variance
Expenditure		£			£
Employee Costs	School Games Coordinator	21,550	16,163	15,233	-930
Premises costs	Facility hire	6,250	100	90	-10
Training		320	320	320	0
Telephone		150	110	66	-44
Equipment		10,370	9,000	8,713	-287
Printing, stationery & post		1,700	500	436	-64
Professional Fees		7,950	3,500	3,412	-88
Grants		1,000	0	0	0
Travel and Subsistence		30	30	57	27
Hospitality		2,500	100	80	-20
Promotions		1,520	200	191	-9
Contribution to Youth Sport		2,150	2,150	2,150	0
Clothing & uniform	Competitor and vol T shirts	2,250	0	-	0
	Total	57,740	32,173	30,748	-1,425
Income					
Grants		45000	45000	45,000	-
Joint Financing	Balance C/f	12,740	12,740	13,431	- 691
	Total	57,740	57,740	58,431	-691

**Sport Across Staffordshire and Stoke-on-Trent
1st April 2015 - 31st December 2015 Budget**

10. Athletics Network and Beginner Running Project

Description	Work Area	Budget 2015/16	Budget 01/04/15 - 31/12/15	Actual 01/04/15 - 31/12/15	Variance
Expenditure		£			£
Employee Costs	Athletics Network and Running Project	9,010	6,759	16,723	9,964
Telephone		130	100	74	-26
Travel and Subsistence		400	300	583	283
Equipment		2,550	1,500	775	-725
Professional Fees/ Grants	Leaders Training/Coach Gr	2,940	1,800	1,535	-265
Promotions		300	200	97	-103
Hospitality	Leaders Event	70	50	-	-50
Hosting and Contingency		1,130	1,130	1,932	802
	Total	16,530	11,839	21,719	9,880
Income					
Grant		1,030	1,030	1,035	-5
Income	Locality Commissioning	7,930	7,930	20,651	-12,721
Joint Financing Contributions	Bal c/fwd	7,570	7,570	7,570	0
	Total	16,530	16,530	29,256	-12,726

Note:

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



Report to the Board – Enclosure 4

Report Title	Board Level Evaluation – performance review development
Date	27 January 2016

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

Contact	Name:	Sue Finnigan
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For Information	
For Decision	X

1. Purpose of Report

Two recommendations from the 2015 Sport England Audit of SASSOT were that we should:

- Complete a regular skills audit of the board
- Complete a regular performance appraisal of the Board

Board Member skills audits have been carried out in the past and sometime ago the previous Chair did carry out a performance review of the Board, however this is now out of date.

To ensure that we continue to have a high standard of Governance, the Chair, in conjunction with Members of the Vision 2020 Working Group, has developed a 'Collective SASSOT Board Appraisal' and 'SASSOT Board Member Self-Assessment Review'.

This report provides details of the content of the proposed Board Appraisal and Self-Assessment and seeks Board Members' approval for the implementation of the Board Appraisal Form and 3 volunteers to trial the Board Member Self-Assessment Review.

2. Recommendation(s)

That the Collective SASSOT Board Appraisal Form be adopted and circulated via 'Survey Monkey' for Board Members to complete in order to facilitate the development of an appropriate Improvement Plan for consideration by the Board.

That 3 Board Members be sought to volunteer to trial the SASSOT Board Member Self-Assessment Review to ascertain if it is suitable for implementation.

3. Report

The Collective SASSOT Board Appraisal Form is attached at appendix 1 and the SASSOT Board Member Self-Assessment Review at appendix 2 for Board Members consideration.

Collective SASSOT Board Appraisal Form

The Vision 2020 Working Group recommends that the Collective SASSOT Board Appraisal Form is distributed to all Board Members via 'Survey Monkey' for completion by the end of February. The results to then be collated and an appropriate Improvement Plan be developed by the Vision 2020 Working Group for presentation to the Board at its May 2016 meeting.

SASSOT Board Member Self-Assessment Review

The Self-Assessment review is in DRAFT format at present and it is recommended that 3 Board Members be sought to volunteer to trial the process and feedback on the content and practicality of implementation prior to a final draft being produced for consideration by the Board at its meeting in May 2016.

COLLECTIVE SASSOT BOARD APPRAISAL FORM

Appendix 1



Board Appraisal: How well do we work together?

Name:	(Optional)
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This questionnaire is part of the Board appraisal process. It will be used to identify any training or development needs for team building.

Please answer the questions below from your own perspective as honestly as you can. Tick (✓) the box you consider to be most applicable.

		Always	Often	Sometimes – provide detail	Never and if so, why?
1.	Does the Board uphold SASSOT's values?				
2.	Does the Board work well as a team?				
3.	Does the Board work well with the Director?				
4.	Does the Board work well with the Management Team?				
5.	Does the Board provide clear direction to the Director?				
6.	Does the Board demonstrate a clear understanding of the different responsibilities of the Board and the Director?				
7.	Does the Board set the overall objectives for SASSOT?				
8.	Does the Board ensure that a framework is in place for approving strategies, plans and policies to achieve objectives?				
9.	Are Declarations of Interest managed effectively?				

