



Sport Across Staffordshire and Stoke-on-Trent

Board

AGENDA

**24th January 2018 at 2.00pm (light lunch at 1.15pm)
Craddock Room, Stafford Borough Council, ST16 3AQ**

1. Apologies
2. Declarations of Interest
3. Minutes of last meeting
 - Board Meeting 17 October 2017
 - Emergency General Meeting 20 November 2017
4. Board Items
 - Welcome & Approval of New Board Members – Malcolm Armstrong
 - Board Diagram - Malcolm Armstrong (Enc 1)
 - Chairs Actions Since Last Meeting – Jane Kracke (Enc 2)
 - o Succession Planning (Enc 3)
 - o Internal Controls (Enc 4)
 - o Approval of Diversity Statement and Action Plan
 - o Approval of Code of Conduct for Board Members
 - o Terms of Reference for Finance & Audit Group (Enc 5)
5. Sub Group updates – MA / JK / JT
 - Governance and Appointments Group (including Tier Three update) – Jane Kracke (Enc 6)
 - Finance & Audit Group – Malcolm Armstrong
 - Chair's Advisory Group – Malcolm Armstrong
 - Strategy Advisory Group (replaces Vision 2021 Sub-Group) – Jude Taylor
6. Report from Strategic Leads – Jane Kracke (Enc 7)
 - Including SASSOT Finance Report April–December 2017

7. Strategy

- Presentation from Jude Taylor including overview of proposed Delivery staffing structure (Enc 8)

8. Leadership **Confidential Item**

- Paper from Malcolm Armstrong (Enc 9)

9. Date and time of future meetings

- Weds 18th April 2018, 2pm, Chetwynd Room, Stafford Borough Council
- Weds 11th July 2018, 2pm, Craddock Room, Stafford Borough Council
- Weds 24th October 2018, 2pm, Craddock Room, Stafford Borough Council

Sport Across Staffordshire & Stoke-on-Trent
Board Meeting
17 October 2017, 2.00pm, Craddock Room, Stafford Borough Council



Meeting Minutes

Present Attendees		Apologies	Also Distributed To:
Sue Finnigan (SF) Chair Andy Weston (AW) Angela Dale (AD) Janene Cox (JC) Jonathan Topham (JTo) Jude Taylor (JTa) Peter Jones (PJ) Russell Turner (RT) Tony McGovern Jane Kracke (JK) Leigh Morton (LM) notes	SASSOT Chair English Schools' FA Keele University Staffordshire County Council Staffordshire CC PH SCC/SASSOT Staffordshire University Sport England Cannock Chase Council Strategic Lead, CSP Admin Officer, CSP	David Pinnock Katrina Hull Wendy Jennings Alistair Fisher Jonathan Pace Cllr Mark Deaville Trevor Humphreys	SASSOT Core Team
In attendance: Malcolm Armstrong, SASSOT Chair Elect			

Summary of Issues and Action

No.		Action	Date Due						
1.	<p>The Chair welcomed and introduced Malcolm Armstrong who, subject to his formal appointment (agenda item no. 8), would be taking over as SASSOT Chair following this meeting.</p> <p>Apologies – as above</p>								
2.	Declarations of Interest – none								
3.	<p>Minutes of meeting on 11 July 2017 – agreed.</p> <p>Matters arising.</p> <table><tr><td>Pg 1</td><td>English Schools’ FA’s Governance information had been received with thanks</td></tr><tr><td>Pg 2</td><td>Bid for a Sport England Extended Workforce member of staff had been unsuccessful. Unofficial feedback was that SASSOT were going through a period of too much change. Depending on the success of the initial pilot rounds, there may be a subsequent opportunity to bid</td></tr><tr><td>Pg 9</td><td>Health &Wellbeing Board – Jude had met with Alistair Fisher regarding Stoke’s involvement. In the first instance, he has got a number of things he wants to work through but will then report back</td></tr></table>	Pg 1	English Schools’ FA’s Governance information had been received with thanks	Pg 2	Bid for a Sport England Extended Workforce member of staff had been unsuccessful. Unofficial feedback was that SASSOT were going through a period of too much change. Depending on the success of the initial pilot rounds, there may be a subsequent opportunity to bid	Pg 9	Health &Wellbeing Board – Jude had met with Alistair Fisher regarding Stoke’s involvement. In the first instance, he has got a number of things he wants to work through but will then report back	JT/AF	
Pg 1	English Schools’ FA’s Governance information had been received with thanks								
Pg 2	Bid for a Sport England Extended Workforce member of staff had been unsuccessful. Unofficial feedback was that SASSOT were going through a period of too much change. Depending on the success of the initial pilot rounds, there may be a subsequent opportunity to bid								
Pg 9	Health &Wellbeing Board – Jude had met with Alistair Fisher regarding Stoke’s involvement. In the first instance, he has got a number of things he wants to work through but will then report back								

4.	Sub Group Updates – SF / JK / JT		
4.1	Governance Review		
4.1.1	<p><u>Revised Constitution</u> – SF (Enc 1)</p> <p>Report presented outlining the requirement to comply with SE’s Tier 3 Code for Sports Governance.</p> <p>Revised draft Constitution presented that both the legal departments at Stafford Borough Council and Sport England had agreed was fit for purpose. The key changes to the Constitution were highlighted in the report and, over the next 12 months, the document was likely to be updated again.</p> <p>The main changes were the structure of the Board and length of service of Board members as noted in an email from the Chair dated 26 Sept 2017. Permission had been sought from Sport England to extend the terms of Janene Cox and David Pinnock for six months - as members of the Governance Sub Group they are key to driving this area of work forward. The decision is pending but we were given to understand that there is no leeway on this as Sport England will not fund CSPs unless they comply with SE’s Tier 3 Code of Governance.</p> <p>Action:</p> <ol style="list-style-type: none"> 1. In order to move forward and fully comply with SE’s Code of Governance, the Chair recommended that an Extraordinary Board meeting be held in November, where the new Chair could fully develop the Board’s roles, responsibilities and new structure. JK to conduct a doodle poll to ascertain the best date (potentially 8 Nov). 2. Declaration of Good Character – the need for Board members to comply is a requirement of the Code of Governance. Self-Assessment Declaration issued to those Board members present for consideration and signature. JK to email Code of Governance document with the minutes as a reminder of the content to Board members <p>Board members were given the opportunity to question the rationale behind SE’s Code of Governance limitation on terms of office which was duly explained by several Board members and RT as to ‘ensure that public investment is well placed and to keep participants safe’. This affects all CSPs and governing bodies.</p> <p>AD updated that, as FE/HE representatives, she had met with Jonathan Pace and Trevor Humphreys and agreed that, subject it to be agreeable by the Board, they would meet prior to a Board meeting to discuss key items and Trevor Humphreys would be the only FE/HE representative to sit on the Board. This proposed suggestion would be discussed further at the November EGM.</p> <p>The 3 recommendations within the report were agreed by the Board and the Chair (Sue Finnigan) and Vice-Chair (Peter Jones) signed and dated the Constitution.</p>	<p>JK</p> <p>JK</p> <p>MA</p>	<p>Oct 17</p> <p>Oct 17</p> <p>Nov 17</p>

4.1.2	<p><u>Governance Sub Group Update</u> – JK (Enc 2)</p> <p>Report and updated Business Plan with an extension to March 2018 presented and discussed.</p> <ul style="list-style-type: none"> • The Business Plan had been updated with cosmetic changes by the Governance Sub Group in order to comply with Sport England’s Primary Role funding application requirements and was seen as an interim document until the new strategy was in place. • Wendy Jennings, HR & Payroll Manager at Stafford Borough Council will sit on the Board as host representative to replace Norman Jones. Neville Raby (Head of HR and Property Services) had confirmed that Wendy could make decisions on behalf of SBC regarding finance and / or HR issues • Stafford BC had agreed to extend our current hosting agreement to Sept 2020 subject to an annual review. Should there be a decision to remain hosted at Stafford BC then the agreement will need to be revised following the 3-year extension • Declaration of Good Character – the need for Board members to comply is a requirement of the Code of Governance. Self-Assessment Declaration issued to those Board members present for consideration and signature. • A copy of A Code for Sports Governance can be downloaded here: https://www.sportengland.org/media/11193/a_code_for_sports_governance.pdf <p>Recommendation one, the approval of the 2017-18 Business Plan and recommendation two, Board members agreeing to complete the self-assessment Declaration of Good Character were unanimously agreed.</p> <p>Board members pledged their commitment to comply with:</p> <ul style="list-style-type: none"> • Recommendation three, SASSOT’s Annual Accounts from 2017-18 onwards to comply with Tier 3 requirements • Recommendation four, regarding a statement in the Annual Accounts from 2017-18 that, other than reasonable expenses, no remuneration is paid to Board members • Recommendation five – specific disclosure of income received from public investors that clearly accounts for the expenditure of such funding in the annual accounts from 2017-18 onwards 		
4.2	<u>V2021</u> – JT (Enc 3)		

	<p>Report presented to update on the work of the V2021 group and the Stakeholder Engagement event where the vision, mission and strategic priorities were accepted by representatives from across the sectors.</p> <p>Discussion at the Stakeholder event took place over the place base approach (PBA) where concerns over the PBA delivery model were expressed. Assurances were provided that each district will have a PBA which will be delivered alongside and addition to SASSOT's core offer. Tamworth, who currently are not a funding partner, will receive a reduced offer. Subsequently this had been shared and approved by SLCOF and SDOs and a pilot PBA will commence in Staffordshire Moorlands before Christmas.</p> <p>The Board approved the recommendations within the report as follows:</p> <ol style="list-style-type: none"> 1. SASSOT's vision, mission and strategic priorities 2. The Place Based Approach delivery model 3. The recommended timeline to achieve publication of the strategy by December 2017 		
	<i>Items for Information</i>		
5.	<p>Four-Year Financial Forecast – JK (Enc 4)</p> <p>Report presented that had been put together in association with David Pinnock as Finance Champion.</p> <p>The 4-year financial forecast (2017-21) and potential staffing structure (2018-19 onwards) had been put together assuming that SASSOT will receive funding from Sport England (Primary role and programmes) and investment from partners.</p> <p>Version one of the 4-year financial projection, based on the current team and likely income, showed a deficit of £105,070 while version two, that included a draft revised staffing structure needed to deliver the Primary Role, fell exactly within budget at the end of 2021.</p> <p>The Chair expressed her thanks to Jane for producing the 4-year financial forecast and way forward in such times of uncertainty.</p> <p>Terminology amendments to be made on 4-year financial projections alongside the balance as follows:</p> <ol style="list-style-type: none"> 1. Ringfenced for programmes to read restricted funds 2. Unallocated to read unrestricted funds <p>Thanks were expressed to both Jane and Jude for the tremendous amount of work that has been carried out in getting to grips with the new way of working and planning for the future.</p> <p>Report accepted acknowledging that more work needs to be done on the staffing structure in line with the new strategy.</p>	JK	20.10.17

6.	<p>Sport England Six-Monthly Performance Report – JK (Enc 5)</p> <p>Q2 meeting held where SASSOT received provisional RAG ratings of green across the board, for all work areas, apart from Board Effectiveness (Governance) which received amber due to pending compliance with SE's Tier 3 Code of Sports Governance. The performance report is awaiting moderation by SE.</p> <p>Report accepted.</p>		
7.	<p>Year 2017/18 reporting:</p> <p>7.1 Q2 Delivery Plan progress report for 2017/18 – JK & JT (Enc 6)</p> <p>Report and Delivery Plan presented showing the progress made against Q2's targets.</p> <p>The highlights and challenges in the report were discussed, including:</p> <ul style="list-style-type: none"> • A paper was presented to the Staffordshire Health and Wellbeing Board (HWBB) recommending the future direction and next steps for the physical inactivity framework. This approach and outline proposals were endorsed by HWBB. The inactivity framework will also be integrated into the Staffs and Stoke STP Prevention strand steering group work programme, enabling twin track approach with HWBB • SASSOT also lobbied for the Chair of the Stoke and Staffs LEP to sit on Sport Business Council Economic Value Sub Group, building on one of the emerging priorities of our new strategy and raising our profile with the LEP and nationally. <p>Report and Delivery Plan accepted.</p>		
7.2	<p>Risk Assessment – JK (Enc 7)</p> <p>Report and risk register presented and discussed.</p> <p>Minor updates have been made to the risk register but the risk remains the same overall.</p> <p>Linking back to the 4-year financial forecast, more risk will be reflected at the appropriate point.</p> <p>Report accepted and the current risk register was noted and the decision not to alter any of the risk scores was agreed.</p>		
7.3	<p>Financial report to 30th September 2017 – JK (Enc 8)</p> <p>Report presented illustrating that income and expenditure were slightly under budget. Explanations contained within the report.</p> <p>Report accepted.</p>		

8.	<p>Appointment of Chair – PJ (Enc 9)</p> <p>At the request of the Chair, Malcolm Armstrong left the meeting while the report on the appointment of the new Chair was discussed.</p> <p>Following the recruitment panel’s unanimous decision to appoint Malcolm Armstrong as SASSOT’s Board Chair, the Board agreed to ratify the decision and Malcolm Armstrong was duly appointed.</p> <p>Malcolm re-joined the meeting and Sue Finnigan formerly handed over her Chairmanship to Malcolm Armstrong who was congratulated by the Board.</p>		
	<p>Malcolm introduced himself by outlining his background and his intended approach to the challenges ahead. He thought that having two strategic leads was an excellent decision and his plan of action was to focus on a new Board that works with the new strategy and whether SASSOT becomes independent eventually or not. Malcolm hoped to meet with Board members and staff individually before the EGM in November. His diary is free for the next 6 months and he has set aside 2-2.5 days a week to give the work as much time as possible.</p> <p>Report and recommendation accepted.</p>		
9.	AOB		
9.1	On behalf of the Board, Sue Finnigan presented Peter Jones, as outgoing Vice-Chair, with a gift to express best wishes and sincere thanks for his support over the past 3 years. Peter is leaving Staffordshire University and moving on to a new position with Northampton University.		
9.2	On behalf of the Board, Peter Jones thanked Sue Finnigan for her commitment and amazing job whilst working with the Board since 2005, first as a member of SASSOT’s Interim Board , then Vice Chair and then Chair. He commended Sue for SASSOT’s leadership and continuous green RAG rating over the years and presented her with gifts to show appreciation. Sue is moving on to paid work and thanked the SASSOT team, especially Jane and Jude, and all Board members whose talent and support over the years had been greatly appreciated.		
9.3	Sue Finnigan then thanked and presented Leigh Morton, Admin Officer, with a gift of flowers for all her work over the years. Leigh is leaving SASSOT to retire.		
10.	<p>Date of next meeting(s)</p> <p>1. Extra-ordinary Board Meeting – November date to be arranged 2. Weds 24th January 2018, 2pm, Craddock Rm, Stafford Borough Council</p>	All	Nov & 24.01.18

Prepared By:	Date	Checked By	File Code
Leigh Morton	18.10.17	Sue Finnigan	Board Minutes 17.10.17.doc

Sport Across Staffordshire & Stoke-on-Trent
Emergency General Meeting
20 November 2017, 10.00am, Craddock Room, Stafford Borough Council



Meeting Minutes

Present Attendees		Apologies	Also Distributed To:
Malcolm Armstrong (MA) chair Angela Dale (AD) Andrew Weston (AW) David Pinnock (DP) Jane Kracke (JK) Janene Cox (JC) Jonathan Pace (JP) Jonathan Topham (JT) Roger Moore (RM) Russell Turner (RT) Tony McGovern (TM) Trevor Humphreys (TH) Wendy Jennings (WJ) Sarah Bixter (SB) notes	SASSOT Chair Keele University English Schools' FA Voluntary Sector Strategic Lead, SASSOT Staffordshire County Council Staffordshire University Public Health Staffordshire Stoke-on-Trent City Council Sport England Cannock Chase District Council Stoke-on-Trent College Stafford Borough Council Admin Officer, SASSOT	Alistair Fisher Katrina Hull Cllr Mark Deaville Jude Taylor	SASSOT Core Team

Summary of Issues and Action

No.	Item Topic
1.	Welcome by the chair, Malcolm Armstrong. Introductions made by everyone for the benefit of new members. Apologies – as above
2.	Declarations of Interest - None
3.	Restructure of the Board Report presented by Malcolm Armstrong to update the board on the work of the Governance Sub Group and to gain approval for the recommendations pertaining to the restructure of the board. Malcolm Armstrong explained the background of the report and the Sport England Tier 3 requirements which must be met by 31.12.2017. These requirements have a direct effect on funding. * Board Members given copies of the Skills Matrix by Jane Kracke Malcolm Armstrong explained the Skills Matrix and thanked Jane Kracke for her work on putting together the matrix following on from the last meeting. Gaps in the skills matrix were highlighted to the board.
i)	Reduction of current Board membership from 12 to 8 One Representative from Stoke City Council - Malcolm Armstrong has been unable to arrange a date to meet with Alistair Fisher to discuss

this prior to the EGM

- Roger Moore in attendance in place of Alistair Fisher today but has had no feedback regarding this item
- Board agree to defer on making a decision on this item until a meeting has taken place between Malcolm Armstrong and Alistair Fisher to discuss further
- **Action Point 1**

One rep from HE / FE

- Proposal by Malcolm Armstrong to create a non-formal Education Sub Group which will meet prior to the SASSOT Board meetings to discuss any matters arising
- Education Sub Group then to nominate one formal representative to attend the SASSOT Board meetings and speak on behalf of the Education Sub Group
- Malcolm Armstrong happy to attend to chair the meeting if required
- **Action Point 2**

One Cabinet Member / Chief Executive Representative

- Discussion regarding the proposal around who can apply for this position and how it would be split
- Tony McGovern and Janene Cox to liaise with the 10 local authorities and request nominations for 1 Senior Officer
- Malcolm Armstrong to contact Mark Deaville regarding his role for senior Politician
- **Action Point 3**

Independent Chair, Staffordshire Public Health and Stafford BC (Host) representatives

- Proposal by Malcolm Armstrong that these representatives remain the same – no objections
- Jonathan Topham to remain as Staffordshire Public Health representative, noted for any future recruitment; the Public Health Representative can be from either Staffordshire or Stoke-on-Trent

Janene Cox and Dave Pinnock Membership

- Although both have exceeded the maximum term of membership permission granted by Sport England for them to remain on the Board until 31.03.2018
- Succession Plan, to include new Board members, to be developed after the January Board meeting
- **Action Point 4**

Andy Weston Membership

- Andy Weston will be stepping down after EGM as the maximum term has now been exceeded
- Malcolm Armstrong thanked Andy Weston on behalf of the Board and presented him with a gift
- Andy Weston invited by Malcolm Armstrong to become a member of the Chair Advisory Group along with Janene Cox and Dave Pinnock. Andy Weston accepted

