



Sport Across Staffordshire and Stoke-on-Trent

Board Meeting

AGENDA

11th July 2018 at 2.00pm (light lunch at 1.15pm)

Craddock Room, Stafford Borough Council, ST16 3AQ

1. Apologies
2. Declarations of Interest
3. Minutes of last meeting
 - Board Meeting 18th April 2018
4. Karen Bryson – Assistant Director Public Health, Staffordshire County Council
5. Board Items
 - Chairs Actions Since Last Meeting *Malcolm Armstrong*
 - o Level 3 School Games 29/06/18
 - o Interviewed and appointed for Interim Strategic Lead Position
 - o Team & Board Away Day 15/05/18
6. Sub Group updates
 - Governance & Appointments Group *Malcolm Armstrong*
 - o Staffordshire Leisure & Culture Officers Forum (SLCOF) - **Enc.11**
 - Finance & Audit Group *Kimiyo Rickett*
 - Chair's Advisory Group *Malcolm Armstrong*
 - Strategy Advisory Group *Jude Taylor*
 - Education Group *Rep for Angela Dale*
7. Update from Director & Chief Operating Officer *Jude Taylor*
 - Director - **Enc.1**
 - Chief Operating Officer – **Enc.2**
 - Annual Delivery Plan – **Enc.3**
 - ADP Dashboard 2018-19 Q1 – **Enc.4**
 - 2018-19 Budget for Board - 30.06.18 – **Enc.5**
 - 4 Year Forecast – **Enc.6**
 - Governance Statement 2017-18 – **Enc.7**

8. Safeguarding Adults Policy & Children's Implementation Plan *Lee Booth*

- Report – **Enc. 8**
- SASSOT Safeguarding Adults in Sport Policy and Procedures – **Enc. 9**
- SASSOT Safeguarding Action Plan 18-19 – **Enc.10**

9. Showcase *Ben Hollands*

10. Board half day Away day *Malcolm Armstrong*

11. Dates & times of future meetings

Sport Across Staffordshire & Stoke-on-Trent
Board Meeting
 18th April 2018, 2.00pm, Chetwynd Room, Stafford Borough Council



Meeting Minutes

Present Attendees		Apologies	Also Distributed To:
Malcolm Armstrong (MA) Chair	SASSOT Chair	Cllr Mark Deaville	SASSOT Core Team
Alistair Fisher (AF)	Stoke-on-Trent City Council		
Angela Dale (AD)	Keele University		
Prof. Derek Peters (DP)	Voluntary Sector		
Ian Kelsall (IK)	Voluntary Sector		
Jane Kracke (JK)	Chief Operating Officer, SASSOT		
Jonathan Topham (JT)	Public Health Staffordshire		
Jude Taylor (JTa)	Director, SASSOT		
Kimiyo Rickett (KR)	Senior Independent Director		
Prof. Pauline Walsh (PW)	Voluntary Sector		
Rebecca Roberts (RR)	Voluntary Sector		
Russell Turner (RT)	Sport England		
Wendy Jennings (WJ)	Stafford Borough Council		
Sarah Bixter (SB) notes	Admin Officer, SASSOT		

No.	Item Topic		
1.	Apologies – as above		
2.	Declarations of Interest - None		
3.	Minutes of Last Meeting – 24.01.2018 – Agreed.		
Previous Actions		Owner	Update
1.	Board to email Sarah Bixter with any expertise/specialist skills that they would like including for themselves on the Board diagram	All	ONGOING
2.	GAG membership to be reassessed in next Board meeting	Malcolm Armstrong	COMPLETED
3.	Board to discuss how to record and report progress in the absence of Sport England requirements for the new strategy.	Board	COMPLETED
4.	GAG and FAG group to approve Strategy and Implementation	Malcolm Armstrong	COMPLETED
5.	Send out an email to all the funding partners advising them of the Boards plans regarding leadership	Malcolm Armstrong	COMPLETED
6.	Review the letter going out to funding partners.	Tony McGovern & Cllr Mark Deaville	COMPLETED
A)	To liaise with the 10 local authorities and request nominations for 1 Senior Officer	Tony McGovern and Janene Cox	COMPLETED
B)	To calendar suitable dates for the two Stakeholder events	Malcolm Armstrong	ONGOING

No.	Item Topic									
	Attendance									
								Attendances		
	Current	First Name	Last Name	24/01/2018	18/04/2018	11/07/2018	24/10/2018	Possible	Actual	%
	Y	Malcolm	Armstrong	1				1	1	100
	Y	Sarah	Baxter	1				1	1	100
	Y	Angela	Dale	1				1	1	100
	Y	Mark	Deaville	1				1	1	100
	Y	Alistair	Fisher	1				1	1	100
	Y	Wendy	Jennings	1				1	1	100
	Y	Ian	Kelsall					0	0	#DIV/0!
	Y	Jane	Kracke	1				1	1	100
	Y	Derek	Peters					0	0	#DIV/0!
	Y	Kimiyo	Rickett	1				1	1	100
	Y	Rebecca	Roberts	1				1	1	100
	Y	Jude	Taylor	1				1	1	100
	Y	Jonathan	Topham	1				1	1	100
	Y	Russell	Turner	1				1	1	100
	Y	Pauline	Walsh					0	0	#DIV/0!
4.	Board Items									
	Welcome and approval of new Board members (MA)									
	<ul style="list-style-type: none"> Malcolm Armstrong explained that the interview panel has selected Prof. Derek Peters, Ian Kelsall and Prof. Pauline Walsh as new Independent Board members Prof Derek Peters from Worcester University who specializes in Physical Activity, Evaluation and Research. Ian Kelsall specialises in Commercial, Marketing and Insight who has recently completed projects for Tesco, Texaco and Boots. Prof. Pauline Walsh who is Pro Vice Chancellor and Head of the Medical School at Keele University. Malcolm confirms that the interview panel believes the 3 selected Board members meet the Boards requirements The Board confirms that they approve Derek, Ian and Pauline as members of the Board Malcolm confirms the Boards decision and welcomes Derek, Ian and Pauline officially to the Board Brief introduction given by Derek, Ian and Pauline to the Board. 									
	Senior Independent Director (MA)									
	<ul style="list-style-type: none"> Malcolm Armstrong proposed that following the retirement of David Pinnock, Kimiyo Rickett be appointed as Senior Independent Director. This was approved by the Board. 									
	Chairs Actions since Last Meeting (MA)									
	<ul style="list-style-type: none"> Director and Chief Operating Officer Interviews conducted and successful candidates were Jude Taylor (Director) and Jane Kracke (Chief Operating Officer) Restructure of the SASSOT team completed Recruitment of three new Board members completed Attended the CSPN National Conference and made some new useful contacts Attended East Staffordshire Sports Awards which was a fantastic event and proved useful for networking with people Meeting with Matt Hancock at Burton Albion Community Trust for the 19.04.18 to discuss how we may work together in the future Malcolm to arrange to meet with Chief Executive of Stafford BC Attended the Regional Chairs Meeting with the 5 other CSP chairs and we discussed the possibility of collaboration on a project at a regional level. 									

No.	Item Topic		
	<p>We also discussed the Commonwealth Games and I have been invited to meet with the CEO and Major of the West Midlands.</p> <ul style="list-style-type: none">- Malcolm attended 50% of the Stakeholder meetings with Jane and Jude.- Action Point 1 <p>Diversity in Governance & Leadership Action Plan (JK)</p> <ul style="list-style-type: none">- The original DGLA plan was approved at the last Board meeting however as shown in the new document (Enc.1) there have been a few minor amendments. This is to ensure that we meet the tier 3 criteria following guidance from Sport England.- The new DGLA plan is approved by the Board.		
Actions		Owner	Date
1.	Malcolm to arrange to meet with the Chief Executive of Stafford BC	Sarah Bixter	30/04/2018
5.	<p>Sub-Group Updates</p> <p>Governance and Appointments Group (MA)</p> <ul style="list-style-type: none">- Minutes from the last meeting on 29.03.18 have been circulated to everyone <p>GAG Membership (MA)</p> <ul style="list-style-type: none">- Kimiyo will replace David Pinnock on the group as Senior Independent Director- I have already spoken to Ian Kelsall who would also like to join the group- If anyone else would like to be part of the group then please let me know- The new membership is approved by the Board. <p>Succession Plan (JK)</p> <ul style="list-style-type: none">- The original Succession plan was approved at the last Board meeting however as shown in the new document (Enc.2) there have been a few minor amendments. This is to ensure that we meet the tier 3 criteria following guidance from Sport England.- The new Succession and Continuity plan is approved by the Board. <p>Finance and Audit Group (KR)</p> <ul style="list-style-type: none">- Minutes from the last meeting on 29.03.18 have been circulated to everyone- We supported the Governance and appointments group through the recruitment process for the management team and Board members- We are currently juggling the layout of the budgets due to requirements- The 4 year forecast is interesting but will change and need continually updating as we move forward.- Our next FAG meeting will focus on Strategic Risk and updating the risk register. <p>Chair's Advisory Group (MA)</p> <ul style="list-style-type: none">- There are no papers available as this is an advisory group only. Members include Janene Cox, Dave Pinnock and Andy Weston.- I met with Dave and Janene on Thursday last week and they provided some insight regarding hosting. <p>Strategy Advisory Group (JTa)</p> <ul style="list-style-type: none">- No meeting since last Board meeting.- Strategy launch planned for 24th April 2018.- Anticipate next meeting will be sometime in the middle of the year. <p>Education Group (AD)</p> <ul style="list-style-type: none">- Not many members attended the meeting however I did meet with Nigel Edward and Matt Hancock.- We feel there are a lot of lost opportunities:-		

No.	Item Topic		
	<ul style="list-style-type: none">- School Games – how do we increase the variety of sports to increase participation numbers?- Funding – What is there out there for our students? What can we do to bring funding in? Is there a flagship project we can work on? Could we collaborate with the other CSP's and Universities?- Engagements – Presentations from an operational level; What does everyone do? Could we have a snapshot/overview to help us understand more? - MA – We have a Team away day planned and this includes the Board and will be covered later in the agenda. I would like to attend the next meeting to help you focus and steer the meeting.- JTa – Can I propose that a member of the SASSOT team, Chris Milward the Youth Sport Manager, attend the next meeting?- AD – Agreed- AF – Can I just confirm that School co-ordinators are also invited to the meeting to ensure that there is a broad spectrum of representatives?- AD – They were all invited but none attended the meeting- PW – Perhaps there needs to be some form of overview to pinpoint what the Education Sub Group is there is do. What, who and where?- Action Point 2		
	Actions	Owner	Date
	2. Chris Milward to be invited to the next Education sub group meeting by Angela and briefed by Jude.	Jude Taylor & Angela Dale	30/04/2018
6.	Upcoming Events Strategy Launch 24/04/2018 (JTa) <ul style="list-style-type: none">- 48 External guests plus the SASSOT team- Sport England not attending- No MP's and no representatives from the clinical Conditioning Groups - PW – I may be able to help with the clinical conditioning groups as my faculty has strong links there.- Action Point 3 School Games – 29/06/2018 (MA) <ul style="list-style-type: none">- Each Board member to bring 5 new people to the School Games event. We want people who can make a difference in their community, people who are passionate.- Sarah to circulate the invite list to all Board members so they know who has been invited. - AD – Our Vice Chancellor hasn't yet had an invite to this but he has been in previous years.- MA – Sarah Bixter will get him invited.- JTa – I would like the role of the Board to be slightly different at our events. I would like to provide you all with names and themes to discuss with partners; this should make the events more strategic.- MA – Can all Board members please let Sarah know if you are attending to the School Games event- Action Point 4, 5, 6 and 7 Team Building Away Day – 10/05/2018 (MA) <ul style="list-style-type: none">- 10-3pm- SASSOT Team and Board to attend- Calendar Invites to be sent out to the team and Board- Can all Board members please let Sarah know if you are attending		

No.	Item Topic		
	<ul style="list-style-type: none">- Team and Board members will be asked to provide one side of A4 about themselves and what their role includes- Action Point 8 and 9 <p>Iron Man - 10/06/2018 (JTa)</p> <ul style="list-style-type: none">- Part of the Sportshire project- IRONMAN 70.3 Staffordshire consists of a 1.2-mile swim in Chasewater reservoir and a 56-mile bike course through the stunning countryside outside Lichfield, Burton-upon-Trent, and across Cannock Chase area of outstanding natural beauty. The 13.1-mile run will start at Riverway, take athletes in and around the Stafford Town Centre before finishing in Market Square. <p>UK Corporate Games – 21/06/2018 to 24/06/2018 (JTa)</p> <ul style="list-style-type: none">- Part of the Sportshire project- The Games will feature over 20 sports on the packed weekend programme, as well as a host of celebrations including a Grand Parade of Athletes, the Great Games Party and the SuperCentre Celebration.- Venues include Keele and Staffordshire Universities, Fenton Manor Sports Centre, Newcastle College and Trentham Gardens.- There is an engagement event with LEP and local businesses on Saturday 23rd June 1300-1500hrs – Please let Jude know if you would like to attend so she can arrange an invite.- Action Point 10		
Actions		Owner	Date
3. Copy of the launch invite to be sent to Pauline for her to try to get some attendees from the Clinical Conditioning Groups to SASSOT Launch.		Pauline Walsh & Sarah Bixter	19/04/2018
4. Each Board member to bring 5 new people to the School Games Event		All	29/06/2018
5. Copy of VIP invite list to be sent out to all Board members		Sarah Bixter	19/04/2018
6. Vice Chancellor for Keel University to be invited to the School Games event		Sarah Bixter	19/04/2018
7. Board members to all confirm attendance for the School Games with Sarah		All	31/05/2018
8. Calendar Invites to be sent out the Board for the Team Building Away Day		Sarah Bixter	19/04/2018
9. Board members to all confirm attendance for the Team Building Away Day with Sarah		All	30/04/2018
10. Board members to confirm with Jude if they would like an invite to the UK Corporate Games engagement event		All	31/05/2018
7.	<p>Directors Report (JTa)</p> <ul style="list-style-type: none">- Partnership funding meetings all complete and funding agreements in place.- 6 partners have already signed up to our SLA, 3 have agreed in principal and the two universities are currently outstanding as they work on an academic year.- There is a possibility that we may lose funding partners in the future and we have allowed for this scenario in our financial planning.- We are going to have to look at bringing in more funding from other resources.- All our funding partners are currently Local Authorities / Universities- There is work to be done to engage with other sources of income that Rebecca and Ian would be able to advise on		

No.	Item Topic
	<p>Feedback from Board</p> <ul style="list-style-type: none"> - We need to tap into Health and Wellbeing and focus on physical activity projects that support our strategic direction - We need to ensure that when LA's ask for evidence on what we have done with their money we can prove it easily to ensure they keep on investing with us <p>Directors Report cont. (JTa)</p> <ul style="list-style-type: none"> - Staffing structure has been reconfigured against the new strategy. There were no redundancies. - Sport England has confirmed that workforce development funding is available for 2018/19, our application is in progress. - Sport England Q4 review is scheduled for 1 May. - Satellite club target – we are over performing in all areas. We were very aspirational with our targets. The staff did tremendously well. - MA – I have asked for a meeting with Chris Milward to discuss this achievement. Sarah to liaise with Chris and get a date booked in - Action Point 11 <p>Chief Operating Officers Report (JK)</p> <p>2017/2018 Accounts</p> <ul style="list-style-type: none"> - Draft Financial reports show an underspend which looks substantial but we must ensure that we have enough money in the pot for our Liability Cover. This rolls over each year. - We have pulled back from the school grants scheme, changing direction for the Place Based Approach, ensuring there are sufficient funds available. - Overall there were no unexpected expenditures <p>2018/2019 Budgets</p> <ul style="list-style-type: none"> - Due to the academic year, a couple of funds will need to be adjusted once the next term is confirmed <p>Four Year Financial Forecast</p> <ul style="list-style-type: none"> - This has been updated to include the new staffing structure <p>Risk Register</p> <ul style="list-style-type: none"> - The risk register needs updating and has been added to the next FAG agenda <p>Annual Delivery Plan</p> <ul style="list-style-type: none"> - This is the last time you will see this document as we have improved this for 2018/2019 - We have already met our target for satellite clubs - A partner engagement event took place in November 2017 - We have held club finances workshop - A social media and marketing apprentice was appointed and is now well settled within our team <p>Tier 3 Update</p> <ul style="list-style-type: none"> - We submitted our tier 3 evidence by the January deadline - We failed on 4 items; further scope was required in the Diversity in Governance and Leadership Action Plan and the Succession Plan. The remaining two was because Sport England were unable to open the attachments. - All CSPs were given a new deadline of 16th April 2018 to submit the new evidence. - The only thing now outstanding is the audited financial accounts. This year we are measured by Charity Standard. SBC are helping us to prepare the accounts but they must be audited independently and certified. This has a July deadline.