		Always	Often	Sometimes – provide detail	Never and if so, why?
10.	Does the Board monitor performance to ensure delivery of objectives?				
11.	Does the Board satisfy itself of the integrity of the financial information it receives and approve the accounts, budget and business plan regularly?				
12.	Does the Board understand risk and ensure it is managed appropriately?				
13.	Does the Board respond to external change/innovation effectively?				
14.	Are Board members prepared to commit time for activities and events outside the normal cycle of meetings?				
15.	Does everyone get a chance to voice his or her opinion and contribute to discussion?				
16.	Does everyone participate?				
17.	Does the Board debate issues sufficiently? (i.e. not too much or too little)				
18.	Does the Board make decisions when needed, within a set timeframe and with a clear resolution?				
20.	Is the Board open to new ways of working, flexible and adaptable?				
21.	Is the Board able to reach consensus to difficult decisions?				
22.	Do members of the Board support each other and help to develop skills, knowledge and understanding?				
23.	Do you feel confident to be able to challenge within the Board and is the Board able to deal with disagreements or conflict?				
24.	Is the Board fit for purpose?				

List up to three main areas where you consider the Board could improve its effectiveness?

1.	
2.	
3.	

Do you have any other comments about the Board's performance and effectiveness?

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SASSOT BOARD MEMBER SELF-ASSESSMENT REVIEW

Review Form

Name:
Role:
Date of joining Board:
Date of review:
Board Member's Signature:
Chair/Vice Chair's Signature:

The section below will be completed by the Chair/Vice Chair following your appraisal discussion. You will have the opportunity to discuss your Performance Ratings during the discussion.

Performance Ratings

1	2	3	4	5
Exceptional	Above Average	Average	Below Average	In need of development

Performance as Board Member:	
Delivering SASSOT's values:	

Overall Rating:	
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Board Member Personal Self-Assessment Questionnaire

This skills and experience audit is designed for you to evaluate your contribution to the SASSOT Board; the skills and experience that you bring and how you contribute to the decision making process. Please be completely honest about the skills and experience you have. Please do not over or under estimate your skills, knowledge and experience.

Section 1: Review of the last 12 months

1. What went well during the year?

2. What areas for improvement are there?

3. What additional work or initiatives have you been involved in?

4. To what extent does the Board make good use of your skills and knowledge?

Section 2: Key Competencies

*Key to scores

- 1 Novice**
Is new to this area, has none or very limited experience in this area, therefore requires further orientation and/or development in order to contribute.
- 2 Further Development required**
Has some exposure to this area sufficient to contribute credibly to a team discussion ie is familiar with appropriate concepts, theories, live examples etc, but has insufficient knowledge and/or experience to be able to lead a Board level debate or activity.
- 3 Developed**
Makes a valuable, well informed contribution; can demonstrate a track record of achievement through contribution to successful planning and delivery of activity in this area. Adds value through his/her contribution to team discussions rather than leading in this area, including suggesting new ideas and approaches drawn from own experience and knowledge; has sufficient knowledge to analyse and challenge the ideas and suggestions of others in some depth, is capable of taking delegated responsibility for delivery of an element of a strategy/plan.
- 4 High**
Can lead on this area; has significant demonstrable experience at a senior practitioner level (ie director, senior manager, consultant in); is regularly asked to provide advice to others to impart knowledge in this area; is capable of leading a Board level initiative in this area.
- 5 Exceptional**
Is an expert in this area; is professionally accredited or qualified in this area; is acknowledged as an expert practitioner by peers within the landscape and/or within own professional specialism due to previous contribution in this area; is considered an authority through depth of specialist knowledge (eg publishes articles, speaks at conferences regularly asked to act as an expert resource); has a track record of leading the development and implementation of plans and strategies to deliver excellence at an organisational level in this area.

Knowledge and Expertise		Score (1-5)*
	Sector Expertise	
1	Community Safety	
2	Health and Physical Activity	
3	Higher Education	
4	Further Education	
5	Links to Business, LEP	
6	Local Authorities	
7	National Governing Bodies of Sport	
8	National lobbying/campaigning within the Sport, Physical Activity and Cultural Sector community to Government level	
9	Other National Sports Bodies e.g YST, scUK, UK Sport	
10	PE and School Sport	
11	Economic Development	

Knowledge and Expertise		Score (1-5)*
12	Sport England	
13	Voluntary and 3rd Sector	
14	Other, please state	
Leadership & Management		
15	Business coaching	
16	Business Development	
17	General management from a business perspective	
18	Governance	
19	Leadership	
20	Mentoring	
21	Partnership Development	
22	Strategic Planning	
23	Other, please state	
Technical / Specialist		
24	Accounting and auditing – financial reporting and management	
25	Club Development	
26	Marketing	
27	Communications	
28	Public Relations	
29	Equality and diversity	
30	Event Planning	
31	Knowledge of External Funding Sources	
32	Developing Grant Applications	
33	Facility Planning	
34	Health and Safety	
35	Human Resource Management	
36	Income generation & fundraising	
37	Information Technology (IT)	
38	Legal	
39	Research and evaluation	
40	Safeguarding Young People and Vulnerable Adults	
41	Working with Volunteers	
42	Other, please state	

Section 3: Contribution and Performance

Using the rating system below, assess your contribution to the work of the Board:-

1.	Outstanding: exceptional performance, significantly exceeding expectations and consistently over-achieves
2.	Effective: performance and contribution fully meets expectations /goals of an effective Board member
3.	Improving: has made progress in line with experience, training and length of time in role. Whilst contribution does not meet expectations of full effectiveness of role- on track to achieve this.
4.	In need of development / Areas for improvement

Contribution to the work of the Board	How you rate yourself?	Area for support
Attendance at Board meetings		
Preparing thoroughly for each meeting		
Knowledge of SASSOT's work and operating environment		
Probing issues or proposals that are not clear to you		
Contributing to a range of discussions and decisions		
Keeping your contributions brief and to the point		
Working cohesively with your Board colleagues		
Supporting decisions (whether or not you agree with them)		
Working productively with the Director and senior staff		
Upholding SASSOT's core values and policies		
Representing SASSOT at external events		
Respecting confidentiality of information		
Declaring any relevant interests		

Chair's / Vice Chair's comments

Section 4: Delivering SASSOT's values

This section looks at how you conduct yourself in your role as a Board Member. Again take time to reflect on your performance /behaviours.