SASSOT Stakeholder Events

- Malcolm Armstrong explained the proposal and that the idea behind the proposal came from Dave Pinnock
- Dave Pinnock was invited to explain the idea to the board
- It was agreed by the board that there would be a stakeholder event twice a year to engage funding partners and to allow for wider networking
- **Action Point 5**

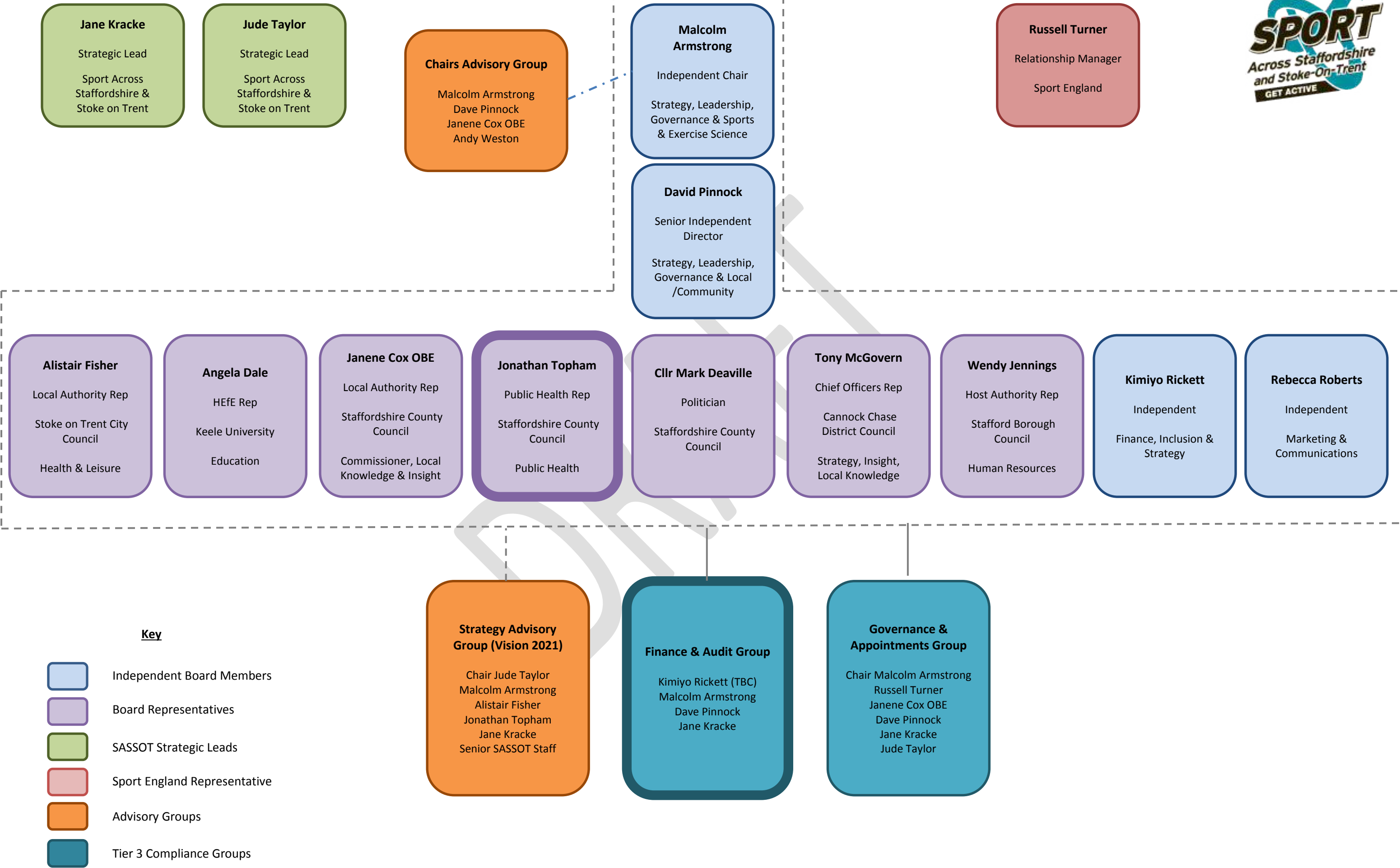
	<p>SASSOT Engagement at a Political Level</p> <ul style="list-style-type: none"> Malcolm Armstrong explained the proposal to the board and all members were in agreement 		
Actions		Owner	Date
1.	Arrange a meeting between Malcolm Armstrong and Alistair Fisher ASAP	Sarah Bixter	24.01.2018
2.	Education Sub Group to nominate one formal representative to attend the SASSOT Board meetings	Jonathan Pace & Angela Dale	24.01.2018
3.	To liaise with the 10 local authorities and request nominations for 1 Senior Officer	Tony McGovern and Janene Cox	24.01.2018
4.	Succession Plan, to include new Board members, to be developed after the January Board meeting	Malcolm Armstrong & Jane Kracke	Feb 2018
5.	To calendar suitable dates for the two Stakeholder events	Malcolm Armstrong	2018
ii)	<p>Board Substructure</p> <ul style="list-style-type: none"> Malcolm Armstrong explained the CAG (Chair Advisory Group), FAG (Finance and Audit Group) and GAG (Governance Appointment Group) subgroups and their attendees to the Board Malcolm Armstrong confirmed that Jude Taylor and Jane Kracke will attend the GAG meetings, with exception to the meetings where leadership would be discussed as this pertained to them individually FAG and GAG meetings already calendared CAG meetings to be calendared bi-monthly; meeting two weeks prior to each Board Meeting Malcolm Armstrong also noted that the newly formed Education Sub Group should meet in advance of the Board meetings Tony McGovern highlighted a gap in the sub groups around Strategy. The Board agreed that following their next meeting the Vision 2021 group would be re-named SAG (Strategy Advisory Group) - Action Point 6 and 7 		
Actions		Owner	Date
6.	CAG meetings to be calendared for two weeks prior to the Board Meetings	Sarah Bixter	31.12.2017
7.	Vision 2021 to be renamed SAG (Strategy Advisory Group) from their next meeting	Malcolm Armstrong	28.11.2017
iii)	<p>Recruitment process for new Board Members</p> <ul style="list-style-type: none"> Jane Kracke explained the advert and interview process, hoping to recruit new Board members to be in place before 31.12.2017 Currently 5 places to be filled but will recruit again in January 2018 should all spaces not be filled first time round Recruitment pack and advert will be emailed to all members of the Board, Jane Kracke asked that it be shared with their contacts Malcolm Armstrong and Jane Kracke clarified why the timescale is so tight following concerns raised by Tony McGovern – this relates to the Tier 3 funding from Sport England Interview panel will be Dave Pinnock, Malcolm Armstrong, Russell Turner, Jane Kracke and Jude Taylor 		

	<ul style="list-style-type: none">- Tony McGovern asked whether Jane Kracke and Jude Taylor should be on the interview panel as they should only be there as an advisory role- Discussion around the current interview panel having a wide enough perspective, Board agreed that Wendy Jennings would be on the panel as a member of the hosting Authority- Board members agreed that following recruitment in December a new Board Structure document should be created and circulated to include information pertaining to the sub groups- Action Point 8		
Actions		Owner	Date
8.	Board Structure chart to be created and circulated to all Board Members	Sarah Bixter	Feb 2018
4.	Date of next meeting(s) Weds 24 th January 2018 – 2pm – Craddock Room, Stafford BC Weds 18 th April 2018 – 2pm – Stafford BC Weds 11 th July 2018 – 2pm – Stafford BC Weds 24 th October 2018 – 2pm Stafford BC		

Actions		Owner	Date
1.	Arrange a meeting between Malcolm Armstrong and Alistair Fisher ASAP	Sarah Bixter	24.01.2018
2.	Education Sub Group to nominate one formal representative to attend the SASSOT Board meetings	Jonathan Pace & Angela Dale	24.01.2018
3.	To liaise with the 10 local authorities and request nominations for 1 Senior Officer	Tony McGovern and Janene Cox	24.01.2018
4.	Succession Plan, to include new Board members, to be developed after the January Board meeting	Malcolm Armstrong & Jane Kracke	Feb 2018
5.	To calendar suitable dates for the two Stakeholder events	Malcolm Armstrong	2018
6.	CAG meetings to be calendared for two weeks prior to the Board Meetings	Sarah Bixter	31.12.2017
7.	Vision 2021 to be renamed SAG (Strategy Advisory Group) from their next meeting	Malcolm Armstrong	28.11.2017
8.	Board Structure chart to be created and circulated to all Board Members	Sarah Bixter	Feb 2018

Prepared By:	Date	Checked By	File Code
Sarah Bixter	20/11/2016	Malcolm Armstrong	Minutes 20.11.2017

SASSOT Board – November 2017





Report to the Board – Enclosure 02

Report Title	Chair's Actions Since Last Meeting
Date	24 th January 2018

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

Contact Officer	Name:	Malcolm Armstrong
	Tel:	07825 415153

For Information	
For Decision	x

1. **Purpose of Report**

To update the Board on the Chair's Actions since the last meeting.

2. **Recommendation(s)**

- 2.1 That the Board notes actions 1-4
- 2.2 That the Board adopts the Finance and Audit Group Terms of Reference (Action 5)

3. **Executive Summary**

Since the last Board meeting, the Chair has actioned the following:

- 3.1 Endorsement of **Succession Planning** document by Governance and

- Appointments Group
- 3.2 Endorsement of **Internal Controls** document by Governance and Appointments Group
- 3.3 Approval of **Diversity Statement and Action Plan** by Board via electronic vote
- 3.4 Approval of **Code of Conduct for Board Members** by Board via electronic vote
- 3.5 Drafting of **Terms of Reference for Finance & Audit Group**

4. **Report**

- 4.1 As part of the requirements for compliance with Tier Three of A Code for Sports Governance, we are required to have a succession plan in place and also an internal controls document. As these were required to be in place by 31.12.17, the Governance and Appointments Group discussed and approved them at their meeting on 19.12.17
- 4.2 The **Succession Planning** document outlines the processes we have in place to manage turnover of Board members and key staff (Appendix 1). This will be reviewed every three years, or sooner if required
- 4.3 The **Internal Controls** document outlines the relationship between the Host, Board and Senior Management, and the financial controls which are in place to protect the Host and SASSOT (Appendix 2). This will be reviewed by the Finance and Audit Group by May 2018, once the group is re-established, and will then be reviewed annually.
- 4.4 Tier Three compliance also requires us to have:
- A **Diversity in Governance and Leadership Action Plan**
 - A public commitment to diversity in governance and leadership via a **statement on our website**
 - A **Code of Conduct for Board** members

These were circulated to Board members electronically on 12.12.17 and members were asked to vote to adopt them. The results of the vote were as follows:

I vote to adopt the Diversity Statement	8 For 1 Against (recommended 50% target for female representative rather than 30%)
I vote to adopt the Diversity Action Plan	9 For 0 Against
I vote to adopt the Code of Conduct for Board Members	9 For 0 Against

Therefore all three were adopted, with note taken of the comments regarding the diversity statement

- 4.5 Until now, SASSOT's finances have been overseen by the Board Finance Champions. However, with Malcolm Duncan's retirement, Dave Pinnock is the only remaining Finance Champion and therefore this needs to be revisited. Tier Three requires Boards to have an Audit Committee, and also for the risk management and internal controls to be reviewed regularly.

Therefore it is proposed that a new Finance and Audit Group will take on these roles, with the attached Terms of Reference to be adopted by the Board (Appendix 3). Membership of this group will be discussed under a separate agenda item.



Succession Plan:

Sport Across Staffordshire and Stoke-on-Trent Board Members / Key Staff

Introduction

Effective succession planning reduces the risks associated with the loss of experienced leadership and helps maintain an appropriate balance of skills and experience within the organisation and on the Board, as well as ensuring progressive refreshing of the Board.

SASSOT has put the following plans in place to enable the Board or Senior Leadership to act swiftly in response to abrupt changes to the Board or Team, helping to reduce any associated risks or costs.

The plan covers the following individuals / groups:

1. Chair
2. Senior Independent Director
3. Other Board members
4. Sub Group members
5. Strategic Leads
6. Administrative Office Manager
7. Other staff

General

An up-to-date record of the terms served by each Board member is maintained, so that members coming up to their maximum term can be identified and succession plans put into action as appropriate. This work should begin six months before the term comes to an end.

To assist with this process, a Skills Matrix is completed annually by Board members. This provides a clear record of the skills and competencies of each Board member, making it easy to identify which skills will be lost once that member steps down.

1. Chair

Principles

- The Chair will normally stand for re-election at the end of each three-year term, for a maximum of three terms
- If the Chair does not intend to stand for re-election, he or she is expected to provide a minimum of three months notice
- If the Chair decides to step down during their term, or is unable to continue in their role, they are expected to provide as much notice as possible

Process

- Once notice is received, the Governance and Appointments Group, which also serves as the Nominations Committee, will meet to begin the recruitment process for a new Chair.
- The Job Description, Person Specification, Recruitment Pack etc. are all held on file so will only need reviewing rather than writing from scratch.
- The Senior Independent Director works closely with the Chair on an ongoing basis (as per their job description), so will step into the Chair's role during the interim if the outgoing Chair steps down before a new Chair is appointed.
- Wherever possible, the outgoing Chair is expected to provide a handover to the new Chair. Where this is not possible, this will be carried out by the Senior Independent Director
- All appointments need to be approved by the Board
- If the Chair is indisposed for a period of time but is likely to be able to resume their role within 12 months, the Senior Independent Director will assume the role of Temporary Chair

2. Senior Independent Director

Principles

- The Senior Independent Director will normally stand for re-election at the end of each three-year term, for a maximum of three terms
- If the Senior Independent Director does not intend to stand for re-election, he or she is expected to provide a minimum of three months notice
- If the Senior Independent Director decides to step down during their term, or is unable to continue in their role, they are expected to provide as much notice as possible

Process

- Once notice is received, the Governance and Appointments Group, which also serves as the Nominations Committee, will meet to begin the identification of a new Senior Independent Director.
- The Job Description, Person Specification, Recruitment Pack etc. are all held on file so will only need reviewing rather than writing from scratch.
- Where the resignation / end of maximum term of the Senior Independent Director is expected, the Governance and Appointments Group will assess the skills and competencies of other independent Board members and may identify a suitable replacement who can shadow the current Senior Independent Director until they step down.
- Where this is not possible, the new Senior Independent Director will be recruited via open recruitment and an independent Board member will be appointed as an Interim Senior Independent Director until recruitment is completed
- Wherever possible, the outgoing Senior Independent Director is expected to provide a handover to the new Senior Independent Director. Where this is not possible, this will be carried out by the Chair
- All appointments need to be approved by the Board
- If the Senior Independent Director is indisposed for a period of time longer than three months but is likely to be able to resume their role within 12 months, the Governance and Appointments Group will identify an independent Board member to assume the role of Temporary Senior Independent Director

3. Other Board members

Principles

- Board members will normally stand for re-election at the end of each three-year term, for a maximum of three terms
- If the Board member does not intend to stand for re-election, he or she is expected to provide a minimum of three months notice
- If the Board member decides to step down during their term, or is unable to continue in their role, they are expected to provide as much notice as possible

Process

- Once notice is received, the Governance and Appointments Group, which also serves as the Nominations Committee, will meet to discuss the vacancy.
- If the Board member is a representative member, then the standard channels will be used to identify a replacement, taking into account the Skills Matrix
- If the Board member is an independent member, the Governance and Appointments Group will analyse the Skills Matrix and current Board numbers to identify whether recruitment is necessary immediately.
- The Job Description, Person Specification, Recruitment Pack etc. are all held on file so will only need reviewing rather than writing from scratch.
- When a new Board member is appointed, an induction will be carried out by the Chair or Senior Independent Director
- All appointments need to be approved by the Board
- If the Board member is indisposed for a period of time but is likely to be able to resume their role within 12 months, the Governance and Appointments Group will hold the role open for this period

4. Sub Group members

- Where an outgoing Board member is a member of a Board sub groups, that group will assess whether any existing Board members possess the necessary skills to replace the outgoing Board member (using the skills matrix). If this is case, that individual will be approached and invited to join the sub group
- If a suitable replacement cannot be identified, this requirement will be taken into account during the recruitment process
- All sub groups have clear, up-to-date terms of reference to aid this process

5. Strategic Leads

Principles

- The two Strategic Leads are required to give three months' notice if they intend to leave
- The current two-staff Senior Management structure builds in greater resilience than a single role. The two Strategic Leads work closely together and as such either would be able to cover for the other during periods of unexpected absence

Process

- Once notice is received, the Governance and Appointments Group, which also serves as the Nominations Committee, will meet to discuss the vacancy and recruitment process
- This may involve reviewing the Senior Management structure of the organisation, which will need Board approval
- The Job Description and Person Specification are held on file so will only need reviewing rather than writing from scratch.

- If a direct replacement is required, recruitment will begin as soon as possible after notice is handed in, to enable a handover between the outgoing and incoming Strategic Leads
- If this is not possible, the handover will be carried out by the other Strategic Lead

6. Administrative Office Manager

Principles

- The Administrative Office Manager is required to give eight weeks' notice if they intend to leave

Process

- Once notice is received, the Strategic Leads will begin the recruitment process for a replacement, having first reviewed the role to assess whether a direct replacement is needed or whether an alternative is required
- The Job Description and Person Specification are held on file so will only need reviewing rather than writing from scratch.
- The current postholder has compiled instructions for all the various processes (financial, administrative etc.) carried out through their role, to enable the incoming staff member to learn them quickly and effectively, or for other team members to pick up tasks if the postholder is indisposed for a period of time
- Certain other team members have been trained and have system access to enable them to carry out the financial tasks in the interim or if the postholder is indisposed for a period of time
- The handovers with the outgoing officer and to the incoming officer will be overseen by the Strategic Lead – Service Delivery

7. Other staff

Principles

- Different staff have different notice periods, depending on the seniority of their post

Process

- Once notice is received, the Strategic Leads will begin the recruitment process for a replacement, having first reviewed the role to assess whether a direct replacement is needed or whether an alternative is required
- The Job Description and Person Specifications are held on file so will only need reviewing rather than writing from scratch.
- Each Line Manager has a close understanding of the work of their reports, and will be able to take this over in any interim period between the outgoing postholder leaving and the incoming postholder starting in post.
- All handovers will be carried out by the relevant Line Manager



Internal Controls Summary

1. Introduction

- a. This document outlines the internal controls which are in place to ensure that Sport Across Staffordshire and Stoke-on-Trent's (SASSOT's) financial affairs are well managed, and to reduce the risk of losses through theft and fraud, bad decisions, human error, breaches of controls, management override of controls and unforeseeable circumstances.