No.	Item Topic		
	<ul style="list-style-type: none"> - MA – On behalf of the Board I would like to thank Jane for all her hard work with the tier 3 compliance. 		
Actions		Owner	Date
11. Malcolm Armstrong to meet with Chris Milward to discuss the Satellite Clubs assessment.		Sarah Bixter	30/04/2018
8.	<p>2018/19 Annual Delivery Plan (JTa)</p> <ul style="list-style-type: none"> - The document has been developed by Jane and is open for discussion. All feedback is welcomed as we need the document to work for us - We are still awaiting clarity from Sport England regards how they will measure us as a CSP. Currently we have the themes only so there will be slight changes when the detail becomes available. <p>Feedback from Board</p> <ul style="list-style-type: none"> - It is important that we report the same content to Sport England and the Board to ensure staff are not wasting time reporting on two separate sets of criteria. - Can the place based approach sit below the headings page? - Can we have some form of infographics each Board meeting as this may be more communicative? - What has the most transformational approach? How is it going to change and what will it look like? - What matters most is how we deliver, how we measure and how we evidence. Can we summarise this and then detail how you are going to measure the tangible stuff? - JTa – so the consensus is: - Less Information - Drill down - Not too complex - Dashboard – PBA - Action Point 12 & 13 		
Actions		Owner	Date
12. Rebecca, Ian, Derek and Jude to get together to discuss the way ahead. Derek to look at the detail to the report and suggest improvements.		Jude Taylor	31/05/2018
13. Jude to send out revised version to the Board via email for feedback.		Jude Taylor	31/05/2018
9.	<p>Director Maternity Cover Proposal (MA)</p> <ul style="list-style-type: none"> - Apologies for this item being tabled but we are awaiting some financial figures from HR as Jude is still employed by the County Council until May 2018. - I would like the Board to authorise the Governance and Appointments group to deal with this matter at our emergency meeting in May. - The plan is for Jude to start her maternity leave in August, with Jane Kracke covering the Director role until her return. We will then create a Strategic Lead position which will be advertised internally in the first instance, providing a development opportunity for a current member of staff. - Jude has confirmed with Sport England that they have no requirements regarding this and they have confirmed that there are none. - The proposed Maternity Cover plan is approved by the Board with agreement that GAG with work out the details in their emergency meeting in May - GAG Emergency Meeting 25th May 2018 - Action Point 14 		
Actions		Owner	Date

14.	Governance and appointments group to meet on the 25 th May 2018 at 1400hrs to discuss arrangements for maternity cover in detail.	Sarah Bixter	19/05/2018
10.	Staff Showcase – Comms Review (Naomi Bird) <ul style="list-style-type: none"> - See presentation from Naomi Bird 		
	Feedback from Board <ul style="list-style-type: none"> - AF - Keep the SASSOT logo/brand and focus on getting people to recognise the PBA - IK - Definitely keep the logo – customers don't care about what a logo looks like - RR – Focus on a tag line – “Improving lives, mentally, physically and socially through sport and physical activity”. Provide updates on what we are doing and where – give examples. - IK – In a 6 week period 99% of the population will attend a Tesco's store. Therefore if you work/advertise with them for 6 weeks you will reach 99% of your local population. - WJ - We need to utilise what we already have access too – Freedom Leisure & Wigan Leisure - AF – I think it's more about behavioural change than a brand change - MA – I think it would be useful for Naomi, Ian and Rebecca to get together to discuss this in more depth. - Action Point 15 Equality & Diversity Policy <ul style="list-style-type: none"> - See presentation from Naomi Bird - The new equality & diversity Policy is approved by the Board 		
Actions		Owner	Date
15.	Meeting to take place between Naomi, Ian and Rebecca to discuss Marcomms	Naomi Bird	30/05/2018
11.	Board Buddies – Mentoring (MA) <ul style="list-style-type: none"> - This will be dealt with on our Team Building away day; the plan is to pair up members of the Board with members of the team to offer support and share expertise. 		
12.	Hosting Agreement (MA) <ul style="list-style-type: none"> - We are one of the few CSP's that are still hosted. I propose that this is something we look at in 2 years' time. I believe that we have enough going on now with our new strategy and this would be a significant piece of work to take on. Wendy Jennings has confirmed there is no current threat from the Council surrounding our hosting agreement. - The Board agree to review the hosting agreement in 2 years. 		
13.	Future Stakeholder Events (MA) <ul style="list-style-type: none"> - Strategy Launch – 24th April 2018 - Second event to take place in September 		
14.	Awards Evening (MA) <ul style="list-style-type: none"> - I would like to know what everyone's thoughts are surround this event; I feel it is a lot of work and would like to know what everyone sees as the value? - The Board agrees not to run the event this year. 		
15.	Board Training & Development (JK) <ul style="list-style-type: none"> - There is new Sport and Recreation Alliance training available for Board members that you may find useful. - Sarah will send around the link to everyone to have a look through. Please let her know if you are interested in any particular course. - Action Point 16 & 17 		
Actions		Owner	Date

16. Sports & Recreation Alliance training link to be sent to all Board members.	Sarah Bixter	30/04/2018
17. Board members to let Sarah know if they are interested in attending any of the available courses.	All	11/07/2018
16.	Date of next meeting(s) <ul style="list-style-type: none"> - Wednesday 11th July 2018 – Craddock Room, Stafford Borough Council - Wednesday 24th October 2018 – Craddock Room, Stafford Borough Council - Wednesday 23rd January 2019 – Craddock Room, Stafford Borough Council 	

Actions	Owner	Date
1. Malcolm to arrange to meet with the Chief Executive of Stafford BC	Sarah Bixter	30/04/2018
2. Chris Milward to be invited to the next Education sub group meeting by Angela and briefed by Jude.	Jude Taylor & Angela Dale	30/04/2018
3. Copy of the launch invite to be sent to Pauline for her to try to get some attendees from the Clinical Conditioning Groups to SASSOT Launch.	Pauline Walsh & Sarah Bixter	19/04/2018
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11. Malcolm Armstrong to meet with Chris Milward to discuss the Satellite Clubs assessment.	Sarah Bixter	30/04/2018
12. Rebecca, Ian, Derek and Jude to get together to discuss the way ahead. Derek to look at the detail to the Delivery Plan and suggest improvements.	Jude Taylor	31/05/2018
13. Jude to send out revised version of the Delivery Plan to the Board via email for feedback.	Jude Taylor	31/05/2018
14. Governance and appointments group to meet on the 25 th May 2018 at 1400hrs to discuss arrangements for maternity cover in detail.	Sarah Bixter	19/05/2018
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16. Sports & Recreation Alliance training link to be sent to all Board members.	Sarah Bixter	30/04/2018
17. Board members to let Sarah know if they are interested in attending any of the available courses.	All	11/07/2018

Prepared By:	Date	Checked By	File Code
Sarah Bixter	19.04.18	Malcolm Armstrong	Board Minutes 18.04.18

Report to the Board – Enclosure 01

Report Title	Director Report
Date	11 th July

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

	Name:	Jude Taylor
	Tel:	07814 131074

For Information	X
For Decision	

1. **Executive Summary**

- Service Level Agreements have now been signed with all existing Local Authority partners, including an increased investment from Staffordshire County Council.
- An interim staffing structure has been agreed to back-fill the current Directors maternity leave
- Sport England continue to RAG rate SASSOT as Green across the Board following our Q4 review
- Sport England has shared the Performance and Improvement Management Framework, the new mechanism for assessing CSP effectiveness.

2. **Report**

Partner Funding

Following an extended negotiation with Staffordshire County Council, SASSOT has agreed to extend our Service Level Agreement to include the project management of

the Ironman contract and support around their childhood obesity workstrand. These areas align with our own strategic objectives and takes the total investment from Staffordshire County Council to £45,000 over the next three years.

Nine Local Authorities have now signed SLA's (Tamworth remains the only non funding LA across the sub-region) 6 monthly review meeting are scheduled with each partners to assess progress against the agreements.

On going discussions are being held with both Universities regarding their 2018/2019 funding commitment, which runs on academic year.

Directors maternity leave arrangements

Following consultation with GAG & FAG, Jane Kracke has been appointed as the interim Director and, following and internal recruitment process, Ben Hollands has been named as Strategic Lead. Ben will support Jane in managing our stakeholder relationships and implementation of new Strategy.

Jude will begin her maternity leave on 17th August and return on 28th May 2019.

Sport England Q4 review meeting

SASSOT undertook our end of year review with Sport England, Jane, Jude and Malcolm were all in attendance. The meeting was positive with Sport England recognising the distance SASSOT had travelled in the past six months. We continue to retain our green RAG status, the following summary statement was issued by Graeme Macpherson:

- *Your CSP has transitioned well into the new primary role. There are still aspects of capability that you are building however it is clear that you are both aware of this and have plans to address this.*
- *You evidenced that you have a strong understanding of place and is clearly using this to prioritise work and drive decision making*
- *It is clear that you have a strong tactical approach to identifying partners linked to your insight and priorities*
- *UK Code of Governance – we are working with you on the final elements for you to be compliant with the Code in full.*

And the priority actions we agreed you would work on in Q1 / Q2 are;

- 1. Turn the 2018-21 Strategy into an effective operational plan for the team.*
- 2. Review team skills and knowledge and make any necessary adjustments to ensure everyone is "playing in position".*
- 3. Carry out "stop, start, carry on" exercise to ensure all work has line of sight to Primary role objectives.*

Moving forward Sport England will assess CSP effectiveness using the new Performance Management and Improvement Framework, which is outlined in the item below.

Performance Management and Improvement Framework.

Sport England have now confirmed the mechanism by which they will assess, support and improve CSPs in the future, known as the Performance Management and Improvement Framework (PMIF).

Sport England have commissioned Quest to provide the online platform and a network of Assessors to support the PMIF.

Initially CSPs will undertake a 2-yearly assessment. This will be conducted by a small team of Assessors acting as “critical friends”. Ratings will be provided to Sport England as part of reporting processes by the CSP while it is proposed that CSPN, will also be provided with detailed benchmarking data across all question areas and modules, via an online system. This will support and guide improvement work as well as spread best practice across the network to help evidence change, improvement and learning as part of the primary role outputs and outcomes agreed with Sport England.

It is expected that all CSPs will go through the Quest process in the last three months of 2018. SASSOT has issued a formal request to be an early adopter of the PMIF, to help shape the process and content, we await a response from Sport England.

Between 2-year cycles all CSPs will conclude a Directional Review process. The Directional Review will be designed to focus on continuous improvement, collaborative leadership and outputs/outcomes to provide clarity and validation around the direction and pace of travel over the first 12 months. Directional Reviews will involve both Sport England and CSPN personnel.

The Core Modules

Sport England and CSPN have designed 7 Quest modules, which they consider to be as critical to success. Each module will have 6-8 “descriptors” which are then linked directly to structured ratings/benchmark criteria.

The Proposed Core Modules are:

1. Collaborative leadership
2. Quality standards
3. People, skills & team development
4. Understanding people & place
5. Partnerships & brokering
6. Continuous improvement & learning
7. Local priorities and outcomes (impact)



Report to the Board – Enclosure 02

Report Title	Chief Operating Officer's Report
Date	11 th July 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:

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

2. **Recommendation(s)**

The Finance and Audit Group recommends the following:

- that the Board accepts 4-Year Financial Forecast (Revised)
- that the Board delegates authority to the Finance and Audit Group to monitor the potential 2021-22 budget deficit and to begin looking at options to resolve this.

3. **Executive Summary**

Key headlines from the last quarter include:

- 2018-19 expenditure broadly on target against budget for Quarter One
- 4-Year Financial Forecast amended to include 2021-22
- Final accounts for 2017-18 produced in correct format for Tier Three compliance
- Ongoing challenges regarding independent audit of 2017-18 accounts
- Risk Register and Risk Management Plan being reviewed by Finance and Audit Group
- Annual Delivery Plan and summary templated produced and populated

4. **Report**

4.1 **2018-19 Accounts: Expenditure Against Budget**

- The attached figures (Enclosure 5) show a detailed breakdown of the financial performance to 30.06.18 against the budget for 2018-19
- The budget summary is as follows:

Budget to 30 June 2018		Actual to 30 June 2018	Variance
Expenditure	£148,711	£130,815	- £17,896
Income	£489,842	£489,985	- £143

- Overall, actual expenditure is less than expected, and income is broadly comparable with what was expected, with the key difference explained below:
 - Stafford Borough Council normally debit the pension deficit contribution amount as a lump sum towards the beginning of the financial year and this hasn't been taken yet. This applies across all budgets which include Employee Costs, so isn't listed separately under each budget heading below.
- Exception reports for each individual budget are shown below if not covered above:
 - **Partnership Services**
Expenditure
We are £1140 under budget for Grants and Equipment (Place-Based Approach Delivery) as we are still in the insight phase in our initial pilot area.
 - **School Games**
Expenditure
Promotions is £1193 overspent due to our School Games website

needing to be re-written – this was planned expenditure but wasn't included in the original budget so will be covered from the contingency.