When evaluating performance against Values you should provide examples of these behaviours.

Performance against Values – how do you do in your role as a Board member

1	2	3	4	5
Exceptional	Above Average	Average	Below Average	In need of development

SASSOT Values	Review of Performance	How do you rate yourself?	Area for support
Inclusive Actively accessible to all			
Committed Achieving what we say we will after taking time to talk and listen to one another			
Respectful Respecting oneself, and the dignity of others, for individual initiative, creativity and personal development			
Open Working openly, honestly and sincerely with our partners and each other			
Ambitious Setting high aspirations and continually improving standards of services			
Accountable Owning decisions and delivering on promises individually and collectively			

Section 5: Training and Development Needs

This section is to identify your training needs in the next 12 months.

Identified Development / Training Need	To be met by Coaching, Formal Training, Self Development etc.	By When?

Section 6: Objectives for 2016/17

Agreed Objectives	How it will be delivered?	By When?



Report to the Board – Enclosure 5

Report Title	Working in partnership with the Office of the Police and Crime Commissioner
Date	27 January 2016

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

Contact Officer	Name:	Ben Hollands
	Tel:	01785 619693

For Information	x
For Decision	

1. **Purpose of Report**

To update the Board on the developing relationship with the Police and Crime Commissioner

2. **Recommendation(s)**

To consider and advise on potential future opportunities for working in partnership with the Office of the Police and Crime Commissioner.

3. **Executive Summary**

The Office of the Police and Crime Commissioner (OPCC) is now a significant commissioner of sport and leisure opportunities in Staffordshire and Stoke on Trent. SASSOT is working to strengthen its relationship with this important strategic partner through the joint development and delivery of two sports based

programmes; a pilot intervention targeting children in care and the joint planning of the Sportivate and SPACE programme.

4. Report

Looked After Children Project Proposal

Sport Across Staffordshire and Stoke on Trent (SASSOT) in partnership with the Office of the Police and Crime Commissioner have identified a small pot of funding to develop a project that will provide an enhanced sport and leisure offer for Looked After Children. The project idea has emerged from discussions with Joseph Sullivan, Staffordshire County Council lead for the Voice Project, which seeks to represent the views of children in care and their carers. In a nutshell the project proposal is to:

- Engage young people through sport and leisure
- Recruit trained volunteers to act as mentors
- Create increased access for young people in care or leaving care to access sport and leisure
- Map out residential homes within the area
- Work with foster carers to sustain young people in their activities
- Engage with Social Workers and Police to create a process for referring priority young people(e.g. persistent offenders or absconders) for the project to engage with
- Identify baselines of participation within the cohort and set target
- Map out and create a range of activities for young people to engage with

If the above can be achieved through a successful bid aims would impact positively on the following outcomes:

- Reduce offending/custody rates within the cohort
- Act as a protective factor against Child Sexual Exploitation and other similar issues
- Build self-esteem/confidence
- Create opportunities for young people to gain skills to assist with career prospects and contribute to reduction of NEETs within the cohort
Improve health inequalities through a healthier lifestyle and discourage use of alcohol and substances
- Reduction in police resources having to respond young people absconding, committing offences and needing to be kept safe or escorted(This has been flagged as an issue for Police).

The delivery model for the project will be similar to the approach used to deliver the leadership and volunteering programme commissioned by Coalfield Regeneration Trust. This involved recruiting young people from communities with high levels of deprivation and placing them on a course of sports leadership and volunteering. The programme had a demonstrable impact on improving skill levels, providing recognised qualifications and developing the experience to the target cohort.

SASSOT will be applying for funding from the Sportivate Innovation Fund to match money identified by the OPCC for this project. Staffordshire County Council has provisionally agreed to contribute £3000 to the project.

This project will be run as a pilot. If the project evaluates well SASSOT and the OPCC will consider using this as evidence to secure more significant funding through the Home Office Innovation Fund.

SPACE & Sportivate

The OPCC launched their SPACE programme in 2015. SPACE provides a programme of diversionary activities for young people over the summer holiday period. The programme delivery was locally coordinated by District Local Authorities. SASSOT has initiated conversations with OPCC about the opportunity to align the planning, funding and delivery of the Sportivate and SPACE programmes. This presents the opportunity to improve local coordination, achieve better value for money for both programmes and achieve some co-production of outcomes. Initial conversations indicate that there is a willingness from OPCC to work in partnership if funding for SPACE for 2016 is confirmed.



Report to the Board – Enclosure 6

Report Title	Sporting Future: A New Strategy for an Active Nation
Date	27 January 2016

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	X
For Decision	

1. Purpose of Report

To advise the Board of the headlines from the Government's new Sports Strategy - Sporting Future: A New Strategy for an Active Nation.

2. Recommendation(s)

N/A

3. Executive Summary

The Government announced in 2015 that they would be developing a new Strategy for Sport and then embarked on a consultation process with the industry and other key sectors and interested partners.