2. Host Authority

- a. SASSOT is hosted by Stafford Borough Council (the Host), and as such all SASSOT staff are employed by the Host, all contracts are entered into by the Host on behalf of SASSOT and all of SASSOT's finances are held in the Host's account.
- b. SASSOT staff are expected to follow the Host's policies and procedures, including with regards to finances and human resources, meaning that SASSOT does not have its own policies and procedures where these are provided by the Host.
- c. The details of the above relationship are outlined in a Hosting Agreement signed by both parties, which is reviewed on an annual basis.

3. Relationship between the Host, Board and Senior Management

- a. As outlined in the Constitution, SASSOT is governed by an Executive Board which provides leadership and strategic direction for the organisation. The day-to-day management of SASSOT's strategy and delivery plan, and of the staff team, is undertaken by the Strategic Leads.

Decisions

- b. Any decisions leading to a shift in the strategic direction of the organisation are made by the Board, including substantial changes to core staffing.
- c. Decisions made within the budgets and parameters of SASSOT's Strategy and Annual Delivery Plans are made by the Strategic Leads, who also manage minor amendments to the staffing structure

Authorisations

- d. If a decision has been made by the Board or the Strategic Leads which requires expenditure or commitment to a contract, the Host's financial procedures will be used.

- e. Stafford Borough Council maintains an authorised signatory list. Staff are only put on this list with approval of the senior officer within their team (in SASSOT's case one of the Strategic Leads) and with the approval of the relevant Host Head of Service.

Depending on the level of staff, different authorisation limits are set. Staff on the authorised signatory list may be able to authorise:

- Official orders
 - Payment requests
 - Invoices
 - Petty cash
 - Appointment Approval / Termination forms
 - Expenses, overtime, travel and subsistence
 - Company credit card
- f. Items such as expenses, travel and subsistence, and petty cash are governed by the Host's policies and limits.
- g. The limit set for the Strategic Leads is £10,000 for official orders, payment requests and invoices. Any items over this amount need to be approved by the relevant Host Head of Service, who has a responsibility to ensure they are fully briefed on the background to this expenditure / commitment before authorising it.
- h. Two other senior managers have lower authorised limits (£5000), allowing them to authorise expenditure for the staff / programmes they manage.
- i. New posts or extensions to existing contracts need to be authorised by a Senior Manager. They also need authorisation from the Host's Financial Services, who will request evidence of funding (i.e. grant award letter) before providing this. Please refer to 3a-b for decision making.

Contracts / Grant Awards

- j. The Host may be asked to accept grants or funding, or enter into contracts on behalf of SASSOT. This will be done as outlined in the Hosting Agreement, which states the roles and responsibilities of both parties.

Summary

- k. For the purposes of clarification, no major expenditure or commitment outside of those detailed in budgets and delivery plans for that financial year should be taken to the Host Authority for authorisation without prior approval by the Board.*

4. Financial Monitoring

- a. Although SASSOT's finances are held within the Host's accounts, they are kept in separate cost centres, meaning they are completely separate from other Stafford Borough Council funds.

- b. A four-year financial forecast and a detailed annual budget are produced by the Strategic Leads, agreed by the Finance and Audit Group and approved by the Board.
- c. Actual expenditure against the annual budgets is reported to the Board on a quarterly basis, with exceptions identified and explained.
- d. The Host provides an update of expenditure against budgets on a monthly basis. Senior Managers are required to sign off these updates to confirm they are as expected, or to flag up any potential underspend or overspend to the Strategic Leads.

5. Review

- a. The Internal Controls, and this document, will be reviewed on an annual basis by the Finance and Audit Group and a report presented to the Board for approval.



Terms of Reference: Finance and Audit Group

Terms of Reference

Purpose of the Finance and Audit Group

Overall Purpose: To ensure the adequacy of the organisation's financial reporting, risk management and internal controls, and that they comply with the requirements of Tier Three of *A Code for Sports Governance*.

1. To ensure that the organisation's finance policies and procedures are appropriate and proportionate, and that they are understood and followed by Board members and staff
2. To review and update the organisation's finance policies and procedures at least once every two years
3. To ensure that annual accounts are prepared for the organisation which:
 - a) Comply with legal requirements and recognised accounting standards
 - b) Give specific disclosure of income received from public investors and clearly account for the expenditure of such funding
 - c) Are audited to comply with Sport England requirements
 - d) Are published on the organisation's website once accepted by the Board
4. To plan and monitor the financial position and performance of the organisation against annual budgets and a four-year financial forecast. Recommended budgets and forecasts will be submitted by the Group to the Board for approval
5. To establish and maintain robust risk management and internal control systems, and to review these at least annually.

Membership

- Membership of the Finance and Audit Group will consist of between three and five members:
 - Board Chair and / or Senior Independent Director
 - At least one (and no more than two) additional Board members with relevant and relevant financial experience
 - Strategic Lead – Service Delivery

Chair

- The Finance and Audit Group shall be chaired by the Board Chair or the Senior Independent Director

Frequency of Meetings

- At least four times per year, normally 1-2 weeks before each Board meeting to approve the finance reports for the Board

- The Group may meet more often as dictated by circumstances

Quorum

- The Quorum for Group is 50% of total current membership.

Decisions

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

Transparency

- Minutes of each meeting will be taken. These will be circulated to Board members or incorporated into the finance / risk management reports taken to the next Board meeting.
- The Terms of Reference will be published on the SASSOT website, along with meeting minutes (at times confidential information may need to be removed before publishing)

Review of the Group

- The Group will conduct an annual self-review, based on the National Audit Office's [Audit and Risk Assurance Committee Effectiveness Checklist](#), to ensure that the Group and relevant staff have the competence and qualifications to meet their obligations .

Authority

- For purposes of clarity, the Board retains the overall responsibility for:
 - a) Adopting appropriate and proportional finance policies procedures
 - b) Agreeing the annual accounts, annual budgets and four-year financial forecasts
 - c) Accepting the quarterly financial reports presented at Board meetings
 - d) Adopting robust risk management and internal control systems
 - e) Ensuring that the effectiveness of these risk management and internal control systems are reviewed on a regular basis (at least annually)
- The Finance and Audit Group's role is to make informed recommendations to the Board for all of the above.

These Terms of Reference were agreed by the Board in January 2018 (tbc)

A review of these Terms of Reference is due by January 2019



Report to the Board – Enclosure 06

Report Title	Governance and Appointments Group Update
Date	24 th January 2018

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

Contact Officer	Name:	Jane Kracke
	Tel:	01785 619187

For Information	
For Decision	x

1. **Purpose of Report**

To update the Board on the work of the Governance and Audit Group (GAG), and on Tier Three compliance

2. **Recommendation(s)**

That the Board approves the recruitment of additional new Board members, to be overseen by the Governance and Appointments Group

3. **Executive Summary**

Since the last full Board meeting, the Group has met on 06.11.17 and 19.12.17. The key work areas which were progressed are as follows:

- Board membership and structure (covered under a separate agenda item)
- Recruitment of new Board members (covered under a separate agenda item)

- Succession Planning (covered under a separate report)
- Internal Controls document (covered under a separate report)
- Tier Three compliance
- Recruitment of further new Board members

4. Report

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

Since the last full Board meeting, the Group has met on 06.11.17 and 19.12.17. The key work areas which were progressed are as follows:

- Board membership and structure (covered under a separate agenda item)
- Recruitment of new Board members (covered under a separate agenda item)
- Succession Planning (covered under a separate report)
- Internal Controls document (covered under a separate report)
- Tier Three compliance
- Recruitment of further new Board members

Tier Three compliance

- The final outstanding criteria for compliance have now been met (excluding the financial reporting requirements, which will be met by July following the production of Stafford Borough Council's and SASSOT's annual accounts)
- SASSOT's updated action plan, evidencing how the outstanding criteria have been met, was submitted to Sport England by the deadline of 15.01.18
- If Sport England deem any of these to remain outstanding we have until 16.04.18 to address these

Recruitment of further new Board members

- Following the appointment of Kimiyo Rickett and Rebecca Roberts, and the stepping down of Trevor Humphreys and Jonathan Pace, we currently have 11 of a maximum of 12 Board members
- Janene Cox and Dave Pinnock will be required to step down at the April Board meeting, as this is beyond the extension of their maximum term, as granted by Sport England
- The GAG is therefore intending to advertise shortly for further new Board members, to be approved at the April Board meeting
 - The skills matrix will be updated to take into account the above changes in membership
 - Any skills gaps will form the basis of the recruitment focus



Everyone More Active More Often

Sport Across Staffordshire and Stoke-on-Trent

Delivery Plan

April 2017 – December 2017

Quarter 3

Objective 1 - 😊 = 33	😊 = 5	😞 = 0	Objective 3 - 😊 = 27	😊 = 6	😞 = 0
Objective 2 - 😊 = 37	😊 = 1	😞 = 0	Objective 4 - 😊 = 8	😊 = 2	😞 = 0

Introduction

The tables below provide a summary of the achievements of the Core Team for 01.04.17 - 31.12.17. These achievements are outlined in the 'progress to date' column, with the 'key tasks' and 'milestones' columns taken from the Annual Delivery Plan 2017/18. The 'face' ratings reflect actual progress against expected progress. Where progress is behind what was expected by this point in time, brief notes regarding remedial actions have been included.

www.sportacrossstaffordshire.co.uk

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

1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.17-31.12.17
		Date	Qtr					
SASSOT to review individual groups as and when necessary	SASSOT to support SLCOF, SDO & Facility Managers Forums, Disability Sport Forums, Sport Specific Development Groups, sub-regional NGB Forum, Central Rivers Initiative / TTTV Boards, SGO Meetings, Regional / National Workstrand Meetings, School Games Local Organising Committee and sub-groups, FE / HE Networking Meeting Review SASSOT's attendance on these groups annually	On-going	All	Core Team	☺	☺	Meetings held	All meetings attended as relevant and arranged where SASSOT's responsibility.

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

1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.17-31.12.17
		Date	Qtr					
SASSOT to influence and act as an advocate for sport and physical activity	Maintain and further develop effective working relationships with Staffordshire and Stoke partnership networks, Leaders & CEO networks, LEPS, Health & Wellbeing Board, Public Health and Clinical Commissioning Groups, OPCC, Children & Young People partnerships	On-going	All	JK/JT supported by the Core Team	☺	☺	Strategic groups aware of SASSOT's role and agenda. Sport & physical activity recognised in LA Community Plans and Health Strategies.	Two new Public Health representatives inducted and attended last Board Meeting. Inactivity framework integrated into STP Prevention strand steering group work programme enabling twin track approach with HWBB. Project Initiation Document (PID) created for physical activity work strand of STP prevention work. Work being embedded in PH prevention work programme matrix.

- **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 01.04.17-31.12.17
		Date	Qtr					
Support the development and coordination of a Staffordshire wide Physical Activity 'Framework'	Work with the Staffordshire and Stoke-on-Trent public health teams to develop Physical Activity Strategies and engage with the Health & Well-being Boards.	3/18	4	Staffordshire Public Health to lead on strategy development and implementation supported by SASSOT JK/JT/BH	☺	☺	Strategy developed	<p>Insight provided in support of HWBB led physical activity framework.</p> <p>Paper presented to HWBB recommending future direction and next steps for physical inactivity framework. Approach and outline proposals endorsed by HWBB.</p> <p>Inactivity framework integrated in to STP Prevention strand steering group work programme enabling twin track approach with HWBB.</p> <p>Staffordshire County Council's expression of interest for Sport England's Local Delivery fund, which was supported by SASSOT, was unsuccessful</p> <p>Project Initiation Document (PID) created for physical activity work strand of STP prevention work. Work being embedded in PH prevention work programme matrix.</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 01.04.17-31.12.17
		Date	Qtr					
	Support local authority partners with the development of Built Facilities Strategies, Playing Pitch Strategies and Sport and Physical Activity Strategies				😊	😊		<p>SMDC strategy drafted with SASSOT support. BH providing support to KKP with the development of SMDC PPS. Further enhanced support being offered to SMDC in relation to user group consultation and education partners to facilitate delivery of strategy.</p> <p>SMDC PPS drafted and in final stage</p> <p>Neill Alan associates appointed to produce SMDC built facilities strategy. BH supporting with IAG.</p> <p>David Payne appointed to complete strategic review of Lichfield Facility Provision by LDC. BH supporting through coordinating consultation with NGBs and other partners. Report due December.</p> <p>SASSOT supporting Stoke CC with facility benchmarking through provision of funding to appoint consultant to benchmarking work. Initial spec developed with support from Sport England.</p> <p>SASSOT supporting Stoke CC with procurement process for consultancy work to finalise and align built facilities strategy, sport and physical activity strategy and facility benchmarking</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 01.04.17-31.12.17
		Date	Qtr					
Support the delivery of the Sportshire Agenda	Support the continued development of the "Sportshire" Strategy and Implementation of the agreed Plan	On-going	All	Staffordshire County Council/ SASSOT. JT/BH	☺	☺	Strategy completed Implementation plan prepared and acted upon. Number of major events attracted to the sub region	<p>Velo Birmingham route to come through South Staffordshire on 24.09.17 Ironman 70.3 Staffordshire took place on 18.06.17, with largest spectator crowd so far A stage of the Britain Women's Tour was hosted, starting and finishing in Hanley</p> <p>Velo Birmingham took place 24.09.17, new finish for 2018 Ironman 70.3 Staffordshire confirmed in Stafford town centre, and event confirmed until 2020</p> <p>Further 3 year contract signed with Ironman, with no further cash contributions necessary. The run and finish elements of the event take place in Stafford town centre.</p> <p>UK Corporate Games officially launched with over 2000 athletes registered, venue agreements in place and plan underway for business enterprise event.</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 01.04.17-31.12.17
		Date	Qtr					
SASSOT support for and representation on the Stoke -on -Trent Sport In PASS Project	Supporting delivery of the PASS Project Manager in line with the brief and agreed Action Plan Management of grant budget to support consultants work Attendance at PASS Management Group meeting. Attendance at PASS Board meetings. Attendance at ECoS LOC meetings	On-going	All	Stoke-on-Trent City Council/ Sport England/ SASSOT/ Staffordshire University	☺	☺	Outputs detailed in the PASS and ECoS Delivery Plan achieved	PASS consultant contract finished No PASS / ECoS meetings SASSOT supporting Stoke CC with facility benchmarking through provision of funding to appoint consultant to benchmarking work. Initial spec developed with support from Sport England developed. SASSOT supporting Stoke CC with procurement process for consultancy work to finalise and align built facilities strategy, sport and physical activity strategy and facility benchmarking

- **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 01.04.17-31.12.17
		Date	Qtr					
Engagement, consultation and partnership working with key delivery agencies to delivery high quality, successful programmes	Delivery of relevant programmes eg. Sportivate (wrap up) , School Games, Satellite Clubs, Primary Premium, number of accredited clubs, increasing volunteering in sport, Inspire Multi Sport Clubs programme. See individual programme information for more details			CG/CD/CM CP/NB	☺	☺		<p>Summer School Games event held</p> <p>Majority of Sportivate delivery completed (Innovation projects x2 ongoing)</p> <p>Applications for further funding for Satellite Clubs, DfE Volunteering and School Games submitted to Sport England</p> <p>Inspire delivery ongoing</p> <p>Sportivate Cannock Innovation Cycling completed.</p> <p>Sportivate LAC Innovation project ongoing</p> <p>Applications for Satellite club, DfE Volunteering, School Games and Primary Premium funding submitted and funding secured.</p> <p>2017-18 Sport England Satellite Clubs Target has been met with 42 sustained clubs and 15 new clubs being supported</p> <p>2017/18 School Games Calendar has been agreed together with SGOs and implementation has begun</p> <p>Contract agreed with Primary PE Premium partner and work is progressing</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 01.04.17-31.12.17
		Date	Qtr					
Advocacy re Sport England's Towards an Active Nation strategy	Promotion and advocacy of strategy and related funding streams at all sub regional forums	On-going	All	Core Team	☺	☺	Update presentations presented to relevant sub regional groups and partners	Info regarding new funding streams circulated to partners as appropriate

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

1.2 Connecting Partners

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.17-31.12.17
		Date	Qtr					
To develop working relationships between partners and to ensure an effective signposting	Develop and support regional networks where appropriate and disseminate information across the sub-region. eg. NGB, Coaching, Business Development, Marketing and Communications etc.	On-going	All	Core Team	😊	😊		Regional meetings attended
Facilitate links between primary schools and community sports clubs	Maintaining links between primary schools and sports clubs	On-going	All	CG/CM	😊	😊	Annual club directory produced and distributed	Club Directory in progress. Capacity issues mean that this has been started but not finished. Club Directory still in progress
Connecting NGBs with CSP and local partners	Organise six-monthly Engagement Events and measure their impact	Oct 17	3	JK	😊	😊	1 event held	Event to take place in September / October – to consult in July regarding format Consultation took place, speed-dating session to take place 02.11.17 Partner Engagement Event took place 02.11.17 with 31 attendees from 23 different partner organisations. Impact to be measured after six months

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

1.2 Connecting Partners

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.17-31.12.17
		Date	Qtr					
	Ensure the NGB Forum continues to operate effectively, with appropriate external attendees when required, and links to FE / HE	1/4 ly	All	JK	😊	😊	2 forums held	July forum cancelled due to a number of attendees being on leave. Rearranged for 28.09.17 Forum took place, well attended, used to consult on SASSOT strategy and work areas. Forum to be realigned as part of our Partner Engagement Events, starting in April 18 and being held 2-3 times per year.