4.2 4-Year Financial Forecast

- The attached figures (Enclosure 6) show a summary of the four-year forecast
- Key amendments since the last Board Meeting include:
 - An additional £5k income per year for three years secured from Staffordshire County Council to support Ironman
 - Inclusion of a part-time social media and digital marketing role
 - Removal of 2017-18 figures and addition of 2021-22 figures
- Points to note:
 - Maternity costs / interim staffing will be covered within the original staffing costs budgeted for that period
 - We are due to have at least £10,000 in unrestricted funds at the end of the current funding period (not including our redundancy liabilities, which are also covered)
 - These figures allow for up to three local funding partners to withdraw funding during this period
 - If we continue on our predicted levels of expenditure and income into a new funding period, we will have a deficit of almost £66,000 by March 2022
- Recommendations:
 - The Finance and Audit Group recommends that the Board delegates authority to the Finance and Audit Group to monitor the potential 2021-22 budget deficit and to begin looking at options to resolve this

4.3 Risk Register and Risk Management Plan

- The current Risk Register was last reviewed by the Board in October 2017, with minor updates made – it needs a full review in line with SASSOT's new strategy.
- 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>
- The Finance and Audit Group have reviewed good practice guidance from Sport England and have agreed a format for the revised document, with a view to the final version being approved at the October 2018 Board Meeting

4.4 Tier Three Compliance

- We are still awaiting communication from Sport England regarding whether we are judged to be compliant with Tier Three of A Code for Sports Governance
- We haven't currently met the criteria around audited, charity-standard accounts, but have until the end of July to comply with this
 - Accounts have been produced by Stafford Borough Council, based on a model recommended by Sport England
 - Stafford Borough Council are still in discussions with the Council's auditors regarding whether they will provide an audit certificate and the cost for this
 - We have identified two other individuals / companies to quote for this work should the auditors not be forthcoming
 - We have kept Sport England informed of these challenges on an ongoing

basis

- Additionally, all CSPs have been asked to provide more detailed Diversity Action Plans, and Sport England has contracted Inclusive Boards to provide support with this. This will not affect initial compliance
- A Governance Statement for 2017-18 has been produced and approved by the Governance and Appointments Group (Enclosure 7) – again, a requirement for Tier Three

4.5 Annual Delivery Plan

- Following discussion at the April Board Meeting and at the Board / Team Away Day, the Annual Delivery Plan template has been amended and the Quarter One update is attached (Enclosure 3)
- Additionally, a one-page Annual Delivery Plan Dashboard has been produced, summarising progress, highlights and challenges for the quarter (Enclosure 4)
- Feedback on the format of both documents is welcomed

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



Vision: Everyone More Active More Often

Rating	Blue	Action Completed, Performance Measure / Target Achieved
Key	Green	Progress better than or as expected at this point in time
	Red	Progress behind where expected at this point in time
	Grey	No progress expected at this point in time

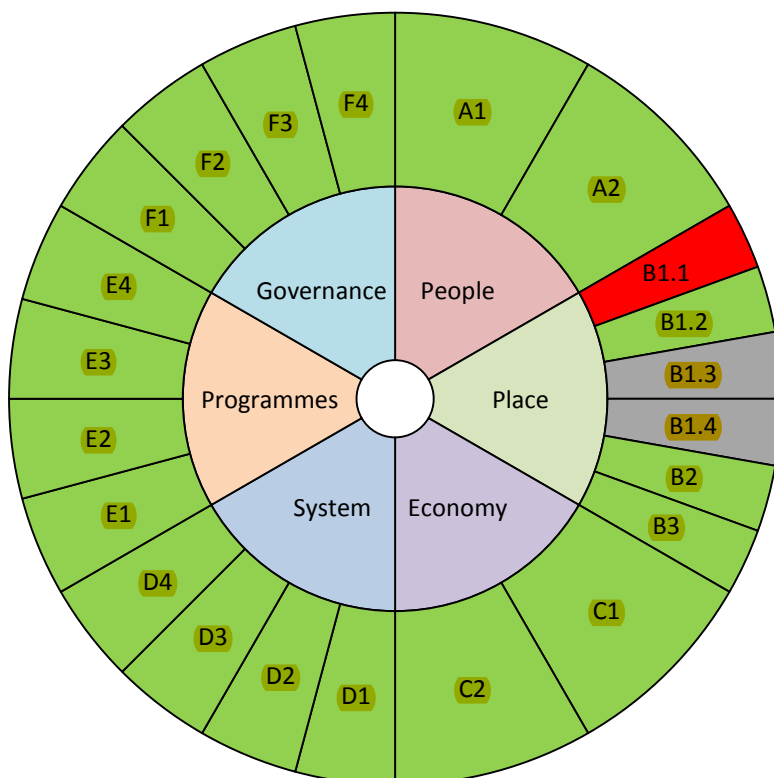
	Strategic Outcomes	Priorities	Actions	Performance Measure / Target	Lead	Rating	Trend	Previous Quarter (N/A)	Current Quarter (Q1)
People	A: Residents, from all socio-economic backgrounds, enjoy the physical and mental health benefits of an active lifestyle	A1: Mobilising health, education, volunteer and leisure workforces	A1.1 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	Green			Workforce application accepted by Sport England and £40k funding has been awarded. Delivery now taking place against workforce plan.
			A1.2 In partnership with CCG's and PHE co-deliver MECC and Clinical Champion briefings for Physical Activity	Deliver at 3 briefing events, monitor participant feedback	LB / BH	Red			One briefing has been delivered that was positively received. However, engagement has been limited since and so will be a priority to re-engage in Q2.
			A1.3 Conduct a comprehensive skills gap and training needs analysis for the leisure facilities workforce, whilst advocating and influencing wider softer skills training such as behaviour change	TNA conducted and CPD support subsequently implemented	CG / LB	Green			Targeted TNA to take place with South Staffs, with wider county approach to follow driven by the Facility Managers Forum.
		A2: Developing community capacity	A2.1 Continue to deliver minimum standards training package (Safeguarding, Protecting Children, club development and First Aid) in partnership with NUL College and Sport Structures.	250 attendees & participant feedback	CG/ LB	Green			Training package continues to be in place and in Q1 there has been 65 attendees.
			A2.2 Determine needs and package of support for the workforce as a result of PBA. To include Behaviour Change and Customer Services	Support delivered to workforce resulting in positive impact on PBA	LB	Grey			No progress expected at this point in time.
			A2.3 Deliver Sports Leadership courses based on partner need linking in with the PBA where appropriate	3 courses ran	CD	Green			x1 Level 2 Qualification in Sports Leadership course ran in April 2018 and 6 leaders were trained. X1 Level 1 Qualification in Sports Leadership ran in May 2018 and 8 leaders
Place	B: Our communities are places where being physically active is the easy choice	B1: Focusing on our most inactive communities	B1.1 In conjunction with partners design a Place Based Intervention in - Cannock Chase (exact locality tbc)	Project plan & PBA performance framework	CG	Red			Initial meetings with the Cannock PBA steering group have taken place, along with 'Prevention & Wellness Sub-group meetings.' Focus on Rugeley area but details yet to be finalised re focus estates/demographics etc... Insight and mapping meeting scheduled this month with IHL.
			B1.2 In conjunction with partners design a Place Based Intervention in - Haregate Estate, Staffordshire Moorlands	Project plan & PBA performance framework	BH	Green			Insight and data mapping work undertaken. Community consultation through Facebook and family fun day completed. Summary insight report completed and presented to SMDC. First steering group held with actions agreed in relation to developing school sport offer. Actions agreed with community centre to draft and consult on additional community provision with a view to attracting external funding.
			B1.3 In conjunction with partners design a Place Based Intervention in - Kildersley Newcastle	Project plan & PBA performance framework	LB	Grey			
			B1.4 In conjunction with partners design a Place Based Intervention in - Lichfield (exact locality tbc)	Project plan & PBA performance framework	TBC	Grey			
		B2 Shaping the Physical Activity offer	B2.1 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	PPS & BFS, partner feedback	BH	Green			Stoke BFS consultation tender developed with SASSOT support and currently out o market. SASSOT on BFS steering group and liaising closely with Sport England to provide appropriate support and challenge to this strategically important piece of work. PPS delivered by KKP for Staffordshire Moorlands. SASSOT have assisted Stafford BC to develop tender brief for their PPS and BFS work who have now appointed KKP to undertake this work. Met with KKP and provided input into Cannock BFS.

			B2.2 Work with NULBC, SCC and Kings School to evaluate viability of asset transfer an operation of Kidsgrove Sports Centre to community lead CIC	Partner feedback & locally agreed action plan for site	BH/LB	Green			SASSOT attending steering group. Site visit undertaken. Awaiting evaluation of capital works quotation by community group. Group developing business plan and SOP's for scrutiny. Separately but aligned to this work we have facilitated agreement for feasibility study on AGP by FA approved provider with a view to escalating this project into a full Football Foundation funding application.
		B3: Focusing Sport England-funded programmes in areas of greatest need	B3.1 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 work referenced in PBA plans	CM	Green			Primary School Support Funding Application that has recently been submitted to Sport England referenced Place Based Approach work and highlighted that target schools would be identified in relevant places and that a piece of work with each would be initiated to mutually benefit the school and the community
Economy	C. Our Sporting economy is thriving, providing employment to an active workforce	C1: Supporting sporting events which stimulate our visitor economy	C1.1 Fulfil SCC commission to deliver the Ironman 70.3 contract	Economic impact survey	JT	Green			Event successfully delivered, initial athlete stakeholder feedback positive. Awaiting results of athlete survey & economic impact study
		C2: Ensuring Birmingham 2022 Commonwealth Games has a positive legacy	C2.1 Collaborate with West Midland CSPs to ensure regional legacy plans are reflective of the needs of our population	Legacy plan	JT	Red			Regional Directors yet to reach an agreement regarding legacy priorities. Next meeting planned for 22nd July
			C2.2 Support the Forestry Commission to secure the best possible legacy outcomes for mountain bike population and the Birches Valley site	Legacy plan	JT	Green			Attended host authority meeting in Birmingham. Awaiting UCI sight visit in July to confirm Cannock as moutain biking venue
System	D: Strong strategic leadership ensures that physical activity and sport become a core feature in local policy, creating places which are inherently active	D1: Providing strategic leadership and advocacy	D1.1 Deliver four stakeholder engagement events aimed at raising organisational profile & credibility.	Session feedback Attendance	JT	Green			Strategy launch event successful delivered. Communications event planned for July. Consultation regarding Members event underway
			D1.2 Develop formal links with Staffordshire Families Partnership Executive Group	Membership status Identification of shared priorities	JT/CM	Green			SCC SLA names SASSOT as expert advisor for FPEG regarding physical activity and sport
			D1.3 Act as expert advisors to Staffordshire Public Health Senior Manager Forum. Positively influence commissioning and external funding applications from a variety of sectors to incorporate physical activity	Minutes of meetings Partner feedback	JT/BH	Green			BH/JT attending SMT on a bi monthly basis. Physical Activity remains embedded in their wider work programme.
		D2: Lobbying for physical activity to become an integral policy feature	D2.1 Provide strategic guidance and act as secretary to the Staffordshire Health & Wellbeing Board Physical Activity Sub-Group	Partner feedback & HWBB reports	JT/BH	Green			Subgroup meeting held. HWBB received and approved two progress papers. HWBB rep remains engaged and supportive of work.
			D2.2 Ensure physical activity is embedded into the prevention strand of the Sustainable Transformation Partnership (STP)	STP PID & Project plan and risk log	JT/BH	Green			SASSOT cited as owner of physical activity project within the Prevention strand of STP. SASSOT currently rated as Green by PMO within STP project management system for physical activity strand.
		D3: Attracting investment into physical activity and sport	D3.1 Strategic coordination of multi-agency funding proposals including facilitating the development of new effective cross sector partnerships	Bids applied for, £ value. Evalue of funding secured	BH/CG/DR	Green			SASSOT have helped Midland Pyschology have secured £315k for new autism project. SASSOT now working with Midland Psychology to implement the initiative. £43k secured with SASSOT's help for improvements to Silverdale Communiity Centre. SASSOT have assited St Thomas Moore Catholic Academy to secure C£500k from Healthy Schools capital fund for new 3G pitch.
		D4: Demonstrating the impact of our work using robust methodology	D4.1 Design a suite of performance measures which can used to measure the effectiveness of the PBA consistently	Methodology and implementation	NB	Grey			Measurement advice and guidance is currently being sourced with plans to develop consistent measures when PBA developments progress further.
			D4.2 Design an M&E approach which effectively measures the outcomes of our CYP Programme		NB/CM	Green			Participant questionnaire developed and implemeneted to measures key outcomes of the Satelite Club programme including behaviour change and well-being. Analysis to begin in quarter 2.
			D4.3 Design and implement methodology to demonstrate impact to our funding partners and key stakeholders. Including annual report	Annual Report Impact Docs	NB	Green			2017/18 SASSOT Annual report produced
			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 and sustained	CM	Green			34 New clubs have now been approved to start delivery this year. 23 existing clubs have been supported to become 'sustained'.
			E1.2 To support new and existing Satellite Clubs to provide positive experiences tailored effectively to young people	Positive feedback and observations from club visits		Green			6 new organisations supported to apply in this Q1. This has involved support from SASSOT in terms of working with traditional sports clubs to amend their offer to meet the Satellite Clubs principles and appeal more to the target audience