The new strategy - Sporting Future: A New Strategy for an Active Nation was published in December 2015.

The new Framework is outcome focused across 5 themes that sport and physical activity can have a positive impact on namely:

1. Physical Wellbeing
2. Mental Wellbeing
3. Individual Development
4. Social & Community Development
5. Economic Development

The strategy signals a change of direction for investment in grassroots sport and physical activity, including a greater focus on children and a commitment to tackling growing levels of inactivity. It encourages the sport sector to adapt better to changing consumer trends, places more attention on the wider benefits derived by individuals and communities from their participation in sport and activity, more locality based investment and a strengthening of governance and welfare in sport.

4. **Report**

The new strategy is about sport and physical activity and moves beyond solely looking at how many people take part. It considers what people get out of participating and what more can be done to make a physically active life truly transformative. In the future, funding decisions will be made on the basis of the social good that sport and physical activity can deliver, not simply on the number of participants. What success looks like will be redefined by concentrating on the five key outcomes: **Physical Wellbeing, Mental Wellbeing, Individual Development, Social & Community Development and Economic Development**

Some Key features of the new strategy

Sport England's remit will be broadened to support children from aged five in sport, outside of school - The move will see Sport England's remit changed from investing in sport for those aged 14 and over to supporting people from five years old right through to pensioners, in a bid to create a more active nation.

The new approach will require a new system of measurement and the Active People Survey will be replaced with Active Lives. This will measure how active people are overall – rather than how often they take part in a particular sport. A new set of KPIs will be used to test progress towards the five outcomes.

Sport England's role will be broadened from measuring and supporting sport to measuring and supporting both sport and certain kinds of physical activity, including cycling, dancing and walking.

More people from every background regularly and meaningfully a) taking part in sport, b) volunteering and c) experiencing live sport – Encouraging and supporting the whole population to engage in sport and physical activity in whatever way is best for them. **Future funding will be invested in proven projects that get people involved in sport for the wider benefits it brings to people's lives** - Investment will be targeted at sport projects that have a meaningful, measurable impact on how they are improving people's lives – from helping young people gain skills to get into work, to tackling social inclusion and improving physical and mental health. Funding will also be targeted at groups who have low

participation rates to encourage those who do not take part in sport and physical activity to get involved. This includes supporting women, disabled people, those in lower socio-economic groups and older people. Sport England will set up a new fund in 2016 to get inactive people physically active and will support and measure participation in sport and wider physical activity going forward. At the elite end of sport, government is supporting our Olympic and Paralympic athletes beyond Rio 2016 through to Tokyo 2020 with increased exchequer funding.

Local Government - The importance of local government in the delivery of sport and physical activity is strongly recognised. The strategy states that councils have an important leadership role to play, bringing schools, voluntary sport clubs, National Governing Bodies of Sport, health and the private sector together to forge partnerships, unblock barriers to participation and improve the local sport delivery system. So local authorities have and will continue to have, an absolutely crucial role to play in delivering sport and physical activity opportunities. The strategy also recognises that since the devolution of public health from the NHS to local authorities in 2013, many councils have taken the opportunity to integrate physical activity into public health policy as part of a wider shift from a system that treats ill-health to one that promotes wellbeing. In many areas, local health and Wellbeing Strategies have highlighted physical inactivity as an issue that needs to be tackled and agreed approaches to tackling it. Local authorities also have responsibility for wider policy areas which can have significant impact on the physical activity of local population, including management of rights of way, parks and other green spaces.

Local Delivery – The strategy comments on the fact that getting national organisations to work together to support what happens at a local level has been a challenge, but the answer is not simply to devolve everything. Consultation responses from a range of organisations stressed that national bodies working with strong local partnerships added value and economies of scale and that local support from national bodies is vital to success. The Government also wants to find ways to encourage and support local areas in taking collective ownership of the sport and physical activity agenda, particularly as this strategy's outcomes are equally applicable locally as they are nationally. Sport England will pilot focussing significant resources, including intensive staff input, to support development and implementation of local physical activity strategies in a number of selected geographic areas following a competitive bidding process. Sport England will work closely on this with Public Health England (PHE,) given PHEs existing links with and statutory duty to support the local public health system and Health and Wellbeing Boards. The aim will be to drive significant increases in physical activity through close cooperation between all relevant local and national agencies to learn lessons which can be applied elsewhere.

County Sports Partnerships – The important role CSPs play in promoting sport and physical activity and the close working with local authorities, schools and other organisations is recognised. The strategy goes on to say that many CSPs do an excellent job and are rightly valued by local stakeholders, but roles vary from place to place. Government is therefore going to commission an independent review of the role played by CSPs in the delivery of sport at the local level. The review will also consider the impact that the new structures in local government created through devolution deals have on local delivery of sport and physical activity. The review will be completed by autumn 2016 to complement Sport England's new strategy.

Technology – Will become increasingly important in engaging with and encouraging people to become active. Wearable technology which encourages people to be more physically active through quantifying their activity or competition and web sites that enable simpler access to facilities have already transformed how people engage in sport and physical activity.

The increasing use of technology is one of the strongest examples of how meeting the needs and the demands of consumers can drive up levels of activity.

Physical Activity – Is a key theme running through the strategy. Government working with local government, will ensure that the recommendations in PHEs report ‘Everybody Active, Every Day’ are properly implemented. PHE will report annually on progress.