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

1.3 National Governing Body Support

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.17-31.12.17
		Date	Qtr					

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

1.3 National Governing Body Support

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.17-31.12.17
		Date	Qtr					
Identify and carry out actions with NGBs that reflect the Core Offer and Enhanced Services offered by CSP	Review Generic Support Offer and Priority Sports once requirements of NGBs 2017-21 becomes clear. Facilitate engagement between NGBs and local partners as appropriate	On-going	4	JK			Priority sports identified	No progress expected NGB engagement work to be realigned to our Place-Based Approach from April 18 therefore priority sports will be identified on a place by place basis
	Maintain overall Green RAG-rating for NGB Delivery	Sept 17, Mar 18	2, 4	JK	😊	😊	Green RAG rating	No progress expected Green RAG Rating (provisional) achieved Green RAG Rating confirmed
	Tracker format reviewed All team members recording agreed support and outcomes in the NGB Tracker	Sept 17 On-going	2 4	JK	😊	😊	Tracker in place and being used	Tracker updated
	Attend Regional CSP / NGB Engagement Meetings or arrange one-to-one meetings with appropriate NGBs on a regular basis	On-going	4	JK	😊	😊	12 meetings	Regional meeting attended. Meetings with 3 individual NGBs taken place. Meeting with one NGB Meetings with five NGBs

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

1.3 National Governing Body Support

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.17-31.12.17
		Date	Qtr					
Effective support of individual NGB projects	NGB Activation Officer work programme developed in consultation with local partners and NGBs.	On-going	4	JK/CD	😊	😊	Work programme in place 3 NGB participation projects delivered	Initial discussions with Colleges/Uni involved with the recreational Badminton project for past few years are underway and also with the community badminton network. No specific projects at present.
Provide hosting arrangements for NGBs as required	Provide hosting arrangements for NGB staff as required, reviewing annually Provide occasional hot-desking for other NGB staff as required (promote twice yearly and to all new NGB staff)	On-going	All	JK	😊		1 NGB Officer Hosted 5 NGB Officers accessing hot-desking	Netball hosting agreement signed for 2017-18

- **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 01.04.17-31.12.17
		Date	Qtr					
To have an up-to-date Equality & Diversity Policy	To review SASSOT's Equality & Diversity Policy and communicate with partners	Mar 18	4	NB	☹️	😊	Relevant training delivered.	Limited progress due to capacity First draft of Equality Policy produced
To support the development of targeted programmes through the ACCESS Across Staffordshire fund	Support and monitor the implementation of current ACCESS projects	Sept	2	NB Supported by: JK & JT Board Equity Champion	😊		50 participants	Art Brazil Project completed 12 regular attendee (Dance for inactive 55+) Project visited and feedback gained. Session to be sustained beyond the ACCESS funding Port Vale Fit Fans – awaiting project update Disability Rugby Project – 10 regular attendees
	Implementation of an additional round of ACCESS funding	Mar	4			😊		Additional round of funding to be considered during Q3 Care Home project pilot being developed to be supported through ACCESS Across Staffordshire funding
Deliver Projects using the This Girl Can Activation Funding	Support local delivers to access TGC & MMiM campaign branding and insight to shape activity development	April 17	1 & 2	NB & NHG	😊		To aid the constancy of campaign branding and key messages	Project briefing session held to provide insight on target female audiences and support the application process. 19 applications received, 13 awarded. All projects initiated and a 'Project Progress Workshop' held to share learning and develop the evaluation process

- **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 01.04.17-31.12.17
		Date	Qtr					
	Support the promotion of funded TGC projects via Social Media channels, local media & other networks	April 17	1 & 2	NB & NHG	😊		Delivery of 13 TGC Activation Projects	Marketing & Comms guide produced to support project leads as well as support on poster development and use of social media
	Encourage & support entry onto the MMiM database to help promote their activity and help promote the awareness of the TGC MMiM campaigns	April 17	1	NB & NHG	😐		To exceed or at least reach 900 database entries	Support provided to projects to enter their data on the MMiM events calendar where appropriate. Data entries significantly lower than previous years
	Follow up with M&E with deliverers/organisers/participants to analyse how successful the projects were.	Sept 17	1 & 2	NB & NHG	😊		Measure those that are still participating in sport 3 months after project finished	13 projects funded, 264 women and girls engaged, 124 inactive women engaged, 89% of those questioned stated that they are more physically active since completing the project. Full evaluation report and summary video submitted to Sport England
	Production of promotional material showcasing the project	April 17	2	NB & NHG	😊		To produce promotional material to help increase campaign awareness	Summary promotional video produced

- **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 01.04.17-31.12.17
		Date	Qtr					
To develop the local disability sport and physical activity offer	Working with team members develop the new work programme for the Inclusion Officer	May 17	All	DR	☺	☺		<p>Work programme developed and 'Inclusion Officer' appointed and in post Good progress made against key programme actions</p> <p>Working on a targeted approach to support physical activity within care homes through support of relevant team members</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 01.04.17-31.12.17
		Date	Qtr					
	Implement the Staffordshire County Council Inspire Disability Multi Sport Club Aiming High contract including Staffs FA holiday delivery	On-going	All	DR	☺	☺	220 disabled children engaged	<p>All Inspire clubs dates delivered, Q1 report due 14th July</p> <p>Safeguarding incident reported at FA Holiday Programme activity - a full investigation has been implemented by both SASSOT & Staffs FA. Key actions / learning points developed, liaison with SCC still ongoing</p> <p>All Inspire clubs dates delivered - Q2 report due 13th October – 99 children with SEND engaging with both programmes throughout Q2.</p> <ul style="list-style-type: none"> - 88% of young people felt safe, had fun, spent quality time with family and learnt new things. - 95% of parents and carers agreed that the programme was a new/fun activity with an emphasis on quality time with family, development of CYP and improving confidence levels to engage in community activities. <p>Safeguarding action plan in place in response to previous FA Holiday Programme incident</p> <ul style="list-style-type: none"> - Supported by regular review meetings with Staffs FA and supporting the facilitation of Managing Positive Behaviour workshops in response to such issues. <p>Safeguarding procedures to be further reviewed at the next Inspire leads meeting.</p> <p>All inspire club dates delivered – Q3 report completed for 10th January 2018 – 88 children with SEND engaging in both programmes throughout Q3.</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 01.04.17-31.12.17
		Date	Qtr					
								<p>Parents / Carers</p> <ul style="list-style-type: none"> - 86% agreed that they spent quality time together as a family - 90% agreed that they participated in a new/fun activity - 100% agreed that the activities increased/strengthened the skills of their child/young person - 86% agreed that they felt more confident to try other local community activities - 100% agreed that they spent time with other parents and carers <p>Children</p> <ul style="list-style-type: none"> - 72% agreed that they have learnt new things - 95% agreed that they felt safe whilst having fun - 86% agreed that they spent quality time with their family <p>In response to the review of the safeguarding procedures, we have run a 'Managing Positive Behaviour' workshop to all staff and volunteers of the Inspire clubs and Staffs FA holiday provision. Quality assurance visits to each club will be conducted to ensure that the safeguarding procedures are been adhered to at each club.</p> <p>SASSOT decided not to apply for Aiming High funding for 2018-19 due to the capacity funding we need to provide to manage the project, and the low impact against our new strategic priorities. We are supporting providers to ensure their provision remains sustainable when the funding ceases</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 01.04.17-31.12.17
		Date	Qtr					
	Produce service level agreement with partners and manage Aiming High budget.	April 17	All	DR	☺	☺		SLAs in place and budget distributed
	Co-ordinate 'Inspire Leads' meetings	June 17	All	DR	☺	☺	Agree-ments signed and budget managed success-fully	<p>Meeting held 20th June and safeguarding learning points reviewed</p> <p>Meeting to be held early November to discuss sustainability of the clubs, safeguarding procedures and access to universal services.</p> <p>Meeting held in November with 3 out of the 5 local delivery partners present. Individualised meetings were arranged and conducted with the 2 delivery partners that sent their apologies. The meeting was focused upon the sustainability of the clubs post-march to which relevant individualised meetings with each provider will be held to acknowledge a viable action plan to maintain sustainability.</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 01.04.17-31.12.17
		Date	Qtr					
	Collate club attendees, child outcomes and submit reports to Aiming High	On-going	All	DR	😊	😊		<p>Data collected for Q2 with 30 feedback sheets completed - 99 children engaging with the programmes within Q2.</p> <p>However, further emphasis required on accessibility to universal services.</p> <p>Data collected for Q3 with 22 feedback sheets collected – 88 children engaging with the programmes in Q3.</p> <p>Accessibility to universal services remains an aspect of key consideration and will be a topic of the individualised meetings with the local delivery partners.</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 01.04.17-31.12.17
		Date	Qtr					
	Conduct quarterly Inspire Club quality assurance checks	May/ Aug/ Nov/ Feb	All	DR	😊	😊		<p>Club visit – Stafford Feedback received and issues dealt with in liaison with local Inspire leads</p> <p>Club Visit in Newcastle</p> <p>Agenda item included for the next Inspire Leads Meeting surrounding Safeguarding procedures (Risk-assessments and Incident reporting)</p> <p>Supporting the organisation and facilitation of Safeguarding reviews and Managing Positive Behaviour workshops to be conducted within Q3.</p> <p>Visited club in Newcastle-under-Lyme and held a managing positive behaviour workshop to support safeguarding procedures at the clubs.</p> <p>The aim for Q4 is to organise meetings with each local delivery provider around the sustainability of clubs post-March and also visit each of the 5 clubs to ensure of quality assurance through the financial transition phase.</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 01.04.17-31.12.17
		Date	Qtr					
	Develop links with non-sporting disability groups, organisations and services and facilitate networking opportunities	On-going	All	DR	☺	☺	On-going 20 organisations engaged with	<p>Currently in liaison with various organisations across the county including NSAAA, New Life charity for disabled children, South Staffordshire NHS foundation trust, Moorlands Home Link and North Staffs Voice for Mental Health</p> <p>Currently visiting localised VCSE forum meetings to create and sustain new partnerships</p> <p>Visited local VCSE forums to establish links with non-sporting organisations.</p> <p>Scoping potential identified need for promotion of physical activity in care facilities (Healthwatch, Limewood & DAA) Involvement of charities in scoping period.</p> <p>Supporting work of community advocacy charity PoHwer to discuss collaboration in their community link establishment role.</p> <p>Visited VCSE forums for each district locality in aim to develop links with various groups and organisations.</p> <p>Supporting the work being done through the place-based approach, in particular in Staffordshire Moorlands with the SMDC and Newcastle Borough Council's Festival of Sport, using the Service and Reach document input and the connections made through the VCSE Forums.</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 01.04.17-31.12.17
		Date	Qtr					
	Maintain 'Service & Reach' database and communicate to partners	On-going	All	DR	😊	😊	30 additional researched	<p>Added some suitable links and organisations which may be deemed benefit in terms of referral. Keen to develop South Staffordshire knowledge base to maintain Service and Reach in this area.</p> <p>New format created to compliment place-based approach and ensuring a user-friendly approach to the document.</p> <p>Visits to the VCSE forums helping to establish links in the local community with a target of 2 organisations becoming involved on a weekly basis.</p> <p>New format now completed to ensure user-friendly approach. The document is becoming more populated and utilised in line with the strategic place-based approach. By the end of Q4, the Service and Reach document will be made a universal document to which all members of staff will be able to access and utilise.</p> <p>Visits to the localised VCSE forums has allowed us to populate the document further throughout Q3 and identify needs and desires of such organisations to contribute to sport and physical activity opportunities.</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 01.04.17-31.12.17
		Date	Qtr					
	Provide information and support to parents and disabled children	On-going	All	DR	😊	😊	All identified parents and children offered information and support	<p>Looking to meet with parents upon Inspire leads visit based upon their and their children's needs and desires. One session visited in Stafford, three scheduled 1st and 2nd July in Tamworth, East Staffordshire and Newcastle. Visiting parent and carer support groups in the county to further engage with parents to meet their needs, such as the NSAAA Support Group visit.</p> <p>Meeting up with parents at regular SUN Meetings and aiming to establish more links and needs within local communities.</p> <p>However, once a place-based approach is established, we have identified a need to support parents and children within the Inspire club further to become involved with universal services. An action plan is to be established to compliment this identified need.</p> <p>More support groups identified within service and reach document. However, communication and support to such groups need to be greater considered</p> <p>Visited the latest SUN Meetings to discuss the Inspire Club and Staffs FA physical activity opportunities. Looking to meet with parents and carers at the Inspire Club visits to establish the needs and desires of the parents, carers and children attending the clubs to examine further opportunities to support their disabled children's cognitive, emotional and sociological development.</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 01.04.17-31.12.17
		Date	Qtr					
	Review the role of the County Disability Sport Forum Explore potential for an 'Engagement Networking' evening involving new CICs, charities, organisations etc	On-going	All	DR	😊	😊	Networking evening held	Currently under review based on wider-needs highlighted and the current implementation of the Sport England strategy. Value of Disability County Forum is under consideration and an approach to hold more localised community meetings in line within the newly-implemented, place-based approach could be seen as a more viable option.
	Support Stoke-on-Trent City Council and EFDS to implement the 'Get Out Get Active' project Attend the relevant project meetings	On-going	All	NB Supported by DR	😊	😊		Project progressing, Boccia element of the project has been outsourced Meeting to be attended regarding the progress of the project alongside the City Council

- **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 01.04.17-31.12.17
		Date	Qtr					
Ensure SASSOT meets safeguarding requirements of the Sport England CSP core specification	Develop safeguarding action plan. SASSOT Board to endorse. Consult LSCB on plan content and complete section 11 compliance assessment	05/17	1	BH/LB, Board Safe-guarding Champion & Core Team	☺	☺	Green RAG rating in quarterly report	Plan has been agreed by CPSU and is going to Board for sign off in July
	Implementation of actions referenced in Safeguarding Plan	On-going	All		☺	☺		Plan agreed and minor changes made as recommended by Board
	Monitor implementation	Sept 17 Mar 18	2 4		☺	☺		On track to deliver against actions referenced in the Plan
	Review progress against safeguarding action plan and cross reference to national safeguarding children in sport framework	Sept 17 Mar 18	2 4	BH/LB	☺	☺	Revised action plan in place	Continued implementation as outlined in the Plan
Deliver the outcomes of SASSOT's annual safeguarding action plan	Deliver the following priority actions: <ul style="list-style-type: none"> • Ensure SASSOT's safeguarding policies and procedures reflect current best practice and are fit for purpose 	Sept 17 Mar 18	2 4	BH/LB LAs, NGBs and Children and Lifelong Learning	☺	☺	Action Plan Priority actions delivered	Ongoing

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

1.5 Safeguarding & Protecting Young People in Sport

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.17-31.12.17
		Date	Qtr					
Deliver the outcomes of SASSOT's annual safeguarding action plan	<ul style="list-style-type: none"> Ensure all SASSOT led delivery involving young people and vulnerable groups meets the safeguarding standards outlined in our safeguarding procedures 	Sept 17 Mar 18	2 4	BH/LB LAs, NGB's and Children and Lifelong Learning	☺	☺	Action Plan Priority actions delivered	Existing SLAs and contracts reflect minimum standards. Future Satellite Club delivery will need to embed same requirements SLAs updated and in place for Satellite Clubs delivery. Partner safeguarding policies are going through check and challenge process Safeguarding review of schools games delivery completed. Work to be taken forward includes supporting SGO's to tighten arrangements at level 2 and to increase requirements at registration at level 3 with implementation of a check and challenge tool.
	<ul style="list-style-type: none"> Maintain links with LSCB's and statutory services 				☺	☺		Working with LSCB to deliver Be Activities Wise awareness campaign
	<ul style="list-style-type: none"> Ensure that safeguarding is embedded into contracting and commissioning arrangements for delivery involving young people and vulnerable adults 				☺	☺		Recent review of Aiming High delivery arrangements has led to significant changes in partner delivery. Review has led to change of practice by FA. SASSOT coordinating further training for Aiming High providers following review. Scheduled to be delivered on 22 nd Nov and 29 th Nov. Training delivered with all Aiming High providers attending.

- **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 01.04.17-31.12.17
		Date	Qtr					
	<ul style="list-style-type: none"> • Provide partners with the opportunity to learn about safeguarding through sharing information resources and through the provision of an education and training programme 				☺	☺		<p>Working with LSCB to deliver Be Activities Wise awareness campaign</p> <p>Be Activities Wise campaign delivered. Awaiting evaluation.</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 01.04.17-31.12.17
		Date	Qtr					
<u>Sportivate</u> Manage the Sportivate programme to ensure effective delivery across the sub-region	Review 6 years of Sportivate in Staffordshire & Stoke on Trent	08/17	2	CG/JK/ NHG & Local Leads	😊		All reconciliation approved by SE Produce closing KPI statistics reports for all LA areas and main regional partners	Reconciliation almost complete. Just one outstanding payment to be agreed. Closing KPI reports and thank you letters prepared to all LA areas and long standing regional partners and deliverers. Completed
	Reconcile the Sportivate delivery grant & Cannock innovation project	10/17	3		😊			Sportivate Innovation projects rolling forward. Cannock ‘Get Peddling’ due to complete by the Summer. Completed
	Complete the Sportivate grant Looked After Children project	03/18	4		😊	😊		Looked After Children Activity project in partnership with the OPCC now has enlisted 14 participants on 1:1 activity placements. 7 are continuing beyond their sponsored 3month period, 3 still part of their placement and 4 have left the area. Renewed push for participants has sparked several interested enquiries to follow up on. Looked After Children Activity project in partnership with the OPCC now has enlisted 18 participants on 1:1 activity placements. 12 have completed.

- **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 01.04.17-31.12.17
		Date	Qtr					
<u>School Games</u> Ensure successful delivery of Level Three with effective links to Levels One and Two	Ensure the Local Organising Committee and its sub-groups operate effectively, with appropriate membership	On-going	All	CM/CD with support from other Core Team members as appropriate	☺	☺	All meetings attended	LOC membership needs to be updated to reflect the new LOC minimum expectations and local needs of Staffordshire & Stoke-on-Trent. This will be looked in in September for the new academic year. LOC created in September 2017. LOC is operational.
	Ensure Project Delivery Plan is followed to deadlines	07/17	All		☺	☺		Project Delivery plan has been delivered to deadline New project delivery plan created for academic year 2017/18 Project delivery plan is operational and being delivered to agreed deadlines.
	Deliver a successful 2017 Level Three summer festival and support identified satellite events	07/17	All		☺	☺	Summer festivals with 1500 participants	Summer festival delivered with over 1500 participants and satellite events supported 12 Satellite events between November 2017- July 2018. Summer Festival 29th June 2018
	Review 2017/18 calendar, processes etc. in conjunction with partners / stakeholders	06/17	1		☺	☺		2017/18 calendar to be reviewed at SGO meeting on 12 th July 2017. New calendar in place for academic year 2017/18 which takes into account the new KPI's set by School Games.

