



Sport Across Staffordshire and Stoke-on-Trent

Board Meeting

AGENDA

18th April 2018 at 2.00pm

Farewell Presentation & light lunch at 1.00pm

Chetwynd Room, Stafford Borough Council, ST16 3AQ

1. Apologies
2. Declarations of Interest
3. Minutes of last meeting
 - Minutes 24th January 2018
 - Action Points
 - Attendance
4. Board Items
 - Welcome & Approval of New Board Members *Malcolm Armstrong*
 - Senior Independent Director *Malcolm Armstrong*
 - Chairs Actions Since Last Meeting *Malcolm Armstrong*
 - o Diversity in Governance & Leadership Action Plan (Enc.1)
5. Sub Group updates
 - Governance & Appointments Group *Malcolm Armstrong*
 - o GAG Membership
 - o Succession Plan (Enc.2)
 - Finance & Audit Group *Kimiyo Rickett*
 - Chair's Advisory Group *Malcolm Armstrong*
 - Strategy Advisory Group *Jude Taylor*
 - Education Group *Angela Dale*
6. Upcoming Events
 - Strategy Launch Event *24th April 2018*
 - School Games *29th June 2018*
 - Team Building Away Day *15th May 2018*
 - Iron Man *10th June 2018*
 - UK Corporate Games *21st – 24th June 2018*

7. Directors Report & Chief Operating Officers Report

- Director (Enc.3) *Jude Taylor*
- Chief Operating Officer (Enc.4) *Jane Kracke*

8. 2018/19 Delivery Plan (Enc.5) *Jude Taylor & Jane Kracke*

9. Director Maternity Cover Proposal – Report to be Tabled *Jude Taylor*

10. Staff Showcase – Comms Review *Naomi Bird*

- Equality Policy Feb 2018 (Enc.6)

11. Board Buddies – Mentoring *Malcolm Armstrong*

12. Hosting Agreement

13. Future Stakeholder Events

14. Awards Evening

15. Board Training & Development

16. Dates & times of future meetings

- Weds 11th July 2018, 2pm, Craddock Room, Stafford Borough Council
- Weds 24th October 2018, 2pm, Craddock Room, Stafford Borough Council
- Weds 23rd January 2018, 2pm, Craddock Room, Stafford Borough Council

Sport Across Staffordshire & Stoke-on-Trent
Board Meeting
24 January 2018, 2.00pm, Craddock Room, Stafford Borough Council



Meeting Minutes

Present Attendees		Apologies	Also Distributed To:
Malcolm Armstrong (MA) chair Alistair Fisher (AF) Angela Dale (AD) David Pinnock (DP) Jane Kracke (JK) Jonathan Topham (JT) Jude Taylor (JTa) Kimiyo Rickett (KR) Cllr Mark Deaville (MD) Rebecca Roberts (RR) Russell Turner (RT) Tony McGovern (TM) Wendy Jennings (WJ) Sarah Bixter (SB) notes	SASSOT Chair Stoke-on-Trent City Council Keele University Voluntary Sector Strategic Lead, SASSOT Public Health Staffordshire Strategic Lead, SASSOT Voluntary Sector Staffordshire County Council Voluntary Sector Sport England Cannock Chase District Council Stafford Borough Council Admin Officer, SASSOT	Janene Cox OBE	SASSOT Core Team

No.	Item Topic		
1.	Apologies – as above		
2.	Declarations of Interest - None		
3.	Minutes of Last Meeting – 17.10.2017 and EGM 20.11.2017 – Agreed Action Point 5: Regional Launch planned for end of April & 1 more event to be planned for October.		
Previous Actions		Owner	Update
1.	Arrange a meeting between Malcolm Armstrong and Alistair Fisher ASAP	Sarah Bixter	COMPLETED
2.	Education Sub Group to nominate one formal representative to attend the SASSOT Board meetings	Jonathan Pace & Angela Dale	COMPLETED
3.	To liaise with the 10 local authorities and request nominations for 1 Senior Officer	Tony McGovern and Janene Cox	ONGOING
4.	Succession Plan, to include new Board members, to be developed after the January Board meeting	Malcolm Armstrong & Jane Kracke	COMPLETED
5.	To calendar suitable dates for the two Stakeholder events	Malcolm Armstrong	ONGOING
6.	CAG meetings to be calendared for two weeks prior to the Board Meetings	Sarah Bixter	COMPLETED
7.	Vision 2021 to be renamed SAG (Strategy Advisory Group) from their next meeting	Malcolm Armstrong	COMPLETED
8.	Board Structure chart to be created and circulated to all Board Members	Sarah Bixter	COMPLETED

4. Board Items

Welcome and approval of new Board members

- Kimiyo and Rebecca leave the meeting
- Malcolm Armstrong explained that the interview panel has selected Kimiyo Rickett and Rebecca Roberts as new Independent Board members
- Kimiyo specialises in finance, inclusion and strategy. She was previously the Assistant Director of Communities & Leisure at Kirklees Metropolitan Council and is currently a Board Member for the Institute of Groundsmanship
- Rebecca specialises in marketing and communications. She was previously the Deputy Director of Marketing and Student Recruitment at Keele University and is the founder of Thread & Fable a sole trader, providing marketing and communications consultancy across a broad range of clients
- Malcolm declares a declaration of interest – having met with Kimiyo and Rebecca prior to this Board meeting to discuss item 8 on this agenda and brief them
- The interview panel confirm that they believe the 2 selected Board members meet the Boards requirements exactly
- Angela Dale declares a declaration of interest – having worked with Rebecca previously
- The Board confirms that they approve Kimiyo and Rebecca as members of the Board
- Kimiyo and Rebecca invited back into the meeting
- Malcolm confirms the Boards decision and welcomes Kimiyo and Rebecca officially to the Board
- Brief introduction given by Kimiyo and Rebecca to the Board

Board Diagram

- Malcolm explains that Board diagram and that the diagram is still a draft
- Malcolm asks the Board members to email Sarah Bixter with any expertise/specialist skills that they would like including for themselves on the Board diagram within the next 2 weeks
- Malcolm confirmed that David Pinnock and Janene Cox would be standing down due to their terms ending at the end of March but that they will be invited to attend the April Board Meeting
- Replacements will therefore be needed and Malcolm proposed that we advertise immediately for 2 new independent Board members
- Janene and David have both been invited by Malcolm to sit on the Chairs Advisory Group to ensure that their knowledge and experience is retained
- Jane Kracke confirmed that the current gaps in the skills matrix now are around insight and the commercial sector
- Tony McGovern explained that he would be withdrawing from the Board. He has some new **challenges ahead and doesn't feel he will be able to commit to or maintain a 75% attendance.**
- Tony explained that he has canvassed the local authorities for 1 elected member and 1 senior officer. The nominations were Cllr Iain Eadie and the Head of Leisure and Culture for **Lichfield; this was backed by all the Chief Executives in yesterday's meeting.**
- Malcolm explained that he and Jude Taylor met with Cllr Mark Deaville who is keen to continue serving with the Board as the Political representative. Malcolm expressed that he would like to retain Cllr Mark Deaville on the Board.
- Malcolm expressed concern regarding the level of the suggested Head of Leisure and Culture and explained that SLCOF is already represented on the Board by Alistair Fisher and that he would prefer a Chief Executive.
- Jude Taylor agreed with the statement regarding SLCOF already having a rep on the Board and stated that there was a requirement for a broad strategic view therefore she felt it better to leave the position as vacant for the time being.
- Cllr Mark Deaville stated he agreed with Jude and also expressed that it has been a pleasure working with Tony during his time on the Board and that he will be a hard act to follow. He

	<p>also wished to express his thanks to Janene and David.</p> <ul style="list-style-type: none"> - Malcolm agreed and confirmed that the Board will be formally recognising the service which Tony, Janene and David have provided to the Board over their terms. - Kimiyo Rickett explained that she felt the Board should explore all options available to them, as it's not always about the job title, it's about strategic abilities. Sometimes the job title doesn't reflect the person's abilities/strengths. - Malcolm confirms with the Board that they will put the decision on hold for the moment and reassess the skills matrix to identify requirements. - The Board agreed to this. - Action Point 1 <p>Chairs Actions Since Last Meeting</p> <ul style="list-style-type: none"> i) Succession planning - The succession plan has now been completed and meets tier 3 compliance. It will be going to GAG for approval. ii) Internal Controls – The Internal Controls summary is now complete and meets tier 3 requirements. Document to be checked by FAG once established. iii) Approval of Diversity Statement and Action Plan – Board approved iv) Approval of Code of Conduct for Board Members – Board approved v) Terms of Reference for Finance and Audit Group – Tier 3 compliance states that the Finance and Audit Group Chair should not be the Board Chair. Therefore Kimiyo Rickett will be the new Chair of the FAG. Malcolm asks everyone to pay particular attention to the section under authority. It states the Board retains A-E. These will not be passed down to the sub groups. Terms of reference for FAG approved by Board. 		
Actions		Owner	Date
1.	Board to email Sarah Bixter with any expertise/specialist skills that they would like including for themselves on the Board diagram	All	07.02.2018
5.	<p>Sub-Group Updates</p> <p>Governance and Appointments Group</p> <ul style="list-style-type: none"> - 2 new Board members have been approved – Kimiyo and Rebecca - Dave Pinnock asks as he and Janene are standing down – new Board members will be required to take their place on the GAG to assist with recruitment - Malcolm suggests that this should be decided in April once the leadership team of SASSOT are in place. To be reviewed in the next Board Meeting. - Action Point 2 <p>Finance and Audit Group</p> <ul style="list-style-type: none"> - Jane Kracke advised that we are now compliant with tier 3 and that all documents have been submitted except our Accounts, which Sport England have accepted as they are not available until after the end of the financial year. - Jane has already made contact with SBC finance; they are waiting for exact requirements from Sport England regarding the format of the accounts. <p>Chair's Advisory Group</p> <ul style="list-style-type: none"> - Malcolm explained the CAG has met, although there are no minutes as it is an advisory group - This has been a useful tool for discussions around management of SASSOT <p>Strategy Advisory Group</p> <ul style="list-style-type: none"> - SAG has met; this information will be covered by Jude in item 7. 		

Actions		Owner	Date
2.	GAG membership to be reassessed in next Board meeting	Malcolm Armstrong	18.04.2018
6.	<p>Report from Strategic Leads</p> <ul style="list-style-type: none"> - Jane Kracke confirmed that the full 3 years funding has been secured with a rating of strong - Funding to CSP's has been cut due to Sport England receiving a cut in their Lottery funding - SASSOT received a 7% cut – which equates to £19,000 per year - This leaves us in a strong position looking at our figures - Malcolm asked if we can explore those CSP's that obtained a grading of outstanding to see how we can go from good to great next time. - Jane confirmed that the closest CSP with outstanding was Birmingham and we have a copy of their report which is not radically different from ours. - Russell Turner – it's a great achievement being awarded the full 3 year funding. Now we just need to focus on the why and how and look at key areas to improve. - Jane confirmed that nearly all of the meetings with our funding partners are already in the diary. - Jane distributed example handouts that each funding partner would receive – 1 side being about what we are doing county wide and the other side being the key things that we are doing for that specific funding partner. (Enc 10) - Our annual delivery plan will change as of 1st April 2018. However, progress is as expected. - Kimiyo asked how we change the annual delivery plan document to reflect what we want as a Board? - Russell confirmed that the current document is a waste of effort if it's not needed and that maybe some time should be spent creating something that meets all needs. - Malcolm confirmed that next Board meeting the Board will discuss how to record and report progress in the absence of Sport England requirements for the new strategy. - David felt that progress against the delivery plan should be viewed in a positive way as there was lots of smiley and straight faces. Well done to all involved. - Jane confirmed that our financial expenditure was as expected however the income is showing £280,000 less than expected by we are awaiting our cheque from Sport England. - Action Point 3 		
Actions		Owner	Date
3.	Board to discuss how to record and report progress in the absence of Sport England requirements for the new strategy.	Board	18.04.2018
7.	<p>Strategy</p> <ul style="list-style-type: none"> - Presentation delivered by Jude Taylor (Click here to view) - Cannock, Newcastle and the Moorlands have the highest level of inactivity in the County - Kimiyo Rickkett states we need to be careful because averages become nothing over such diverse areas such as Stafford and Stoke-on-Trent - Jude agrees and explains that following research it has come to light that deprived areas in our region have huge aspects of green space. This is individual to Stafford and Stoke-on-Trent. - Jude explains that the standards have been set with the help from the Core SASSOT Team, including the values and behaviours. - Malcolm Armstrong states that these values need to be lived by the whole team. - Jane and Jude agree and state that these new values and behaviours will form part of all future SASSOT recruitment. - Russell Turner states it is very Broad approach, the options need to be responsive to localities, not doing everything everywhere. 		

	<ul style="list-style-type: none">- It is explained that pilots are currently underway in Cannock and the Moorlands.- Jude explains the Core Team Structure for delivery and that there will likely be 1 redundancy at this level.- Russell Turner explains that SE now has funding available for workforce that we didn't think would be available. This may be useful for funding top up hours or a full position.- The strategy is approved by the Board on the provision that it be approved by the Governance and Appointments group and the Finance and audit group.- It was also agreed that Board members would share their expertise and act as Personal Coaches to the Core Team. For example, Kimiyo for Communities and Rebecca for Comms.- Alistair Fisher asked for confirmation that Wendy Jennings had been involved in the structure conversations from a HR point of group as she is not on the GAG or FAG group.- Wendy confirmed that she has met with everyone involved and states that as a matter of course all possible redundancy letters went out to the team in December.- Action Point 4		
Actions		Owner	Date
4.	GAG and FAG group to approve Strategy and Implementation	Malcolm Armstrong	01.04.2018
8.	Leadership **Confidential Item** <ul style="list-style-type: none">- Jane Kracke and Jude Taylor leave the meeting.- Malcolm Armstrong explains the 4 options and explains that he also welcomes alternative options from the Board.- Discussion amongst the Board.- The Board are unanimous and decide that option 3, modifying the current roles to a Director and a Chief Operating Officer, will be the best for the future of SASSOT. It is also agreed that the roles be advertised internally and externally.- It is agreed that the recruitment process will be managed by the Governance and Appointments sub group with input from the Finance and Audit sub group.- Malcolm Armstrong agrees to send out an email to all the funding partners to advise them of the Boards plans regarding leadership, the background surrounding the change and the reasons behind the choice.- Tony McGovern and Cllr Mark Deaville agree to assist with this and review the email before it goes out.- Jane Kracke and Jude Taylor invited back and given the Boards decision.- Malcolm also expressed the Boards thanks to Jane and Jude in recognition of all their hard work during their time in post.- Action Point 5 & 6		
Actions		Owner	Date
5.	Send out an email to all the funding partners advising them of the Boards plans regarding leadership	Malcolm Armstrong	29.01.2018
6.	Review the letter going out to funding partners.	Tony McGovern & Cllr Mark Deaville	29.01.2018
9.	Date of next meeting(s) <ul style="list-style-type: none">- Wednesday 18th April 2018 – Chetwynd Room, Stafford Borough Council- Wednesday 11th July 2018 – Craddock Room, Stafford Borough Council- Wednesday 24th October 2018 – Craddock Room, Stafford Borough Council		

Actions	Owner	Date
1. Board to email Sarah Bixter with any expertise/specialist skills that they would like including for themselves on the Board diagram	All	07.02.2018
2. GAG membership to be reassessed in next Board meeting	Malcolm Armstrong	18.04.2018
3. Board to discuss how to record and report progress in the absence of Sport England requirements for the new strategy.	Board	18.04.2018
4. GAG and FAG group to approve Strategy and Implementation	Malcolm Armstrong	01.04.2018
5. Send out an email to all the funding partners advising them of the Boards plans regarding leadership	Malcolm Armstrong	29.01.2018
6. Review the letter going out to funding partners.	Tony McGovern & Cllr Mark Deaville	29.01.2018
A) To liaise with the 10 local authorities and request nominations for 1 Senior Officer	Tony McGovern and Janene Cox	ONGOING
B) To calendar suitable dates for the two Stakeholder events	Malcolm Armstrong	ONGOING

Prepared By:	Date	Checked By	File Code
Sarah Bixter	25.01.18	Malcolm Armstrong	Board Minutes 24.01.18



Report to the Board – Enclosure 01

Report Title	Diversity Action Plan - Revised
Date	2017-2019

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

Contact Officer	Name:	Malcolm Armstrong
	Tel:	01785 619349

For Information	
For Decision	x

1. Purpose of Report

Revised Diversity Action Plan following on from feedback from Sport England.