Sport is just one way of getting people active but others prefer less competitive activities like recreational walking. The strategy states that whatever preferences people may have, the important goal is to help more people to get active. Further plans to encourage healthier living and get people more active will be set out in the Childhood Obesity Strategy and the Cycling and Walking Investment Strategy which are due to be published next year by DH and DfT respectively.

Children and Young People – The strategy references the importance of children and young people having a positive experience of sport and physical activity at a young age to encourage a lifetime of participation. Key areas mentioned are ensuring that the sport and physical activity offer meets the differing needs of young people, the importance of learning to swim, cycling, programmes such as the Primary PE and Sport Premium, transition to secondary education and the School Games programme.

Frontline workforce – The importance of having a well trained and supported workforce including volunteers to help people participate is recognised and a number of future actions are referenced to support this area:

1. Sport England will develop a new coaching plan by early 2016
2. Sport England will support the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) in developing and implementing a single, clear and rigorous set of standards for all sport and exercise professionals, with a similar clear and rigorous system for assessment, and awarding and validating qualifications, starting in January 2016.
3. Sport England will publish a new volunteering strategy for sport and physical activity in 2016.

Development of new ‘good governance code’ for National Governing Bodies in receipt of public money - On sports governance, UK Sport and Sport England, along with the other Home Nation Sports Councils, will agree a new UK wide sports governance code by September 2016. This will unify the approach by sports governing bodies to governance and look at areas such as board composition, representation and transparency. The code will be mandatory for all sports bodies that want to receive public funding from 2017

Agreement with the Premier League that they will more than double their investment in grassroots football over the coming three seasons

Baroness Tanni Grey-Thompson to chair new ‘Duty of Care’ working group to ensure that people in sport at all levels can participate safely - As well as rooting out corruption, all in the sports sector have a duty of care to those that participate in sport - whether at the

grassroots or elite level. Baroness Tanni Grey-Thompson has been appointed to lead an independent working group to do detailed work in this area so that everyone can participate safely in sport. This will mean elite athletes have plans and opportunities for other careers when their playing days are over their sporting career is cut short by injury, or if they are released by clubs or governing bodies.

Supporting a more productive, sustainable and responsible sport sector –

Diversification of Funding - To reduce the over reliance of some organisations on the public sector and move them to a more sustainable mixed funding model, Sport England and UK Sport will set targets for and support organisations in (a) reducing the percentage of income that the organisations they fund receive from a single public sector source and (b) increase the level of non-public investment they receive. Targets will come into effect in April 2017. CSPs have already agreed targets in place re diversification to April 2017. **Efficiencies and Shared Services** – Sport England and UK Sport will work with organisations they fund to agree plans to make back office and efficiency savings where appropriate and consider moving to shared service models during the next investment cycle from April 2017.

Alternative Sources of Income – The strategy references governments wish for sport to maximise other sources of funding such as Corporate Social Responsibility and Social Impact Bonds (SIBs,) DCMS in conjunction with the Cabinet Office will explore the use of SIBs and other outcome based commissioning models to support the scaling up of innovative sports based approaches to tackling social challenges. **Infrastructure** – Co- location of sport with other services, in assessing applications for all major capital investments in future, Sport England will include a presumption in favour of co-location of services (including health and education) wherever possible. Multi-Sport Facilities, future large scale infrastructure investment through sport England will operate on an assumption of multi-sport solutions , unless that can clearly be shown to offer poor value for money or there is no demand. Only if this is the case will Sport England fund single sport infrastructure projects. **Outdoor Infrastructure** – In future support for sport and physical activity infrastructure will not be limited to pitches, sports halls and buildings. The definition will be drawn more widely, to include all types of places where people take part in activity including both rural and urban environments. **Making Use of School Facilities** – Sport England will review take up of and engagement with its 'Use our School guidance to ensure school and college sports facilities are used as effectively as possible for a broad range of community sports groups and the DfE will review how schools are made aware of this guidance. **Economic Prosperity-** Sport and physical activity contribute £39 billion to the UKs GDP. Government is to work with sporting bodies and businesses to help them develop a business strategy for the sport and physical activity sector to support growth, improve access to finance and develop skills. In order to help maximise sports' contribution to the economy, the government, UK Sport, the Home Nations' Sport's Councils and the devolved administrations will work together on a new strategy for Britain to bid for and host some of the biggest events in world sport in the years to come.

The Framework for the new Sport Strategy is shown overleaf.