Programmes	E: Our programme delivery has maximum impact within our area	E1: Satellite Clubs	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 questionnaires		Red			Participant questionnaires are being completed on an ongoing basis and we are awaiting them to be returned to us. Participant questionnaires need to be analysed to determine behaviour change results and feedback
			E1.4 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	Positive Experiences for Young People workshop fully utilised and clubs supported to create action plans as a result of attendance		Grey			Club Experience for Young People workshops to be scheduled for September 2018 onwards although we have supported 4 traditional sports clubs on a one-to-one basis to provide greater variety to meet the different motivations and needs of young people
		E2: School Games	E2.1 Successfully deliver the remainder of the 2017/18 School Games Calendar. Successful application to the fund for 2018-19. Followed by revision and delivery of the 2018/19 School Games Calendar to better reflect the Towards an Active Nation Strategy	2018/19 Calendar formulated and agreed by LOC	CM/ CD	Green			All events on the calendar succesfully delivered to date. Application for funding has been submitted and outcome is due September 2018. Revision of 2018/19 School games Calendar has been discussed with School Games Organisers and the Local Organising Committee and changes are being implemented
			E2.2 Successful implementation of DfE Volunteer Fund to support the School Games and successful application to the fund for 2018-19	30 volunteers recruited, trained and deployed	LB / CD	Green			Plan succesfully implemented and targets exceeceeded for 2017/18. Currently working on application to secure the £8k for 2018/19, with the deadline for submission being 20th July.
			E2.3 Confirm the purpose and personnel of the Staffs & Stoke Local Organising Committee (LOC)	Remit and personnel of LOC agreed	CM/ CD	Grey			To be confirmed in September 2018 but early discussions have suggested that the LOC will consider: how we use the School Games brand and resources to start to address the mental and physical health concerns that exist within schools, to address the need to treat young people as customers; both from the point of view of deciding how we practically are going to do this and then also in terms of implementing plans and putting into place any actions to ensure that the School Games is driven by young people, to check and challenge the lead applicant and the SGOs and to continue to ensure the delivery of the LOC School Games expectations,to address the ongoing issues relating to Secondary participation in School Games events and working towards engaging the inactive schools and to investigate how best to widen the cultural offering through the School Games
			E2.4 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 actions formulated	CM/ CD	Green			Review by LOC Development Coach is ongoing and completed list of actions will be formulated after the Summer Games on 29th June 2018
		E3: Primary Premium	E3.1 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 quality PE and sport	Review current contract and agree future commissioning arrangements	CM	Grey			Contract to be reviewed and commisioning process to be undertaken following submission of Primary PE School Support funding application by the deadline 29th June 2018
			E3.2 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 the support which is on offer	Review current contract and agree future commissioning arrangements	CM	Grey			Contract to be reviewed and commisioning process to be undertaken following submission of Primary PE School Support funding application by the deadline 29th June 2018
			E3.3 To capture intelligence on school's utilisation of the funding and its impact to inform the support provided by national and local partners to maximise the investment	Web reviews completed, case studies submitted and local area picture submitted	CM	Green			Web reviews completed, case studies sumbitted and local area picture submitted. John of Rolleston School from East Staffordshire have won the Physical Activity and Health Enhancing Initiatives category in the regional Primary PE and School Sport Awards and will receive their awards at the regional sports awards in December 2018. John of Rolleston are a school that have received considerable support in input through our Primary PE School Support offer
		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 service delivery is maintained	Available resource considered and delivery arrangements confirmed	CM/ CD	Green			Resource has now been confirmed from Sport England at the same level as 2017-18 and an application for funding has to be submitted by 20th July 2018
			E4.2 To recruit schools and encourage schools to complete the Active Lives: Children & young People Survey during, autumn, spring & summer terms	Schools contacted as per Sport England's termly list	CD	Green			47 schools have completed all aspects of the Active Lives: Young People survey during the atumn and spring terms
		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 loss of funding	JK	Red			Annual budget in place. Four-year forecast in place with sufficient reserves at end of current funding cycle (2020-21) but deficit predicted for 2021-22. 2017-18 accounts produced but audit details not yet confirmed
			F1.2: Secure on-going funding from local funding partners	£90,000 per annum secured	JT	Green			SLA signed with 8 funding partner (valued at £71,000) incl additional 5k per annum secured from SCC for delivery of Ironman contract. Discussions ongoing with Keele & Staffs Uni and CCDC

Governance	F: Our work is underpinned by impeccable standards of corporate governance and operations		F1.3 Maintain Sport England Funding and fulfil requirements of Performance Management Framework	Sport England Funding received, results from PMF	JT/JK	Green			Green RAG rating received from Sport England following Q4 meeting. Primary Role Award Acceptance letter signed
		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	Green			Stakeholder mapping process underway with the team which will inform the Marcomms strategy. Support provided to Stoke City Council to conduct a Marcomms review to support the delivery of their strategy and Health & Leisure Business plan.
			F2.2 To support and develop appropriate Information, Advice and Guidance tools and resources to connect communities to local services and opportunities	PBA plans Evaluation of projects	NB/GP	Green			Health Literacy workshop planned for key partners in conjunction with SCC. Local activity finder information sourced and publicised to support PBA, Social Prescribing, NDPP and the Health Communities programme.
		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	Green			Evidence submitted, awaiting feedback from Sport England. Work on amending the Diversity Action Plan ongoing with support from Inclusive Boards (via Sport England)
			F3.2: Re-accredit and maintain the Foundation Level of the Equality Standard for Sport	Reaccredited with Foundation Level	CG	Green			Evidence all ready for submission. Awaiting details from Sport England regarding submission process.
			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/LB	Green			2018/19 Safeguarding Action Plan endorsed by CPSU. Safeguarding adults policy drafted for board approval.
			F3.4: Ensure SASSOT complies with GDPR	Assessed as compliant by Host Lead	JK	Green			Key documents, databases and website compliant. Amending other documents on an ongoing basis. Assessed as compliant by Host. Data cleanse of P Drive to be completed by 31.08.18
		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	Green			PDR document fully revised and agreed. Regional TNA discussion ongoing
			F4.2: Continue to develop our values based approach. Create trusting and supportive environment	NPS of 50% (CSPn Staff Satisfaction Survey 2019) Deliver 3 team away days	MA/JT/JK	Green			Initial scoping session delivered at team away day. Behaviours identified
Headline			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			57.20%			11th Oct
Increasing the %of the population fairly active			Active Lives			13.60%			
Decreasing the % of people physically inactive			Active Lives			29.20%			11th Oct
Increasing the number of people volunteering in sport at least twice in the last year			Active Lives			15.90%			11th Oct
Increasing the GVA of sport in Staffordshire and Stoke-on-Trent			Economic Value of Sport Local Model						

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



Ratings for each Priority*

Green	Progress better than or as expected at this point in time
Red	Progress behind where expected at this point in time, and additional support / resource needed
Grey	No progress expected at this point in time

Highlights

- Funding secured from nine Local Authorities, including an additional £5000 from Staffordshire County Council per annum. Funding confirmed from Sport England for Workforce (to 31.03.19) and all programmes (until at least 31.08.19)
- SASSOT has helped to secure over £850k of inward investment. We supported Midland Psychology with their successful bid for £315k of Sport England funding for a new autism project, and we are now working with them to implement the initiative. We were also instrumental in helping to secure £43k for improvements to Silverdale Community Centre, and we worked with St Thomas Moore Catholic Academy to secure c£500k from Healthy Schools capital fund for new 3G pitch.
- Comprehensive insight developed to shape the Place-Based Approach in Staffordshire Moorlands. This has involved detailed desk-based research followed by piloting a Facebook consultation group which targeted the identified demographic group on the Haregate Estate. 15 women actively engaged in the week long consultation and provided valuable insight on their values, motivations, lifestyle and barriers, all of which will help to shape the offer in that area.
- Continue to provide strategic leadership to Staffordshire Public Health around the physical activity and sport agenda. Responsible body for the STP prevention project and Health & Wellbeing Board Subgroup. Integrated into the senior management team via weekly meetings and have representation on the National Diabetes Prevention Programme steering group.

*For details of each Priority or its individual Actions please see the full Annual Delivery Plan Quarterly Review

Challenges

- Cannock Chase Governance Steering group have lacked clarity around geographic and social priorities for the PBA project. This has delayed the insight phases of the project. Meeting with key stakeholders on 28th June to agree a clear way forward
- West Midlands CSPs have delayed agreeing shared priorities around Commonwealth Games legacy. This is due to the slow recruitment to the Delivery Agency and political tensions between Birmingham City Council and West Midland Combined Authority.
- Four-Year Financial Forecast – although we are forecast to end the current funding cycle (to 31.03.21) with sufficient reserves, beyond that point we will go into deficit if we continue with our current levels of income and expenditure. At this point in time, with no confirmed messages from Sport England regarding long-term funding for CSPs, we recommend that the Finance and Audit Group keeps a watching brief on this.

Achieving Our Vision – John of Rolleston Primary School

John of Rolleston Primary School has fully engaged with the focussed one-to-one support on offer through SASSOT and SASSOT's commissioned partner Accelerate Learning. This support aims to support Primary Schools with the effective spend of their Primary PE and School Sport Premium Funding.

In recent feedback from staff, all staff have increased the amount of active minutes in their classrooms by an average of 13 minutes a day and each classroom on average is active for 22 minutes a day now.

The school were supported to audit their provision and create detailed action plan based on the identified needs. As part of this action planning process the school introduced active learning across the curriculum and across the school.

We are thrilled at the impact the initiative has already had on the mind-set of our pupils... The enthusiasm and drive of the PE Lead has ensured consistency across the school. We look forward to this being just the start of the drive to reduce obesity in school and our next move will be to involve parents even more.

Mr Bateman, Headteacher

The project started in the Autumn term by sending the English, Maths and PE lead on training (Active Maths and Active Literacy). PE Lead, Nicola Bourke, then ran a training session for all staff during an INSET. Staff were given the opportunity to have a go at a variety of activities ranging across all key stages and curriculum areas. The enthusiasm of the PE Lead during the session ensured all staff were on-board with the project.

All staff are now regularly including active learning into their lessons and it has become part of the school culture. Going forward the PE Lead is keen to involve parents in an active learning workshop to understand the importance of reducing sedentary behaviours in their pupils.

This work has led to the school being awarded the West Midlands Primary PE and School Sport Award in the Physical Activity and Health Enhancing Initiatives category.

Feedback from pupils in all year groups showed a score of 4 or 5 out of 5 for enjoyment of active learning and offered reasons such as:

"It is fun"; "it makes me more enthusiastic"; "I get bored when it is just sitting and start to fiddle"; "stuff sticks in my brain if I'm moving around"; "you have to respond to the class so there's nowhere to hide!"; "everyone has to join in".

Strategic Outcomes		Priorities
People	A: Residents, from all socio-economic backgrounds, enjoy the physical and mental health benefits of an active lifestyle	A1: Mobilising health, education, volunteer and leisure workforces A2: Developing community capacity
Place	B: Our communities are places where being physically active is the easy choice	B1: Focusing on our most inactive communities B2: Shaping the Physical Activity offer B3: Focusing Sport England-funded programmes in areas of greatest need
Economy	C: Our Sporting economy is thriving, providing employment to an active workforce	C1: Supporting sporting events which stimulate our visitor economy C2: Ensuring Birmingham 2022 Commonwealth Games has a positive legacy
System	D: Strong strategic leadership ensures that physical activity and sport become a core feature in local policy, creating places which are inherently active	D1: Providing strategic leadership and advocacy D2: Lobbying for physical activity to become an integral policy feature D3: Attracting investment into physical activity and sport D4: Demonstrating the impact of our work using robust methodology
Programmes	E: Our programme delivery has maximum impact within our area	E1: Satellite Clubs E2: School Games E3: Primary Premium E4: Active Lives (Children & Young People)
Governance	F: Our work is underpinned by impeccable standards of corporate governance and operations	F1: Ensuring SASSOT is financially secure F2: Understanding and responding to our partners' and customers' needs F3: Meeting industry-recognised standards F4: Nurturing and developing staff

*For details of each Priority or its individual Actions please see the full Annual Delivery Plan Quarterly Review

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

1. Partnership Services

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 30/06/18	Actual 01/04/18 - 30/06/18	Commit- ments	Variance
Expenditure		£	£	£	£	£
Employee costs	Core Team	266,410	66,603	54,580		- 12,023
Hosting		27,000	27,000	27,000		-
Telephones	Incl. wifi	1,500	375	554	19	179
Travel & Subsistence		5,800	1,450	1,576		126
Training and Conferences		6,000	1,500	680		- 820
Office Equipment	Office Costs	300	75	-		- 75
Clothing & uniforms	Office Costs	130	33	-		- 33
Printing, stationery and postage	Office Costs	1,470	368	424		57
Computer Services	Office Costs	2,500	625	799		174
Marketing		8,000	2,000	1,813	200	- 187
Consultancy	Director, Apprentice, Auditor	11,600	2,900	3,533	2,479	633
Subs to Outside Organisations	Delivery	2,270	2,270	2,370		100
Hospitality	Delivery - Including PBA	2,000	500	623	273	123
Rents	Delivery - Including PBA	1,000	250	-		- 250
Grants and Equipment	Delivery - PBA	5,000	1,250	110		- 1,140
Professional Fees	Delivery - PBA	3,740	935	120		- 815
Reserves Fund	Includes Employee Liabilities & c/f to 20-21	290,780	-	-		-
		635,500	108,133	94,182	2,971	- 13,951
Income						
Grants	Sport England	263,980	-	-		-
Partnership Funding	Local Partners	90,000	79,000	79,000		-
Joint Financing Contribution	Balance c/fwd	250,070	250,072	250,072		-
Joint Financing Contribution	Underspend from other Budgets etc.	31,450	-	-		-
	Total	635,500	329,072	329,072		-

2. Research and Insight

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

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	4,704	4,393		- 311
Telephone		30	18	35		17
Travel & Subsistence		170	102	17	-	85
Training and Conferences		100	60	70		10
Printing, stationery and postage	Office Costs	50	30	1	-	29
Grants	Delivery	1,500	900	250	-	650
Professional Fees	Delivery	780	468	- 314	-	782
Contingency	Active Lives / DfE c/f for 2018-19	5,740	-	-		-
	Total	16,210	6,282	4,452	-	- 1,830
Income						
Joint Financing Contributions	Balance c/fwd	14,720	14,719	14,719		-
Joint Financing Contributions	Income from Courses	1,490	100	93	-	7
	Total	16,210	14,819	14,812	-	7

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
Employee costs		140	140	140		-
Grants	Delivery - Club Accreditation Grants	4,550	250	250	4,550	-
	Total	4,690	390	390	4,550	-
Income						
Joint Financing Contributions	Balance c/fwd	9,850	9,848	9,848		-
Joint Financing Contributions	Transfer to Partnership Services	- 5,160	-	-		-
	Total	4,690	9,848	9,848		-

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 - Children in Care Project	15,000	450	413	-	37
	Total	15,000	450	413	-	37
Income						
Joint Financing Contributions	Balance c/fwd	17,750	17,745	17,745		-
Joint Financing Contributions	Transfer to Partnership Services	- 2,750	-	-		-
	Total	15,000	17,745	17,745	-	-

6. Workforce (formerly 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	11,735	10,881	-	854
Telephones		150	38	35	-	3
Travel & Subsistence		500	125	27	-	98
Training and Conferences		500	125	40	-	85
Printing, stationery and postage	Office Costs	20	5	-	-	5
Hospitality	Delivery	100	25	-	-	25
Professional Fees	Delivery	170	43	-	-	43
	Total	48,380	12,095	10,983	-	- 1,112
Income						
Grants	Sport England	40,000	20,000	20,000		-
Joint Financing Contributions	Balance c/fwd	18,310	18,314	18,314		-
Joint Financing Contributions	Transfer to Partnership Services	- 9,930	-	-		-
	Total	48,380	38,314	38,314	-	-