Diversity in Governance and Leadership Action Plan 2017-2019

Sport Across Staffordshire and Stoke-on-Trent's Diversity in Governance and Leadership Statement

Sport Across Staffordshire and Stoke-on-Trent will recruit and engage people with appropriate diversity, independence, skills, experience and knowledge to take effective decisions that help us achieve our vision.

We are committed to ensuring that our Board Membership and Leadership are fully reflective of the diverse communities that we serve, and able to represent the views and needs of these communities. To this end we have adopted the following in our Constitution:

- We will target of a minimum of 30% of each gender on our Board
- We will actively work towards achieving gender parity and greater diversity generally on our Board, including but not limited to Black, Asian, minority ethnic (BAME) diversity and disability

Details of how we plan to do this are outlined below.

Note: This document focuses specifically on diversity within our Board and senior management. Details of our approach to Equality and Diversity across our full range of work can be found in our Equality and Diversity Policy and Action Plan.

Objective	Action	When	Who	Measure	Outcome	Update
1. To demonstrate a formal commitment to diversity in our governance and leadership	<ul style="list-style-type: none"> • Diversity statement adopted by Board • Diversity statement published on website • Diversity statement included in constitution when next reviewed, and additional diversity targets added • Board members to receive a copy of our full Equality and Diversity policy once it is revised, and to sign up to it 	Dec 17	Chair	• Statement adopted and published	• Commitment to diversity publicly visible	
		Dec 17	AOM			
		Oct 18	Chair	• Additional targets added		
		April 18	Chair / CM	• All Board members signed up		
2. To understand the current diversity of our Board and senior management and	<ul style="list-style-type: none"> • Board and Team to complete Diversity monitoring questionnaire • Cross-analyse Board and Team 	Mar 18	KCEM	• Current data held	• Target groups identified	
		April 18	KCEM /			

identify areas to address	demographics with Staffordshire and Stoke-on-Trent demographics and identify areas which are not representative of our sub-region's demographic		CM			
3. To increase the diversity of our Board and senior management	<ul style="list-style-type: none"> Develop a recruitment plan for current rounds of Board recruitment, including wording of advert / recruitment pack and identifying where to advertise to attract applicants from our identified target groups, including investigating new networks Encourage suitable candidates, who are known to us or our networks and are from identified target groups, to apply Repeat above for recruitment of further Board members or senior managers Also repeat for other staff appointments to ensure a diverse staff team – <i>this is covered in more detail in our full Equality Action Plan</i> 	<p>Dec 17 Feb 18</p> <p>Dec 17 Feb 18</p> <p>As needed As needed</p>	<p>GAG</p> <p>All</p> <p>GAG</p> <p>Director</p>	<ul style="list-style-type: none"> 50% of new Board members from under-represented groups 	<ul style="list-style-type: none"> Improved representation of under-represented groups 	
4. To ensure the Board and senior management can represent the views of our diverse communities	<ul style="list-style-type: none"> New Board members to complete Diversity monitoring questionnaire Identify remaining underrepresented groups Identify any experience of Board members of working with these groups, even if they don't come from that group themselves Develop a role outline for an 'Advocate' 	<p>Jan 18 / April 18 May 18</p> <p>May 18</p> <p>May 18</p>	<p>GAG</p> <p>GAG</p> <p>GAG / CM</p> <p>GAG /</p>	<ul style="list-style-type: none"> Advocate, Advisor or other solution in place for each underrepresented group 	<ul style="list-style-type: none"> Needs of all our under-represented groups considered through our decision-making 	

	<p>– A Board member who is responsible for ensuring that the views and needs of a particular underrepresented group are taken into account.</p> <ul style="list-style-type: none"> • Identify 'Advocates' from Board membership for each underrepresented group (need role outline) • Where Advocate gaps exist, identify other ways of representing the views of these groups, i.e. identify 'Advisors' from outside the Board who could check and challenge, link to user-groups, through partner events etc. • Senior Management Job Descriptions / Person Specifications to include requirement for a commitment to champion equality and diversity, to be used during open recruitment 	<p>June 18</p> <p>July 18</p> <p>Feb 18</p>	<p>CM</p> <p>Chair</p> <p>Chair / GAG / CM</p> <p>Chair</p>	<ul style="list-style-type: none"> • New Director / Chief Operating Officer to demonstrate they meet this requirement during recruitment process 		
5. To ensure the Board has appropriate skills, knowledge and experience of Equality and Diversity issues	<ul style="list-style-type: none"> • Include more detailed criteria regarding Diversity in next Skills Matrix • In revised Board Effectiveness survey, include assessment of the Board's diversity in membership, and also of the Board's ability to consider the needs of, and challenge decisions on behalf of, underrepresented groups • Following the above, arrange training for the Board / individuals as appropriate 	<p>Dec 18</p> <p>Dec 18</p> <p>Mar 19</p>	<p>Chair / GAG</p> <p>Chair / GAG</p> <p>Chair /</p>	<ul style="list-style-type: none"> • Skills Matrix and Board Effectiveness survey completed and gaps addressed 	<ul style="list-style-type: none"> • Board has skills, knowledge and experience to ensure views and needs of underrepresented groups are 	



Everyone More Active More Often

	<ul style="list-style-type: none"> <i>NB training needs of the team, including Senior Management, will be covered within the full Equality Action Plan (currently being updated)</i> 		CM		considered	
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This plan will be reviewed and updated annually (December 18)

Acronyms

AOM	Administrative Office Manager
CM	Communities Manager (Equality Lead from 01.04.18)
GAG	Governance and Appointments Group
KCEM	Knowledge, Communication and Equalities Manager (Equality Lead to 31.03.18)



Report to the Board – Enclosure 02

Report Title	Succession and Continuity Plan
Date	April 2018

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

Contact Officer	Name:	Malcolm Armstrong
	Tel:	01785 619349

For Information	
For Decision	x

1. Purpose of Report

Succession and Continuity Plan as discussed in GAG meeting.



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



Succession and Continuity 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.

Continuity planning allows for business continuity should an individual take an unplanned absence, for example through illness.

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. Director
6. Chief Operating Officer
7. Administrative Office Manager
8. 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 longer than one month but is likely to be able to resume their role within 12 months, the Senior Independent Director will assume the role of Temporary Chair

Continuity

- Should the Chair take an unplanned absence, the following will be implemented:
 - Chair (or a representative) to inform the Administrative Office Manager or Director as soon as possible, where possible with details of any urgent work to be completed
 - The Chair and Senior Independent Director work closely together and are in regular (weekly) contact so the Senior Independent Director will be up-to-speed with current work
 - Wherever possible the Senior Independent Director will deputise, i.e. chairing meetings, attending events etc.
 - The Administrative Office Manager manages the Chair's diary so will be able to inform the Senior Independent Director of any upcoming meetings, engagements etc. and to inform partners that the Chair is indisposed
 - When the Chair returns, the Senior Independent Director will update the Chair on any actions taken in their absence
 - As above, where the unplanned absence is likely to be for more than a month, 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

Continuity

- Should the Senior Independent Director take an unplanned absence, the following will be implemented:
 - Senior Independent Director (or a representative) to inform the Administrative Office Manager or Chair as soon as possible
 - The Chair and Senior Independent Director work closely together and are in regular (weekly) contact so the Director will be up-to-speed with any current commitments of the Senior Independent Director
 - Where appropriate, the Chair will delegate the above commitments to other Board or Team members
 - When the Senior Independent Director returns, the Chair will update them on any actions taken in their absence
 - As above, where the unplanned absence is likely to be for a period of time longer than three 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

Continuity

- Should a Board Member take an unplanned absence during a period where they have Board commitments, i.e. meetings or delegated work, the following will be implemented:
 - Board Member (or a representative) to inform the Administrative Office Manager or Chair as soon as possible
 - Where appropriate, the Chair will delegate the above commitments to other Board or Team members
 - When the Board Member returns, the Chair will update them on any actions taken in their absence

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
- Continuity is covered under 1-3 above

5. Director

Principles

- The Director is required to give three months' notice if they intend to leave
- The Job Description for the Chief Operating Officer includes the requirement to deputise for the Director when required

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 Director
- If this is not possible, the handover will be carried out by the Chief Operating Officer and Chair

Continuity

- Should the Director take an unplanned absence, the following will be implemented:
 - Director (or a representative) to inform the Administrative Office Manager or Chief Operating Officer as soon as possible (where possible with details of any urgent work to be completed). Administrative Office Manager to inform the Chair
 - The current Senior Management structure builds in resilience as the Director and Chief Operating Officer work closely together and as such either would be able to cover for the other during periods of unexpected absence
 - The Chief Operating Officer and Administrative Office Manager have access to the Director's Outlook Calendar, so the Chief Operating Officer will cancel / take on any commitments / delegate to other team members as appropriate during the period of absence
 - When the Director returns, the Chief Operating Officer will update them on any actions taken in their absence
 - Where the unplanned absence is likely to be longer than three months, the Chief Operating Officer will formally take on the role of temporary Director

6. Chief Operating Officer

Principles

- The Chief Operating Officer is required to give three months' notice if they intend to leave

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 Chief Operating Officer
- If this is not possible, the handover will be carried out by the Director

Continuity

- Should the Chief Operating Officer take an unplanned absence, the following will be implemented:
 - Chief Operating Officer (or a representative) to inform the Director (Line Manager) or Administrative Office Manager as soon as possible, where possible with details of any urgent work to be completed

- The current Senior Management structure builds in resilience as the Director and Chief Operating Officer work closely together and as such either would be able to cover for the other during periods of unexpected absence
- The Director and Administrative Office Manager have access to the Chief Operating Officer's Outlook Calendar, so the Director will cancel / take on any commitments / delegate to other team members as appropriate during the period of absence
- Where the unplanned absence is likely to be longer than three months, formal cover arrangements will be put in place
- When the Chief Operating Officer returns, the Director will update them on any actions taken in their absence

7. 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 Director / Chief Operating Officer 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 a Finance Manual for all the various processes 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 Chief Operating Officer

Continuity

- Should the Administrative Office Manager take an unplanned absence, the following will be implemented:
 - Administrative Office Manager (or a representative) to inform the Chief Operating Officer (Line Manager) or Director as soon as possible, where possible with details of any urgent work to be completed
 - Chief Operating Officer to delegate any urgent tasks as appropriate
 - Team members to use the Finance Manual to carry out their own urgent financial administration
 - Where the unplanned absence is likely to be longer than three months, formal cover arrangements will be put in place
 - When the Administrative Office Manager returns, the Chief Operating Officer will update them on any actions taken in their absence

8. Other staff

Principles

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

Process

- Once notice is received, the Director / Chief Operating Officer 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 if a direct replacement is required
- 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

Continuity

- Should a staff member take an unplanned absence, the following will be implemented:
 - Staff Member (or a representative) to inform their Line Manager or the Administrative Office Manager as soon as possible, where possible with details of any urgent work to be completed
 - Line Manager to undertake / delegate any urgent tasks as appropriate
 - The Line Manager and Administrative Office Manager have access to staff Outlook Calendars, so can cancel / arrange cover for any meetings as appropriate
 - Where the unplanned absence is likely to be longer than three months, formal cover arrangements will be put in place
 - When the staff member returns, their Line Manager will update them on any actions taken in their absence



Report to the Board – Enclosure 03

Report Title	Directors report
Date	9 TH April 2018

Open Agenda item	x	
Private and Confidential Agenda item		

Contact Officer	Name:	Jude Taylor
	Tel:	07814 138917

For Information	x
For Decision	

1. **Purpose of Report**

To provide the Board with an update on key strategic and operational matters.

2. **Executive summary**

1. Meeting have been conducted with each of SASSOTs current funding partners. Six of these partners have signed Service Level Agreements committing them to funding for 2018/2019, a further three have agreed in principle. Discussions with both Universities will continue over the summer.
2. The programme of staff recruitment and restructure is now complete, with all new posts occupied as of 1st April.
3. Sport England have confirmed that Workforce Development Funding (£40,000) will now be available for CSPs in 2018/2019. We are currently in the process of submitting our application
4. Sport England Q4 review is schedule for 1 May. Assessment of our Satellite Clubs Programme has resulted in a green RAG rating.

3. Report

Funding partner update:

Over the last three months Jude, Jane and Malcolm have met with each of our current funding partners (Cannock Chase District Council, East Staffordshire District Council, Keele University, Newcastle Under Lyme Borough Council, Litchfield District Council, Stafford Borough Council, Staffordshire County Council, Staffordshire Moorlands District Council, Staffordshire University, South Staffordshire District Council and Stoke-on-Trent City Council). The purpose of these meetings was to provide partners with an update on SASSOT strategic direction, understand local priorities and agree a key set of deliverables for 2018/2019. Subsequently Service Level Agreements have been issued.

Six partners have signed the SLA committing to funding 2018/2019, with agreement in principles from the remaining three. Discussions are on-going with both universities whose funding arrangements run on the academic year. We have a reasonable level of confidence that each of current funders will remain committed for 2018/2019.

Whilst we are committed to provide an outstanding value for money service to all our current partners, the reality of local government funding means we need to plan for a potential decline in the level of partner funding in the future. There is contingency arrangement in next year's budgets to reflect this and work will be undertaken to attract new partners, potentially from outside the public sector.