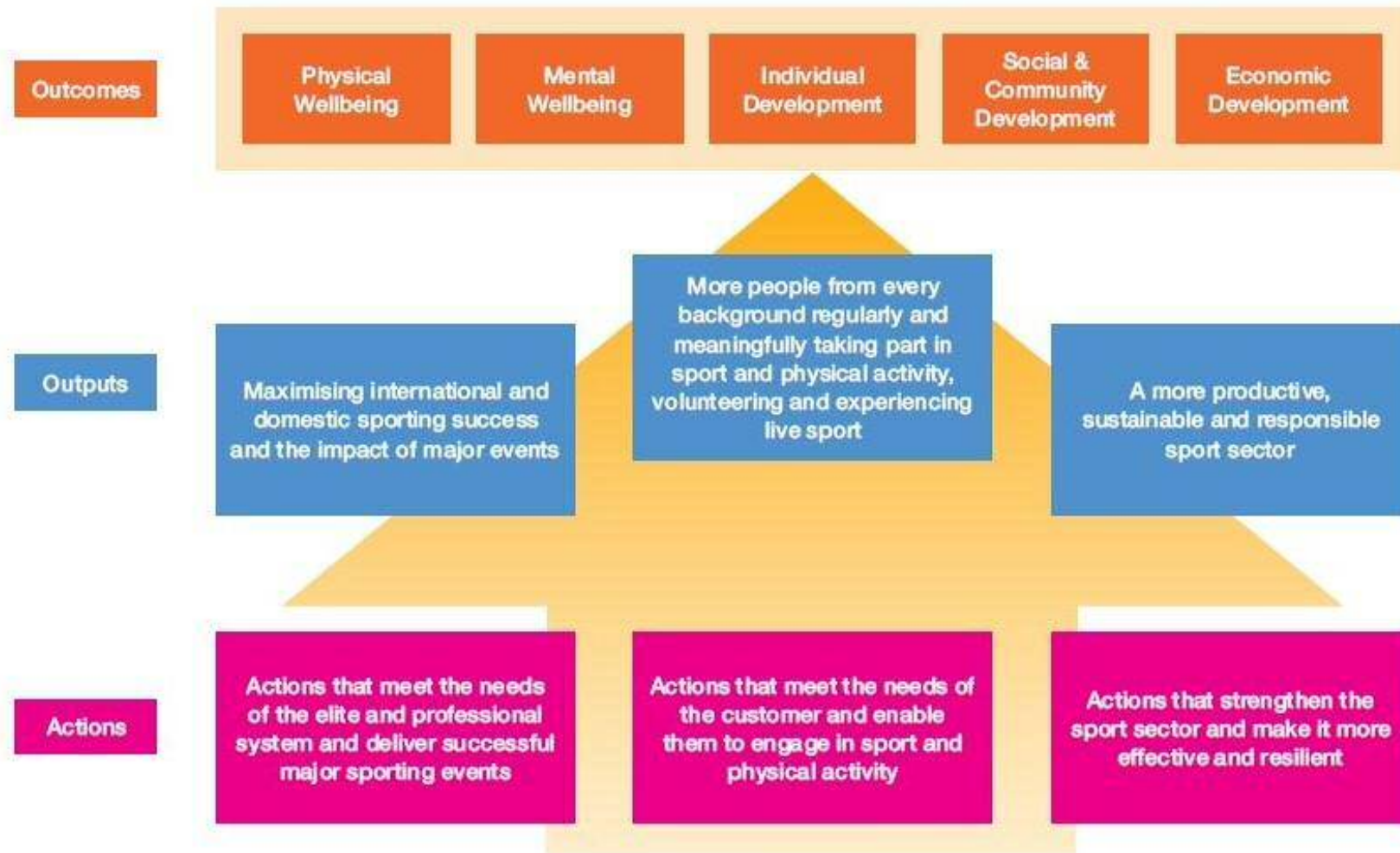
Implications for the review of SASSOTs Business and Delivery Plan

Sport England will be producing a new strategy which will provide much of the detail on how the Governments Sports Strategy will be delivered (Sport England will commence consultation on their new strategy in January and it should be completed by late spring). We will also need to know the outcome of the Governments independent review of the role

played by CSPs in the delivery of sport at the local level. This review will be completed by autumn 2016.

It had been intended for the Vision 2020 Working Group to commence work on developing SASSOTs new Business and Delivery Plan for 2017 but in light of the above it is suggested we wait until we are aware of the general direction of the new Sport England Strategy and then begin consultation with local partners on what they require from SASSOT in the future. Final development of the new SASSOT Business Plan and Delivery Plan will be dependent on the outcome of the Governments independent review of CSPs.

The Framework for a new Sport Strategy





Report to the Board – Enclosure 7

Report Title	Facilities Framework Priorities Mapping
Date	27 January 2016

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

Contact Officer	Name:	Ben Hollands
	Tel:	01785 619693

For Information	x
For Decision	

1. Purpose of Report

To present the Facilities Framework District Level Priority Summaries

2. Recommendation(s)

Review the format of the draft Facility Framework District Level Priority Summaries and advise on any suggested amendments.

3. Executive Summary

SASSOT has developed supplementary insight documents to support the Sub Regional Facilities Framework. These documents, using data from the Facilities Framework, map local facilities priorities and identify local opportunities and planning considerations. The purpose of these documents is to provide SASSOT and its partners with a robust planning resource and to provide evidence to support future funding applications. The criteria that has been used to rank the importance

of local facilities is based on a KKP model.