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	11,815	11,521	-	294
Telephones		160	40	30	-	10
Travel & Subsistence		1,000	250	25	-	225
Training and Conferences		700	175	-	-	175
Printing, stationery and postage	Office Costs	660	165	181		16
Grants	Delivery	49,190	-	-	31,387	-
Rents	Delivery	500	125	19	53	106
Hospitality	Delivery	300	75	-	59	134
Professional Fees	Delivery	18,500	-	-	11,500	-
Contingency		15,200	-	17	877	17
	Total	133,470	12,645	11,734	43,817	- 911
Income						
Grants	Sport England Satellite Clubs	107,150	-	-		-
Joint Financing Contributions	Balance c/fwd	28,540	28,545	28,545		-
Joint Financing Contributions	Transfer to Partnership Services	- 2,220	-	-		-
	Total	133,470	28,545	28,545		-

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	5,196	4,511	-	685
Telephones		30	18	-	-	18
Travel & Subsistence		150	90	-	-	90
Training and Conferences		100	60	-	-	60
Printing, stationery and postage	Office Costs	220	132	98		34
Rents	Delivery	3,970	-	-		-
Hospitality	Delivery	1,810	100	67	25	33
Professional Fees	Delivery	3,530	-	-	538	-
Equipment	Delivery	4,550	-	135	3,989	135
Promotions	Delivery	3,000	3,000	4,193	32	1,193
Contingency		9,480	-	-		-
	Total	35,500	8,596	8,734	4,584	138
Income						
Joint Financing	Balance c/fwd	35,500	35,499	35,649		150
	Total	35,500	35,499	35,649		150

9. Equity

Description	Work Area	Budget 2018-19	Budget 01/04/18 -	Actual 01/04/18 -	Commit- ments	Variance
Expenditure		£	£	£	£	£
Employee Costs		120	120	73	-	193
	Total	120	120	73	-	193
Income						
Joint Financing Contributions	Balance c/fwd	10,500	10,500	10,500		-
Joint Financing Contributions	Transfer to Partnership Services	- 10,380	-	-		-
	Total	120	10,500	10,500	-	-

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

21.06.18

Summary

	<u>Note</u>	2018-19	2019-20	2020-21	2021-22
<u>Income</u>					
Reserves Carried Forward	1	- 391,750	- 361,490	- 325,540	- 273,510
Income	2	- 626,540	- 635,030	- 635,030	- 580,470
Transfers Between Budgets		-	-	-	-
Total Income		- 1,018,290	- 996,520	- 960,570	- 853,980
<u>Expenditure</u>					
Employee Costs	3	432,820	467,190	484,380	499,140
Hosting		27,000	27,000	27,000	27,000
Other Costs:					
Telephone		2,110	2,110	2,110	2,110
Travel / Subsistence		8,450	8,250	8,250	8,250
Training	4	8,000	7,500	7,500	7,500
Office Costs	5	5,420	3,520	3,520	3,520
Marketing	6	8,000	8,000	8,000	8,000
Consultancy	7	10,010	1,500	1,500	1,500
Delivery / Other	8	154,990	145,910	144,800	133,100
Total Expenditure		656,800	670,980	687,060	690,120
<u>Balance</u>		- 361,490	- 325,540	- 273,510	- 163,860
of which Liabilities	9	- 169,520	- 191,590	- 213,670	- 229,650
of which restricted funds	10	- 64,650	- 53,830	- 49,560	-
of which unrestricted funds	11	- 127,320	- 80,120	- 10,280	65,790

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, Active Lives and Satellite Clubs to 31.03.21 on same basis as currently

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	£95,000 18-19, 71,000 19-20, 66,000 20-21 on	
	School Games	£45,000	Academic Year
	Satellite Clubs	£131,121	Financial Year
	Primary Premium	£51,025	Academic Year
	DfE Volunteerin	£8,000	Academic Year
	Active Lives	£14,900	Academic Year
3. Employee Costs	Includes Salaries, NI, Superannuation, Car Allowances plus £500 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		



Governance Statement

2017-18

Sport Across Staffordshire and Stoke-on-Trent Governance Statement 2017-18

1. Introduction

This financial year has seen a wholesale review of SASSOT's governance policies, procedures and practices including:

- External Evaluation of Governance Options
- Restructuring of the Board and Sub Groups
- Adoption of a new vision, mission and values
- Development of a new three-year strategy
- Staff restructure

Several of these changes have been precipitated by the requirement to comply with Tier Three of *A Code for Sports Governance*, a change in Sport England's role for County Sports Partnerships and the ongoing challenge of the current financial climate.

However, moving into 2018-19 these changes are now fully embedded, leaving SASSOT strongly-placed to face the challenges of delivering our new strategy and of meeting the needs of our funding partners.

2. Governance and Structure

2.1 A Code for Sports Governance

All organisations which receive funding from UK Sport or Sport England are now required to comply with the appropriate Tier of [*A Code for Sports Governance*](#). For County Sports Partnerships such as SASSOT, this meant compliance with Tier Three by 31.03.18.

SASSOT has submitted all evidence to Sport England and is currently waiting to hear whether we have been assessed as compliant.

2.2 External Evaluation

Campbell Tickell were commissioned by SASSOT to undertake a Governance Options Appraisal and to make recommendations to the Board on how best to meet SASSOT's and its partners' future needs, taking into account the changing environment in which SASSOT is operating.

This appraisal included a document review, a survey of external stakeholders and face-to-face interviews with the Board, staff team and key partners. The report was accepted by the Board in May 2017 and included the following recommendations:

- i) Secure a hosting arrangement with Stafford Borough Council for the next few years
- ii) Undergo the process of remodelling the Board into a skills-based Board in line with Tier Three requirements
- iii) Review the Board's Constitution and operations in line with Tier Three
- iv) Begin the process of exploring alternative governance options in detail

2.3 Constitution

The constitution was amended in line with Tier Three requirements, and adopted by the Board in October 2018. Key amendments were as follows:

- i) The length of time Board members are able to serve on the Board, with a maximum term introduced
- ii) Membership must include a Chair, Senior Independent Director and have at least 25% independent members
- iii) Sub Groups need to include an Audit Committee (or finance group) and a Nomination Committee together with task and finish groups or themed groups to be agreed by the Board.
- iv) The maximum number of Board members is 12.

A copy of the new constitution can be found [here](#).

2.4 Board Membership

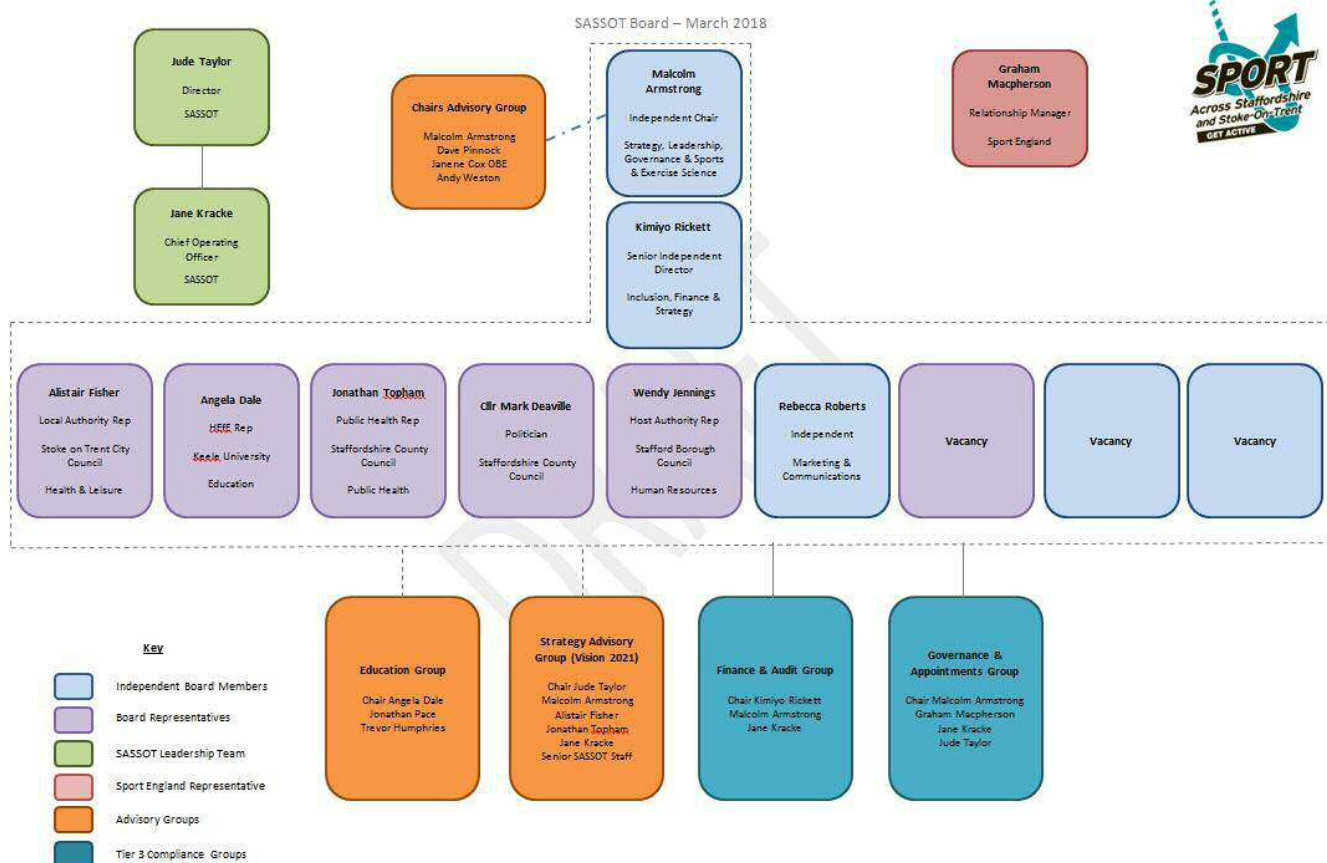
Board members who have served during 2017-18 are listed below:

Name	Status	Start of Term	End of Term	Attendance	Sub-Group Membership
Malcolm Armstrong	Independent (Chair)	17.10.17		3/3	FAG GAG SAG
Janene Cox OBE	Representative	Pre July 10	18.04.18	4/5	GAG
Angela Dale	Representative	02.11.11		4/5	
Cllr Mark Deaville	Representative	17.10.17		1/3	
Sue Finnigan	Independent (Chair)	Pre July 10	17.10.17	3/3	GAG SAG
Alistair Fisher	Representative	17.05.17		2/5	SAG
Cllr Gill Heath	Representative	19.07.17	17.10.17	1/1	
Trevor Humphries	Representative	29.01.14	24.01.18	2/4	
Wendy Jennings	Representative	17.10.17		2/3	
Peter Jones	Independent (Vice Chair)	14.05.14	17.10.17	2/3	GAG
Norman Jones	Representative	25.01.17	19.07.17	1/2	GAG
Tony McGovern	Representative	28.01.15	18.04.18	4/5	
Jonathan Pace	Representative	22.10.14	24.01.18	2/4	
Dave Pinnock	Independent (Senior Ind. Dir.)	Pre July 10	18.04.18	4/5	FAG GAG
Kimiyo Rickett	Independent (Senior Ind. Dir.)	24.01.18		1/1	FAG GAG
Rebecca Roberts	Independent	24.01.18		1/1	
Jonathan Topham	Representative	17.05.17		4/5	SAG
Russell Turner	Sport England	N/A	N/A	5/5	
Andy Weston	Representative	Pre July 10	20.11.17	3/4	SAG
Cllr Mark Winnington	Representative	26.01.17	17.05.17	1/1	

Key: FAG – Finance and Audit Group
 GAG – Governance and Appointments Group
 SAG – Strategy Advisory Group

Board membership at 31.03.18 stood at 11 members, with 4 independent and 5 female.

Profiles of current Board members can be found [here](#), and a diagram of the Board's structure is shown below:



2.5 Sub Groups

The Board currently has four sub-groups, as illustrated above.

2.5.1 Education Group

This is in the process of being established.

2.5.2 Strategy Advisory Group (formerly Vision 2021 Group)

Key work areas during 2017-18 include:

- Overseeing the review of SASSOT's vision, mission and values
- Developing SASSOT's new strategy (see 3. Below).

2.5.3 Finance and Audit Group

Key work areas during 2017-18 include:

- Development of a four-year financial forecast with sufficient reserves
- Ongoing monitoring of income / expenditure against the annual budgets

- Production of an Internal Controls document
- Ongoing monitoring and updating of the organisation's Risk Register

2.5.4 Governance and Appointments Group

Key work areas during 2017-18 include:

- Overseeing the external evaluation of the Board and implementing the recommendations
- Ensuring compliance with Tier Three of A Code for Sports Governance
- Skills analysis of Board
- Review of Board membership and sub-groups including open recruitment of new Chair and additional Board members
- Review of senior management of the organisation
- Review of constitution

Terms of reference and minutes from each sub-group can be found [here](#).

2.6 Remuneration of Board Members

As outlined in SASSOT's constitution, the role of Board members is voluntary and no Board members shall receive any remuneration other than reasonable out of pocket expenses.

3. 2017-18 Delivery

A copy of SASSOT's annual report for 2017-18 can be found here [\[add link once published\]](#)

A more detailed account of the team's work can be found in the Annual Delivery Plan. The team provide a quarterly update on progress to the Board, highlighting key successes and challenges for the quarter. The 2017-18 Annual Delivery Plan can be found [here](#), with the quarterly updates being included in each Board Meeting's papers [here](#).

4. Strategy

4.1 Introduction

SASSOT's previous Business Plan ran until 31.03.17. The last three years have seen unprecedented change in the sport and physical activity sector. From a policy perspective we have seen the publication of the first new Government sport strategy for seven years, "A Sporting Nation" and Sport England's response, "Towards an Active Nation". These strategies have resulted in significant changes in the way physical activity and sport is funded, delivered and evaluated.

This has been coupled with a change in the way people live their lives, ever-competing demands on leisure time, the increasing popularity of wearable technology and performance data, and the rise in demand for informal activities. The net result is a sporting landscape changed beyond recognition.