Staffing Structure:

Following the formal approval of the 2018/2021 staff structure by Board on the 23.01.18, we have now completed a programme of restructure and recruitment. Director and Chief Operating Officer posts have been filled following an open recruitment process. Jude Taylor and Jane Kracke have been appointed as Director and Chief Operating Officer respectively.

The Satellite Club Links Officer role is currently vacant, following Catherine Pendlebury departure. We will use existing officer resource to cover this work over the next two months, whilst we await confirmation from Sport England about future funding and scope of the programme going forward, this is likely to be in July.

Current SASSOT Organogram Appendix one.

Director maternity cover proposal see item 9.

Workforce development funding

Following an extended period of uncertainty Sport England have now confirmed that Workforce Development Funding will be available for CSPs to bid into.

Sport England have classified 2018/19 as the 'planning & preparation phase and

2019/20 to 2020/21 will be considered as the implementation phase.

The planning phase awards will be based on the funding allocation that SASSOT is currently in receipt of (£40,000). This will enable us to:

- Safeguard the current delivery capacity and expertise
- Gather and/or refine workforce insight
- Further engage local stakeholders
- Build on relationships with potential delivery partners
- Identify opportunities for collaboration
- Develop our workforce plans

There are two phases in the process for the local workforce development investment; CSP workforce submissions (submitted in March) and CSP Delivery Plans which will be submitted at the end of April.

We understand a Workforce Innovation Fund will be made available 2018/19 and await confirmation from Sport England on its scope.

Sport England Q4 Report

SASSOT's Sport England Q4 review is scheduled for 1st May. In advance of the meeting we have received confirmation of our 2017-18 Q4 Satellite Clubs target achievement and overall Satellite Clubs RAG rating.

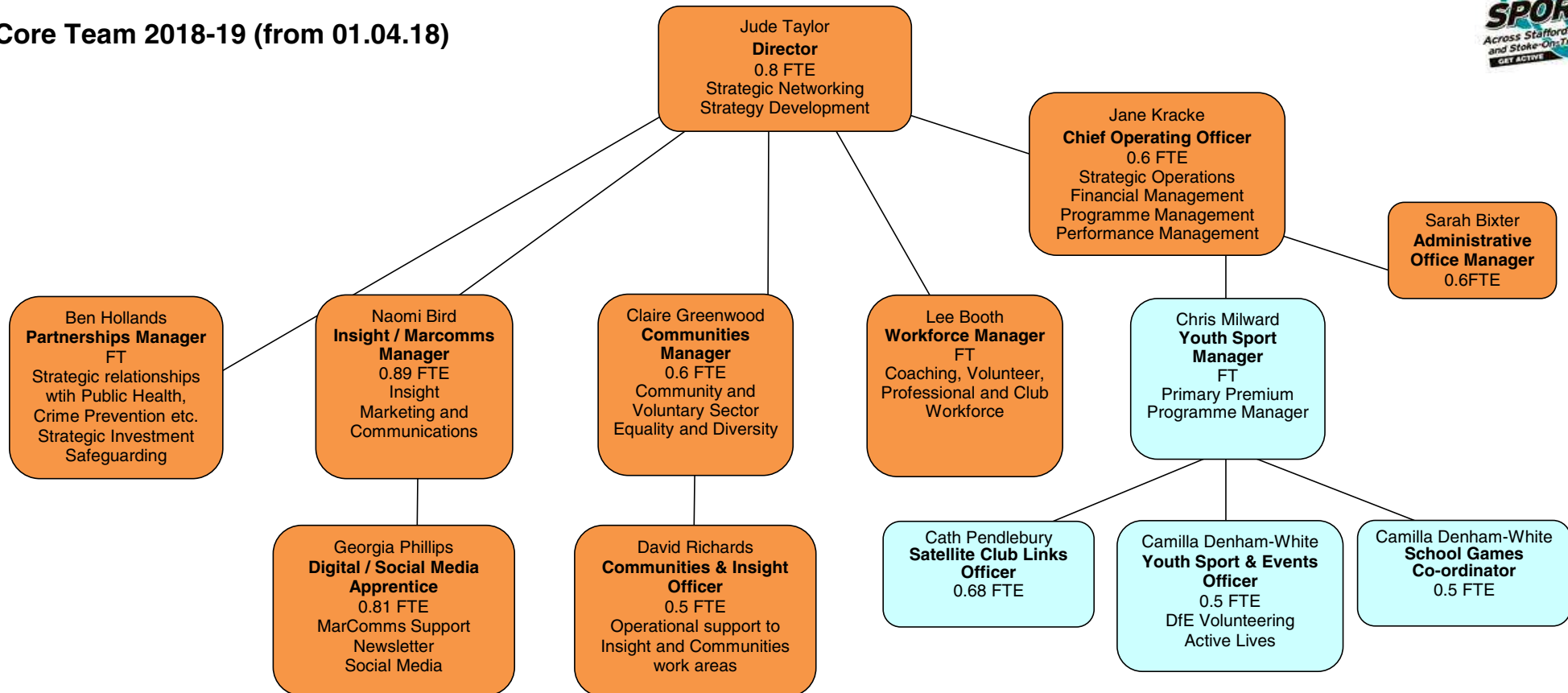
Our overall satellite clubs RAG rating consists of a combination of our target achievement against our satellite clubs measures. The team have significantly over-performed to achieve a Green RAG rating, with results below.


Target description	Target to be achieved by the end of Q4 2017-18.	Actual achieved by Q4 2017-18	%
Measure 1 The number of 2013-17 satellite clubs sustained (cumulative)	43	55	128%
Measure 2 The number of new satellite clubs	15	33	200%
Measure 3 The number of new engaged participants	750	1496	199%

This will be shared with Sport England's CSP Team to feed into our Satellite Clubs section of Q4 report.

Sport Across Staffordshire & Stoke-on-Trent

Core Team 2018-19 (from 01.04.18)



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



Report to the Board – Enclosure 04

Report Title	Chief Operating Officer's Report
Date	18 th April 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 following:

- 2017-18 Accounts
- 2018-19 Budget
- 4-Year Financial Forecast
- Risk Register / Risk Management Plan
- The work of the team (via the Annual Delivery Plan)
- Tier Three Compliance (A Code for Sports Governance)

2. Recommendation(s)

The Finance and Audit Group recommends that the Board accepts the following:

- 2018-19 Budget
- 4-Year Financial Forecast (Revised)

3. **Executive Summary**

Key headlines from the last quarter include:

- Draft 2017-18 Accounts produced, with significant carry forward
- 2018-19 Budget produced, reflecting new staffing structure
- 4-Year Financial Forecast amended to reflect new staffing structure and 2017-18 actual figures
- Risk Register and Risk Management Plan to remain the same, with risk scores unaltered
- Annual Delivery Plan progress broadly in line with expectations at end of year

4. **Report**

4.1 **2017-18 Accounts**

- The attached figures (Appendix 1) show a detailed breakdown of the financial performance against the budget for 2017-18
- The budget summary is as follows:

Budget to 31 March 2018		Actual to 31 March 2018	Variance
Expenditure	£1,151,420	£763,627	- £387,793
Income	£1,151,420	£1,154,357	- £2,937

- Overall, actual expenditure is significantly less than expected, and income is broadly comparable with what was expected, with the key differences explained below:
 - There is a £387,793 underspend against budgeted expenditure primarily due to following reasons:
 - i. To ensure our budgets are 'zero-ed off' as required by Stafford Borough Council, any planned carry forward into 2018-19 (for example from grants which run over the academic rather than the financial year), plus the reserves required to cover our liabilities, are listed as Reserves or Contingency expenditure. This accounts for £279,570.
 - ii. In general, Employee Costs are slightly underspent across all codes as National Insurance contributions for staff came in under budget compared to the percentage HR advised us to cost out.
 - iii. The funding from the oPCC for the Looked After Children project (Sportivate) has been extended into 2018-19 (£15,000)
 - iv. Additionally, we have not paid out as much of the smaller grants funding as originally planned, as we decided it would have more measurable impact if we held back some of this funding to contribute towards a delivery budget for the place-based approach work in 2018-19
- Exception reports for each individual budget are shown below if not covered

above:

- **Partnership Services**

- Expenditure

- Our 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 £5377 under budget as some staff / team training was put on hold while new roles for 2018-19 were confirmed (this will be a priority in the new financial year).

- **Equity**

- Expenditure

- Grants is £6744 underspent due to one of the Aiming High clubs ceasing to operate during the year, and because the planned round of ACCESS funding didn't take place.

- Income

- Income is £1130 lower than expected as we were unable to claim the full Aiming High grant due to one of the clubs ceasing to operate.

- **Research and Insight**

- Expenditure

- Expenditure is £3500 lower than expected as insight work for the remaining district, East Staffordshire, hasn't taken place. This will now be linked to our Place-Based work in their area so is ringfenced for use in East Staffordshire during 2018-19

- Income

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

- **NGB Activation and Volunteer Co-ordinator**

- Expenditure

- Grants is £3680 underspent as some of the payments from the DfE funding will roll into the next financial year (the grant runs on the academic year).

- Income

- Income is £1070 higher than expected due to income from running additional CSLA courses.

- **Club Development**

- Expenditure

- Grants is £5750 underspent but £4550 has been awarded to clubs, which will be claimed in 2018-19. Professional Fees is £1870 underspent as the courses we ran were all delivered through Club Matters and therefore at no cost to us.

- **Coaching Development**

- Expenditure

- There is an underspend of £4,385 on Employee Costs as the Coaching Development Manager started in post later than budgeted for. We have paid out less than expected in Grants (£7375) and Professional Fees (£5640), as the Coaching Plan projects for 2017-18 have required more capacity rather than delivery input.

- Income

- We received £2379 less than expected for the reimbursement of Lee Booth's secondment. However, this was based on actual costs so a comparable saving was made in expenditure. We received £2200 additional income from EFDS for successful delivery of Active Kids 4 All workshops

- **Youth Sport and Satellite Clubs**

- Expenditure

- There is a £17,554 underspend on Professional Fees, as the Primary Premium work in Stoke has taken longer than expected to get established, and the second payment of £11,500 to our local deliverer isn't due to be paid until the work is completed.

- *Please note – these figures are subject to minor amendments once the final carry forwards into 2018-19 are confirmed*
- In order to comply with Tier Three of A Code for Sports Governance, SASSOT's 2017-18 accounts need to be charity-standard and independently audited
 - Stafford Borough Council's finance team are providing support regarding the format of the accounts, which will be shared once finalised
 - We are currently awaiting a quote from Stafford BC's auditors regarding obtaining a separate audit certificate for SASSOT

4.2 2018-19 Budget

- The attached figures (Appendix 2) show a detailed breakdown of the budgets for 2018-19
- This incorporates the new staffing structure and associated liabilities
- Two budgets (Volunteering and School Games) and one post within the Youth Sport budget are currently only costed until 31.08.18 in line with the grant period. Sport England have yet to provide any information regarding the likelihood of extended funding.
- *Please note – these figures are subject to minor amendments once the final carry forwards from 2017-18 are confirmed*

4.3 4-Year Financial Forecast

- The attached figures (Appendix 3) show a summary of the four-year forecast
- This incorporates the new staffing structure and associated liabilities, and the 2017-18 figures are based on actual expenditure
- It assumes that we will continue to receive the same amount of annual Programme funding from Sport England throughout the period

- It allows for us to lose up to three local funding partners for 2019-20 onwards
- On this basis, SASSOT will have £29,660 of unrestricted reserves as of 31.03.21
- *Please note – these figures are subject to minor amendments once the final carry forwards from 2017-18 are confirmed*
- A column for 2021-22 will be added shortly

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 be undertaken by the Finance and Audit Group and will begin shortly with the proposed new Risk Register to be taken to the July 18 Board meeting
- 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>

4.5 Annual Delivery Plan

- The achievements for 2017-18 have been summarised in the attached document (Appendix 4)
- Most targets have been achieved, 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.

4.6 Tier Three Compliance

- We submitted our Tier Three evidence by the 15th January deadline
- CSPs have been given a further deadline of 16th April to submit any outstanding evidence - having not received any feedback from Sport England regarding our evidence, I contacted them to ask what they were expecting to receive from us by 16th April
- I was informed we still hadn't met four criteria:
 - 1.8 and 1.10 weren't met as they couldn't open the Skills Matrix file we submitted
 - 2.3 (Diversity in Leadership and Decision Making) wasn't met as they require our Action Plan to include our wider team and partners
 - 2.7 (Succession Planning) wasn't met as we hadn't sufficiently addressed business continuity in the case of illness etc.
- At the time of writing I have been unable to speak to the Sport England staff member for clarification but will ensure amended evidence is submitted by 16.04.18
- We also still haven't met the criteria around audited, charity-standard accounts, but have until July 2018 to comply with this

Sport Across Staffordshire and Stoke-on-Trent
1st April 2017 - 31st March 2018 Budget

1. Partnership Services

DRAFT

Description	Work Area	Budget 17/18	Budget 01/04/17 - 31/03/18	Actual 01/04/17 - 31/03/18	Commitments	Variance
Expenditure		£	£	£	£	£
Employee costs	Core Team	283,810	283,810	278,427		-5,383
Premises costs & Insurance	Hosting, Hospitality and rent of rooms	32,000	32,000	28,535	260	-3,465
Clothing & uniform		250	250	112		-138
Equipment		600	600	4		-596
Printing, stationery and postage		2,950	2,950	921		-2,029
Telephones	Incl. wifi	1,160	1,160	1,376		216
Computer Services		2,000	2,000	339		-1,661
Conference & Training		8,280	8,280	2,903		-5,377
Marketing	Includes web site maintenance	10,000	10,000	5,802		-4,198
Subs to Outside Organisations	CSPn and CRI	4,640	4,640	4,197		-443
Professional Fees	Sportshire, Governance Review, Apprentice	56,010	56,010	57,975	4,933	1,965
Promotions				108		108
Reserves Fund	Includes Employee Liabilities	228,840	228,840	-		-228,840
		630,540	630,540	380,699	5,193	-249,841
Income						
Grants	Sport England Core and Governance Review	303,040	303,040	303,040		0
Partnership Funding	Local Partners & NGB Hosting	89,030	89,030	89,250		-220
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	630,758		-218

2. Equity

Description	Work Area	Budget 17/18	Budget 01/04/17 - 31/03/18	Actual 01/04/17 - 31/03/18	Commitments	Variance
Expenditure		£	£	£	£	£
Employee Costs	Inclusion Engagement Officer and TGC Admin Officer	19,210	19,210	16,735		-2,475
Premises costs	Hospitality and Rent of rooms	790	790	79		-711
Printing, Stationery and Postage		250	250	80		-170
Telephones		140	140	257		117
Conferences & Training		750	750	0		-750
Grants	Aiming High, This Girl Can, ACCESS	39,880	39,880	33,136		-6,744
Promotions		900	900	3		-897
		61,920	61,920	50,290	0	-11,630
Income						
Grants	Aiming High (Staffs CC), This Girl Can	39,830	39,830	38,700		1,130
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	61,920	60,790		1,130