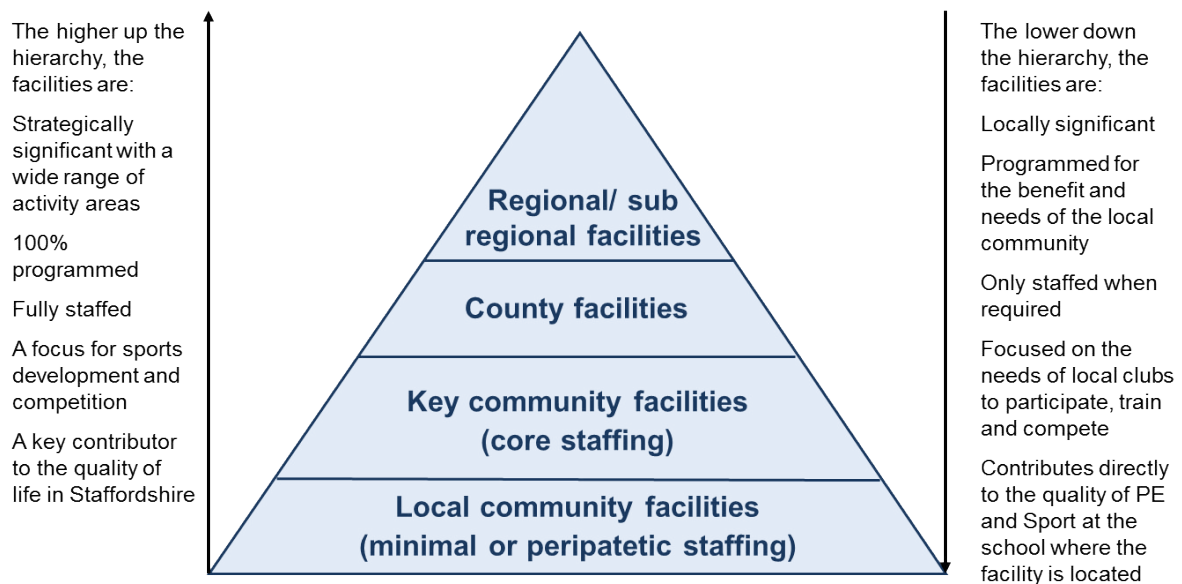
4. Report

The Sub Regional Facilities Framework is a strategic document used to help SASSOT and its partners plan the development of sport and leisure facilities. This document provides vital evidence in support of funding applications and has been a critical factor in helping to secure significant external investment into facilities in the sub region. A recommendation from KKP after they produced the revised Facility Framework was for SASSOT and its partners to develop and adopt a facilities hierarchy to rank the importance of facilities within the sub region.

The purpose of developing this hierarchy is to enable SASSOT and its partners to take a strategic view of how facilities interact and complement each other based on their role and function. This will enable local authorities and SASSOT to identify local and sub regional facility development needs which are priorities for investment. In addition to this the hierarchy will help the network work towards coordinating facility use and provision to meet the changing sport and leisure needs of the sub region. The intention is that sports facilities in Staffordshire will operate within a hierarchy in which specific facilities have distinct roles and functions; carry differing levels of operational weight and related staffing.

The diagram and table below outlines the principles of how facilities have been prioritised within a framework and the criteria which they have been assessed against.

Facility Hierarchy



Facilities Hierarchy Criteria

Designation	Role and function
Level 1- Regional/sub regional facilities	<ul style="list-style-type: none"> • Provides a regionally significant facility which is the primary performance venue for a single or select number of priority sports. • Potential venue which can host County or Regional-wide events. • Provides a wide a range of opportunities for residents and visitors to participate in sport and physical activity, contributing significantly to the quality of life of residents across Staffordshire. • Provides/programmes opportunities for local people to try new activities, develop their skills and progress to a higher performance level. • Core venue for training/ and development of teachers, coaches, volunteers, officials and others in key sports organisations.
Level 2: County facilities	<ul style="list-style-type: none"> • Provides a county significant facility which is the primary performance venue for a single or select number of priority sports. • Potential venue which can host Local Authority District (LAD) or County-wide and local events. • Provides a wide a range of opportunities for residents and visitors to participate in sport and physical activity, contributing significantly to the quality of life of residents across Staffordshire. • Provides/programmes opportunities for local people to try new activities, develop their skills and progress to a higher performance level. • Core venue for training/ and development of teachers, coaches, volunteers, officials and others in key sports organisations.
Level 3: Community facilities	<ul style="list-style-type: none"> • Contributes to quality of life of residents within the local community, and provides a range of opportunities to participate in sport and physical activity. • Generally a combination of stand-alone community facilities and sports facilities on school sites (where this is the primary facility within the locality). • Potential venue which can host LAD-wide and local events. • Provides a base for the provision of opportunity (delivered by a range of providers) for local people to develop their skills and try new activities. • Core venue for health and fitness activities across the LAD. • Core venues to accommodate the LAD Learn to Swim programmes (where a pool is available) • Provides options for a range of sports organisations to develop skill, participate and compete within their chosen activity. • Supports voluntary sports sector to raise standards with respect to coaching, coach education, administration and volunteer development in chosen sport. • Facility use to reflects demographic profile of the local community • Increases/ improves quality of PE and school sport opportunity for young people attending the school upon which it is based. • Specialist sports specific facility that provides for at least one sport. The only facility of its type in the district but not the county. Most users are

Designation	Role and function
	travelling no more than 30 minutes to access it.
Level 4: Neighbourhood facilities	<ul style="list-style-type: none"> • Where this facility is within the vicinity of a 'community sports facility' it should seek to complement the programming and opportunities offered to the local community. • Contributes to quality of life of the neighbourhood, accommodating a range of opportunities to participate in sport and physical activity. • Either stand-alone smaller dry-side community facilities or sports facilities on school sites which operate within a lettings policy • Provides opportunities for range of sports organisations to participate, train and compete in their chosen activity. • Facility use to reflect demographic profile of the local community • Specialist sports specific facility that provides for at least one sport. Most users are travelling no more than 20minutes.

These criteria have been applied to local facilities data to create district level profiles. These documents also highlight specific opportunities, planning considerations and development needs in each district based on the findings from the research that underpins the sub regional facilities framework. Taken together with the Facilities Framework these profiles provide SASSOT and its partners with a robust and comprehensive set of insight documents to assist with the planning, resourcing and development of facilities in Staffordshire and Stoke on Trent. An example district profile can be seen in Appendix 1.

SASSOT is now in the process of consulting with Heads of Leisure to finalise these profiles.