	Develop a Project Delivery Plan for 2017/18, incorporating review findings and confirmed School Games recommendations	05/17	1		😊	😊	Plan agreed by LOC	Process has commenced. School Games Delivery Plan has been completed and submitted to Sport England. 2017/18 School Games calendar has been provisionally agreed with SGOs and will be confirmed at SGO meeting on 12 th July 2017. SG plan developed and created for academic year 2017/18 incorporating new SG recommendations.
<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 (ie. Level 3, Satellite Clubs, Primary PE & Sport Premium etc.)	On-going	All	CM	😊	😊	6 meetings	All SGO meetings supported and discussions around new SGO High Level KPIs and LOC minimum expectations have been led by CSP All meetings attended and agenda formulated in conjunction with SGO Forum Chair to include information regarding SASSOT programmes

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

2.1 Children & Young People

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.17-31.12.17
		Date	Qtr					

<u>Primary School Support</u>	Support primary schools to use their Primary PE and School Sport Funding effectively	On-going	All	CM	😊	😊	Delivery mechanism agreed and offer to schools produced. Commissioned partner(s) identified, brief set and delivery of brief commenced	<p>Delivery is underway in terms of identifying and supporting schools with the effective spend of their Primary PE and School Sport Premium Funding. PE Conference and 4 networking sessions held.</p> <p>Delivery partner has been identified (Accelerate Learning LTD) and outcomes and KPIs have been agreed. We have also identified a delivery partner for Stoke-on-Trent and are currently in the process of agreeing outcomes and KPIs.</p> <p>Delivery partner in Stoke has been identified and outcomes and KPIs have been agreed. Delivery partner is a group made up of 2 SGOs, SCFC, PVFC and oPen.</p>
<u>Satellite Clubs</u> Manage the Satellite Clubs programme to ensure effective delivery across the sub-region	Delivery of Year 5 Satellite Club Link Makers Delivery Plan	04/19	All	CM/CP	😊	😊	30 new Satellite Clubs operational with 15 existing satellite clubs sustained. To engage 750 participants	<p>Agreed to fund 22 Sustained Satellite Clubs. Assessing New SC applications.</p> <p>Targets have been realigned with 43 sustained clubs and 15 new clubs required by the end March 2018. These targets have been met.</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 01.04.17-31.12.17
-----------	------------	------------	-----	----	----	--------	--------------------------------------

Satellite Clubs Manage the Satellite Clubs programme to ensure effective delivery across the sub-region	Create and implement a plan to measure the quality and impact of satellite clubs	On-going	All	CM with support from other Core Team members as appropriate	😊	😊	Visit 2 clubs per quarter	CP has visited 6 clubs this quarter. CP has visited 2 clubs this quarter.
	Submit a high-quality application for Satellite Club funding for beyond Sept 17 in line with Sport England requirements (awaiting further details)	06/17 tbc		CM/CP	😊	😊	Application successful, funding secured	The application was submitted on 2 June. Successful application decision Targets have now been agreed and signed off by Sport England.

- **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 01.04.17-31.12.17
		Date	Qtr					
<u>Satellite Clubs</u> Manage the Satellite Clubs programme to ensure effective delivery across the sub-region	To support deliverers to create positive experiences for young people attending satellite clubs.	03/18	All	CM/CP	☺	☺	All deliverers attending club experience workshop.	Workshop arranged for 8 November 2017. Workshop held with 24 participants. Specific follow up has been undertaken.
					☺	☺	Met with all club deliverers and discussed satellite club principles and objectives.	This has been discussed with all clubs prior to them submitting their satellite club applications. All applications for satellite clubs funding have demonstrated how principles and objectives are to be met.
					☺	☺	Qualitative monitoring and evaluation completed.	Discussions taken place as to how to monitor young people's positive experience, Method of monitoring and evaluating young people's positive experience is nearing completion and will be ready to use from February 2018 onwards

- **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 01.04.17-31.12.17
<u>Satellite Clubs</u> Manage the Satellite Clubs programme to ensure effective delivery across the sub-region	To support the supply side (traditional sports clubs and physical activity providers) in providing greater variety to meet the different motivations and needs of young people. With the emphasis being on addressing inequalities in young people's activity levels.	03/18	All	CP/CG	😊	😊	Regular visits to satellite clubs	Regular visits to satellite clubs continue to take place
	To support the clubs and organisations we work with the behaviour change model. Through the organisation of workshops and one to one support.	03/18	All	CP/NB	😊	😊	3 workshops arranged across the County and club visits.	Behaviour tactics workshop arranged for Satellite Clubs in January 2018.

- **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 01.04.17-31.12.17
		Date	Qtr					
Update Club Support Plan	Implement review & consultation process. Update as required. Communicate updated plan to partners	09/17	2	CG & Key funding partners	☺	☺		Consultation with NGBs to take place over summer. Internal team established for consultation including Satellite Clubs Consultation with NGBs has taken place and CAF review almost complete Club Accreditation Funding advertised and 4 clubs have now applied
Maintain and promote SASSOT's club database	Maintain SASSOT's web-based sports club database to include all Clubmark/NGB accredited/SASSOT QualityMark	On-going	All	CG & NGBs	☺	☺	Comprehensive database updated and promoted	Under review as part of consultation process
Raise the profile of club accreditation	Promotion of Clubmark under the 'Club Matters' umbrella' and SASSOT QualityMark to partners and clubs. Maintain Clubmark license and training to assess the new online process	On-going	All	CG & Board Champion	☺	☺	SASSOT website / e-newsletter / social media highlighting club accreditation	Under review as part of consultation process Clubmark assessor training completed and webinar updates completed 2nd webinar completed and 2 interested Clubs for Clubmark assessment Worked through the Playing programme with 1 st Club

- **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 01.04.17-31.12.17
		Date	Qtr					
Increase the number of accredited clubs and enhance the support network available to them	Continue to provide ‘SASSOT Sports Club Accreditation Funding Scheme’ and ensure that the Funding Scheme includes awards for coaching qualifications	On-going	All	CG & Workforce Steering Group	☺	☺	10 clubs financially supported to achieve accreditation by 31/03/18	3 clubs applied and supported 1 new application, awaiting confirmation of Clubmark assessment
Develop a planned and coordinated programme of club development training opportunities in line with Club Matters resources	Identify appropriate Club Development workshops programme to be delivered by Club Matters tutors	On-going	All	CG NGBs	☺	☺	Comprehensive club and volunteer training programme implemented, promoted and communicated	Topics and workshops part of the consultation with local partners. ‘Club Experience for Young People’ request sent to Sport England for Autumn. Club Structures workshop held on 02.10.17 with 13 attendees. Club Experience for young people scheduled for 08.11.17. Club Finances workshop held in Stoke on 30.11.17 with 29 booked on and 23 attending on the night.
Promote and support Community Amateur Sports Clubs	Raise awareness via positive promotion and advocacy of the benefits of being a Community Amateur Sports Club and signpost to web-based information	On-going	All	CG	☺	☺	Clubs signposted to become CASC	No request for information / support CASC part of the Club Structures workshop held on 02.10.17 and well received

- **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 01.04.17-31.12.17
		Date	Qtr					

- **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 01.04.17-31.12.17
		Date	Qtr					
Provide local strategic coordination for workforce development activity for the sports sector	Continue to deliver Coaching Development Plan as per Core spec requirements from Sport England	Sept 17 Mar 18	2 4	LB	☺	☺	Sport England Green RAG rating at Q2 Sport England Green RAG rating at Q4	Now delivering against six month extension plan up until Sept 2017 that was signed off by Sport England. Awaiting communication from Sport England on reporting requirements for Q2 Green RAG rating agreed with Sport England for Q2. Awaiting communication from Sport England on report requirements for Q4 <i>Still are not aware of reporting requirements for Q4, however we are continuing to deliver against the plan and have prioritised sharing the learning discovered so far, reviewing the plan and consulting with partners on their current and future support needs</i>
Support the development and growth of the sports volunteer workforce	Use volunteer signposting service, DFE, and NGB Activation recruitment programmes to support workforce requirements of other SASSOT delivery programmes i.e. satellite clubs and school games	On-going	2	LB/CD	☺	☺	30 volunteers deployed onto other programmes	70 volunteers recruited, trained and deployed to support on School Games. 7 Level 1 Dance Leaders trained in partnership with Lichfield District Council. Level 2 in Sports Leadership planned for Feb 2018 in Stoke to help with volunteers at SG. Also another course in partnership with Lichfield District Council in April 2018 to provide trained volunteers to support their sport development activities. <i>Feb 2018- Level 2 in Sports Leadership- Stoke-on-Trent- School Games DFE Funding. Courses in partnership with Lichfield District Council in April 2018 to provide trained volunteers to support their sport development activities. April 2018- Level 2 in Sports Leadership</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 01.04.17-31.12.17
		Date	Qtr					
								May2018- Level 1 in Sports Leadership July 2018- Level 1 in Dance Leadership
	Recognise volunteers and their work through supporting volunteer awards e.g. Community Sports Volunteer of the Year Award	On-going	4	NB/LB/CD	😊	😊	At least 1 volunteer award supported	No progress expected Volunteer Award agreed and to be announced at sports awards ceremony in November Winner announced at ceremony in November.
	Through direct provision and effective signposting provide sports volunteers with access to education and training that meets their training needs, including disability sport CPD as shaped by the County Disability Sport forum and including the training and deployment of the Active Kids for All workforce.	On-going	2	LB & Sport Structures, NuL College EFDS	😊	😊	200 attendees on workshops	In Q1, 72 attendees across 4 workshops Over Q1 and Q2, 305 attendees across 18 workshops
			4			😊	400 attendees on workshops	Over Q1, Q2 and Q3, 391 attendees across 22 workshops
Work with partners and local training providers to ensure workforce training needs are met	Work with approved deliverers to develop a comprehensive education and training programme to meet the needs of coaches and volunteers. <ul style="list-style-type: none"> Undertake annual planning and partner consultation exercise in order to prepare a programme for 2018 	On-going	1	LB & Sport Structures, NuL College	😊	😊	200 attendees	Programme is planned and in place. In Q1, 72 attendees across 4 workshops. A number of Active Kids for All workshops are planned to take place in partnership with EFDS and the National Citizen Service. Over Q1 and Q2, 305 attendees across 18 workshops

- **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 01.04.17-31.12.17
		Date	Qtr					
Work with partners and local training providers to ensure workforce training needs are met	Signpost and promote NGB courses for the 46 Sport England funded sports and the SASSOT Education and Training programme via the SASSOT website, and social media	On-going	All	LB & UK Coaching, NGBs	☺	☺	Links visible	Links are in place
	Maintain and review regional female coaching project across the six West Midlands County Sport Partnerships aimed at recruiting, developing and supporting female coaches	On-going	All	LB & Regional CSPs, UK Coaching	☺	☺	20 female coaches supported by SASSOT and 100 across the region	Support continues and a review of the programme locally and across the region is taking place to re-launch the project. Programme has come to a natural end with SASSOT coaches continuing to receive local, bespoke support.
Deliver Outcomes of the Coaching Delivery Plan	Facilitate a Community of Learning for coaches within the CSP area	On-going	All	LB & UK Coaching, Staffordshire University	☺	☺	Produce monthly e-newsletter and extend the Coach to Coach pilot e-newsletter to a wider audience	Coach to Coach newsletter has now been extended to all Satellite Clubs coaches

- **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 01.04.17-31.12.17
		Date	Qtr					
					😊	😊	100 coaches accessing targeted CPD needs	CPD support planned for Satellite Clubs coaches and Staffordshire University students Behaviour Change CPD in place for Satellite Clubs coaches
	Identify and promote funding schemes / grants that will aid coaches in accessing CPD at reduced cost	Quarterly	All	LB & UK Coaching, CSPN	😊	😊	‘Funding Opportunities for Coaching’ guide produced quarterly	Guide produced and is about to be reviewed nationally regarding future design Continued contribution and promotion of the Guide
SASSOT Volunteering and Leadership programme	Provide on-going support to volunteers trained in Year 1-5 of the programme.	On-going		CD	😊	😊	Contact maintained with previous leaders & opportunities offered.	Contact maintained via e newsletter and directly targeting volunteers when certain opportunities are available.
	30 volunteers (aged 16+) recruited and deployed to support levels 1-3 of the school games. This information is valid for the academic year Sept 2017-July 2018.	July 2018	2- for 1 st results 4- for 2 nd result	LB/CD	😊	😊	30 volunteers recruited and deployed by July 2018.	Full figures will be given at the end of July 2017, but at present, 70 volunteers have been recruited, trained and deployed. 108 volunteers have been recruited, trained and deployed in academic year 2016/17.

- **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 01.04.17-31.12.17
		Date	Qtr					
			S					This will be updated in March 2018 once the first satellite events have taken place.
	School games workforce audit completed in conjunction with SGOs. For the academic year Sept 2017-July 2018.	Sept 2017	2	LB/CD	😊	😊	Workforce audits completed by September 2017	Discussions will take place at the next SGO meeting on 12 th July. The audit will then be completed by end of September 2017. Deadline for workforce audit is 6 th October 2017. Workforce audit completed.
	SGOs supported to address needs identified in school games workforce audit through the provision of training	On-going	All	LB/CD	😊	😊	Courses organised and tutored as and when needed for the SGOs.	Initial discussion will take place on July 12 th , audit completed by end of September 2017 and then support with courses offered throughout academic year. SGOs continue to be supported now their workforce plans are in place for 2017/18.
	Deliver volunteer training for event volunteer team	June 2017	All	CD	😊	😊	Sufficient volunteers recruited, trained and deployed as event volunteers.	This was successfully delivered for the academic year 2016-17. Summer School Games event volunteer training set for June 2018. There will be an initial training session on 5th Feb for SEN Volunteers and then a general training session will take place in June 2018.

- **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 01.04.17-31.12.17
		Date	Qtr					
Marketing Planning & Development	Develop knowledge of customer centricity and disseminate to team	Mar 18	Q4	NB/LM & Board Champions	😊	😊	Plan produced, distributed and in operation	To be done in conjunction with Vision 2021 group, developing stakeholder and customer profiles Increased knowledge through linking in with CSPN webinars showcasing CSP pilot work. <i>Currently developing a workshop to support satellite clubs to understand customer centricity and adopt key principles</i>
	Review the MarComms Plan for 2017-18 accordingly				😊	😊		<i>To be initiated once strategic priorities have been agreed and the PBA has progressed</i>
	Review CRM systems / tools and develop accordingly					😊		<i>Gained data on tools developed across the regional. This piece of work is currently being reviewed by CSPN.</i>
Website Maintenance and Development	Maintain website content and continue to develop key plug-ins including e-news, searchable databases, event calendar, media library	On-going	1	LM/NB	😊	😊		Event calendar development as part of MMIM <i>Daily web content maintenance, news feed and club database</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.**
- **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 01.04.17-31.12.17
		Date	Qtr					
	Review Google analytics and other development tools	On-going	All	LM	☺	☺		<p>Google analytics - 9.8k sessions, 7.4k unique users. Top pages viewed were: 1. Club Finder 2. Funding 3. Jobs 4. Contacts 5. Move More In May</p> <p>Google analytics - 23.3k sessions, 18.3k unique users. Top pages viewed were: 1. Club Finder 2. Jobs 3. Sports Awards 4. Funding 5. SASSOT Team Contacts</p> <p>Google analytics – 19.4k sessions, 15.2k unique users. Top pages viewed were: 1. Club Finder 2. Jobs 3. Funding 4. SASSOT Team Contacts</p>
Maintain and organise a comprehensive meeting and network structure	Meeting networks implemented to service all areas of sport and physical activity eg. NGB Forum, SDO/Facility Managers Forums, SLCOF etc	On-going	All	All Core Team members Supported by: LM	☺	☺	Meetings held	Meetings held

- **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 01.04.17-31.12.17
		Date	Qtr					
Production of e-newsletters	Production of SASSOT fortnightly sport-e newsletter	Fortnightly	All	LM	😊	😊	24 editions of e-newsletter released 26% open rates for all publications	12 editions of e-newsletter with a total of 320 articles 33% open rate for all publications. Distributed to 1,857 subscribers. 6 editions of e-newsletter 25% open rate for all publications. Distributed to 1,838 subscribers
	Production of SASSOT Coaching and Volunteering e- newsletter	Monthly	All	CD	😐	😐		E newsletter goes out to 1784 readers and has an average open rate of 20.8% over the last 6 months. E newsletter goes out to 1761 and has an average open rate of 18.3% from July-Sept 2017. E newsletter goes out to 1719 and has an average open rate of 16.1% from September 2017- December 2018
	Production of NGB newsletter for schools and SGOs	Half-termly	All	JK	😊	😊	6 editions circulated	Currently collating info for circulation early July July edition circulated. Currently collating info for October edition. October and December editions circulated

- **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 01.04.17-31.12.17
		Date	Qtr					
Partner Support	Publicise partner products, programmes and media campaigns as appropriate	On-going	All	NB	😊			<ul style="list-style-type: none"> ▪ Great British Tennis Weekend ▪ Golf Month ▪ Push The Boat Out ▪ Go Canoeing Week <p>All the above were publicised as part of the MMIM campaign Ongoing as requested</p>
	Implement ‘Move More In May’ campaign <ul style="list-style-type: none"> - Publicise the local offer and develop local offers with key partners - Engage local media - Assess the impact 	May 17	1	LM/JK/CD/NHG			Programme to offer sessions in 10 sports. Media coverage gained	MMIM implemented promoting NGB campaigns as well as wider activity offers across the county. Local communication channels were used supported by Staffordshire County Council Comms team. Social media was also utilised linking with the This Girl Can activation projects. Unfortunately due to capacity issues we were unable to gain the level of media engagement that we had initially hoped for.
Produce Annual Report	Annual Report produced 04/16 to 03/17	Jun 17	1	LM	😊			2016-2017 Annual Report produced that included a complimentary article from Mike Diaper at Sport England, ‘infographics’ to highlight work of the Core Team, a comprehensive snapshot of work with NGBs and examples of support provided to local funding partners. Annual Report included in e-newsletter, distributed via post and electronically to partners in August. Complimentary letter of thanks received from Jeremy Lefroy MP.

- **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 01.04.17-31.12.17
		Date	Qtr					
Social Media Development	Co-ordinate recruitment of a ‘Social Media & Digital Marketing’ Apprentice, develop a programme and work with training provider to support development	Sept 17	Q2	NB & JT	😊	😊		Social Media apprentice appointed to support the development of the marketing and communications work in light of recent staff changes. Work programme developed to support induction. Apprentice in post. Training provided to the apprentice, tutoring sessions attended
	Development of Social Media including Facebook and Twitter <ul style="list-style-type: none"> - Team to develop social media priorities / action - Develop benchmarking and monitoring process 	On-going	All	NB Supported by LM & Team Members	😊	😊	1000 FB Likes 2500 Twitter Followers Use of You Tube	Social media action plan developed by TGC officer to review use of some of our existing channels. Channels utilised as part of the TGC & MMIM campaign. 34,576 Twitter Impressions 93 Twitter mentions 45 New Twitter followers 57.5K Twitter Impressions 96 Twitter mentions 30 New Twitter followers

- **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 01.04.17-31.12.17
		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 - Community Impact Award - Community Volunteer of the Year - Aspiring Athlete of the Year - SASSOT and BBC Radio Stoke Power of Sport Award 	Aug-Nov 17	Q2	CD/NB supported by Core Team Members CSPN WM	😊	😊	Winners selected and awards event held with S&SoT nominees	<p>It has been agreed by the Chair and Vice Chair that SASSOT will continue to deliver this event. Options to address capacity to deliver the event to be reviewed.</p> <p>Panel meeting on October 4th to decide winners.</p> <p>SASSOT Sports Awards took place successfully in November 2017 with all winners attending the West Midlands Sports Awards. Unfortunately we had no winners at the West Midlands Sports Awards.</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 01.04.17-31.12.17
		Date	Qtr					
West Midlands Community Sports Awards	Work with the West Midlands Marcomms Group to coordinate the WMCSA	Dec 17	Q3	NB/CD	😊	😊	Awards evening held	First meeting held to discuss the new delivery model for this event. BBC in partnership with University of Birmingham Sport will be leading on the event supported by the WM CSP Comms leads Event to be held on December 7 th . Event held successfully on Dec 7th with Naomi and Camilla supporting with various aspects of the evening.
Producing Media Releases To Advocate The Work of the CSP	Distribution of Media Releases	On-going	All	NB & Core Team Members	😊		Min of 10 media releases per year	MMIM News Release School Games News Release Main news releases published through SASSOT e-newsletter
School Games Support	Deliver media training to young School Games volunteers	Jun 17	Q1	NB & Core Team Members				Training delivered at Ormiston Horizon with 10 pupils
	Develop event programme	Jun 17	Q1				Programme produced	Lanyard programme produced
	Support development and maintenance of School Games website	On-going	All				Website updated	Website updated and press release issued

- **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 01.04.17-31.12.17
		Date	Qtr					
	Co-ordinate media hub at School Games event	Jun 17	Q2				Media report produced	Event held supporting 5 students to develop media materials to showcase the event.