3. Research and Insight

Description	Work Area	Budget 17/18	Budget 01/04/17 - 31/03/18	Actual 01/04/17 - 31/03/18	Commitments	Variance
Expenditure		£	£	£	£	£
Professional Fees	Local Research & Insight Contract	5,300	5,300	1,800		-3,500
	Total	5,300	5,300	1,800	0	-3,500
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 March 2018 Budget

4. NGB Activation and Volunteer Coordinator

Description	Work Area	Budget 17/18	Budget 01/04/17 - 31/03/18	Actual 01/04/17 - 31/03/18	Commitments	Variance
Employee costs	NGB Activation and Volunteer Development Officer	18,600	18,600	17,960		-640
Printing, stationery and postage		100	100	74		-26
Telephone		70	70	131		61
Grants		5,450	5,450	1,770		-3,680
Conference & Training		250	250	-		-250
Equipment		350	350	2		-348
Professional Fees		300	300	1,277		977
Contingency	Active Lives / DfE c/f for 2018-19	9,740	9,740	-		-9,740
	Total	34,860	34,860	21,214	0	-13,646
Income						
Grants	Sport England DfE / Active Lives	22,900	22,900	22,900		0
Joint Financing Contributions	Balance c/fwd	6,530	6,530	6,534		-4
Joint Financing Contributions	Contribution from Partnership Services	5,430	5,430	6,500		-1,070
	Total	34,860	34,860	35,934		-1,074

5. Club Development

Description	Work Area	Budget 17/18	Budget 01/04/17 - 31/03/18	Actual 01/04/17 - 31/03/18	Commitments	Variance
Employee costs	Club Development Manager	22,430	22,430	20,843		-1,587
Printing, stationery and postage		130	130	33		-97
Telephones		130	130	92		-38
Conferences & Training		500	500	0		-500
Grants	Club Accreditation Grants	7,000	7,000	1,250	4,550	-5,750
Professional Fees		1,870	1,870	-		-1,870
	Total	32,060	32,060	22,218	4,550	-9,842
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	7,442		-2
	Total	32,060	32,060	32,066		-6

6. Sportivate

Description	Work Area	Budget 17/18	Budget 01/04/17 - 31/03/18	Actual 01/04/17 - 31/03/18	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	7,580	4,753		-2,827
Grants	Sportivate Children in Care Project	19,930	19,930	5,502		-14,428
	Total	31,970	31,970	14,719	0	-17,251
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		-494

7. Coaching Development Support Network Across Staffordshire and Stoke-on-Trent

1st April 2017 - 31st March 2018 Budget

Description	Work Area	Budget 17/18	Budget 01/04/17 - 31/03/18	Actual 01/04/17 - 31/03/18	Commitments	Variance
Employee Costs	Workforce and Coaching Development Manager, Coaching Development Manager	62,440	62,440	58,055		-4,385
Printing, stationery and postage		40	40	-		-40
Clothing and Uniforms		0	0	27		27
Telephones		300	300	368		68
Conferences & Training		1000	1000	-		-1,000
Grants		7400	7400	25		-7,375
Premises costs	Hospitality and Rent of rooms	100	100	-		-100
Professional Fees		5,640	5,640	-		-5,640
	Total	76,920	76,920	58,475	0	-18,445
Income						
Grants	Sport England	40,000	40,000	40,000		0
Joint Financing Contributions	Balance c/fwd	5,370	5,370	5,373		-3
Joint Financing Contributions	Reimbursement for secondment	27,550	27,550	25,171		2,379
Joint Financing Contributions	Contribution from Partnership Service	4,000	4,000	6,245		-2,245
	Total	76,920	76,920	76,789		131

8. Youth Sport and Satellite Clubs

Description	Work Area	Budget 17/18	Budget 01/04/17 - 31/03/18	Actual 01/04/17 - 31/03/18	Commitments	Variance
Employee Costs	Youth Sport Manager, Satellite Club Links Officer	76,010	76,010	71,439		-4,571
Printing, stationery and postage		1,870	1,870	345		-1,525
Telephones		540	540	497		-43
Conferences & Training		1,000	1,000	455		-545
Grants		67,160	67,160	72,494	31,387	5,334
Premises Costs	Hospitality and Rent of rooms	1,450	1,450	600		-850
Professional Fees	Primary School PE Contract	44,650	44,650	27,096	11,500	-17,554
Promotions		0	0	10		10
Contingency		9,060	9,060	265		-8,795
	Total	201,740	201,740	173,201	42,887	-28,539
Income						
Grants	England Satellite Clubs / Primary Premium	162,560	162,560	162,562		-2
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	201,746		-6

9. Level 3 School Games

Description	Work Area	Budget 17/18	Budget 01/04/17 - 31/03/18	Actual 01/04/17 - 31/03/18	Commitments	Variance
Employee Costs	School Games Coordinator	19,700	19,700	19,234		-466
Printing, stationery and postage		350	350	342		-8
Telephones		80	80	131		51
Conferences & Training		500	500	0		-500
Premises Costs	Hospitality and Rent of rooms	7,980	7,980	7585		-395
Professional Fees		4,820	4,820	4,480	538	-340
Equipment		7,980	7,980	8308	3737	328
Clothing and Uniforms		600	600	738		138
Promotions		2,170	2,170	193		-1,977
Contingency		31,930	31,930	-		-31,930
	Total	76,110	76,110	41,011	4,275	-35,099
Income						
Government Grants	Sport England School Games	45,000	45,000	45,000		-
Joint Financing	Balance c/fwd	31,110	31,110	31,510		400
	Total	76,110	76,110	76,510		-400

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 but not delivered are shown in the commitments column. These are not included in the variance column or the overall balance on each budget as the actual expenditure will be shown later during the financial year or in the next financial year.

Sport Across Staffordshire and Stoke-on-Trent
1st April 2018 - 31st March 2019 Budget

Summary

Work Area	Budget 2018-19
Income	
Reserves Carried Forward	-391710
Income	-621540
Total Income	-1013250
Expenditure	
Employee Costs	429100
Hosting	27000
Other Costs:	
Telephone	2110
Travel / Subsistence	8450
Training	8000
Office Costs	5420
Marketing	8000
Consultancy	11600
Delivery / Other	157030
Total Expenditure	656710
Balance	-356540
of which Liabilities	-169520
of which restricted funds	-66880
of which unrestricted funds	-120140

Please note - the above budget summary is taken from the 4-Year Forecast, which assumes all budgets run for the full 12 months.
Some of the budgets below currently only run to 31.08.18 based on confirmed funding

1. Partnership Services

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 30/06/18	Actual 01/04/18 - 30/06/18	Commitments	Variance
Expenditure		£	£	£	£	£
Employee costs	Core Team	266,410				
Hosting		27,000				
Telephones	Incl. wifi	1,500				
Travel & Subsistence		6,000				
Training and Conferences		6,000				
Office Equipment	Office Costs	300				
Clothing & uniforms	Office Costs	130				
Printing, stationery and postage	Office Costs	1,470				
Computer Services	Office Costs	2,500				
Marketing		8,000				
Consultancy	Director, Apprentice, Auditor	11,600				
Subs to Outside Organisations	Delivery	2,270				
Hospitality	Delivery - Including PBA	2,000				
Rents	Delivery - Including PBA	1,000				
Grants	Delivery - PBA	5,000				
Professional Fees	Delivery - PBA	3,730				
Reserves Fund	Includes Employee Liabilities & c/f to 20-21	291,300				
		636,210	0	0	0	0
Income						
Grants	Sport England	265,870				
Partnership Funding	Local Partners	90,000				
Joint Financing Contribution	Balance c/fwd	250,060				
Joint Financing Contribution	Underspend from other Budgets	30,280				
	Total	636,210	0	0	0	0

2. Research and Insight

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 30/06/18	Actual 01/04/18 - 30/06/18	Commitments	Variance
Expenditure		£	£	£	£	£
Professional Fees	Delivery	500				
Grants	Delivery	5,000				
	Total	5,500	0	0	0	0
Income						
Joint Financing Contributions	Balance c/fwd	5500				
	Total	5,500	0	0	0	0

Sport Across Staffordshire and Stoke-on-Trent
1st April 2018 - 31st March 2019 Budget

3. Volunteering (formerly NGB Activation and Volunteer Coordinator)

Budget currently to 31.08.18

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 30/06/18	Actual 01/04/18 - 30/06/18	Commit- ments	Variance
Employee costs		7,840				
Telephone		30				
Travel & Subsistence		170				
Training and Conferences		100				
Printing, stationery and postage	Office Costs	50				
Grants	Delivery	1,500				
Professional Fees	Delivery	780				
Contingency	Active Lives / DfE c/f for 2018-19	5,740				
	Total	16,210	0	0	0	0
Income						
Joint Financing Contributions	Balance c/fwd	14,720				
Joint Financing Contributions	Income from Courses	1,490				
	Total	16,210	0	0		0

4. Club Development

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 30/06/18	Actual 01/04/18 - 30/06/18	Commit- ments	Variance
Grants	Delivery - Club Accreditation Grants	4,550				
	Total	4,550	0	0	0	0
Income						
Joint Financing Contributions	Balance c/fwd	9,850				
Joint Financing Contributions	Transfer to Partnership Services	-5,300				
	Total	4,550	0	0		0

5. Sportivate

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 30/06/18	Actual 01/04/18 - 30/06/18	Commit- ments	Variance
Grants	Delivery - Sportivate Delivery Grants	1,070				
Grants	Delivery - Children in Care Project	15,000				
	Total	16,070	0	0	0	0
Income						
Joint Financing Contributions	Balance c/fwd	17,750				
Joint Financing Contributions	Transfer to Partnership Services	-1,680				
	Total	16,070	0	0		0

6. Coaching Development

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 30/06/18	Actual 01/04/18 - 30/06/18	Commit- ments	Variance
Employee Costs		46,940				
Telephones		150				
Travel & Subsistence		500				
Training and Conferences		500				
Printing, stationery and postage	Office Costs	20				
Hospitality	Delivery	100				
Professional Fees	Delivery	170				
	Total	48,380	0	0	0	0
Income						
Grants	Sport England	40,000				
Joint Financing Contributions	Balance c/fwd	18,310				
Joint Financing Contributions	Transfer to Partnership Services	-9,930				
	Total	48,380	0	0		0

Sport Across Staffordshire and Stoke-on-Trent
1st April 2018 - 31st March 2019 Budget

7. Youth Sport

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 30/06/18	Actual 01/04/18 - 30/06/18	Commit- ments	Variance
Employee Costs		47,260				
Telephones		160				
Travel & Subsistence		1,200				
Training and Conferences		700				
Printing, stationery and postage	Office Costs	820				
Grants	Delivery	49,190				
Rents	Delivery	500				
Hospitality	Delivery	300				
Professional Fees	Delivery	18,500				
Contingency		15,210				
	Total	133,840	0	0	0	0
Income						
Grants	Sport England Satellite Clubs	107,150				
Joint Financing Contributions	Balance c/fwd	28,550				
Joint Financing Contributions	Transfer to Partnership Services	-1,860				
	Total	133,840	0	0		0

8. School Games

Budget currently to 31.08.18

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 30/06/18	Actual 01/04/18 - 30/06/18	Commit- ments	Variance
Employee Costs		8,660				
Telephones		30				
Travel & Subsistence		150				
Training and Conferences		100				
Printing, stationery and postage	Office Costs	220				
Rents	Delivery	3,970				
Hospitality	Delivery	1,810				
Professional Fees	Delivery	3,530				
Equipment	Delivery	4,550				
Promotions	Delivery	3,000				
Contingency		9,480				
	Total	35,500	0	0	0	0
Income						
Joint Financing	Balance c/fwd	35,500				
	Total	35,500	0	0		0

9. Equity

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 30/06/18	Actual 01/04/18 - 30/06/18	Commit- ments	Variance
Expenditure		£	£	£	£	£
	Total	0	0	0	0	0
Income						
Joint Financing Contributions	Balance c/fwd	10500				
Joint Financing Contributions	Transfer to Partnership Services	-10500				
	Total	-10,500	0	0	0	0

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 but not delivered are shown in the commitments column. These are not included in the variance column or the overall balance on each budget as the actual expenditure will be shown later during the financial year or in the next financial year.

Sport Across Staffordshire and Stoke-on-Trent Four-Year Financial Projection

01.04.18

Summary

	<u>Note</u>	2017-18	2018-19	2019-20	2020-21
<u>Income</u>					
Reserves Carried Forward	1	-425450	-391710	-356540	-331940
Income	2	-733820	-621540	-630030	-580470
<u>Total Income</u>		-1159270	-1013250	-986570	-912410
<u>Expenditure</u>					
Employee Costs	3	481160	429100	451140	467660
Hosting		27000	27000	27000	27000
Other Costs:					
Telephone		2910	2110	1960	1960
Travel / Subsistence		5880	8450	7250	7250
Training	4	3460	8000	7500	7500
Office Costs	5	2140	5420	3520	3520
Marketing	6	5800	8000	8000	8000
Consultancy	7	57980	11600	1500	1500
Delivery / Other	8	181230	157030	146760	145620
<u>Total Expenditure</u>		767560	656710	654630	670010
<u>Balance</u>		-391710	-356540	-331940	-242400
of which Liabilities	9	-173110	-169520	-191590	-212740
of which restricted funds	10	-103550	-66880	-59930	0
of which unrestricted funds	11	-115050	-120140	-80420	-29660

Assumptions:

That we only need c£14000 delivery budget for everything except ringfenced programmes

That the marketing budget reduces to £8000

That we could lose up to three funding partners for 2019-20 onwards

That we continue to receive DfE, School Games and Satellite Clubs to 31.03.21 on same basis as currently

That we continue to receive Active Lives funding to 31.03.21 on the same basis as currently - Sport England have intimated CSPs may need to absorb this work into their Primary Role

That we remain hosted by Stafford BC at a cost of £27,000 per annum

Notes:

1. Reserves Carried Forward	Includes Liabilities and funding ringfenced for specific projects or programmes	
2. Income	Assumes we'll continue to receive the following funding annually:	
	Primary Role	£263,978 Financial Year
	Local Partners	£90,000 Financial Year, then £66,000 2019-20 on
	School Games	£45,000 Academic Year
	Satellite Clubs	£131,121 Financial Year
	Primary Premium	£51,025 Academic Year
	DfE Volunteering	£8,000 Academic Year
	Active Lives	£14,900 Academic Year
3. Employee Costs	Includes Salaries, NI, Superannuation, Car Allowances plus miscellaneous i.e. Childcare Vouchers, CRB checks, recruitment, flu vaccinations etc.	
4. Training	Based on £500 per person plus £1000 whole-team and £1000 conferences (in Partnership Services).	
5. Office Costs	Includes Office equipment; clothing and uniforms; copy charges; envelopes; postages; computer software etc. Printing costs are either included here (Partnership Services) or under Delivery costs (other budgets).	
6. Marketing	Partnership Services only - includes website and Sports Awards	
7. Consultancy	Partnership Services only - payment to Staffordshire County Council for Director (April 18) and to Sport Structures for Apprentice (2018-19). £1500 per year for Auditor (tbc)	
8. Delivery / Other	All other costs, linked to deliver of projects, programmes or work areas	
9. Liabilities	Redundancy liabilities for all staff as of 31st March. Calculated based on enhanced redundancy after 2 years Local Gov. service to ensure a steady increase in liabilities year on year (SBC awards enhanced redundancy after 3 years service at SBC)	
10. Restricted funds	Funding which can only be spend on a specific project or programme, such as Satellite Clubs or Primary Premium	
11. Unrestricted funds	Funding where SASSOT has flexibility to decide how best to use it to deliver identified outcomes. Includes Sport England Core / Primary Role funding	

Amendments to previous budget:

New staffing structure, doesn't include Maternity Cover costs

No liabilities for Satellite Clubs role from 2018-19, but assumes similar amount spent on post 2% instead of 1% salary increase annually

7% reduction in SE Primary Role funding

Allows for 3 funding partners lost at end of 2018-19 (£24,000 loss of income per year)

2017-18 Budget now based on estimated actuals



Everyone More Active More Often

Sport Across Staffordshire and Stoke-on-Trent

Delivery Plan

April 2017 – March 2018

Quarter 4

Objective 1 - 😊 = 30 😐 = 9 ☹️ = 0 Objective 3 - 😊 = 22 😐 = 7 ☹️ = 0
Objective 2 - 😊 = 32 😐 = 0 ☹️ = 0 Objective 4 - 😊 = 6 😐 = 1 ☹️ = 0

Introduction

The tables below provide a summary of the achievements of the Core Team for 01.04.17 - 31.03.18. 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.