Appendix 1 Example District Facilities Profile

Lichfield

Sports Halls: Sports hall demand currently exceeds supply with all local authority owned sports halls operating at 100%. This identifies the potential need for additional sports hall provision with one consideration being the extension to facilities at Friary Grange Leisure Centre

AGP's: Overall Lichfield has a modern stock of pitches and enough supply to meet its own demand up to 2024. The issue is the very high level of imported demand which is causing the Lichfield pitches to be full and estimated to be working at 100% of their capacity. The balance of AGP provision may need to be considered in the area. Given the imported use from Cannock Chase consideration will need to be given to the potential impact on 3G use in light of Cannock Hockey Club looking to change a sand based pitch to a 3G pitch.

Swimming Pools: The FPM's estimate that in both 2013 and 2024 the total swimming pool supply exceeds the total demand for swimming by Lichfield residents. The distribution of this demand means the public swimming pool sites have a much higher estimated used capacity and are above the pools full level in both years. Reprogramming of the public pools could help address this issue however with a projected increase in population additional water space required in order to ensure that swimming pools are at the appropriate 'comfort' level.

Sports Specific: The specialist sports facilities in Lichfield are limited mainly to golf courses and a number of community clubs, such as Lichfield Hockey and Cricket Club.

Facility Hierarchy:

Level 1 Regional:

Level 2 County: Chasewater Country Park & Wakelake

Level 3 Community Facilities: Burntwood Leisure Centre, Friary Grange Leisure Centre, Rawlett Community Leisure Centre & Kind Edwards VI Leisure Centre

Level 4 Neighbourhood Facilities:

Opportunities:

- ◀ Chase Sailing Club is currently limited by the facilities at the Club. The provision of a dedicated training room would allow the Club to expand and run more courses for participants and future members
- ◀ British Cycling has identified Staffordshire a strategic location for a Closed Road Circuit to service the wider West Midlands area. Venues with good transport connections and suitable layouts are being sought for potential external investment.
- ◀ Consultation with Council officers would suggest that Chasewater Country Park is an underutilised resource and it has extensive potential to deliver a wider range of activities and increase its regional significance.

- ◀ Should the Twin Rivers Park proposal come forward, there will be a need to complement plans and aspirations for Chasewater Country Park in order that it does not cannibalise the potential market of both facilities.
- ◀ Lichfield Hockey Club is proposing to develop a second AGP
- ◀ Refurbishment of current AGP carpet at King Edwards Leisure Centre

Planning Considerations

- ◀ The balance of AGP provision in Lichfield needs to consider the potential additional population and housing growth anticipated in light of Lichfield having to take some of Birmingham's housing allocation.
- ◀ Given the imported use from Cannock Chase consideration will need to be given to the potential impact on 3G use in light of Cannock Hockey Club looking to change a sand based pitch to a 3G pitch.
- ◀ Should the Twin Rivers Park proposal come forward, there will be a need to complement plans and aspirations for other water sports facilities in the sub region.



Report to the Board – Enclosure 8

Report Title	Sportshire Update
Date	27 January 2016

Open Agenda item	x	
Private and Confidential Agenda item		

Contact Officer	Name:	Jude Taylor
	Tel:	07814 138917

For Information	x
For Decision	

1. Purpose of Report

To provide the Board with an update on the progress of the Sportshire agenda and associated activities.

2. Executive summary

- Maternity leave cover appointed
- Sportshire paper will be submitted to Cabinet on 20th January 2016
- Ironman project continues to progress, event has sold out
- Currently scoping a pilot progress working with PCC and SASSOT to engage young people in carer in sporting activities
- Building Better Opportunities application has progressed to the next stage

3. Report

Maternity leave

Ben Hollands has been appointed to cover Jude Taylor's maternity leave. Jude's last day is 2nd Feb, Ben will start in post on 19th February 2016.

Cabinet Paper

A paper has been submitted to Cabinet outlining the strategic direction for Sportshire over the next 4 years, with a focus on visitor economy, public health, events and the sporting economy. Final cabinet report to be discussed on Wednesday 20th January, papers will be tabled at board meeting

Ironman

Planning for the 2016 event is well underway with the first SAG meeting taking place last week. The event sold out the same day, with over 2700 athletes registered. Ironkids sales will open on 15th January; information will be disseminated via the SASSOT and SCC website.

Gordon and Tanya Ramsey have committed to the 2016 event. Gordon discussed the event on Jonathon Ross show and on national radio channels.

The bike and run routes are unchanged and communications regarding road closures will commence at the end of this month. Meetings with individual Parish councils are also underway.

Any questions regarding road closures should be directed to Staffordshire70.3@ironman or to 01865 596266.

Looked After Children

Working in partnership with SCC, SASSOT and the PCC a small amount of funding has been identified to deliver a pilot project working primarily with Care Leavers. The exact scope of the project is under discussion but the following priorities are starting to emerge.

- Engage young people through sport and leisure
- Recruit trained volunteers to act as mentors
- Create increased access for young people in care or leaving care to access sport and leisure
- Work with foster carers to sustain young people in their activities
- Engage with Social Workers and Police to create a process for referring priority young people (e.g. persistent offenders or absconders) for the

- project to engage with
- Identify baselines of participation within the cohort and set targets
 - Map out and create a range of activities for young people to engage with

Building Better Opportunities

The EOI submitted by SASSOT to Team Staffordshire has now been approved and will form part of their submission. Final decision as to who the successful lead applicant will be made by the LEP by March.