During 2017-18, SASSOT began the process of developing a new strategy, which was approved by the Board in April 2018. This strategy represents a new direction of travel for Sport Across Staffordshire and Stoke-on-Trent as we attempt to respond to this ever-changing picture. At its heart is an unwavering focus on the needs of our most

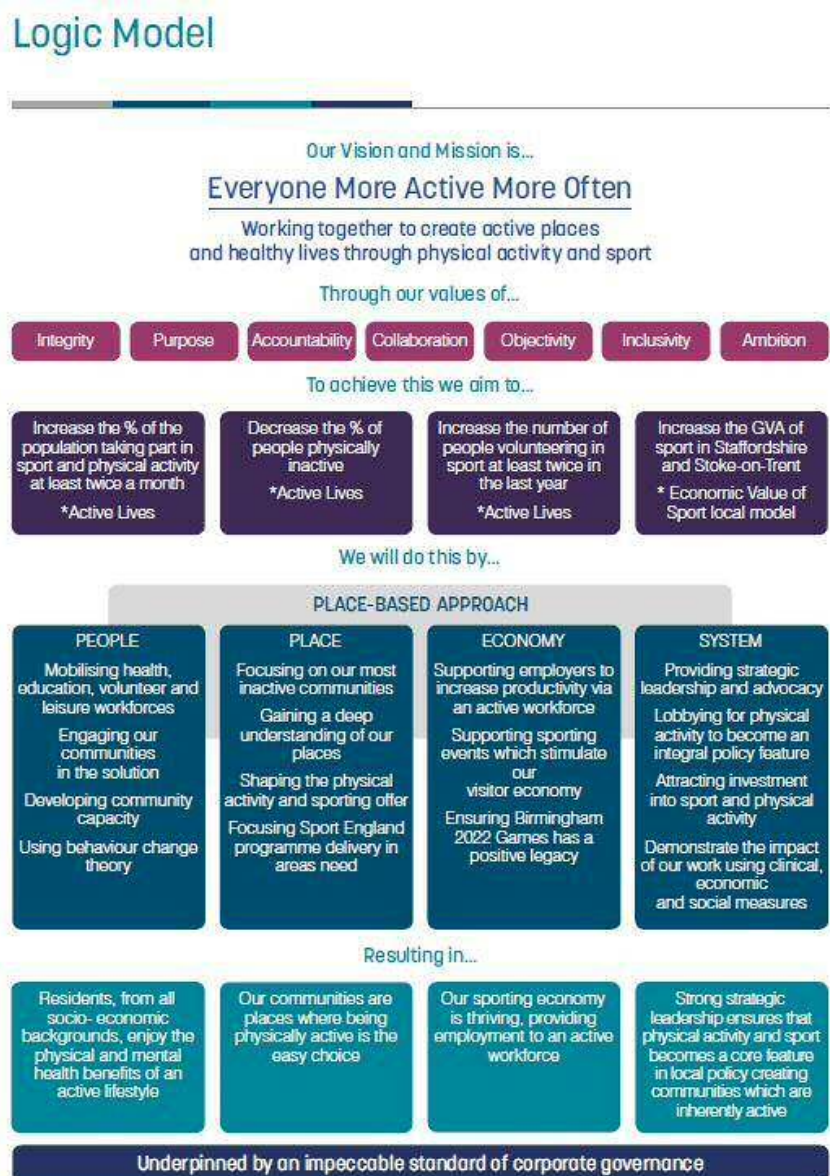
inactive communities. Working at this locality level will allow us to understand the motivations, barriers and behaviours of residents in those places. Working with partners we aim to address these local issues and turn the dial on inactivity, ensuring every resident can enjoy the economic, social and health benefits of an active lifestyle.

4.2 Consultation

The Vision 2021 Group (now the Strategy Advisory Group), comprising of Board members and senior staff, led on the development of the Strategy. A consultation event for current and potential partners was held in September 2017 to test SASSOT's proposed new Vision, Mission and Strategic Outcomes. These were then refined based on feedback, and again tested through partner forums such as the Chief Leisure Officers Forum (SLCOF) and the NGB Forum.

A final consultation session was run with the full Board during the January 2018 meeting, with the final version of the strategy being approved by the Board on 18.04.18 and publicly launched at an event on 24.04.18.

4.3 Strategy Overview



A copy of our full Strategy can be found [here](#)

5. Finance

5.1 Annual Accounts

SASSOT's Reserves Statement for 2017-18 can be found below:

Annual	Budget (£)	Actual (£)
Carry Forward from 16-17	(438,442)	(438,442)
Income	(722,228)	(724,672)
Expenditure	1,160,670	768,129
Net Carry Forward to 18-19	0	(394,985)
Of which Restricted	0	(97,712)
Of which Allocated		(173,110)
Of which Unrestricted	0	(124,163)

- The Restricted Carry Forward includes the receipt of grants during 2017-18 where partial delivery will take place during 2018-19.
- The Allocated Carry Forward is the amount needed to cover our liabilities as of 31.03.18

A copy of SASSOT's full, audited accounts will be available on our website [here](#) once completed.

5.2 Four-Year Financial Forecast

During the course of 2017-18, the Finance and Audit Group developed a four-year financial forecast for SASSOT, which runs until the end of the current Sport England funding cycle (31.03.21).

The initial figures, based on existing levels of expenditure and income, allowed us to set a budget for the new staffing structure and for delivery, meaning that once this was implemented SASSOT should end the four-year period with all its liabilities covered and with additional unrestricted reserves.

The Forecast was adjusted at various points during the year, to take into account confirmed funding, the new staffing structure etc. but various versions can be viewed with the Board Meeting papers [here](#).

6. Diversity in Governance and Leadership

SASSOT used the recruitment for the Chair (October) and the two rounds of Board Member recruitment as an opportunity to increase the range of diversity on the Board, and also to increase the number of independent members.

The new Board Chair made a formal commitment on behalf of the Board to increase the diversity of Board membership and Senior Management:

“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 included in our [‘Diversity in Governance and Leadership’ plan](#).

Progress regarding the number of female and independent Board members is outlined below:

	As of 01.04.17	As of 31.03.18
Number of members	11	11
Female	3 (27%)	5 (45%)
Independent	3 (27%)	4 (36%)

SASSOT is currently completing Equal Opportunities monitoring with the Board and Team to set baselines for other protected characteristics.

7. Risk Register and Internal Controls

7.1 Risk Register and Risk Management Plan

SASSOT's current risk register and Risk Management plan is reviewed on a quarterly basis, with any amendments being taken to the Board for approval. Copies of the Register / Plan can be found within the Board Meeting papers [here](#). A full review of this work area will be carried out by the Finance and Audit Group during 2018-19.

7.2 Internal Controls

This document was produced during 2017-18, and outlines the internal controls which are in place to ensure that SASSOT's financial affairs are well managed, and to reduce the risk of losses through theft and fraud, bad decisions, human error, breaches of controls, management override of controls and unforeseeable circumstances. A copy can be found within the January 2018 Board Papers [here](#).



Report to the Board – Enclosure 08

Report Title	Safeguarding Delivery Plan and Safeguarding Adults at Risk Policy
Date	5 July 2018

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

Contact Officer	Name:	Lee Booth / Ben Hollands
	Tel:	01785 619730 / 01785 619693

For Information	
For Decision	x

1. **Purpose of Report**

- 1.1 To present SASSOT's 2018/19 safeguarding delivery plan to the Board for review and endorsement.
- 1.2 To present SASSOT's first safeguarding adults at risk policy to the Board for review and endorsement.

2. **Recommendation(s)**

That the Board endorse the delivery plan and the safeguarding adults at risk policy.

3. **Executive Summary**

A core funding requirement for SASSOT is to develop and deliver an annual safeguarding action plan. The plan has to demonstrate how SASSOT is locally meeting the criteria set out in the National Safeguarding in Sport Framework. Progress against this plan is assessed as part of the 6 month and 12 month core

funding review. SASSOT safeguarding work has been rated Green by the Child Protection in Sport Unit (CPSU) and Sport England for 2017/18.

There is now also an expectation from CPSU and Sport England that SASSOT will have an adequate safeguarding adults at risk policy in place that has been reviewed and endorsed by the Ann Craft Trust (ACT), the body recognised and partly funded by Sport England as the expert advisors in safeguarding adults in sport.

4. Report

4.1 The attached safeguarding delivery plan has been developed following a formal review of SASSOT's safeguarding work in 2017/18 by the CPSU. The review process identified some new priority areas to address in the coming delivery year. Specifically these include:

- **Continue to ensure nationally recognised minimum standards for safeguarding in sport are embedded across all work strands involving Children and Young People (CYP), including activities sub contracted to local partners**
- **Undertake a comprehensive review of school games safeguarding arrangements at level 2 and 3. The findings from the review will inform a discrete safeguarding work programme for school games in 2018-19.**
- **Work with Staffordshire and Stoke-On-Trent Safeguarding Children Boards (LSCBs) to support the delivery of new communication campaigns to raise safeguarding standards in the community and voluntary sector**
- **Provide opportunities for volunteers and professionals in sport to develop their knowledge and understanding of safeguarding**

The plan will also roll forward a number of work areas from the 2017/18 plan where there is ongoing need. These areas primarily relate to ensuring SASSOT's programmes continue to meet minimum safeguarding requirements and keeping SASSOT's policies and procedures up to date and in line with best practice.

The Plan has been agreed by the CPSU as part of the Q4 reporting process.

4.2 The attached safeguarding adults at risk policy is the first such policy that SASSOT have had in place and has been created as a response to the requirement from Sport England and CPSU that SASSOT develop and adopt a Policy this year.

The policy reflects the fact that SASSOT predominantly operate as an advisory body rather than a delivery body for sport and physical activity and highlights our role as an information, advice and guidance body for our partners to ensure our partners have the best possible practice in place. There is however a requirement to outline the procedures in place to deal with an incident or an allegation should this occur.

The policy has been reviewed and endorsed by the ACT, the body recognised and partly funded by Sport England as the expert advisors in safeguarding adults in sport.

The policy has also been shared with the SASSOT core team and comments made by the team have been included in the policy. There will also be informal training for the core team led by Lee Booth and Ben Hollands, Lead Safeguarding Officers to go alongside the adoption of the policy.



Safeguarding Adults Policy and Procedures

Sport Across Staffordshire and Stoke-On-Trent

May 2018

Sport Across Staffordshire and Stoke-On-Trent (SASSOT) Safeguarding Adults Policy and Procedures

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1.0 Introduction and background to SASSOT

SASSOT is a sub-regional multi agency partnership funded to increase participation in sport, physical education and physical activity. SASSOT works with a range of partners to achieve this through a combination of strategic coordination, generic support services and direct delivery.

SASSOT is one of six County Sport Partnerships within the West Midlands and one of forty-three across England.

As the lead strategic organisation for sport and physical activity in Staffordshire and Stoke-On-Trent, SASSOT is committed to ensuring that all are able to participate and enjoy all forms of sport and physical activity in a safe and supportive environment.

Working with key local statutory agencies, Stafford Borough Council (as our host Authority) and the Ann Craft Trust (ACT) SASSOT will encourage and support all partner organisations to fulfil their safeguarding adults at risk responsibilities through implementing their own policies and procedures.

This policy and its associated procedures are mandatory for all staff, employed or voluntary, working to deliver projects that SASSOT is directly responsible for. The purpose of this policy is to:

- **Make clear SASSOT's commitment to safeguarding all adults and demonstrate how we are meeting the six key principles of the Care Act (2014).**
- **Provide guidance and clear procedures for staff working with adults.**
- **Form part of guidance documentation for partner organisations when developing their own adults at risk policies and to encourage them to work in line with national recommendations.**
- **Provide a reference framework for SASSOT to check partner policies and procedures meet an appropriate minimum standard when commissioning or sub-contracting work that involves delivery to adults.**

SASSOT has a separate Child Protection Policy in place that has been signed off by the Executive Board and there is also an annual Safeguarding Implementation Plan in place that is agreed and checked and challenged by the Child Protection in Sport Unit (CPSU) each year.

The Safeguarding Adults policy was last reviewed in May 2018 and formally adopted by the SASSOT Executive Board in July 2018. This policy will be reviewed within 3 years of its published date or in light of new legislation or major incidents.

Current Safeguarding Lead Officers within SASSOT:

Ben Hollands: bhollands@staffordbc.gov.uk or 07812 351083

Lee Booth: lbooth@staffordbc.gov.uk or 07800 619695

Current Director within SASSOT:

1.1 Roles and Responsibilities

SASSOT has a strategic safeguarding function for the sub-region with an emphasis on facilitating, enabling and supporting partners to ensure they have up to date information, resources and policies in order to deliver activity safely and effectively. SASSOT do not currently directly deliver or commission activity to adults at risk. Therefore, the risk of a concern or allegation being made against SASSOT is minimal. The emphasis of this policy will reflect the strategic role of the SASSOT team.

In the context of safeguarding and the implementation of this policy, SASSOT will have a clear role in the following areas:

- Have an effective partnership with the Ann Craft Trust to ensure that this policy is fit for purpose and that we are kept aware of industry updates and training opportunities
- Work in partnership with the Ann Craft Trust in promoting and sharing examples of good practice to key partners relating to safeguarding work
- Ensure that the Safeguarding Lead Officers have been through appropriate training. For example, Ann Craft Trust training
- The Policy will be formally adopted by the Executive Board and reviewed every three years
- All members of the SASSOT team and relevant members of the Executive Board shall receive a copy of the Policy and sign to say they have read and understood the Policy
- Ensure that concerns raised to the SASSOT team are shared with relevant bodies such as the Ann Craft Trust or the relevant NGB and statutory bodies
- Ensure that concerns of adults at risk of abuse are responded to in the appropriate way as outlined in this policy
- Ensure an open dialogue with the Staffordshire and Stoke-On-Trent Adult Partnership Board for guidance on this Policy and ongoing advice and guidance

The policy and the role SASSOT will play in its implementation will be available on the SASSOT website.

In the case of a another organisation being commissioned or funded by SASSOT, a Service Level Agreement will be in place outlining expectations, roles and responsibilities and this will include:

- The organisation must have a suitable Safeguarding Adults at Risk Policy in place. This will be assessed via liaison with the Ann Craft Trust and recommended check and challenge tool for assessing policies and procedures.
- Any concerns or incidents would default to the commissioned organisations policies and procedures
- The SASSOT Safeguarding Lead Officers must be informed of any concerns or incidents that are raised

The SASSOT safeguarding adults policy and procedures apply to all individuals, including volunteers, employed by SASSOT.

2.1 Principles

2.1 The guidance given in the policy and procedures is based on the following principles:

The six principles of adult safeguarding

The Care Act sets out the following principles that should underpin safeguarding of adults

Empowerment - People being supported and encouraged to make their own decisions and informed consent.

“I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens.”

Prevention – It is better to take action before harm occurs.

“I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help.”

Proportionality – The least intrusive response appropriate to the risk presented.

“I am sure that the professionals will work in my interest, as I see them and they will only get involved as much as needed.”