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

1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		Date	Qtr					
SASSOT to review individual groups as and when necessary	<p>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</p> <p>Review SASSOT's attendance on these groups annually</p>	On-going	All	JK/JT supported by the Core Team	☺	☺	Meetings held	<p>All meetings attended as relevant and arranged where SASSOT's responsibility.</p> <p>Consultant contracted to carry out review of SLCOF (including SDO / Facility Managers Forums) – work underway</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	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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.	<p>Two new Public Health representatives inducted and attended last Board Meeting.</p> <p>Inactivity framework integrated into STP Prevention strand steering group work programme enabling twin track approach with HWBB.</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> <p>Project Plan developed for Inactivity Framework. Sign off agreed by HWBB sponsor and inactivity group chair</p> <p>Piloted the co-delivery of Public Health England Clinical Champion Physical Activity training with district nursing team. Initial feedback positive so we will continue to explore this as a work stream.</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	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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> <p>Project Plan developed for Inactivity Framework. Sign off agreed by HWBB sponsor and inactivity group chair</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	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		Date	Qtr					
	Support local authority partners with the development of Built Facilities Strategies, Playing Pitch Strategies and Sport and Physical Activity Strategies				😊	😊		<ul style="list-style-type: none"> • 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. SMDC PPS drafted and in final stage • Neill Alan associates appointed to produce SMDC built facilities strategy. BH supporting with IAG. David Payne appointed to complete strategic review of Lichfield Facility Provision by LDC. BH supporting through coordinating consultation with NGBs and other partners. 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. • 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. Further meeting held in March with council. Reviewed previous uncompleted draft framework and provided advice and guidance regarding potential scope of work. Awaiting instruction from SOTCC with regard developing a finalised spec • BH has met and advised appointed consultant for Cannock BFS fit of strategy and ensured links to relevant aspects of PBA work • Advice and guidance given to FMG consultancy ref Kidsgrove Sports Centre review

- 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	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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>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> <p>Ironman: business engagement activity underway, with a series of press releases, drop in sessions and letter drop issued. Residents' communications planned for mid April. 2250 athletes signed up.</p> <p>UKCG - over 3000 athletes signed up. Business Engagement event planned for 24th June at Keele University.</p>

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1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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 Awaiting further instruction from SOT CC. Maintaining communication with Sport England

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1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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 /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> <p>Work is progressing well towards meeting the deliverables laid out in the Sport England contract.</p>

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1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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

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1.2 Connecting Partners

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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 Strategy Launch planned for 24.04.18

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1.2 Connecting Partners

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		Date	Qtr					
	Ensure the NGB Forum continues to operate effectively, with appropriate external attendees when required, and links to FE / HE	¼ ly	All	JK	☹	☹	2 forums held	July forum cancelled due to a number of attendees being on leave. Rearranged for 28.09.17 Forum took place, well attended, used to consult on SASSOT strategy and work areas. Forum to be realigned as part of our Partner Engagement Events, starting in April 18 and being held 2-3 times per year. Decision made to stop holding the NGB Forum but to make sure NGBs are invited to / fully engaged in our regular Partner Events.

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1.3 National Governing Body Support

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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.**
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1.3 National Governing Body Support

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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 No RAG Rating to be given for Quarter 4. Report submitted
	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 Tracker no longer in use as no longer appropriate
	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 Meetings with two NGBs

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1.3 National Governing Body Support

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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 No hosting arrangements for 2018-19

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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 Equality Policy drafted and feedback gained from both the team and board
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 Black Lake Lodge Care Home pilot project initiated

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		Date	Qtr					
Deliver Projects using the This Girl Can Activation Funding	Support local delivers to access TGC & MMiM campaign branding and insight to shape activity development	April 17	1 & 2	NB & NHG			To aid the constancy of campaign branding and key messages	Project briefing session held to provide insight on target female audiences and support the application process. 19 applications received, 13 awarded. All projects initiated and a 'Project Progress Workshop' held to share learning and develop the evaluation process
	Support the promotion of funded TGC projects via Social Media channels, local media & other networks	April 17	1 & 2	NB & NHG			Delivery of 13 TGC Activation Projects	Marketing & Comms guide produced to support project leads as well as support on poster development and use of social media
	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

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		Date	Qtr					
	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
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	😊	😊		Work programme developed and 'Inclusion Officer' appointed and in post Good progress made against key programme actions Working on a targeted approach to support physical activity within care homes through support of relevant team members

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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>

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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>

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1. 4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		Date	Qtr					
	Produce service level agreement with partners and manage Aiming High budget.	April 17	All	DR	😊	😊		SLAs in place and budget distributed Sustainability of the clubs have been acknowledged and discussed accordingly – 3 clubs are continuing on some level through their own means of funding with 2 taking the decision to disband the clubs and seek alternative options

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		Date	Qtr					
	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> <p>Meetings have been arranged with all the necessary leads on an individual basis to discuss current provision and highlight methods to ensure of sustainability. SASSOT to support the implementation of sustainability approaches for each club.</p>

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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> <p>Date collected for Q4 with 11 feedback sheets collected – currently awaiting 1 more register from East Staffs</p>

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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> <p>Meetings organised and held with all relevant leads to discuss sustainability. Despite being unable to visit all clubs to ensure of quality assurance, discussions with leads around the programme have provided further insight into areas of need and what is considered a desirable offer moving forward post-march.</p>

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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)</p> <p>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> <p>New Service and Reach template sent out to all team members & a specific PBA Service and Reach has been developed in line with the new PBA strategy.</p>

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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> <p>New Service and Reach template sent out to all team members & a specific PBA Service and Reach has been developed in line with the new PBA strategy. Clarity into the roles of the Service and Reach to be identified in line with future project delivery.</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	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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. 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.</p> <p>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> <p>VCSE Groups visited and promotion of the Inspire clubs have been conducted at the forums. However, further insight into parent support groups are required to offer further support to parents with children of SEND</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	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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. <i>Supporting the implementation of a N-U-L (PBA) Inclusive Networking event due 14th May 2018</i>
	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 <i>Supported provided to the 'Move The Myth' Marcomms project which is part of the GOGA delivery</i>

- **National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.**
- **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	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		Date	Qtr					
Ensure SASSOT meets safeguarding requirements of the Sport England CSP core specification	Develop safeguarding action plan. SASSOT Board to endorse. Consult LSCB on plan content and complete section 11 compliance assessment	05/17	1	BH/LB, Board Safe-guarding Champion & Core Team	☺	☺	Green RAG rating in quarterly report	Plan has been agreed by CPSU and is going to Board for sign off in July Plan agreed and minor changes made as recommended by Board New plan drafted and given endorsement by CPSU. Requires board approval
	Implementation of actions referenced in Safeguarding Plan	On-going	All		☺	☺		On track to deliver against actions referenced in the Plan Progress against most actions complete. CPSU agreement that sufficient progress has been made to maintain Green RAG
	Monitor implementation	Sept 17 Mar 18	2 4		☺	☺		Continued implementation as outlined in the Plan
	Review progress against safeguarding action plan and cross reference to national safeguarding children in sport framework	Sept 17 Mar 18	2 4	BH/LB	☺	☺	Revised action plan in place	Continued implementation as outlined in the Plan Progress against most actions complete. CPSU agreement that sufficient progress has been made to maintain Green RAG

- **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	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		Date	Qtr					
Deliver the outcomes of SASSOT's annual safeguarding action plan	Deliver the following priority actions: <ul style="list-style-type: none"> • Ensure SASSOT's safeguarding policies and procedures reflect current best practice and are fit for purpose 	Sept 17 Mar 18	2 4	BH/LB LAs, NGBs and Children and Lifelong Learning	😊	😊	Action Plan Priority actions delivered	Ongoing
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	<p>Existing SLAs and contracts reflect minimum standards. Future Satellite Club delivery will need to embed same requirements</p> <p>SLAs updated and in place for Satellite Clubs delivery. Partner safeguarding policies are going through check and challenge process</p> <p>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.</p> <p>Above actions have been carried forward to the next quarter</p>

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

1.5 Safeguarding & Protecting Young People in Sport

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		Date	Qtr					
	<ul style="list-style-type: none"> Maintain links with LSCB's and statutory services 				☺	☺		<p>Working with LSCB to deliver Be Activities Wise awareness campaign</p> <p>Supported roll out of 2018 Be Activities wise campaign</p>
	<ul style="list-style-type: none"> Ensure that safeguarding is embedded into contracting and commissioning arrangements for delivery involving young people and vulnerable adults 				☺	☺		<p>Recent review of Aiming High delivery arrangements has led to significant changes in partner delivery.</p> <p>Review has led to change of practice by FA. SASSOT coordinating further training for Aiming High providers following review. Scheduled to be delivered on 22nd Nov and 29th Nov.</p> <p>Training delivered with all Aiming High providers attending.</p>
	<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> <p>Supported roll out of 2018 Be Activities wise campaign</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	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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. 22 participants have engaged with the programme on 1:1 activity placements. 15 have completed the programme.

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

2.1 Children & Young People

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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. External review of LOC and Level 3 event is underway.
	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 29 th 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	<p>All SGO meetings supported and discussions around new SGO High Level KPIs and LOC minimum expectations have been led by CSP</p> <p>All meetings attended and agenda formulated in conjunction with SGO Forum Chair to include information regarding SASSOT programmes</p> <p>Focus for meetings at the moment is how best to incorporate the new 5 Principles of School Games Competitions into the SASSOT School Games Calendar for 2018/19.</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	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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> <p>Work is progressing well towards meeting the deliverables laid out in the Sport England contract.</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> <p>Targets for quarter exceeded. 55 Clubs sustained, 33 Active clubs and 1496 participants.</p>

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

2.1 Children & Young People

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
<u>Satellite Clubs</u> Manage the Satellite Clubs programme to ensure effective delivery across the sub-region	Create and implement a plan to measure the quality and impact of satellite clubs	On-going	All	CM with support from other Core Team members as appropriate	😊	😊	Visit 2 clubs per quarter	CP has visited 6 clubs this quarter. CP has visited 2 clubs this quarter. CP has visited 5 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.

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

2.1 Children & Young People

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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.	<p>Discussions taken place as to how to monitor young people's positive experience,</p> <p>Method of monitoring and evaluating young people's positive experience is nearing completion and will be ready to use from February 2018 onwards</p> <p>Survey Monkey questionnaires has been created to capture the positive experiences from young people. These have been distributed and inputted and is ongoing with 3 month reviews of the questionnaires from the first completion of the questionnaire. Currently 130 questionnaires have been done.</p>
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- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes**

2.1 Children & Young People

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
<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 5 visits have taken place this quarter.
	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. Marketing workshop arranged for 25 th April to include behaviour tactics.

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2.2 Club Development

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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 19 clubs/organisations have now applied for the Clubmark Accreditation fund this year. 4 clubs have achieved their Clubmark and their funding.
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' 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	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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 19 clubs/organisations have now applied for the Clubmark Accreditation fund this year. 4 clubs have achieved their Clubmark and their funding.
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. Club Structures Workshop held in Burntwood on 13.02.18 with 23 people booked on and 17 people actually attending on the night, from 11 different clubs/organisations. Some great feedback too.

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

2.2 Club Development

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		Date	Qtr					
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 No request for information / support

- **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	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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.**
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2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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 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. Formal RAG rating not required by Sport England for Q4, we have been asked to provide a statement of progress. First stage of application for workforce funding for 2018/19 has been submitted to Sport England and we are awaiting feedback.
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.

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2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		Date	Qtr					
								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 May2018- Level 1 in Sports Leadership July 2018- Level 1 in Dance Leadership Feb 2018- Level 2 in Sports Leadership- Stoke-on-Trent-School Games DFE Funding 10 leaders trained.
	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. Over Q1, Q2, Q3 and Q4, 472 attendees across 27 workshops.

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2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		Date	Qtr					
Work with partners and local training providers to ensure workforce training needs are met	Work with approved deliverers to develop a comprehensive education and training programme to meet the needs of coaches and volunteers. <ul style="list-style-type: none"> • Undertake annual planning and partner consultation exercise in order to prepare a programme for 2018 	On-going	1	LB & Sport Structures, NuL College	☺	☺	200 attendees	Programme is planned and in place. In Q1, 72 attendees across 4 workshops. A number of Active Kids for All workshops are planned to take place in partnership with EFDS and the National Citizen Service. Over Q1 and Q2, 305 attendees across 18 workshops
Work with partners and local training providers to ensure workforce training needs are met	Signpost and promote NGB courses for the 46 Sport England funded sports and the SASSOT Education and Training programme via the SASSOT website, and social media	On-going	All	LB & UK Coaching, NGBs	☺	☺	Links visible	Links are in place
	Maintain and review regional female coaching project across the six West Midlands County Sport Partnerships aimed at recruiting, developing and 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.