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

3.2 Research & Insight

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.17-31.12.17
		Date	Qtr					
Create a hub of local information and resources	Continue to develop a central resource of information hosted on both the SASSOT website and Insight Hub	On-going	All	NB	😊	😊	Data collated and 'Info Hub' available	Added to on an ongoing basis
Applying Behaviour Change	Map influencers and deliverers that could benefit from receiving behaviour change training	Sept 17	2	NB	😊			Learning gained from across the West Midlands supported by Behaviour Architects. Meeting to be held with Katrina Hull and potential development of CYP behaviour Change workshop Slot on BC delivered at SASSOT consultation event to better understand partner needs Session on BC delivered at the NGB forum to better understand need
	Assess capacity and upskill a couple of team members to deliver behaviour change training	Sept 17	2		😐	😐		Regional briefing session attended Team responsibilities and additional training requirements are still to be defined

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

3.2 Research & Insight

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.17-31.12.17
		Date	Qtr					
	Support the satellite club programme to embed behaviour change through; <ul style="list-style-type: none"> - Provide guidance docs - Delivery training Organise UK Coaching BC Course	Dec 17	3		😊			UK Coaching Behaviour Tactics workshop planned for Jan 2018
	Develop knowledge base of applying BC to Marketing & Comms	Dec 17	3	NB	😊	😊		Marketing & Behaviour Change workshop being developed to support satellite clubs,
	Identify potential localised case studies, promote and advocate	Mar 18	4	NB				
Localised Sport & Physical Activity Research (Understanding of local demand and supply)	Work with Know Research and NuLBC to implement localised Sport & Physical Activity Insight Project.	Sept 17	2	NB & Know Research	😊		Reports produced	Research well progressed and 4 local focused groups held Follow up meeting scheduled for early July Full report presented to NUL BC Sport & Leisure Team detailing practical recommendations

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

3.2 Research & Insight

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.17-31.12.17
		Date	Qtr					
Monitor and evaluate the impact of appropriate programmes	Satellite Clubs, Primary School PE & Sport Premium, Aiming High, School Games	Quarterly	All	All programme managers	😊	😊	M&E reports produced and provided to funders and Board	Reports completed and submitted including This Girl Can activation fund evaluation report Reports completed and submitted
Review the role and allocation of ‘Relationship Managers’	Review value of process and organise meeting accordingly	Sept 17	2	JK/JT	😊	😊	Mgrs / Officers allocated roles Review meetings held and actions agreed	JK / JT to each have an allocation of funding partners and to meet with them individually during July / August Meetings taken place. Relationship Manager roles to be revisited once Funding Partner Agreements in place for 2018-19 support Meetings being arranged for all funding partners for Jan / Feb
Collate and report Active Lives Survey data	Provide a gateway to the Active Lives data and provide further analysis upon request	On-going	All	NB	😊	😊	LA Sports Profiles produced	Ongoing Feedback provided to Sport England on the new Active Lives diagnostic toolkit

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

3.2 Research & Insight

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.17-31.12.17
		Date	Qtr					
Advocacy and promote Sport England's data tools and insight	Maintain and develop knowledge of SE data tools Communicate developments to partners and provide training where appropriate	On-going	All	JK/JT/NB	😊	😊	Support 5 partners directly	Team Meeting – SE Evaluation Framework introduced and to be trialled with Satellite Clubs NB attended 'Logic Model' training organised by CSPN, follow up workshop due in Oct. Logic model follow up workshop attended, learning is being shared with the team and will support planning as part of the PBA
Demonstrate impact of local partner investment	Collate data to produce localised documents	Oct 17	3	NB & Core Team members		😊	11 Impact documents produced	Due Q3 Impact documents produced for all funding partners.

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

3.2 Research & Insight

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.17-31.12.17
		Date	Qtr					
Explore viability of developing GIS mapping resource within SASSOT core team	<ul style="list-style-type: none"> • Attend GIS orientation training • Establish access to SBC GIS mapping resources • Trial application of GIS mapping tools with SASSOT programmes and insight functions, starting with Satellite Clubs • Participate in CSPN community of learning for GIS 	Mar 18	All	BH	☺	☺	Paper taken to board proposing SASSOT approach to use of GIS	<p>GIS used to map satellite club provision against IMBD data to identify gaps in provision. Time consuming process even with support from host authority. No further GIS projects identified at present.</p> <p>GIS being used to develop insight pack for Staffordshire Moorlands Placed Based Approach work.</p>
Undertake Insight scoping and review exercise	<ul style="list-style-type: none"> • Scope future insight needs against core spec • Complete options appraisal, including resource evaluation around SASSOT approach to insight and research work to present to Board 	Oct 17	2	NB/BH	☺	☺	Options appraisal completed	<p>Insight scoping exercise initiated, options for delivery to be explored</p> <p>Pilot insight project initiated with Staffordshire Moorlands District Council</p> <p>Insight pack drafted for SMDC. Meeting scheduled to agree consultation brief for locality working in Leek North as part of the PBA.</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.**

3.3 Facilities

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.17-31.12.17
		Date	Qtr					

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

3.3 Facilities

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.17-31.12.17
		Date	Qtr					
Hold up to date knowledge of and understand the sport, PE & physical activity facility requirements for the CSP area	Sub Regional Sports Facilities Framework to be available on request by partners and advice provided to support appropriate facility developments	On-going	All	BH	☺	☺	Sub-regional Facilities Framework available to partners.	<p>PPS update being developed for SMDC with SASSOT support</p> <p>Advice and guidance provided to local partners on proposed facility developments including Lichfield Cathedral School, Newcastle AC and Leek TC</p> <p>SMDC PPS drafted and in final stage. Neill Alan associates appointed to produce SMDC built facilities strategy. BH supporting with IAG.</p> <p>David Payne appointed to complete strategic review of Lichfield Facility Provision by LDC. BH supporting through coordinating consultation with NGBs and other partners. Report due December.</p> <p>BH supporting Stoke CC with procurement process for consultancy work to finalise and align built facilities strategy, sport and physical activity strategy and facility benchmarking. Initial spec developed with support from Sport England. Procurement in q4 2018</p> <p>Advice and Guidance in relation to drainage and pitch spec provided to SCC regarding s106 contribution for the development of Uttoxeter quarry.</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.**

3.3 Facilities

Key Tasks	Milestones	Timescales		Who	Q2	Q3	Target	Progress update 01.04.17-31.12.17
		Date	Qtr					
Asset Transfer & Club Matters	Promote and advocate the use of the Community Sport Asset Transfer toolkit with local partners and signpost partners to expertise where required.	On-going	All	CG			Number of community groups supported to use the Asset Transfer toolkit	No requests
	Promote the Sport England Club Matters club resource.	On-going	All	CG	😊	😊		Promotion of Club Matters on website and through meetings and discussions with clubs Promoted along with the Club Matters workshops
To be an advocate for sport on education sites	Advocate and promote Sport England's "Use our School" toolkit and web-based SchoolHire Facility Finder to local partners	On-going	All	CM	😊	😊	Increase in NGBs / sports groups accessing school sport facilities	Use our School toolkit is live on the SASSOT Website

- **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 01.04.17-31.12.17
		Date	Qtr					
Provide a comprehensive range of support services that will assist partners, clubs and community groups to access funding and new investment	To support partners, clubs and other community groups in the development of appropriate funding applications.	On-going	All	BH	😊	😊	Projects supported & feedback via Satisfaction Survey	Supported Engage Communities with mtg Sport England. 10K secured from Small Grants. Insight and bid writing support provided to Burton TC and Barton TC ref Community Asset Fund Applications Met with Midland Psychology to discuss application to Families Fund and reviewed subsequent bid prior to submission. £500K Bid progressed to stage 2. Ongoing support provided to develop stage 2 application. Working with OPCC to develop collaborative EOI to new Sport England inactivity fund EOI submitted to Sport England Inactivity Fund in partnership with OPCC
	Provide one to one support as appropriate and update SASSOT investment log			BH	😊			As above

- **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 01.04.17-31.12.17
		Date	Qtr					
	To identify and promote funding opportunities (local/regional/national), to partners, clubs and other community groups to support their projects	On-going	All	Core Team, SDOs & NGBs	☺	☺	Newsletter articles & website	Current opportunities promoted via website and newsletter
	Maintain an up to date list of local, sub-regional, regional and national funding schemes and opportunities for sports clubs on the SASSOT website and e-newsletter	On-going	All	BH	☺	☺	On-line information is accurate & up to date	Current opportunities promoted via website and newsletter
	To advise Sport England and other external funding organisations on the merits and local fit of applications for funding	On-going	All	JK/JT/BH			Response times re feedback achieved	Supported Engage Communities with mtg Sport England. 10K secured from Small Grants.
	To proactively advocate at a strategic level the value of local projects with Sport England and other funding bodies							

- **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 01.04.17-31.12.17
		Date	Qtr					
	Develop SASSOT data and insight guide to assist partners in developing strong funding applications.	03/18	All	BH	😊		Intelligence Data Support Guide is up to date and available for partners	Insight provided in support of HWBB led physical activity framework Insight review completed by BH/NB the findings of which are being fed into Primary Role application
	Provide one to one support to partners as required to help them evidence the need for specific projects.	On-going	All	BH				Insight and bid writing support provided to Burton TC and Barton TC ref Community Asset Fund Applications
	Continue to develop resources and strategic documents that will that will assist partners when applying for funding ie. facility plan				😊	😊		Reviewing options in relation to GIS mapping to support SASSOT's insight and funding functions. BH attended initial training provided by CSPN, further training and investigation required to establish viability of using QGIS system. SASSOT working with several local authorities to develop strategic documents for facility development and strategy 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 01.04.17-31.12.17
		Date	Qtr					
Identify and apply for additional funding that will support the SASSOT and its partners to deliver sport and physical activity objectives	Continue to engage with Staffordshire Public Health, CCGs and other partners to develop a physical activity strategy.	On-going	4	BH	☹	☺	New investment into sport from Public Health or CCG sources	<p>Meeting held with SSSFT Director of Social Care to consider potential future work with SSSFT mental health services. Practitioner and patient consultation agreed to access viability.</p> <p>Attempted to coordinate an application to pilot new PHE clinical advice pad. Support secured from Staffordshire PH but no CCG were prepared to be involved meaning that we were unable to submit an application</p> <p>Twin track approach agreed with STP and HWBB for physical inactivity strategy</p> <p>SASSOT will be part of National Diabetes Prevention Programme steering group and Social Prescribing Steering Groups being led by SCC PH.</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 01.04.17-31.12.17
		Date	Qtr					
	Engage with locality commissioning leads and district health and wellbeing groups to positively influence the positioning of sport and physical activity within future commissioning plans	On-going	4	BH	☹️	☹️		Engaging with Stafford Health and Wellbeing Group ref SBC physical activity strategy and potential pilot projects supported by SASSOT Locality commissioning has come to an end. SCC now piloting new Placed Based Approach to delivery of PH and social care priorities. SASSOT engaged with this work through STP steering group and Families and Communities Executive Group
	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	Partnership bid to SE Opportunities Volunteer fund submitted in partnership with Support Staffordshire. Bid unsuccessful. No feedback provided but fund highly over subscribed EOI submitted to Sport England Inactivity Fund in partnership with Police and Crime Commissioner to develop and extend SASSOT pilot with Looked After Children

- **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 01.04.17-31.12.17
		Date	Qtr					
	Continue to support the Team Staffordshire funding consortium to ensure proactive positioning of sport and physical activity with future TS funding applications	On-going	4	BH	😊			Consideration being given to a TS led bid to Healthy Communities tender that is expected shortly from SCC Team Staffordshire Consortia bid submitted. SASSOT consulted on physical activity element. Awaiting confirmation of selected provider for Healthy Communities tender.

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 01.04.17-31.12.17
		Date	Qtr					
Board operating effectively	Complete Governance Options Appraisal	May 17	1	Campbell Tickell Board sub-group / JK			Tier 3 criteria met or action plan in place to achieve	Full Options Appraisal and Governance Review Report produced Action Plan produced by CT / Governance Sub Group
	Implement recommendations	Sept 17	2		☹	☺		Timescales slipped – hosting / independence options to be assessed by 31.03.18, Board currently moving towards being skills-based (new Chair recruited, skill matrix being completed, board membership being reduced). All actions completed except full assessment of hosting / independence options, which will be revisited in 2018-19
	Compliance achieved	Mar 18	4		☺	☺		Governance Action Plan in place – on target for Tier Three Compliance by 31.12.17 Final Tier Three Action Plan submitted, with all criteria met except annual accounts requirements (due July 18) Awaiting assessment by Sport England
Prepare reports for Board as required	Reports presented to Board Briefing Notes circulated in the interim	Quarterly	All	JK / Chair / Core Team	☺	☺	Meetings held & reports produced	Briefing Notes circulated. Board meeting held 17.05.17 Ongoing
Business Plan development	Develop interim 2017-2021 Business Plan (to be fully reviewed once new Core Spec, SASSOT strategy etc. in place)	Sept 17	2	JK	☺	☺	Interim plan in place, to be reviewed fully by 31.03.18	Under review Taken to Board 17.10.17 for approval Business Plan approved to 31.03.18
	Produce long-term strategy (to 2021)	Dec 17	3	V2021 sub group / JT	☺	☺	Strategy in place and being delivered	Stakeholder Consultation Event 11.09.17 Strategic Priorities identified, tested with partners and refined Strategy to be taken to Board for approval 24.01.18

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 01.04.17-31.12.17
		Date	Qtr					
Manage individuals and team	Work programmes agreed for core team	May 17	1	JK/JT	😊	😊	Partner satisfaction rating for team – to achieve good	PDRs completed Work programmes ongoing
	Team meetings held – format to be reviewed	On-going	4	JK/JT	😊	😊	Monthly meetings held	Monthly meetings held Regular Leadership Team meetings also held
Invest in team building and personal development	Ensure priorities from team training plan are addressed	Sept 17	2	JK	😊	😊	Training plan developed & implemented	To address in line with development of new strategy Regional Training Needs Analysis being considered for Spring / early Summer 2018 in line with new Primary Role for CSPs
	Analyse results of 2017 CSPn Staff Satisfaction Survey and action plan based on results	May 17	1	JK			Survey carried out annually Action Plan produced	Results analysed and circulated to Team / Board. Actions to be addressed through team meetings / strategy planning
	Trial new PDR form, amend and finalise	May 17	1	JK & all line managers	😊		Final version of PDR form agreed	Form trialled. To collect feedback from line managers / staff Feedback collated, updated version produced



Report to the Board – Enclosure 07

Report Title	Strategic Leads Update
Date	24 th January 2018

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

Contact Officer	Name:	Jane Kracke
	Tel:	01785 619187

For Information	
For Decision	x

1. **Purpose of Report**

To update the Board on the work of the Strategic Leads and the Core Team during the past quarter

2. **Recommendation(s)**

N/A

3. **Executive Summary**

Key headlines from the last quarter include:

- Three-year funding secured from Sport England
- Meetings with local funding partners arranged to discuss future funding of SASSOT
- Annual Delivery Plan progress broadly in line with expectations at end of

Quarter Three

- Risk Register and Risk Management Plan to remain the same, with risk scores unaltered
- Finance Report for this quarter covered separately

4. Report

4.1 Sport England Funding

- CSPs were invited to apply to Sport England for funding to deliver Sport England's primary role for CSPs.
- Sport England contacted CSPs on 19.12.17 to confirm funding allocations
- SASSOT is one of 18 CSPs judged as having submitted a **Strong** application. 18 were judged to be Outstanding, 5 to be Weak / Seriously Weak and 2 CSPs are judged to be 'Recovering' following major changes during the past year.
- All Strong / Outstanding CSPs have been awarded **three years** of Primary Role Funding
- There is a confirmed reduction in the total budget for CSP Primary Role Funding. This equates to 8% of the total figure over three years
- This reduction has been passed on to individual CSPs, with the % reduction based on size and performance (the smallest CSPs have been given a smaller cut, the Weak / Seriously Weak CSPs have been given a greater cut)
- SASSOT has been given a **7% reduction** across our three year award, which we have now built into our financial planning

4.2 Local Partner Funding

- The Strategic Leads and the Chair are meeting with all funding partners during January / February to discuss future funding of the CSP. Partners will be encouraged to commit to three-year funding if at all possible to enable longer-term planning and security for staff
- Impact Reports are being produced for each funding partner, illustrating the impact of SASSOT's support to each area / organisation during the past 12 months (examples to be circulated during the Board meeting)

4.3 Annual Delivery Plan

- The achievements for the period April 2017 to December 2017 have been summarised in the attached document (Appendix 1)
- Good progress has been made against targets, with some key highlights shown below:
 - A Project Initiation Document (PID) has been created for the physical activity strand of the STP prevention work. This is being embedded in Staffordshire Public Health's prevention work programme matrix
 - SASSOT has already met its 2017-18 Satellite Club target with 42 sustained clubs and 15 new clubs being supported
 - A Partner Engagement Event took place in November with 31 attendees from 23 different partners
 - A safeguarding review of School Games Delivery is completed. Work to be taken forward includes supporting SGOs to tighten arrangements at

- Level two, and increased registration requirements at Level Three
- A Club Finances workshop was held with 23 attendees
- A Social Media and Digital Marketing Apprentice has been appointed and is in post
- The SASSOT Sports Awards took place successfully in November, with all winners going on to the West Midlands Sports Awards in December
- SASSOT supported Midlands Psychology to submit a £500k bid to Sport England's Families Fund. This has been progressed to Stage Two, with SASSOT continuing to provide support
- We have submitted our final action plan for compliance with Tier Three of A Code for Sports Governance (awaiting assessment)
- The Long-Term Strategy (to 31.03.21) has been finalised and is awaiting Board approval
- Where progress hasn't been as originally expected, this is in the main due to SASSOT rethinking its strategic and delivery priorities in line with the development of our new strategy.
- Monitoring and evaluation of the new strategy, and the reporting of progress to the Board will be discussed under the Strategy agenda item.