Protection – Support and representation for those in greatest need.

“I get help and support to report abuse and neglect. I get help so that I am able to take part in the safeguarding process to the extent to which I want.”

Partnership – Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse

“I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me.”

Accountability – Accountability and transparency in delivering safeguarding.

“I understand the role of everyone involved in my life and so do they.”

2.1.2 All adults, regardless of age, ability or disability, gender, race, religion, ethnic origin, sexual orientation, marital or gender status have the right to be

protected from abuse and poor practice and to participate in an enjoyable and safe environment.

- 2.1.3 The SASSOT team will seek to ensure that sport or physical activity that we commission is inclusive and make reasonable adjustments for any ability, disability or impairment, we will also commit to continuous development, monitoring and review.
- 2.1.4 The rights, dignity and worth of all adults will always be respected.
- 2.1.5 We recognise that ability and disability can change over time, such that some adults may be additionally vulnerable to abuse, for example those who have a dependency on others or have different communication needs.
- 2.1.6 We recognise that a disabled adult may or may not identify themselves or be identified as an adult 'at risk'.
- 2.1.7 We all have a shared responsibility to ensure the safety and well-being of all adults and will act appropriately and report concerns whether these concerns arise within the SASSOT team, or in the wider community.
- 2.1.8 All allegations will be taken seriously and responded to quickly in line with the SASSOT Safeguarding Adults Policy and Procedures.
- 2.1.9 SASSOT recognises the role and responsibilities of the statutory agencies in safeguarding adults and is committed to complying with the procedures of the Local Safeguarding Adults Boards.

3 Guidance and Legislation

3.1 The practices and procedures within this policy are based on the principles contained within the UK and legislation and Government Guidance and have been developed to complement the Safeguarding Adults Boards policy and procedures, and take the following into consideration:

- The Care Act 2014
- The Protection of Freedoms Act 2012
- Domestic Violence, Crime and Victims (Amendment) Act 2012
- The Equality Act 2010
- The Safeguarding Vulnerable Groups Act 2006
- Mental Capacity Act 2005
- Sexual Offences Act 2003
- The Human Rights Act 1998
- The Data Protection Act 1994 and 1998

4 Definitions

- 4.1 To assist working through and understanding this policy a number of key definitions need to be explained:

- 4.1.1 **Adult at Risk** is a person aged 18 or over who is in need of care and support regardless of whether they are receiving them, and because of those needs are unable to protect themselves against abuse or neglect.
In recent years there has been a marked shift away from using the term 'vulnerable' to describe adults potentially at risk from harm or abuse.
- 4.1.2 **Abuse** is a violation of an individual's human and civil rights by another person or persons. See section 5 for further explanations.
- 4.1.3 **Adult** is anyone aged 18 or over.
- 4.1.4 **Adult safeguarding** is protecting a person's right to live in safety, free from abuse and neglect.
- 4.1.5 **Capacity** refers to the ability to make a decision at a particular time, for example when under considerable stress. The starting assumption must always be that a person has the capacity to make a decision unless it can be established that they lack capacity (MCA 2005).

5 Types of Abuse and Neglect - Definitions from the Care Act 2014

- 5.1 This is not intended to be an exhaustive list but an illustrative guide as to the sort of behaviour or issue which could give rise to a safeguarding concern.
- 5.1.1 **Self-neglect** – this covers a wide range of behaviour: neglecting to care for one's personal hygiene, health or surroundings and includes behaviour such as hoarding. In sport this could be a player whose appearance becomes unkempt, does not wear suitable sports kit and deterioration in hygiene.
- 5.1.2 **Modern Slavery** – encompasses slavery, human trafficking, forced labour and domestic servitude. Traffickers and slave masters use whatever means they have at their disposal to coerce, deceive and force individuals into a life of abuse, servitude and inhumane treatment. In sport you may notice that a participant in a team has been missing from practice sessions and is not responding to reminders from team members or coaches.
- 5.1.3 **Domestic Abuse** – including psychological, physical, sexual, financial and emotional abuse. It also includes so called 'honour' based violence. Sport may notice a power imbalance between a participant and a family member. For example a participant with Downs syndrome may be looking quiet and withdrawn when their brother comes to collect them from sessions, in contrast to their personal assistant whom they greet with a smile.
- 5.1.4 **Discriminatory** – discrimination is abuse which centres on a difference or perceived difference particularly with respect to race, gender or disability or any of the protected characteristics of the Equality Act. This could be the harassing of a club member because they are or are perceived to be transgender
- 5.1.5 **Organisational Abuse** – including neglect and poor care practice within an institution or specific care setting such as a hospital or care home, for example, or in relation to care provided in one's own home. This may range from one off incidents to on-going ill-treatment. It can be through neglect or

poor professional practice as a result of the structure, policies, processes and practices within an organisation. In sport or physical activity, this could be training without a necessary break.

- 5.1.6 **Physical Abuse** – includes hitting, slapping, pushing, kicking, misuse of medication, restraint or inappropriate sanctions.
This could be a coach intentionally striking an athlete.
- 5.1.7 **Sexual Abuse** – including rape, indecent exposure, sexual harassment, inappropriate looking or touching, sexual teasing or innuendo, sexual photography, subjection to pornography or witnessing sexual acts, indecent exposure and sexual assault or sexual acts to which the adult has not consented or was pressured into consenting.
This could be a fellow athlete who sends unwanted sexually explicit text messages to an adult with a learning disability they are training alongside.
- 5.1.8 **Financial or Material Abuse** – including theft, fraud, internet scamming, coercion in relation to an adult's financial affairs or arrangements, including in connection with wills, property, inheritance or financial transactions, or the misuse or misappropriation of property, possessions or benefits.
This could be someone taking equipment from an athlete with dementia.
- 5.1.9 **Neglect** – including ignoring medical or physical care needs, failure to provide access to appropriate health social care or educational services, the withholding of the necessities of life, such as medication, adequate nutrition and heating.
This could be a coach not ensuring athletes have access to water.
- 5.1.10 **Emotional or Psychological Abuse** – this includes threats of harm or abandonment, deprivation of contact, humiliation, blaming, controlling, intimidation, coercion, harassment, verbal abuse, isolation or withdrawal from services or supportive networks.
This could be an athlete threatening another athlete with physical harm and persistently blaming them for poor performance.

5.2 Not included in the Care Act 2014 but also relevant:

- 5.2.1 **Cyber Bullying** - cyber bullying occurs when someone repeatedly makes fun of another person online or repeatedly picks on another person through emails or text messages, or uses online forums with the intention of harming, damaging, humiliating or isolating another person. It can be used to carry out many different types of bullying (such as racist bullying, homophobic bullying, or bullying related to special educational needs and disabilities) but instead of the perpetrator carrying out the bullying face-to-face, they use technology as a means to do it.
- 5.2.2 **Forced Marriage** - forced marriage is a term used to describe a marriage in which one or both of the parties are married without their consent or against their will. A forced marriage differs from an arranged marriage, in which both parties consent to the assistance of a third party in identifying a spouse. The Anti-social Behaviour, Crime and Policing Act 2014 make it a criminal offence to force someone to marry.

- 5.2.3 **Mate Crime** - a 'mate crime' as defined by the Safety Net Project is 'when vulnerable people are befriended by members of the community who go on to exploit and take advantage of them. It may not be an illegal act but still has a negative effect on the individual.' Mate Crime is carried out by someone the adult knows and often happens in private. In recent years there have been a number of Serious Case Reviews relating to people with a learning disability who were murdered or seriously harmed by people who purported to be their friend.
- 5.2.4 **Radicalisation** - the aim of radicalisation is to attract people to their reasoning, inspire new recruits and embed their extreme views and persuade vulnerable individuals of the legitimacy of their cause. This may be direct through a relationship, or through social media.

6. Signs and indicators of abuse and neglect

- 6.1 Abuse can take place in any context and by all manner of perpetrator. Abuse may be inflicted by anyone in a club or sport and physical activity environment who an athlete comes into contact with. Or club members, workers, volunteers or coaches may suspect that an athlete is being abused or neglected outside of the club setting. There are many signs and indicators that may suggest someone is being abused or neglected, these include but are not limited to:
 - 6.1.1 Unexplained bruises or injuries – or lack of medical attention when an injury is present.
 - 6.1.2 Person has belongings or money going missing.
 - 6.1.3 Person is not attending / no longer enjoying their sessions.
 - 6.1.4 Someone losing or gaining weight / an unkempt appearance.
 - 6.1.5 A change in the behaviour or confidence of a person.
 - 6.1.6 They may self-harm.
 - 6.1.7 They may have a fear of a particular group or individual.
 - 6.1.8 They may tell you / another person they are being abused – i.e. a disclosure.

7 What to do if you have a concern or someone raises concerns with you.

- 7.1 You may become aware that abuse or poor practice is taking place, suspect abuse or poor practice may be occurring or be told about something that may be abuse or poor practice and you must report this to the Lead Safeguarding Officer, or, if the Lead Safeguarding Officer is implicated then report to the SASSOT Director.
- 7.2 If you are concerned someone is in immediate danger, contact the police straight away.

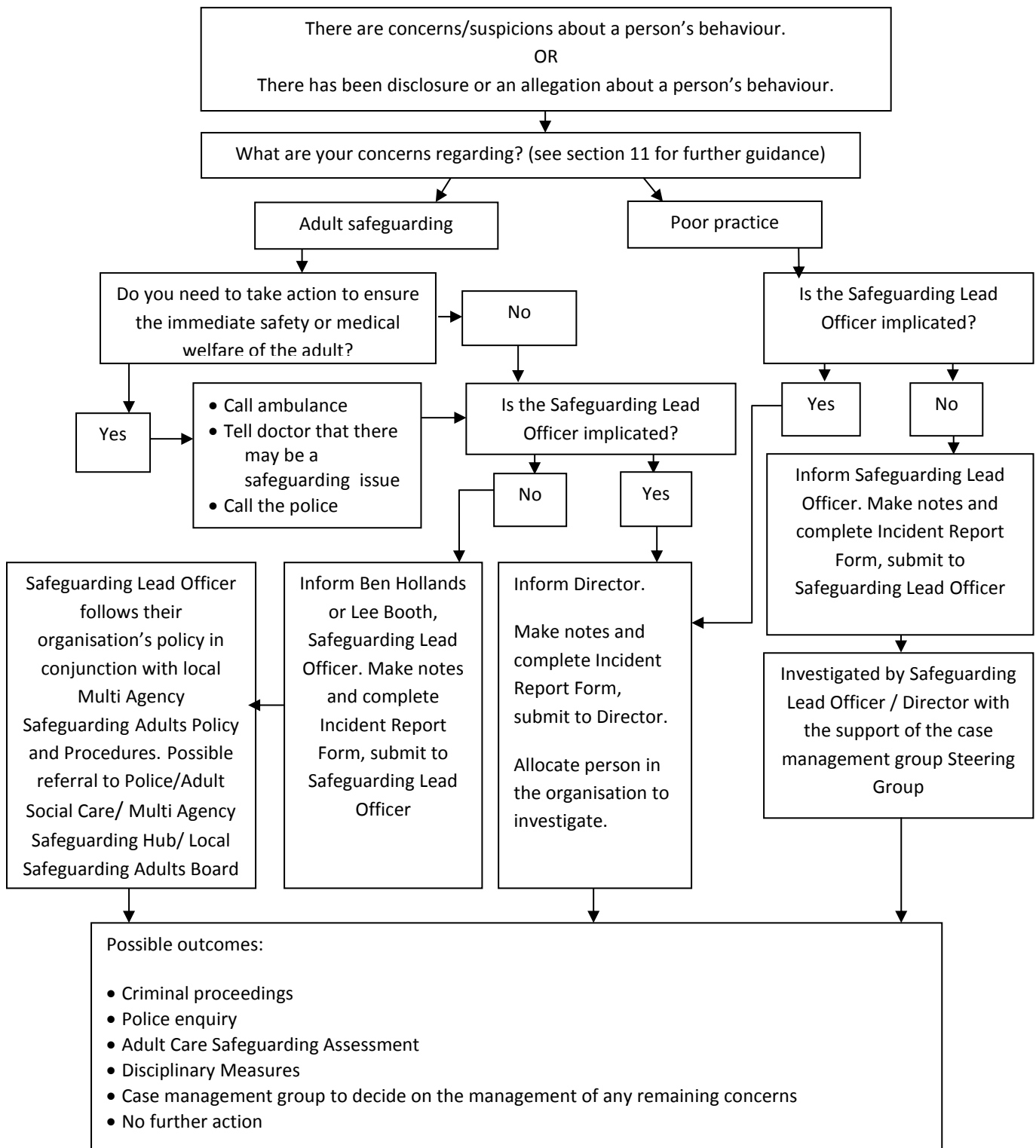
- 7.3 It is important when considering your concern that you also consider the needs and wishes of the person at risk, taking into account the nature of the alert, more information on this is given in Appendix 1 'The Legislative Framework'.

8 How to Record a Disclosure

- 8.1 Make a note of what the person has said using his or her own words as soon as practicable. Complete an Incident Form (Appendix 1) and submit to the SASSOT Lead Safeguarding Officer.
- 8.2 As long as it does not increase the risk to the individual, you should explain to them that it is your duty to share your concern with your Lead Safeguarding Officer.
- 8.3 Describe the circumstances in which the disclosure came about.
- 8.4 Take care to distinguish between fact, observation, allegation and opinion. It is important that the information you have is accurate.
- 8.5 Be mindful of the need to be confidential at all times, this information must only be shared with your Lead Safeguarding Officer and others on a need to know basis.
- 8.6 If the matter is urgent and relates to the immediate safety of an adult at risk then contact the police immediately.

9. Safeguarding Adults Flowchart

Dealing with Concerns, Suspicions or Disclosure



Remember to involve the adult at risk throughout the process wherever possible and gain consent for any referrals to social care if the person has capacity

10 Roles and responsibilities of those within the SASSOT team

- 10.1 SASSOT is committed to having the following in place:
 - 10.1.1 A Lead Safeguarding Officer to produce and disseminate guidance and resources to support the policy and procedures.
 - 10.1.2 A clear line of accountability within the organisation for work on promoting the welfare of all adults.
 - 10.1.3 Procedures for dealing with allegations of abuse or poor practice against members of staff and volunteers. The procedures will be in line with our host authority Stafford Borough Council procedures.
 - 10.1.4 A Disciplinary Panel will be formed as required for a given incident, if appropriate and should a threshold be met.
 - 10.1.5 Arrangements are in place to work effectively with other organisations to safeguard and promote the welfare of adults, including arrangements for sharing information.
 - 10.1.6 An open and inclusive culture that enables safeguarding and equality and diversity issues to be addressed.

11 Good practice, poor practice and abuse

Introduction

It can be difficult to distinguish poor practice from abuse, whether intentional or accidental.