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2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		Date	Qtr					
Deliver Outcomes of the Coaching Delivery Plan	Facilitate a Community of Learning for coaches within the CSP area	On-going	All	LB & UK Coaching, Staffordshire University	☺	☺	Produce monthly e-newsletter and extend the Coach to Coach pilot e-newsletter to a wider audience	Coach to Coach newsletter has now been extended to all Satellite Clubs coaches
					☺	☺	100 coaches accessing targeted CPD needs	CPD support planned for Satellite Clubs coaches and Staffordshire University students Behaviour Change CPD in place for Satellite Clubs coaches
	Identify and promote funding schemes / grants that will aid coaches in accessing CPD at reduced cost	Quarterly	All	LB & UK Coaching, CSPN	☺	☺	‘Funding Opportunities for Coaching’ guide produced quarterly	Guide produced and is about to be reviewed nationally regarding future design 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 & opport-	Contact maintained via e newsletter and directly targeting volunteers when certain opportunities are available.

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

2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		Date	Qtr					
							unities offered.	
	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 results	LB/CD	😊	😊	30 volunteers recruited and deployed by July 2018.	<p>Full figures will be given at the end of July 2017, but at present, 70 volunteers have been recruited, trained and deployed.</p> <p>108 volunteers have been recruited, trained and deployed in academic year 2016/17.</p> <p>This will be updated in March 2018 once the first satellite events have taken place.</p> <p>From September 2017- March 2018 49 volunteers have been recruited trained and deployed.</p>
	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	<p>Discussions will take place at the next SGO meeting on 12th July. The audit will then be completed by end of September 2017.</p> <p>Deadline for workforce audit is 6th October 2017.</p> <p>Workforce audit completed.</p>
	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	<p>Initial discussion will take place on July 12th, audit completed by end of September 2017 and then support with courses offered throughout academic year.</p> <p>SGOs continue to be supported now their workforce plans are in place for 2017/18.</p>

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

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

3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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> Attendance at 'Social Marketing' workshop at CSPN Conference
	Review the MarComms Plan for 2017-18 accordingly				😊	😊		To be initiated once strategic priorities have been agreed and the PBA has progressed
	Review CRM systems / tools and develop accordingly				😊	😊		Gained data on tools developed across the regional. This piece of work is currently being reviewed by CSPN.

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Website Maintenance and Development	Maintain website content and continue to develop key plug-ins including e-news, searchable databases, event calendar, media library	On-going	1	LM/NB	😊	😊		Event calendar development as part of MMIM Daily web content maintenance, news feed and club database Development of new School Games website Get Active web section revised to support the Public Health's diabetes prevention programme and the Social Prescribing pilot in South Staffs
	Review Google analytics and other development tools	On-going	All	LM	😊			Google analytics - 9.8k sessions, 7.4k unique users. Top pages viewed were: 1. Club Finder 2. Funding 3. Jobs 4. Contacts 5. Move More In May Google analytics - 23.3k sessions, 18.3k unique users. Top pages viewed were: 1. Club Finder 2. Jobs 3. Sports Awards 4. Funding 5. SASSOT Team Contacts Google analytics – 19.4k sessions, 15.2k unique users. Top pages viewed were: 1. Club Finder 2. Jobs 3. Funding 4. SASSOT Team Contacts

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Maintain and organise a comprehensive meeting and network structure	Meeting networks implemented to service all areas of sport and physical activity eg. NGB Forum, SDO/Facility Managers Forums, SLCOF etc	On-going	All	All Core Team members Supported by: LM	☺	☺	Meetings held	Meetings held
Production of e-newsletters	Production of SASSOT fortnightly sport-e newsletter	Fortnightly	All	LM	☺	☺	24 editions of e-newsletter released 26% open rates for all publications	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 6 editions of e-newsletter 25% open rate for all publications. Distributed to 1,838 subscribers

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	Production of SASSOT Coaching and Volunteering e- newsletter	Monthly	All	CD	☹	☹		<p>E newsletter goes out to 1784 readers and has an average open rate of 20.8% over the last 6 months.</p> <p>E newsletter goes out to 1761 and has an average open rate of 18.3% from July-Sept 2017.</p> <p>E newsletter goes out to 1719 and has an average open rate of 16.1% from September 2017- December 2018</p> <p>E newsletter goes out to 1688 and has an average open rate of 15.9% from January-March 2018.</p>
	Production of NGB newsletter for schools and SGOs	Half-termly	All	JK	☺	☺	6 editions circulated	<p>Currently collating info for circulation early July July edition circulated. Currently collating info for October edition. October and December editions circulated February edition circulated, April edition being collated</p>

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3.1 Marketing & Communications

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		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. A range of campaigns and projects have been promoted during Q4, work undertaken by the Social Media apprentice.</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.

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Produce Annual Report	Annual Report produced 04/16 to 03/17	Jun 17	1	LM				2016-2017 Annual Report produced that included a complimentary article from Mike Diaper at Sport England, ‘infographics’ to highlight work of the Core Team, a comprehensive snapshot of work with NGBs and examples of support provided to local funding partners. Annual Report included in e-newsletter, distributed via post and electronically to partners in August. Complimentary letter of thanks received from Jeremy Lefroy MP.
Social Media Development	Co-ordinate recruitment of a ‘Social Media & Digital Marketing’ Apprentice, develop a programme and work with training provider to support development	Sept 17	Q2	NB & JT	😊	😊		Social Media apprentice appointed to 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. Employer’s workshop attended to support the work of the apprentice and shape work programme content. Good progress made by apprentice who is now regularly utilising all key tools and software.

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		Date	Qtr					
	Development of Social Media including Facebook and Twitter <ul style="list-style-type: none"> - Team to develop social media priorities / action - Develop benchmarking and monitoring process 	On-going	All	NB Supported by LM & Team Members	😊	😊	1000 FB Likes 2500 Twitter Followers Use of YouTube	<p>Social media action plan developed by TGC officer to review use of some of our existing channels.</p> <p>Channels utilised as part of the TGC & MMIM campaign.</p> <p>34,576 Twitter Impressions 93 Twitter mentions 45 New Twitter followers</p> <p>57.5K Twitter Impressions 96 Twitter mentions 30 New Twitter followers</p> <p>Standardise format for monthly social media/ web insights agreed and now collated by the social media apprentice.</p>

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SASSOT Community Sports Awards	Implement county Community Sports awards: <ul style="list-style-type: none"> - Community Club of the Year - Community Coach of the Year - Community Impact Award - Community Volunteer of the Year - Aspiring Athlete of the Year - SASSOT and BBC Radio Stoke Power of Sport Award 	Aug-Nov 17	Q2	CD/NB supported by Core Team Members CSPN WM	😊		Winners selected and awards event held with S&SoT nominees	<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>

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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 7 th 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

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3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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.

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3.2 Research & Insight

Key Tasks	Milestones	Timescales		Who	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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 Three team members attended Sustainability West Midlands behaviour change training and further three team members are attending a Behavioural Insights masterclass ran by Public Health England.

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3.2 Research & Insight

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		Date	Qtr					
	Support the satellite club programme to embed behaviour change through; <ul style="list-style-type: none"> - Provide guidance docs - Delivery training Organise UK Coaching BC Course 	Dec 17	3			😊		UK Coaching Behaviour Tactics workshop planned for Jan 2018 Coaching UK Behaviour Tactics workshop delivered to satellite clubs delivers
	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 <i>(Understanding of local demand and supply)</i>	Work with Know Research and NuLBC to implement localised Sport & Physical Activity Insight Project.	Sept 17	2	NB & Know Research			Reports produced	Research well progressed and 4 local focused groups held Follow up meeting scheduled for early July Full report presented to NUL BC Sport & Leisure Team detailing practical recommendations

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3.2 Research & Insight

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		Date	Qtr					
Monitor and evaluate the impact of appropriate programmes	Satellite Clubs, Primary School PE & Sport Premium, Aiming High, School Games	Quarterly	All	All programme 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 Meetings taken place. Four funding agreements signed and the rest in draft format
Collate and report Active Lives Survey data	Provide a gateway to the Active Lives data and provide further analysis upon request	On-going	All	NB	😊	😊	LA Sports Profiles produced	Ongoing Feedback provided to Sport England on the new Active Lives diagnostic toolkit

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3.2 Research & Insight

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		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	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.

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3.2 Research & Insight

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		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>

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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 	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> <p>Visits have taken place and Facebook community consultation initiated. NB / BH & DR to attend a community event on Sunday 7th April to further develop insight</p>

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3.3 Facilities

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		Date	Qtr					
Hold up to date knowledge of and understand the sport, PE & physical activity facility requirements for the CSP area	Sub Regional Sports Facilities Framework to be available on request by partners and advice provided to support appropriate facility developments	On-going	All	BH	☺	☺	Sub-regional Facilities Framework available to partners.	<ul style="list-style-type: none"> • PPS update being developed for SMDC with SASSOT support • Advice and guidance provided to local partners on proposed facility developments including Lichfield Cathedral School, Newcastle AC and Leek TC • SMDC PPS drafted and in final stage. Neill Alan associates appointed to produce SMDC built facilities strategy. BH supporting with IAG. • 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. • 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 • Advice and Guidance in relation to drainage and pitch spec provided to SCC regarding s106 contribution for the development of Uttoxeter quarry. Continuing to provide support to SCC to find a local solution to initiate use of site for sport

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3.3 Facilities

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		Date	Qtr					
Asset Transfer & Club Matters	Promote and advocate the use of the Community Sport Asset Transfer toolkit with local partners and signpost partners to expertise where required.	On-going	All	CG			Number of community groups supported to use the Asset 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	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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 Supported Silverdale Community Centre to secure £35k from Community Asset Fund for refurbishment of facilities
	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	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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> <p>Engagement of Healthy Communities service provider attempted but no response to initial approach</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	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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 No applications this quarter

- **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	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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 Sport England assessed SASSOT as four criteria not being met – resubmission 16.04.18
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

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	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		Date	Qtr					
	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	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		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 New JDs / PSs in place and staff realigned to new roles
	Team meetings held – format to be reviewed	On-going	4	JK/JT	😊	😊	Monthly meetings held	Monthly meetings held Regular Leadership Team meetings also held

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	Q3	Q4	Target	Progress update 01.04.17-31.03.18
		Date	Qtr					
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 Collaborative work with West Mids CSPs planned for summer 2018 ref shared TNA / CPD
	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 2018 survey carried out and results discussed by the Governance Advisory Group
	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 Form to be amended to reflect new Strategy once Annual Delivery Plan finalised



Report to the Board – Enclosure 05

Report Title	Annual Delivery Plan
Date	9 TH April 2018

Open Agenda item	x	
Private and Confidential Agenda item		

Contact Officer	Name:	Jude Taylor
	Tel:	07814138917

For Information	x
For Decision	

1. Annual Report

Following the publication of SASSOT'S 2018-2019 Strategy, the senior management team have undergone a review of our current reporting mechanisms. Feedback from both Board and staff members is that the current Delivery Plan is cumbersome and doesn't allow us to track performance adequately.

The attached draft Delivery Plan is an attempt to stream line the amount of information presented to Board, whilst still giving a sufficient level of detail to allow the necessary scrutiny.

The Delivery Plan reports our universal services (programmes, governance & systems leadership) as well as the Place Based Approach. You'll see from the template, information from our Place Based Pilots (PBP) will sit on tabs beneath the main spreadsheet. These PBP are still in their infancy, with performance indicators and activities yet to be agreed, as the details emerge their contribution to our strategic objectives will be reported on the top sheet.

We are still waiting for confirmation from Sport England regarding what performance measures they will use to assess CSPs.

We would like Board review the attached draft Delivery Plan template and consider the following:

- Does the report provide sufficient detail for you to be able to scrutinize performance?
- Are we reporting on the right actions?
- Are we using the correct performance measures?
- Are there too many/ too few reporting lines?
- Does this provide an adequate line of sight from the delivery to strategic objectives?
- Is the format easy to use/understand?

A full discussion will be held under item 8 of the agenda.

Sport Across Staffordshire and Stoke-on-Trent
Annual Delivery Plan 2018-19
Quarter One Review



Vision: Everyone More Active More Often

	Strategic Outcomes	Priorities	Actions	Performance Measure / Target	Lead	RAG	Trend	Previous Quarter (N/A)	Current Quarter (Q1)
System	A: Strong strategic leadership ensures that physical activity and sport become a core feature in local policy, creating places which are inherently active	A1: Providing strategic leadership and advocacy	A1.1 Deliver four stakeholder engagement events aimed at raising organisational profile & credibility.	Session feedback Attendance	JT				
			A1.2 Develop formal links with Staffordshire Families Partnership Executive Group	Membership status Identification of shared	JT/CM				
			A1.3 Act as expert advisors to Staffordshire Public Health Senior Manager Forum	Minutes of meetings Partner feedback	JT/BH				
		A2: Lobbying for physical activity to become an integral policy feature	A2.1 Provide strategic guidance and act as seceratie to the Staffordshire Health & Wellbeing Board Physical Activity Sub-Group	Minutes of meetings Partner feedback	JT/BH				
			A2.2 Ensure physical activity is embedded into the prevention strand of the Sustainable Transformation Partnership (STP)	STP PID & Project plan and risk log	JT/BH				
					JT/BH				
		A3: Attracting investment into physical activity and sport	A3.1 Bespoke support, including the production and application of insight, to assist partners to develop robust funding proposals for both revenue and capital projects	Bids applied for, £ value. £value of funding secured	BH				
			A3.2 Strategic coordination of multi-agency funding proposals including facilitating the development of new effective cross sector partnerships	Bids applied for, £ value. £value of funding secured	JT/BH		1		
			A3.3 Positively influence commissioning and external funding applications from a variety of sectors to incorporate physical activity	Commissioning Plans £ Investment into physical activity/sport	JT/BH				
			A3.4 Maintain Sport England and local partner investment into CSP	£ investment over local partners £ Investment from Sport	JT/JK				
		A4: Demonstrating the impact of our work using clinical, economic and social measures	A4.1 Identify a menu of robust, nationally-recognised measures to be used with the place-based approach, using best practice from relevant sectors	List of 12 measures and methodologies agreed	NB	Green	↑		
			A4.2 Ensure each place-based approach action plan incorporates and embeds the relevant measures, including recording baselines	4 plans with agreed measures and baseline data	NB	Amber	→		
			A4.3 Provide training for partners on measuring and demonstrating impact (on physical and mental wellbeing, individual, social & community and economic development)	Training Delivered; 75% of attendees feel confident to select and use appropriate measures	NB	Red	↓		