4.4 Risk Register and Risk Management Plan

- The Risk Register was last reviewed by the Board in October 2017, with minor updates made.
- It is proposed that the risk scores remain unaltered as no risks have significantly increased / decreased since then
- The Risk Register needs to be fully reviewed in line with the launch of the new strategy. This work will begin at the first Finance and Audit Group meeting on 27.03.18
- A copy of the current Risk Register and Risk Management Plan can be found here: <http://sportacrossstaffordshire.co.uk/wp-content/uploads/2015/05/SASSOT-Board-Meeting-Papers-17-Oct-2017.pdf>

Sport Across Staffordshire and Stoke-on-Trent
1st April 2017 - 31st December 2017 Budget

1. Partnership Services

Description	Work Area	Budget 17/18	Budget 01/04/17 - 31/12/17	Actual 01/04/17 - 31/12/17	Commitments	Variance
Expenditure		£	£	£	£	£
Employee costs	Core Team	283,810	235,119	230,076	619	-5,043
Premises costs & Insurance	Hosting, Hospitality and rent of rooms	32,000	28,000	27,939	306	-61
Clothing & uniform		250	188	47	65	-141
Equipment		600	450	4		-446
Printing, stationery and postage		2,950	2,213	872		-1,341
Telephones	Incl. wifi	1,160	870	790	367	-80
Computer Services		2,000	1,500	303		-1,197
Conference & Training		8,280	3,390	2,063		-1,327
Marketing	Includes web site maintenance	10,000	5,000	4,785	620	-215
Subs to Outside Organisations	CSPn and CRI	4,640	4,200	4,197		-3
Professional Fees	Sportshire, Governance Review, Apprentice	56,010	40,000	39,280	5,979	-720
Reserves Fund	Includes Employee Liabilities	228,840	0	-		0
		630,540	320,930	310,356	7,956	-10,574
Income						
Grants	Sport England Core and Governance Review	303,040	303,040	161,520		141,520
Partnership Funding	Local Partners & NGB Hosting	89,030	89,030	81,030		8,000
Joint Financing Contribution	Balance c/fwd	284,270	284,270	284,272		-2
Joint Financing Contribution	Contribution from Youth Sport	2,650	2,650	2,646		4
Contribution to NGB Activation	NGB Activation/Vol Dev Officer	-5,430	-5,430	-5,430		0
Contribution to Equity	ACCESS Grants	-4,500	-4,500	- 4,500		0
Contribution to Coaching	Coaching Plan Delivery	-4,000	-4,000	- 4,000		0
Contribution to Club Development	Club Dev Manager / Club Accreditation Gran	-17,910	-17,910	- 17,910		0
Contribution to Equity	Inclusion Officer	-15,460	-15,460	- 15,460		0
Contribution to Research & Insight	Insight Reports	-1,150	-1,150	- 1,150		0
	Total	630,540	630,540	481,018		149,522

2. Equity

Description	Work Area	Budget 17/18	Budget 01/04/17 - 31/12/17	Actual 01/04/17 - 31/12/17	Commitments	Variance
Expenditure		£	£	£	£	£
Employee Costs	Inclusion Engagement Officer and TGC Admin Officer	19,210	14,000	13,154		-846
Premises costs	Hospitality and Rent of rooms	790	593	79		-514
Printing, Stationery and Postage		250	125	15		-110
Telephones		140	105	104		-1
Conferences & Training		750	563	0		-563
Grants	Aiming High, This Girl Can, ACCESS	39,880	24,000	23,882	9,180	-118
Promotions		900	675	3		-672
		61,920	40,061	37,237	9,180	-2,824
Income						
Grants	Aiming High (Staffs CC), This Girl Can	39,830	30,070	30,070		0
Joint Financing Contributions	Balance c/fwd	930	930	930		0
Joint Financing Contributions	Contribution from Partnership Services	19,960	19,960	19,960		0
Joint Financing Contributions	Contribution from Sportivate	1,200	1,200	1,200		0
	Total	61,920	52,160	52,160		0

3. Research and Insight

Description	Work Area	Budget 17/18	Budget 01/04/17 - 31/12/17	Actual 01/04/17 - 31/12/17	Commitments	Variance
Expenditure		£	£	£	£	£
Professional Fees	Local Research & Insight Contract	5,300	1,800	1,800		0
	Total	5,300	1,800	1,800	0	0
Income						
Joint Financing Contributions	Balance c/fwd	4150	4150	4,150		
Joint Financing Contributions	Contribution from Partnership Services	1,150	1,150	3,150		-2,000
	Total	5,300	5,300	7,300		-2,000

Sport Across Staffordshire and Stoke-on-Trent
1st April 2017 - 31st December 2017 Budget

4. NGB Activation and Volunteer Coordinator

Description	Work Area	Budget 17/18	Budget 01/04/17 - 31/12/17	Actual 01/04/17 - 31/12/17	Commitments	Variance
Employee costs	NGB Activation and Volunteer Development Officer	18,600	13,950	13,197		-753
Printing, stationery and postage		100	75	2		-73
Telephone		70	53	75	124	22
Grants		5,450	2,000	1,270	500	-730
Conference & Training		250	188	-		-188
Equipment		350	263	2		-261
Professional Fees		300	225	285		60
Contingency	Active Lives / DfE c/f for 2018-19	9,740	0	-		0
	Total	34,860	16,754	14,831	624	-1,923
Income						
Grants	Sport England DfE / Active Lives	22,900	22,900	0		22,900
Joint Financing Contributions	Balance c/fwd	6,530	6,530	6,534		-4
Joint Financing Contributions	Contribution from Partnership Services	5,430	5,430	5,804		-374
	Total	11,960	11,960	12,338		-374

5. Club Development

Description	Work Area	Budget 17/18	Budget 01/04/17 - 31/12/17	Actual 01/04/17 - 31/12/17	Commitments	Variance
Employee costs	Club Development Manager	22,430	15,701	14,037		-1,664
Printing, stationery and postage		130	98	21		-77
Telephones		130	98	58		-40
Conferences & Training		500	375	0		-375
Grants	Club Accreditation Grants	7,000	1,000	390		-610
Professional Fees		1,870	1,403	-		-1,403
	Total	32,060	18,675	14,506	0	-4,169
Income						
Joint Financing Contributions	Balance c/fwd	6,710	6,710	6,714		-4
Joint Financing Contributions	Contribution from Partnership Services	17,910	17,910	17,910		
Joint Financing Contributions	Contribution from Youth Sport	7,440	7,440	6,517		923
	Total	32,060	32,060	31,141		919

6. Sportivate

Description	Work Area	Budget 17/18	Budget 01/04/17 - 31/12/17	Actual 01/04/17 - 31/12/17	Commitments	Variance
Employee Costs	Sportivate Manager	4,430	4,430	4,344		-86
Printing, stationery and postage		10	10	25		-35
Telephone		20	20	46		26
Conferences & Training		0	0	99		99
Grants	Sportivate Delivery Grants	7,580	0	5,122	7,000	-5,122
Grants	Sportivate Children in Care Project	19,930	10,000	3,574		-6,426
	Total	31,970	14,460	2,916	7,000	-11,544
Income						
Joint Financing	Balance c/fwd	33,170	33,170	33,664		-494
Contribution to Equity	TGC Projects	-1,200	-1,200	-1,200		0
	Total	31,970	31,970	32,464		0

7. Coaching Development Support Network Sport Across Staffordshire and Stoke-on-Trent 1st April 2017 - 31st December 2017 Budget

Description	Work Area	Budget 17/18	Budget 01/04/17 - 31/12/17	Actual 01/04/17 - 31/12/17	Commitments	Variance
Employee Costs	Workforce and Coaching Development Manager, Coaching Development Manager	62,440	46,830	42,498		-4,332
Printing, stationery and postage		40	30	-		-30
Clothing and Uniforms		0	0	27		27
Telephones		300	225	178	124	-47
Conferences & Training		1000	750	-		-750
Grants		7400	2000	25		-1,975
Premises costs	Hospitality and Rent of rooms	100	75	-		-75
Professional Fees		5,640	2,000	-		-2,000
	Total	76,920	51,910	42,728	124	-9,182
Income						
Grants	Sport England	40,000	40,000	20,000		20,000
Joint Financing Contributions	Balance c/fwd	5,370	5,370	5,373		-3
Joint Financing Contributions	Reimbursement for secondment	27,550	13,241	13,241		0
Joint Financing Contributions	Contribution from Partnership Service	4,000	4,000	6,245		-2,245
	Total	76,920	62,611	44,859		17,752

8. Youth Sport and Satellite Clubs

Description	Work Area	Budget 17/18	Budget 01/04/17 - 31/12/17	Actual 01/04/17 - 31/12/17	Commitments	Variance
Employee Costs	Youth Sport Manager, Satellite Club Links Officer	76,010	57,008	52,216		-4,792
Printing, stationery and postage		1,870	1,403	336		
Telephones		540	405	180	248	-225
Conferences & Training		1,000	750	455		-295
Grants		67,160	53,000	52,323	25,214	-677
Premises Costs	Hospitality and Rent of rooms	1,450	1,088	304	280	-784
Professional Fees	Primary School PE Contract	44,650	13,211	13,211	25,388	0
Promotions	Designer Time	0	0	10		10
Contingency		9,060	265	265		0
	Total	201,740	127,130	119,300	51,130	-6,763
Income						
Grants	England Satellite Clubs / Primary Premium	162,560	162,560	112,462		50,098
Joint Financing Contributions	Balance c/fwd	48,350	48,350	48,347		3
Contribution to Partnership Services	Strategic Lead – Service Delivery	-2,650	-2,650	- 2,646		4
Contribution to Club Development	Club Development Manager	-6,520	-6,520	- 6,517		3
	Total	201,740	201,740	151,646		50,108

9. Level 3 School Games

Description	Work Area	Budget 17/18	Budget 01/04/17 - 31/12/17	Actual 01/04/17 - 31/12/17	Commitments	Variance
Employee Costs	School Games Coordinator	19,700	14,775	13,814		-961
Printing, stationery and postage		350	263	196		-67
Telephones		80	60	29		-31
Conferences & Training		500	375	0		-375
Premises Costs	Hospitality and Rent of rooms	7,980	5,650	5676	1345	26
Professional Fees		4,820	3,615	3,783	538	168
Equipment		7,980	6,500	6492	3746	-8
Clothing and Uniforms		600	600	738		138
Promotions		2,170	200	184		-16
Contingency		31,930	0	-		0
	Total	76,110	32,038	30,912	5,629	-1,126
Income						
Government Grants	Sport England School Games	45,000	45,000	-		45,000
Joint Financing	Balance c/fwd	31,110	31,110	31,360		- 250
	Total	76,110	31,110	31,360		44,750

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



Report to the Board - Enclosure 07

Report Title	Financial Report - 1 April 2017 to 31 December 2017
Date	24 January 2017

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

Contact Officer	Name:	Jane Kracke
	Tel:	01785 619187

For Information	X
For Decision	

1. **Purpose of Report**

To advise the Board on the financial position from 1 April 2017 to 31 December 2017.

2. **Recommendation(s)**

Not applicable.

3. **Executive Summary**

The report has been produced to compare the actual financial performance for the period 1 April 2017 to 31 December 2017 against the budget. The Board Finance Champion has been consulted on the preparation of the report.

The budget summary is as follows:

Budget to 31 Dec 2017		Actual to 31 Dec 2017	Variance
Expenditure	£623,758	£574,586	- £49,172
Income	£1,127,351	£844,286	- £283,065

4. Report

Overall, actual expenditure is slightly less than expected, and income is substantially lower than expected (although on a temporary basis), with the key differences explained below.

The attached figures (Appendix 1) show a detailed breakdown of the financial performance against the budget from 1 April 2017 to 31 December 2017.

There is a £49,172 underspend against budgeted expenditure primarily due to following reasons:

- i. In general, Employee Costs are slightly underspent across all codes as National Insurance contributions for staff are currently coming in under budget compared to the percentage HR advised us to cost out. Additionally, the second pension deficit payment has not yet been taken by Stafford BC.
- ii. Some of the Sportivate Innovation Delivery has been extended into 2017-18 so Grant payments haven't been made as quickly as expected (all expenditure needs to be completed by 31.03.18)
- iii. Additionally, we have not paid out as much of the smaller grants funding as we had expected. We will continue to promote these throughout the remainder of 2017-18 but any underspend will contribute to our delivery budget for the place-based approach work next year

The reason for there being £283,065 less income than expected at this point in time is due to the fact that we haven't yet received most of our autumn grant payments from Sport England. This funding has been confirmed via a formal award offer, but is payable on receipt and approval of our financial reconciliations for the previous period, which were submitted in November. We are currently liaising with Sport England to ensure this funding is paid quickly, and a verbal update will be provided at the Board meeting.

Notes

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

Exception reports for each budget heading are shown below.

1. Partnership Services

Expenditure

Employee Costs are £5043 under budget because National Insurance contributions for staff are currently coming in under budget compared to the percentage HR advised us to cost out. Additionally, the second pension deficit payment has not yet been taken by Stafford BC. Also, the Apprentice is being employed by an external organisation and seconded to us rather than being a direct employee. Therefore their costs are coming out of Professional Fees rather than Employee Costs.

Training and Conferences is currently £1,327 under budget as the majority of staff training will be arranged once new roles for 2018-19 have been confirmed, and the annual CSPn conference will take place in March.

Income

As mentioned above, we are still awaiting our second six-month payment from Sport England for 2017-18, hence our Grants income being £141,520 less than expected. As of 31.12.17, we have received £8000 less in Partner Funding than expected as we are still awaiting payment from one partner (although this was invoiced for in early January 18).

2. Equity

No exceptions to report

3. Research and Insight

Expenditure

No exceptions to report

Income

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

4. NGB Activation and Volunteer Co-ordinator

Income

No exceptions to report

Expenditure

As mentioned above, we are still awaiting a £22,900 payment from Sport England for Sept 2017 – August 2018, hence our Grants income being £45,000 less than expected

5. Club Development

Expenditure

Expenditure against Employee Costs is £1664 lower than expected, mainly because National Insurance contributions are currently coming in under budget compared to the percentage HR advised us to cost out, and the second pension deficit payment has not yet been taken by Stafford BC.

Expected expenditure against Grants / Professional Fees is low compared to the annual budget as some of this funding will be rolled into the next financial year to support community organisations involved in our place-based approach work.

Income

No exceptions to report

6. Sportivate

Expenditure

Expenditure against Grants is still under budget as we are still waiting to make a final payments to a couple of partners for delivery which is now completed. Additionally, the Children in Care project has been extended to run throughout 2017-18 so expenditure will be completed by 31.03.18

Income

No exceptions to report

7. Coaching Development

Expenditure

There is an underspend of £4,332 on Employee Costs as the Coaching Development Manager started in post later than budgeted for and the second pension deficit payment has not yet been taken by Stafford BC. We have paid out less than expected in Grants and Professional Fees, as the Coaching Plan projects for 2017-18 have required more capacity rather than delivery input.

Income

As mentioned above, we are still awaiting our second six-month payment from Sport England for 2017-18, hence our Grants income being £20,000 less than expected. However, we received £2200 additional income from EFDS for successful delivery of Active Kids 4 All workshops

8. Youth Sport and Satellite Clubs

Expenditure

Employee Costs is £4,792 under budget mainly because National Insurance contributions for staff are currently coming in under budget compared to the percentage HR advised us to cost out, and the second pension deficit payment has not yet been taken by Stafford BC.

Income

As mentioned above, we are still awaiting a £51,025 payment from Sport England for Sept 2017 – August 2018, hence our Grants income being £50,098 less than expected

9. Level 3 School Games

Expenditure

No exceptions to report

Income

As mentioned above, we are still awaiting a £45,000 payment from Sport England for Sept 2017 – August 2018, hence our Grants income being £45,000 less than expected

Inputs	Data source	Notes	outcomes
Increase in the percentage of people physically active.	Sport England's Active Lives Survey	<p>An active person is defined by the Active Lives survey as someone who, over the course of a week, does at least 150 moderate intensity equivalent (MIE) minutes of physical activity.</p> <p>Moderate intensity equivalent (MIE) minutes means each 'moderate' minute counts as one minute. Any vigorous activity counts for double, so each vigorous minute counts as two moderate minutes.</p> <p>The MIE minutes can be achieved in one go or in chunks of at least 10 minutes across different days through a combination of physical activities.</p>	<p><i>Strong strategic leadership ensures that physical activity & sport becomes a core feature in local policy creating places which are inherently active</i></p> <p><i>Residents, from all socio- economic backgrounds, enjoy the physical & mental health benefits of an active lifestyle</i></p> <p><i>Our communities are places where being physically active is the easy choice</i></p> <p><i>Our sporting economy is thriving, providing employment to an active workforce</i></p>
Decrease in the percentage of people physically inactive	Sport England's Active Lives Survey	An inactive person is someone who, over the course of a week, does not achieve a total of 30 moderate intensity equivalent (MIE) minutes of physical activity.	
Increase in percentage of the population taking part in sport and physical activity at least twice in the last month.	Sport England's Active Lives Survey	<p>This is measured as the equivalent of 30 minutes or more activity at least twice in the last 28 days. Each session must last at least 10 minutes and be of at least moderate intensity.</p> <p>An individual can reach the minimum threshold by a combination of two 30 minutes sessions across the last 28 days or by six 10 minute sessions, for example. This is measured for all activities including sports, fitness, dance, cycling and walking (including for travel)</p>	
Number of people who have volunteered in sport at least twice in the past year	Active Lives Survey	This is measured as having done some form of volunteering in sports activities over the previous 12 months, and having done so more than once in the last 12 months.	
Increase the GVA of Sport in Staffordshire & Stoke-on-Trent	Sport England's Economic Value of Sport, Local Model.	The model produces area based estimates on sports' contribution to the local economy in the form of business output (GVA) and jobs plus wider benefits like health. In addition we can begin to assess the impact of our too – for example, what additional economic value is created as a result of an increase in participation in our area	

Sitting beneath these performance measurements will proxy measures for each of our Place Based Approach project plans.

Sitting beneath these performance measurements will proxy measures for each of our Place Based Approach project plans.

Our Vision & Mission is...

Through SASSOT values of...

To achieve this we aim to....