People	B: Residents, from all socio-economic backgrounds, enjoy the physical and mental health benefits of an active lifestyle	B1: Mobilising health, education, volunteer and leisure workforces	B1.1 Complete applications to Sport England for workforce investment for 2018-19 and 2019-21 and subsequent implementation of associated workforce plans	Funding secured from Sport England and successful implementation of plans	LB				
			B1.2 In partnership with CCG's and PHE co-deliver MECC and Clinical Champion briefings for Physical Activity	Deliver at 6 briefing events	LB / BH				
			B1.5 Determine needs and package of support for the workforce as a result of PBA	Support delivered to workforce resulting in positive impact on PBA	LB				
			B1.6 Act as expert advisor and 'critical friend' to partners that will have the most impact on PBA workforce plans	Influenced and positively changed the approach of partners	LB				
		B2: Engaging our communities in the solution	B2.1 Continue to deliver minimum standards training package (Safeguarding and Protecting Children and First Aid) in partnership with	250 attendees	LB				
			B2.2 Conduct a comprehensive skills gap and training needs analysis for the leisure facilities workforce, whilst advocating and influencing wider	TNA conducted and CPD support subsequently	LB				
			B2.3 To be populated from PBA delivery plans		CG				
		B3: Developing community capacity	B3.1 To be populated from PBA delivery plans		CG / LB				
			B3.2 Targeted support to community groups to secure additional funding and investment to grow capacity and tailor their local provision to meeting emerging demand	Bids applied for, £ value. £value of funding secured	CG/DR				
		B4: Using Behaviour Change theory	B4.1 To be populated from PBA delivery plans		NB				
			B4.2 Ensure each place-based approach action plan incorporates behaviour change theory	PBA plans	ALL				
			B4.3 Determine workforce knowledge and develop a BC package of support for the workforce as a result of PBA	TNA conducted and training delivered in each					
			B4.4 Actively apply behaviour change theory to marketing and communication design and implementation to support IAG in the place						
		C1: Focusing on our most inactive communities	To be populated from PBA delivery plans		NB / CG				
		C2: Gaining a deep understanding of our	C2.1 Action(s) re the process used for selection of 'places' and gathering of relevant insight		NB / CG				
			C2.2 Conduct primary quantitative research to inform the community consultation within the 'place'	Consultation Methodology	NB				

Place	C: Our communities are places where being physically active is the easy choice	Understanding of our places	C2.3 Conduct community consultation in the 'place' utilising a range of methodological approaches to gain qualitatively insight		NB				
		C3: Shaping the physical activity and sporting offer	C3.1 To be populated from PBA delivery plans		CG				
			C3.2 Provide advice and guidance to assist partners with the development of robust PPS and BFS, encouraging clear line of sight between these strategies and local physical activity and sport strategies		BH				
		C4: Focusing Sport England-funded programmes in areas of greatest need	C4.1 Action(s) re the process to be used to embed programmes in the place-based approach		CM				
			C4.2 To ensure that programme based work and resource can be fully considered and incorporated into Place Based Approach work and plans	Resources ring fenced and programme based	CM				
			C4.3 Satellite clubs funding identified to support activity for inactive groups in the Cannock area at ward level		CG				
Economy	D: Our sporting economy is thriving, providing employment to an active workforce	D1: Supporting employers to increase productivity via an active workforce	D1.1 To be populated from PBA delivery plans subject to workplace health being identified as a priority in one or more locality	PBA Plans	BH				
		D2: Supporting sporting events which stimulate our visitor economy	D1.1 To be populated from PBA delivery plans subject to workplace health being identified as a priority in one or more locality	Economic, social & health impact assessment	JT				
		D3: Ensuring Birmingham 2022 Commonwealth Games has a positive legacy	Collaborate with West Midland CSPs to ensure regional legacy plans are reflective of the needs of our population	Legacy plan	JT				
			Support the Forestry Commission to secure the best possible legacy outcomes for mountain bike population and the Birches Valley site	Legacy plan	JT				
		E1: Satellite Clubs	E1.1 To establish 30 new clubs and support 20 existing clubs to deliver the new Satellite Clubs core principles	30 new clubs and 20 existing clubs realigned	CM				
			E1.2 To support new and existing Satellite Clubs to provide positive experiences tailored effectively to young people	Positive feedback and observations from club					
			E1.3 To support new and existing Satellite Clubs to create regular activity habits among young people, particularly those underrepresented in sport	Positive feedback from participant					

Programmes	E: Our programme delivery has maximum impact within our area and is recognised as best practice nationally		E1.4 Support the supply side (traditional sports clubs and physical activity providers) in providing greater variety to meet the different motivations	Positive Experiences for Young People workshop					
		E2: School Games	E2.1 Undertake external review by Youth Sport Trust Development Coach of Level 3 School Games events and formulate actions	YST DC supported to conduct review and	CM				
			E2.2 Successful implementation of DfE Volunteer Fund to support the School Games and successful application to the fund for 2018-19 should the funding be available	30 volunteers recruited, trained and deployed	LB / CD				
			E2.3 Confirm the purpose and personnel of the Staffs & Stoke Local Organising Committee (LOC)	Remit and personnel of LOC agreed					
			E2.4 Revise the 2018/19 School Games Calendar to better reflect the Towards an Active Nation Strategy	2018/19 Calendar formulated and agreed					
		E3: Primary Premium	E3.1 Successfully deliver the remainder of the 2017/18 School Games Calendar and the 2018/19 School Games Calendar	All events taken place with positive feedback	CM				
			E3.2 To have a clear view on what is on offer locally to support primary schools in utilising the premium in a sustainable way that impacts on	Review current contract and agree future					
			E3.3 To work with a smaller number of primaries – the ones that want and need help – to make effective use of the premium to help them land	Review current contract and agree future					
			E3.4 To capture intelligence on school's utilisation of the funding and its impact to inform the support provided by national and local partners to	Web reviews completed, case studies submitted					
		E4: Active Lives (Children and Young People)	E4.1 To consider and find solutions to the potential lack of resource associated with this work area from September 20 18 onwards to ensure	Available resource considered and delivery					
			E4.2 To recruit schools and encourage schools to complete the Active Lives: Children & young People Survey during, autumn, spring & summer	Schools contacted as per Sport England's termly					
Governance	F: Our work is underpinned by impeccable standards of corporate governance and operations	F1: Ensuring SASSOT is financially secure	F1.1: Ensure annual budget, 4-year forecast and audited accounts are in place, adapting to changes as required	Sufficient reserves to cover liabilities and some	JK				
			F1.2: Secure ongoing funding from local funding partners	£90,000 per annum secured	JT				
			F1.3: Identify and assess feasibility of a range of potential income generation sources	Target for income generation to be set	JK				
		F2: Understanding and responding to our partners' and customers' needs	F2.1 To clearly define our partners and customers and develop appropriate messaging and communication channels	Communication strategy Partner feedback	NB				
			F2.1To support the PBA to develop appropriate Information, Advice and Guidance tools and resources to connect communities to local services and opportunities	PBA plans Evaluation of projects	NB/GP				
		F3: Meeting industry-recognised standards	F3.1: Achieve and maintain compliance with Tier Three of 'A Code for Sports Governance'	Compliance with Tier Three confirmed	JK				
			F3.2: Re-accredit and maintain the Foundation Level of the Equality Standard for Sport	Reaccredited with Foundation Level	CG				
			F3.3: Ensure our Safeguarding policies and procedures meet statutory requirements and those of the CPSU and Ann Craft Trust	Policies and procedures in place??	BH				
			F3.4: TBC: Linked to Sport England Performance Measurement Framework (efficiency target)						
			F3.5: Ensure SASSOT complies with GDPR	Assessed as compliant by Host Lead	JK				

		F4: Nurturing and developing staff	F4.1: Carry out appropriate TNA and PDR processes and implement individual and team training & development plans, working collaboratively with other West Midlands CSPs where appropriate	Training and Development Plans in place for all staff and team	JK/JT					
			F4.2: Implement 'buddying' scheme between Board and Team members	At least 4 staff linked to a Buddy and receiving support	JK					
			F4.3: Further actions to be identified by team in Q1	NPS of 50% (CSPn Staff Satisfaction Survey 2019)						
Headline KPIs			Measure		Baseline (at 31.03.18)		Latest Figures		Next Results Due	
Increasing the % of the population taking part in sport and physical activity at least twice a month			Active Lives		NB				NB	
Decreasing the % of people physically inactive			Active Lives		NB				NB	
Increasing the number of people volunteering in sport at least twice in the last year			Active Lives		NB				NB	
Increasing the GVA of sport in Staffordshire and Stoke-on-Trent			Economic Value of Sport Local Model		NB				NB	



Report to the Board – Enclosure 06

Report Title	Equality Policy
Date	February 2018

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

Contact Officer	Name:	Naomi Bird
	Tel:	01785 619843

For Information	
For Decision	x

1. Purpose of Report

Updated Equality Policy.



SASSOT Equality Policy

Feb 2018

1. Statement of Commitment to Equality

Sport Across Staffordshire and Stoke on Trent (SASSOT) is committed to working proactively to ensure access to physical activity sport across the County for anyone, regardless of individual circumstance or background. SASSOT is fully committed to the principles of equal opportunities and will work towards eliminating unlawful discrimination, harassment and victimisation on the grounds of the following characteristics:

- Age
- Race
- Religion/Belief
- Disability
- Gender
- Gender Reassignment
- Sexual Orientation
- Pregnancy & Maternity
- Marriage & Civil Partnership

We will address barriers to participation and promote positive actions to help individuals and/or groups who share one or more protected characteristics to have the opportunity to participate in their chosen activities. In order to achieve this we will produce and implement a robust equality action plan.

2. Aims of Policy

This policy explains our duty under the Equality Act 2010, which provides a cross-cutting legislative framework to protect the rights of individuals, and to advance equality of opportunity for all.

This Policy has been produced to try to prevent and address any unlawful discrimination or other unfair treatment, whether intentional or unintentional, direct or indirect that may lead to individuals being excluded from sport and physical activities.

We aim to:

- A. Influence partners to commit to the principles and practices set out in this policy, with the aim of supporting access to sport and physical activity for all participants
- B. Address issues of discrimination, harassment and victimisation
- C. Advance equality of opportunity for persons who share a relevant protected characteristic

- D. Ensure that the consideration of equality issues has influenced our decisions. This includes how we develop and evaluate policy, how we design, deliver and evaluate services, and how we procure from others.

This policy aims to be clear about our equality duty, in support of our vision, mission, and values as set out in our Corporate Strategy.



3. Putting Policy into Practice

SASSOT will engage in a range of activities in order to translate our commitment to equality into practice and to meet our legal duties.

As a strategic leader we will:

- Strategically influence key partners to embed equality and diversity outcomes across their sport and physical activity planning, delivery and monitoring.
- Promote good relations between stakeholders in our communications and address negative stereotyping of any groups.

- Promote equality and diversity understanding and awareness with all key partners and across the sport and physical activity delivery landscape.
- Encourage board members and senior managers to demonstrate personal leadership in equality and inclusion.

As a service provider we will:

- Deliver services that are accessible to all and that are tailored to the diverse and individual needs of our communities
- Obtain up to date equality information and data and use it intelligently to inform priorities and policies as well as target interventions and resources.
- Ensure that equality is a key way of delivering greater social value through relevant programmes and initiatives
- Ensure our work reflects the views of local people by consulting and engaging with all groups in our community especially those representing marginalised or disadvantaged groups or where involvement is low.

As an employer we will:

- As a hosted organisation we will adopt human resources policies and practices provided by Stafford Borough Council whom ensure that they are inclusive and accessible for all staff with 'protected characteristics'.
- Ensure that we have a representative workforce that has received appropriate equality and diversity training to enable them to manage and/or work within a diverse workforce.
- Address any unfair treatment in the workplace relating to any of the 'protected characteristics'.

4. Legal Requirements

SASSOT recognises its statutory equality duties under legislation (Equality Act 2010 and any other equivalent legislation) in terms of service provision and employment and is committed to meet them by complying with this policy.

SASSOT recognises discrimination, harassment, bullying and victimisation as unacceptable and will proactively eliminate such behaviour.

SASSOT recognises the responsibility to make reasonable adjustments relevant to the protected characteristics to enable individuals to participate more fully.

SASSOT will seek advice each time this policy is reviewed to ensure that it continues to reflect the current legal framework and good practice.

5. Types of Unlawful Discrimination

SASSOT recognises that unlawful discrimination can take a variety of forms:

- **Direct Discrimination:** is where a person is treated less favourably than another because of a protected characteristic.
- **Indirect Discrimination:** occurs when a provision, criterion or practice is applied equally to all, which has a discriminatory effect in relation to individuals who have a relevant protected characteristic, because fewer individuals can comply with it and the requirement cannot be justified as a proportionate means of achieving a legitimate aim. When decisions are made about an individual, the only personal characteristics taken into account will be those which, as well as being consistent with relevant legislation, are necessary to the proper performance of the work involved.
- **Harassment:** is where there is unwanted conduct related to one of the protected characteristics (other than marriage and civil partnership, and pregnancy and maternity) that has the purpose or effect of violating a person's dignity; or creating an intimidating, hostile, degrading, humiliating or offensive environment. It does not matter whether or not this effect was intended by the person responsible for the conduct.
- **Associative discrimination:** is where an individual is directly discriminated against or harassed for association with another individual who has a protected characteristic (apart from harassment because of marriage or civil partnership, and pregnancy and maternity).
- **Perceptive discrimination:** is where an individual is directly discriminated against or harassed based on a perception that he or she has a particular protected characteristic when he or she does not, in fact, have that protected characteristic (apart from marriage and civil partnership, and pregnancy and maternity).
- **Third-party harassment:** occurs where an employee is harassed and the harassment is related to a protected characteristic (other than marriage and civil partnership, and pregnancy and maternity), by third parties.

6. Roles & Responsibilities

SASSOT's Board and Strategic Leads are responsible for providing leadership in the implementation of this policy and for ensuring that service planning, delivery and monitoring take account of equality. However, all staff have a responsibility for the implementation of this policy and will be adequately equipped to do so through appropriate training.

Roles & Responsibilities	
Board Members To....	<ul style="list-style-type: none">• Implement the Diversity In Governance and Leadership action plan• Provide leadership and accountability on equality and inclusion• Ensure that the consideration of equality issues has influenced our decisions• Ensuring representation of priority groups on the board
Director & Equality Lead To.....	<ul style="list-style-type: none">• Lead on defining the equality and inclusion objectives for SASSOT• Influencing the best use of resources to address inequalities in participation and provision• Ensure that we meet our regulatory and legislative obligations• Influencing partners and policy and strategic level• Ensure that we have a representative workforce, taking steps to address under-representation where it exists
Core Team To.....	<ul style="list-style-type: none">• Securing and committing resources to achieving equality in service planning and delivery• Integrating equality and inclusion objectives into core work areas, programmes and performance monitoring• Promoting innovative schemes to encourage priority groups to participate• Provide support and advice to enable partners to embed equality and inclusion good practice
Stafford Borough Council To.....	<ul style="list-style-type: none">• Ensure all current and future employees receive fair and equal treatment through personnel, policies and practices

7. Action

SASSOT will produce, maintain and monitor an Equality Action Plan to ensure the objectives of this Equality Policy are consistently delivered throughout all areas of the organisation.

SASSOT also recognises that, in some cases, to further the principle of equality, an unequal distribution of resources may be required. SASSOT will consider positive action to assist any group with a protected characteristic that is currently underrepresented.

8. Useful Contacts

Sport Across Staffordshire & Stoke On Trent

Stafford Borough Council
Civic Centre, Riverside, Stafford ST16 3AQ
Tel: (01785) 619349
www.sportacrossstaffordshire.co.uk

Sport England

3rd Floor Victoria House
Bloomsbury Square London WC1B 4SE
Tel: 08458 508508
www.sportengland.org

English Federation of Disability Sport

SportPark- Loughborough University
3 Oakwood Drive Loughborough Leicestershire LE11 3QF
Tel: 01509 227750
www.efds.co.uk

Sporting Equals

1301 Stratford Road Hall Green Birmingham B28 9HH
Tel: 0121 777 1375
Email: info@sportingequals.org.uk
www.sportingequals.org.uk

Women In Sport

House of Sport
4th Floor, 190 Dover Street, London, SE1 4YB
Tel: 020 3137 6263
Email: info@womeninsport.org
www.womeninsport.org

This document will be made available on SASSOT website:
<http://sportacrossstaffordshire.co.uk/developing-sport/inclusion>



Report to the Board – Tabled Report

Report Title	Interim Leadership Proposal
Date	18 th April 2018

Open Agenda item	x	
Private and Confidential Agenda item		

Contact Officer	Name:	Malcolm Armstrong
	Tel:	07825 415153

For Information	x
For Decision	

1. Interim leadership arrangements

The incumbent Director is due to go on maternity leave from mid-August 2018 to the end of May 2019. This paper outlines the proposed interim leadership arrangements.

It is proposed that the current Chief Operating Officer will step into an interim Director role. The COO would retain current responsibilities and assume organisational leadership, stakeholder management, strategy implementation and Board accountability. This would require the COO to increase their current hours from three to four days.

To provide additional capacity and support with partnership and strategy work streams along with some staff management responsibilities, it is proposed that we create a Strategic Lead position. The Strategic Lead role will be advertised internally in the first instance, providing a development opportunity for a current member of staff. It is proposed that the Strategic Lead role is part-time, in keeping with the current Senior Management capacity, with the

relevant staff member retaining their current role for the remainder of the week.

The proposal will need to be managed within 2018/2019 budgets. Figures below.

Figures

Current Staffing Costs for September 18 – May 19

	Sept - Mar	Apr - May	Total
Director	37855	11174	49029
Chief Operating Officer	27702	8172	35874
Staff Member (Estimated)	29916	8826	38742
Total			123645

Potential Staffing Costs for September 18 – May 19

	Sept - Mar	Apr - May	Total
Director - SMP etc.	TBC	TBC	TBC
Director - KIT days x10	1493	1029	2522
Interim Director - 4 days	37855	11174	49029
Strategic Lead - 3 days	22713	6704	29417
Staff Member - 2 days @ current salary	11966	3530	15497
Total			96465

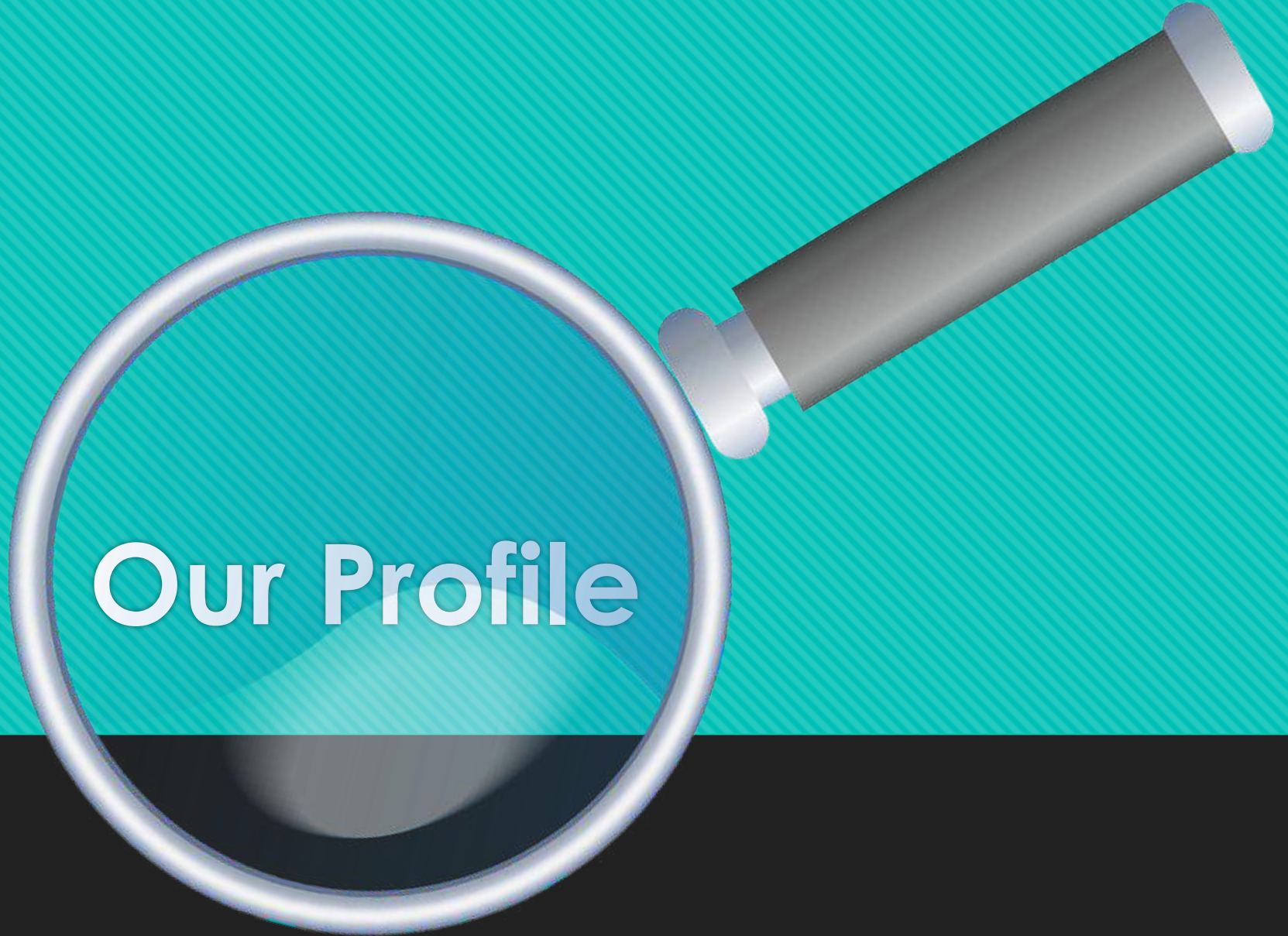
Recommendation

Stafford Borough Council's Human Resources department are unable to provide an estimate of the Maternity Leave costs for the Director until the Director becomes employed by the Council (wef 01.05.18). Therefore, until these costs are known it won't be possible to decide on the exact number of hours for the Interim Director and the Strategic Lead.

It is recommended that the Board delegates this decision to the Governance and Appointments Group.

It is also recommended that the Board delegates the internal recruitment of the Strategic Lead role to the Governance and Appointments Group.

Raising Our Profile



Our Marketing Journey

Product
Centric

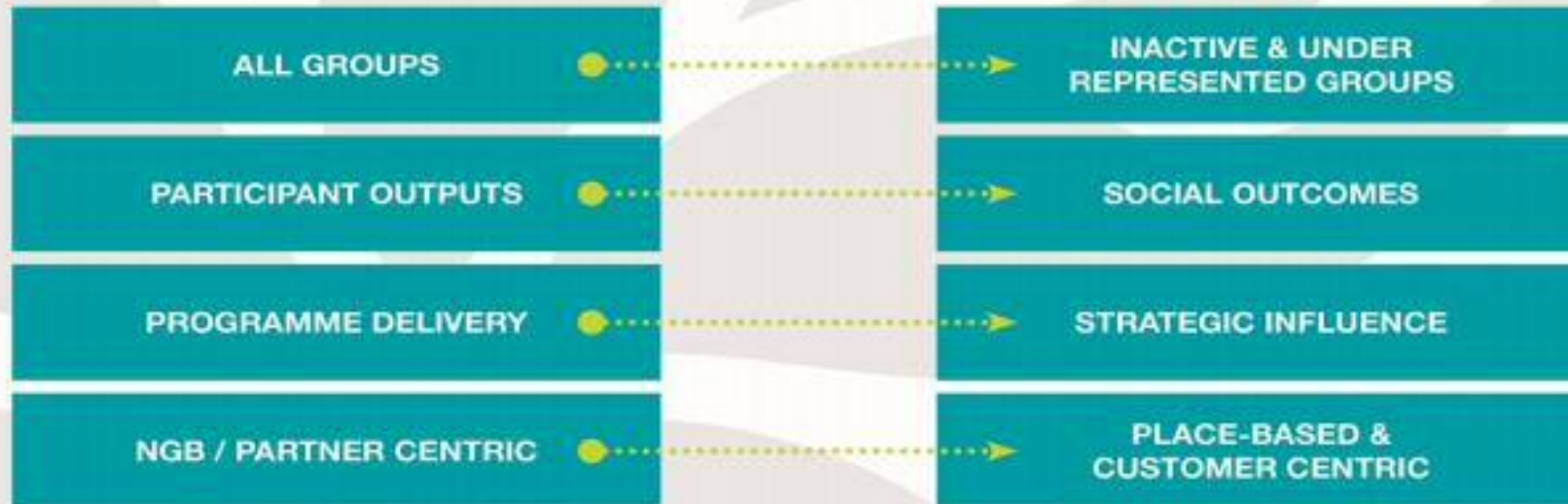
Partner
Centric

Customer
Centric



Primary RoleRealigning Our Marcomms Function

SIGNIFICANT SHIFTS REQUIRED BY CSPS TO DELIVER THE NEW PRIMARY ROLE



Marketing & Communication Developments & Opportunities



- Customer centricity – Place Based Approach
- Information, Advice and Guidance (Open Active)
- Bespoke training / marketing support (PBA)
- The role of digital
- CRM
- Embedding behaviour change
- Measuring and demonstrating impact

Brand Identity

Consistent Message

- How we introduce and the we do?



Everyone More Active More Often



Who Are Our Customers?

○ Influencers (B2I)



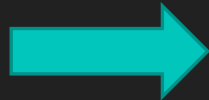
MPs, Commercial, Governmental departments, PCC, press and media

○ Businesses / Enablers / Advocates (B2B)



LAs, Clubs, Workplaces, Education, Health sector, CICs, Projects & programmes

○ Customers (B2C)



Volunteers, Coaches, Participants, Inactive Participants

Measuring & Demonstrating Impactwhat does good look like?

Mapping Exercise

People / Organisations	Supports Strategic Outcome (A-F)	Key Messages	Channels
Those currently engaged			
Those with the potential to engage			

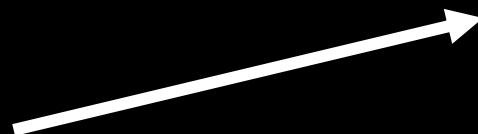
Potential Size / Current Reach / Potential Impact (Rating 1-5)

EQUALITY & DIVERSITY UPDATE





2007 & 2013 (2018)



EQUALITY LAW

Equality Act 2010

- Age
- Disability
- Gender Reassignment
- Marriage & Civil Partnership
- Pregnancy & Maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

http://www.youtube.com/watch?v=Uuldq_ftQY8



EQUALITY STANDARD FOR SPORT

How to achieve

The Standard is a framework for assisting sports organisations to widen access and reduce inequalities in sport and physical activity from under represented individuals, groups and communities.

It is based around two broad themes: developing your organisation and developing your services and four levels of achievement:



Foundation



Preliminary



Intermediate



Advanced

Outcome	Minimum requirement	Evidence for DSL Assessment
1 Your organisation demonstrates a clear commitment to equality.	1.1 Set responsibility for equality at the highest level in the organisation both in terms of officers and board members; <ul style="list-style-type: none"> Board and head of organisation have responsibility for equality. 	Written evidence the board has nominated or appointed a lead officer or board member with responsibility for equality e.g. job descriptions; written into policy; terms of reference.
	1.2 Deliver briefing to engage senior staff and board members on equality and its relevance to increasing participation in your sport.	Briefing session notes and/or presentations delivered to the board and staff on equality e.g. requirements and benefits of engaging with the Standard, legislation, business case, consideration of barriers, good practice examples.
	1.3 Ensure that all those involved in the organisation are aware of its commitment to equality: <ul style="list-style-type: none"> A public commitment to addressing inequalities and preventing discrimination; A zero tolerance approach to harassment and unfair treatment is demonstrated. 	<ul style="list-style-type: none"> An equality statement on website and/or written material; Email equality statement to staff (paid and unpaid) and board members; Board minutes/agenda with equality as standing item.
2 Your organisation has a policy for equality that has been communicated to staff (paid and unpaid), board, coaches, officials, and members/participants.	2.1 Implement a policy for equality.	<ul style="list-style-type: none"> A written up to date policy which complies with the home country legislation; Board minutes demonstrate that the policy was approved.
	2.2 Ensure all staff and key volunteers have an opportunity to contribute to its development.	<p>Evidence to demonstrate that the policy has been circulated to all staff (paid and unpaid) and board members for an opportunity to contribute to the policy, with responses collated and considered.</p> <p>Email, board minutes, newsletter or similar circulation of the policy is acceptable as long as this is supported by the collation of responses.</p>
	2.3 Disseminate and communicate the policy for equality throughout the organisation.	Equality policy and statement accessible on the organisation's website.

Outcome	Minimum requirement	Evidence for DSL Assessment
<p>3 Your organisation is aware of its current profile and position in terms of equality.</p>	<p>3.1 Conduct an audit of:</p> <ul style="list-style-type: none"> Staff (paid and unpaid) and board. 	<p>A complete equality profile of the staff (paid and unpaid) and board to be conducted against all categories relevant to the legislation of the home country.</p>
	<p>3.2 Present and summarise the findings of the profile audit in an accessible format and communicate to board, staff (paid or unpaid) and to members where relevant.</p>	<p>Findings of the audit collated and presented with a comparison against national data where available.</p> <p>Evidenced through board minutes, staff (paid or unpaid) briefing notes, correspondence and website.</p>
	<p>3.3 Consideration that HR policies and communications activities are up-to-date in terms of latest equality legislation by completing HR and communications audits.</p>	<p>Completed HR audit as per template.</p> <p>Completed communications framework as per template.</p>

SASSOT EQUALITY POLICY



- Does the commitment reflect our aspirations?
- Are roles and responsibilities clearly defined / is there anything missing?
- Is the policy clear and concise?
- Next step – communication and embedding the principles throughout our work