We will do this by....

Resulting in...

Everyone more active more often

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

Integrity

Purpose

Accountability

Collaboration

Objectivity

Inclusivity

Ambition

Increasing the % of the population taking part in sport & physical activity at least twice a month
***Active lives**

Decreasing in the % of people physically inactive
***Active lives**

Increasing in the number of people volunteering in sport at least twice in the last year
***Active lives**

Increasing in the % of adults utilising outdoor space for exercise/health
***MENE**

Increase the GVA of sport in Staffordshire & Stoke-on-Trent
***Economic Value of Sport local model**

Place Based Approach

People

Mobilising health, education and leisure workforces
Engaging our communities in the solution
Developing community capacity
Behaviour change

Place

Gaining a deep understanding of our places
Focusing on our most inactive communities
Shaping the physical activity and sporting offer
Focusing programme delivery in areas of greatest need

Economy

Improving productivity through active workforces
Developing skills and educational attainment
Stimulating the visitor economy via sport events & leisure offer
Reducing public spending on crime and ill health

System

Aligning policy outcomes
Providing strategic leadership, advocacy and networking
Attracting investment into sport & physical activity
Demonstrating impact

Strong strategic leadership ensures that physical activity & sport becomes a core feature in local policy creating places which are inherently active

Residents, from all socio-economic backgrounds, enjoy the physical & mental health benefits of an active lifestyle

Our communities are places where being physically active is the easy choice

Our sporting economy is thriving, providing employment to an active workforce

Underpinned by an impeccable standard of corporate governance

Chairs Foreword

Any Strategic Plan must be properly grounded. We have sought to give a clear understanding of the sport and physical activity environment in which we operate and how that environment may be shaped in the future between now and 2021.

The priority over the last period has been to manage the many changes that have taken place in SASSOT and to prepare ourselves to make our contribution to the delivery of Sport England's "Towards an Active Nation". Our focus will be on the benefits that sport and physical activity can bring to people across our region built around the outcomes of physical and mental wellbeing, individual, social and community development and economic development.

As the sport and physical activity platform for Staffordshire and Stoke on Trent we are committed to grow and diversify our business so that in the long term we will be less dependent on funding from Sport England. Our overall success will depend on developing further influence and credibility as an effective front line delivery network by fully participating in key strategic policies and interventions which will benefit the people in our region.

This plan has been constructed with the full engagement of the SASSOT team and it is the ambition of the new Board to become recognised as making an outstanding contribution at the local level to people in the communities that make up our region. Our aims are ambitious but by working together with other stakeholders we believe this plan will help to realise that goal.

Malcom R Armstrong

SASSOT strategy

Sport Across Staffordshire and Stoke-on-Trent (SASSOT) is a networks of local agencies committed to working together to increase the number of people taking part in sport and physical activity, we are part of an England wide network of 43County Sports Partnerships. We are funded by national and local partners including Sport England, our Local Authorities and Universities to work with the over 5s. This strategy outlines SASSOTs business priorities for the next three years.

Introduction

Staffordshire and Stoke-on-Trent is an area of contrasts. From the wild countryside of the Staffordshire Moorlands to the post-industrial heritage of Stoke-on-Trent, then on through the agricultural landscape of central Staffordshire down to the edge of the Greater Birmingham conurbation, our area is as diverse in people and populations as it is in geography.

With this diversity comes a spectrum of attitudes and behaviours related to physical activity and sport. This strategy sets out how, alongside our partners, Sport Across Staffordshire and Stoke-On-Trent (SASSOT) will **create active places and healthy lives through sport and physical activity** and to achieve our vision **of everyone more active, more often**.

We are Staffordshire & Stoke-on-Trent

- Population – 1.2 million people (of which 250'000 live in Stoke)
- Diversity - Over half of Stoke's residents live in areas in the most deprived IMBD quintile compared to 9.1% in the rest of Staffordshire
- Large rural county (736000 acres) with a huge number of natural assets
- The only county to be home to the National Forest, an Area of Outstanding Natural Beauty and a National Park
- Excellent sporting infrastructure, more accredited clubs and sports facilities than our nearest neighbours (CIPFA)
- Higher rates of club membership and volunteering when compared to regional and national averages.
- Sport contributes £212 million GVA to Staffordshire Stoke-on-Trent's economy
- Unemployment is below national average at just 1% in Staffordshire and 2.2% in Stoke-on-Trent

These are our challenges

- **We have an ageing population**
- Population forecasts show that the current 3:1 ratio of working-age to pension-age adults could fall to 2:1 by 2030.
- **Too many of our residents are not doing enough physical activity.**
- We have the 5th highest proportion of people that are insufficiently active amongst all CSPs.
- Only 20.6% of local people aged 55-65 participating in sport regularly. This is significantly lower than a national average of 25.3%.
- We would need to encourage 37700 people across Stoke-on-Trent and Staffordshire to transition from inactive to active lifestyles just to meet the national average.
- **We have a higher than average number of resident with ill health**
- Higher proportion of people living with Limiting Long Term Illnesses (LLTI) than England and WM averages
- People are living longer, but not necessarily in good health. In Staffordshire, women can expect to spend 21 years in poor health
- Excess weight in adults 67.6% higher than England average of 63.8%
- Nearly a quarter of Stoke's and a 5th in Staffordshire's children are obese
- The estimated cost of inactivity to our health services is £21,917,322 a year.
- **We have a complex, two tiered, public sector landscape** with: 10 local authorities, 2 Local Enterprise Partnerships, 3 NHS Trusts, 2 Universities, 2 Health & Wellbeing Boards, 6 Clinical Commissioning Group's/1 Office of Police and Crime Commissioner
- **Reduction in public sector spending**, has impacted on sport, leisure and health provision across the county

100 people diagram.

Logic model

PEOPLE: Residents, from all-socio economic backgrounds enjoy the physical and mental health benefits of an active lifestyle.

- In partnership, we will drive quality and capacity in our physical activity & sporting workforce by mobilising our local network of health, education and leisure professionals and volunteers
- We will open a trusted dialogue with residents to understand their behaviours, motivations and barriers surrounding physical activity
- We recognise that the most successful agents of change will be individuals from the communities themselves; we will take a customer lead approach to all our inventions.
- With partners, we will map the assets within these communities and utilise them to increase participation
- We will provide intensive support to those third sector organisations that are committed to working with our most inactive communities.
- We will expand our network to include non-traditional sporting partners, supporting them to achieve their own organisational outcomes via physical activity and sport.

PLACE: Our communities are places where being physical activity is the easy choice.

So many of our physical activity behaviours are shaped by the places in which we live, whether that be the local leisure offer, the behaviours of our neighbours or the amount of accessible greenspace. SASSOT understands that we cannot attempt to tackle physical inactivity alone, nor can we do it from our Stafford HQ

- We will take a place-based approach to our delivery, focusing our resources on our most inactive locations
- We will work in genuine collaboration. Forging new partnerships and adopting delivery models which are reflective of the needs of that community. We understand SASSOT does not always need to play a leading role.
- We will gain a truly granular understanding of these localities, collating existing health, social and economic data and identify gaps, consulting with the community to fill in the blanks.
- We will ensure our Sport England funded programmes have the greatest possible impact on these communities, by utilise this insight, aligning other resource and investment
- We will utilise the principles of behaviour change in all our programmes and encourage partners to do the same.

ECONOMY: Our sporting economy is thriving, providing employment and training to an active workforce

Sport and leisure has always played an important role in the sub-region's economy, with the ability to generate visitors, jobs and prosperity.

- We will engage more employers in a conversation about workplace health and the vital role physical activity and sport can play in reducing absenteeism and improving productivity.
- We will continue to provide support to mass-participation and elite sporting events to stimulate the visitor economy, inspire participation and promote place.
- We will develop a better understanding of the skills profile in the sport and leisure sector, analysing the supply chain and working with the education sector to address any potential skills gaps.
- We will work with regional partners to ensure a successful Birmingham 2022 Commonwealth Games bid, has a positive impact for Stoke and Staffordshire residents and our economy

SYSTEM: Strong strategic leadership ensures that physical activity and sport becomes a core feature in local policy and practice to create places which are inherently active

- SASSOT will lobby for policy reform to ensure that physical activity is an integral feature of health, planning, transport and education policy.
- We will collaborate with partners to increase the level of public and private sector investment into sport and physical activity.
- We will demonstrate the impact of our work using clinical, economic and social measures and support our partners in doing the same.
- We will deploy a network of influential sport and physical activity advocates, equipped with a set of clear and robust messages that will enable them to build commitment to the agenda.
- We will take a strategic approach to attracting investment by understanding our areas of greatest need, making a sound economic case for that investment.
- We will become more adept at maximising existing resources by brokering partnerships which support more efficient and effective working.

Delivery model

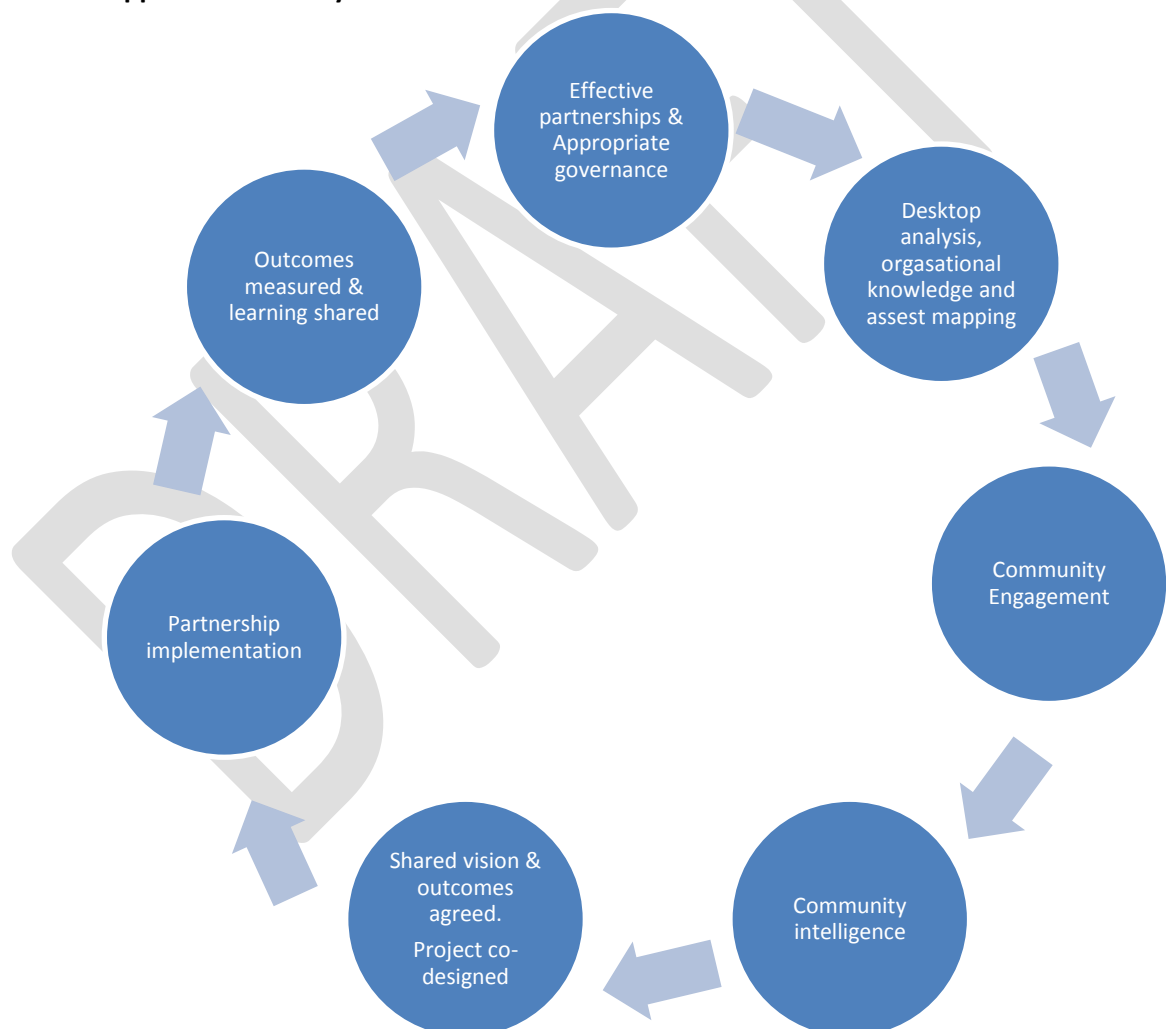
Research shows that families do better when they live in strong and supportive communities. Our educational attainment, health & employment status and physical activity behaviours are all strongly influenced by the environment in which we live. We know our most deprived communities are least likely to enjoy the health and social benefits of an active lifestyle. In short, place matters.

SASSOT wants to redress that balance; we are working in collaboration with local authorities to take a Place Based Approach to our delivery. By working in harmony with the likes of Public Health, Adult & Children's Social Care and Blue Light Services, as well as the communities themselves, we can take a holistic approach and address some of the root causes of inactivity.

With our local authority partners we will identify a minimum of one neighbourhood in each district area. Over the life of this strategy we will work intensively with local partners and the community in that place, to increase the levels of physical activity, to improve outcomes for local people.

This more focused approach may mean that we will have to stop doing some of the things we have previously done, we will need to support and understanding of partners to make this approach work. We are however, confident this approach will provide us with a mechanism to help our most deprived neighbourhoods become active and healthy, the kinds of places that enable all children and families to succeed and thrive.

Place Based Approach - Delivery model.



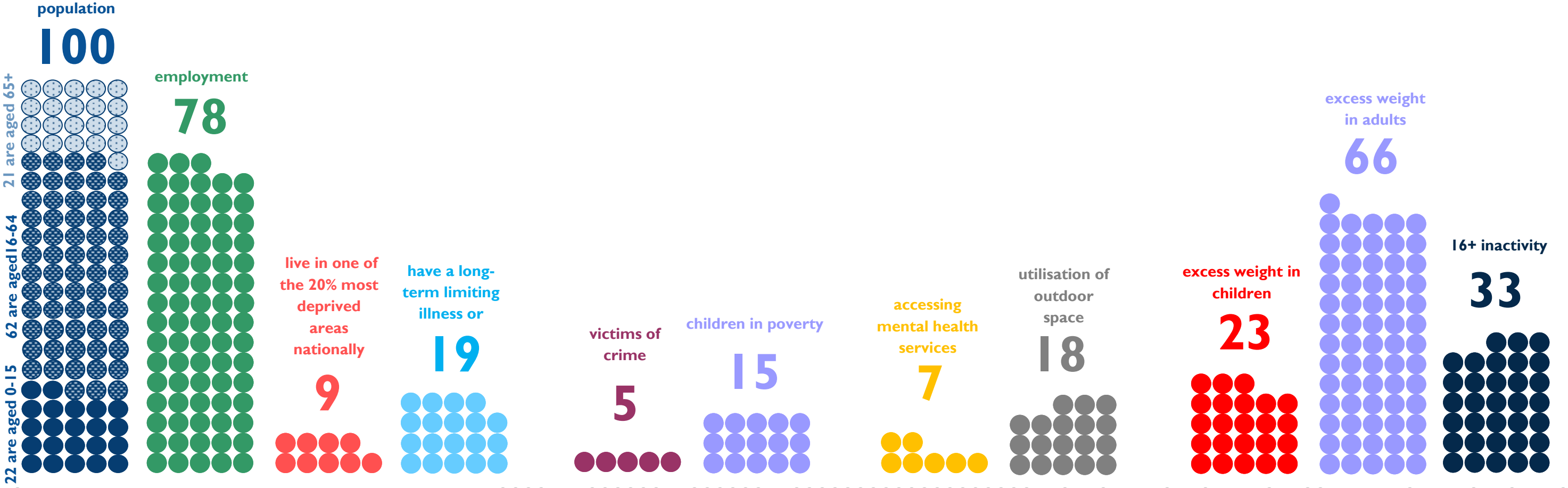
Performance measures table

Good Governance

UK Sport and Sport England's Code for Sports Governance sets out the levels of transparency, accountability and financial integrity that will be required from those in receipt of Government and National Lottery funding from April 2017. SASSOT is committed to attaining and maintaining these world leading standards.

DRAFT

Staffordshire



Stoke-on-Trent

Future Leadership of SASSOT

The current management structure is an interim arrangement and comes to an end 31st March 2018. A decision needs to be made regarding the future management of SASSOT for the next period of up to 3 years (March 2021)

Option	Detail	Pro's	Con's
1) a	<ul style="list-style-type: none"> - Status Quo with existing strategic leads - 1.36 FTE - Jane 32 hrs – Jude 18.5 hrs 	<ul style="list-style-type: none"> - Least amount of disruption - Least impact on time 	<ul style="list-style-type: none"> - No cost saving - Dual leadership – no overall leader
1) b	<ul style="list-style-type: none"> - Status Quo – Advertise Internally 	<ul style="list-style-type: none"> - Open and transparent 	<ul style="list-style-type: none"> - No cost saving - Dual leadership – no overall leader - Same interview process carried out March 2017
2)	<ul style="list-style-type: none"> - Roles remain the same - Hours are reduced to equal the cost of 1 full time Director - Jane 25 hrs – Jude 18.5 hrs 	<ul style="list-style-type: none"> - More hours than 1 FTE Director - Cost saving on current costs 	<ul style="list-style-type: none"> - Dual leadership – no overall leader
3)	<ul style="list-style-type: none"> - Modify Roles to 1x Leadership and 1x Operations Management to 1.4 FTE - 0.8 FTE Leadership & 0.6 FTE Operations - Advertise internally in the first instance 	<ul style="list-style-type: none"> - Clear separation of roles/leadership - Capacity - SE advises at least 0.8 FTE Director or equivalent 	<ul style="list-style-type: none"> - More costly than option 2 but affordable
4)	<ul style="list-style-type: none"> - Blend 2 x roles to 1 new role – CEO - Advertise externally 	<ul style="list-style-type: none"> - 1 role – clear leadership 	<ul style="list-style-type: none"> - Higher salary - Lack of capacity: Consider business support implications (finance etc.) and need for a Business Manager or similar - Possible lack of Business Continuity
5)	<ul style="list-style-type: none"> - Any other proposals from the Board 		

16.01.2018

Advertising timelines:

Internal	
Advertise	25.01.18
Closing Date	08.02.18 Noon
Shortlist	08.02.18
Interviews	w/c 12.02.18

External	
Advertise	25.01.18
Closing Date	16.02.18 Noon
Shortlist	19.02.18
Interviews	w/c 26.02.18

Proposed Interview Panel:

- Malcolm Armstrong – Board Chair
- Dave Pinnock – Senior Independent Director
- Russell Turner – Sport England
- Janene Cox OBE - SCC
- Wendy Jennings – Host Council