It is not the responsibility of any individual from the SASSOT team to make judgements regarding whether or not abuse is taking place, however, all individuals in the SASSOT team have the responsibility to recognise and identify poor practice and potential abuse, and act on this if they have concerns.

11.1 Good practice

It is expected that organisations that are commissioned by SASSOT ensure that lead and assistant coaches / leaders / activators of adult athletes:

- Adopt and endorse the relevant organisation Coaches Codes of Conduct.
- Have completed a course in basic awareness in working with Adults at Risk.

Everyone should:

- Aim to make the experience fun and enjoyable.
- Promote fairness and playing by the rules.
- Not tolerate the use of prohibited or illegal substances.
- Treat all adults equally and preserve their dignity; this includes giving more and less talented members of a group similar attention, time and respect.

Coaches and those working directly with adults at risk should:

- Respect the developmental stage of each athlete and not risk sacrificing their welfare in a desire for team or personal achievement.
- Ensure that the training intensity is appropriate to the physical, social and emotional stage of the development of the athlete.
- Work with adults at risk, medical adviser and their carers (where appropriate) to develop realistic training and competition schedules which are suited to the needs and lifestyle of the athlete, not the ambitions of others such as coaches, team members, parents or carers.
- Build relationships based on mutual trust and respect, encouraging adults at risk to take responsibility for their own development and decision-making.
- Always be publicly open when working with adults at risk:
 - avoid coaching sessions or meetings where a coach and an individual athlete are completely unobserved.
- Avoid unnecessary physical contact with people. Physical contact (touching) can be appropriate so long as:
 - It is neither intrusive nor disturbing.
 - The athlete's permission has been openly given.
 - It is delivered in an open environment.
 - It is needed to demonstrate during a coaching session.
- Maintain a safe and appropriate relationship with athletes and avoid forming intimate relationships with athletes you are working with as this may threaten the position of trust and respect present between athlete and coach.
- Be an excellent role model by maintaining appropriate standards of behaviour.
- Gain the adult at risk consent and, where appropriate, the consent of relevant carers, in writing, to administer emergency first aid or other medical treatment if the need arises.
- Be aware of medical conditions, disabilities, existing injuries and medicines being taken and keep written records of any injury or accident that occurs, together with details of treatments provided.
- Arrange that someone with current knowledge of emergency first aid is available at all times.
- Gain written consent from the correct people and fill out relevant checklists and information forms for travel arrangements and trips. This must be the adult themselves if they have capacity to do so.

11.2 **Poor practice**

The following are regarded as poor practice and should be avoided:

- Unnecessarily spending excessive amounts of time alone with an individual adult.
- Engaging in rough, physical or sexually provocative games, including horseplay.
- Allowing or engaging in inappropriate touching of any form.

- Using language that might be regarded as inappropriate by the adult and which may be hurtful or disrespectful.
- Making sexually suggestive comments, even in jest.
- Reducing an adult to tears as a form of control.
- Letting allegations made by an adult go uninvestigated, unrecorded, or not acted upon.
- Taking an adult at risk alone in a car on journeys, however short.
- Inviting or taking an adult at risk to your home or office where they will be alone with you.
- Sharing a room with an adult at risk.
- Doing things of a personal nature that adults at risk can do for themselves.

Note: *At times it may be acceptable to do some of the above. In these cases, to protect both the adult at risk and yourself, seek written consent from the adult at risk and, where appropriate, their carers and ensure that the Lead Safeguarding/Welfare Officer of your organisation is aware of the situation and gives their approval.*

If, during your care, an adult at risk suffers any injury, seems distressed in any manner, appears to be sexually aroused by your actions, or misunderstands/misinterprets something you have done, report these incidents as soon as possible to another adult in the organisation and make a brief written note of it.

12 Relevant Policies - This policy should be read in conjunction with the following policies:

- Safeguarding and Child Protection Policy
- Equity Policy

13 Further Information

Policies, procedures and supporting information are available on the SASSOT website: www.sportacrossstaffordshire.co.uk

Review date

This policy will be reviewed every three years or sooner in the event of legislative changes or revised policies and best practice.

Appendix 1

Incident Report Form

Incident Report Form: Please complete and submit to the Lead Safeguarding Officer

Your Name: _____

Email: _____ Telephone: _____

Date of completing this form: _____

Please fill in the details below regarding the alleged perpetrator (as much as you know):

Name: _____

Email: _____ Telephone: _____

Where the incident took place: _____

Organisation the individual is deployed by: _____

Please fill in the details below regarding the adult at risk:

Name: _____ Age: _____

Name of carer (if applicable): _____

Email of adult at risk / carer: _____

Telephone of adult at risk / carer: _____

Do you have consent to share these contact details outside of SASSOT? _____

Please summarise the details of the concern: What is alleged to have taken place, where and when. Are there any other witnesses? What does the adult concerned say?

Please specify if you have taken any other further action such as referring to another organisation or any other action

Please detail any other relevant information

Appendix 2

Legislation and Government Initiatives

Sexual Offences Act 2003

<http://www.legislation.gov.uk/ukpga/2003/42/contents>

The Sexual Offences Act introduced a number of new offences concerning vulnerable adults and children. www.opsi.gov.uk

Mental Capacity Act 2005

<http://www.legislation.gov.uk/ukpga/2005/9/introduction>

Its general principle is that everybody has capacity unless it is proved otherwise, that they should be supported to make their own decisions, that anything done for or on behalf of people without capacity must be in their best interests and there should be least restrictive intervention. www.dca.gov.uk

Safeguarding Vulnerable Groups Act 2006

<http://www.legislation.gov.uk/ukpga/2006/47/contents>

Introduced the new Vetting and Barring Scheme and the role of the Independent Safeguarding Authority. The Act places a statutory duty on all those working with vulnerable groups to register and undergo an advanced vetting process with criminal sanctions for non-compliance. www.opsi.gov.uk

Deprivation of Liberty Safeguards

<https://www.gov.uk/government/collections/dh-mental-capacity-act-2005-deprivation-of-liberty-safeguards>

Introduced into the Mental Capacity Act 2005 and came into force in April 2009. Designed to provide appropriate safeguards for vulnerable people who have a mental disorder and lack the capacity to consent to the arrangements made for their care or treatment, and who may be deprived of their liberty in their best interests in order to protect them from harm.

Disclosure & Barring Service 2013

<https://www.gov.uk/government/organisations/disclosure-and-barring-service/about>

Criminal record checks: guidance for employers - How employers or organisations can request criminal records checks on potential employees from the Disclosure and Barring Service (DBS). www.gov.uk/db-update-service

The Care Act 2014 – statutory guidance

<http://www.legislation.gov.uk/ukpga/2014/23/introduction/enacted>

The Care Act introduces new responsibilities for local authorities. It also has major implications for adult care and support providers, people who use services, carers and advocates. It replaces No Secrets and puts adult safeguarding on a statutory footing.

Making Safeguarding Personal Guide 2014

<http://www.local.gov.uk/documents/10180/5852661/Making+Safeguarding+Personal+-+Guide+2014/4213d016-2732-40d4-bbc0-d0d8639ef0df>

This guide is intended to support councils and their partners to develop outcomes-focused, person-centred safeguarding practice.

Appendix 3

Useful contacts

SASSOT

Current Safeguarding Lead Officers within SASSOT:

Ben Hollands: bhollands@staffordbc.gov.uk or 07812 351083

Lee Booth: lbooth@staffordbc.gov.uk or 07800 619695

Current Director within SASSOT:

Jude Taylor: jtaylor@staffordbc.gov.uk or 07814 131074

Ann Craft Trust - Safeguarding Adults in Sport and Activity:

Website: www.anncrafttrust.org

Email: Ann-Craft-Trust@nottingham.ac.uk

Telephone: 0115 951 5400

Staffordshire and Stoke-On-Trent Adult Safeguarding Partnership

If you wish to contact the Staffordshire and Stoke-on-Trent Adult Safeguarding Partnership Board please use the details below:

Telephone:

01785 854071

Email:

SSASPB.admin@staffordshire.gov.uk

How to respond if you think someone with care and support needs is being abused or neglected. Remember, suspicion is enough.

If it is an emergency and someone is seriously hurt, or the abuser is still with the adult and they are in immediate danger ring the Police on **999**.

If the adult lives in Stoke:

Telephone: 0800 561 0015 at any time

Minicom: 01782 236037

If the adult lives in Staffordshire:

Telephone: 0345 604 2719 Monday to Thursday 8:30am to 5pm, Fridays 8:30am to 4:30pm, excluding Bank Holidays

0345 604 2886 at any other time

Don't worry if you are not sure, the person on the phone will help you to forward your concerns to the right team.

Safeguarding Action Plan

Lead Officers: Lee Booth, Workforce & Coaching Development Manager and Ben Hollands, Strategic Partnerships, Workforce Development and Investment Manager



2018-19

This safeguarding action plan has been developed following an internal review and Framework Review meeting with the Child Protection in Sport Unit and is intended to be a progression from the 2017-18 Action Plan. This plan sets out SASSOT's safeguarding priorities for the 2017-18 financial year and can be cross referenced against the SASSOT Annual Delivery Plan for 2018 – 19. This plan alongside SASSOT's overall approach to safeguarding will be formally reviewed using the CPSU Self-Assessment Tool in Q3. The outcomes of this process will be used to develop a plan for 2019/20 in Q4.

SASSOT Strategic Context

SASSOT is a multi-agency partnership funded to facilitate a sustained growth in sports participation through a combination of strategic coordination, providing support services to partners and direct delivery. SASSOT is primarily funded by Sport England but also receives significant funding contributions from local partners, these include; 9 local authorities, Keele University and Staffordshire University. SASSOT's work is predominantly strategic but does include elements of direct delivery such as the Level 3 School Games. SASSOT is also responsible for the sub-contracting or commissioning of activities for children through programmes such as Aiming High and Satellite Clubs. . However there are some specific areas which involve SASSOT working more directly with children and vulnerable adults, these are the Level 3 School Games, Aiming High Disability Programmes and Leadership and Volunteer Programmes. SASSOT employs a core team of 13 members of staff.

Hosting and Governance Arrangements

Stafford Borough Council is the host authority for Sport Across Staffordshire and Stoke on Trent and employs its staff. Consequently the SASSOT team work to Stafford Borough Councils policies and procedures. In a number of cases these relate directly to SASSOT'S child protection and safeguarding work (such as recruitment procedures), where this is the case the host authority procedures are integrated into SASSOT's policy. SASSOT is managed by an Executive Board which consists of independent board members and representatives from the host authority and Sport England. SASSOT governance arrangements will be compliant with Tier 3 of the code of governance in 2018-19. SASSOT's overall work programme is set out in an Annual Delivery Plan. The SASSOT Annual Delivery Plan and the full SASSOT Child Protection policy can be found on our website www.sportacrossstaffordshire.co.uk .

Priorities for 2018/19

- **Continue to ensure nationally recognised minimum standards for safeguarding in sport are embedded across all work strands involving Children and Young People (CYP), including activities sub contracted to local partners**
- **Undertake a comprehensive review of school games safeguarding arrangements at level 2 and 3. The findings from the review will inform a discrete safeguarding work programme for school games in 2018-19.**
- **Work with Staffordshire and Stoke-On-Trent Safeguarding Children Boards (LSCBs) to support the delivery of new communication campaigns to raise safeguarding standards in the community and voluntary sector**
- **Provide opportunities for volunteers and professionals in sport to develop their knowledge and understanding of safeguarding**

SASSOT Safeguarding Priorities

Work Area	Actions	When	Who	Progress Statement	Safeguarding Framework Reference
Maintain dialogue and links to statutory agencies at operational and strategic level.	<ul style="list-style-type: none"> Share safeguarding implementation plan with LSCB and LADO. Contribute to relevant strategic plans where appropriate. 	May 2018	BH		Leadership 1 Leadership 3
Ensure safeguarding is embedded at a strategic level with in the organisation	<ul style="list-style-type: none"> Ensure that following restructure there is a named senior safeguarding lead in the organisation and that safeguarding roles and responsibilities are understood at all levels of the organisation Safeguarding implementation plan revised and signed off by Board. Resources and officer time allocated to deliver actions Safeguarding section with clear measurable actions included in partnership delivery plan. Safeguarding embedded in SASSOT business plan Retain Board safeguarding champion role 	May 2018 May 2018 April 2018 April 2018	BH, LB Exec Board JK BH, LB BH JK LB, BH		Leadership 1 Leadership 2
Minimum safeguarding standards are applied to all areas of delivery involving young people	<ul style="list-style-type: none"> Safeguarding expectations are clearly referenced in all service level agreements and contracts that relate to delivery involving young people SASSOT check and challenge delivery partners safeguarding arrangements using a standard check and challenge tool (adapted from CPSU) Undertake spot checks/site visits as appropriate for any new activity to CYP or vulnerable adults 	Ongoing Ongoing Mar 2019	LB/BH LB/BH LB/BH/CG/NB /CM		Leadership 3 Leadership 4 Procedures

	<ul style="list-style-type: none"> Undertake spot checks / site visits for 10% of Inspire disability multi-sport clubs All direct delivery provided through the SASSOT Core Team is delivered in line with SASSOT's safeguarding policies and procedures 	<p>Mar 2019</p> <p>Ongoing</p>	<p>Equalities Officer</p> <p>Core Team</p>		
SASSOT proactively influence and support its partners to raise safeguarding standards.	<ul style="list-style-type: none"> Advocate minimum standards to primary school as part of SASSOT's PSSP offer through the provision of training and guidance resources Complete a comprehensive review of school games safeguarding arrangements at level 3 and level 2 Provide training/briefing session with CPSU support to SGO's to review safeguarding arrangements for Level 2 School Games Work with Sport Structures and NUL College to ensure adequate provision of safeguarding in sport training and First Aid training as part of the Staffordshire and Stoke Education and Training programme Use SASSOT's social media platforms and newsletters to share LSCB newsletters, share and disseminate safeguarding information and opportunities with local partners i.e. national campaigns from NSPCC or local training opportunities from LSCB. Effectiveness measured via impact assessment of joint LSCB communications plan lead by Staffordshire County Council 	<p>Ongoing</p> <p>Dec 2018</p> <p>Ongoing</p> <p>Ongoing</p>	<p>CM</p> <p>CM/BH/LB</p> <p>NB/BH/LB</p>		<p>Leadership 4</p> <p>Safeguarding Values and Culture 1</p> <p>Safeguarding Values and Culture 5</p> <p>Safeguarding Values and Culture 2</p> <p>Safeguarding Values and Culture 4</p> <p>Training and Education</p>
SASSOT actively seek the views of young people and use these to influence service provision	<ul style="list-style-type: none"> Continue to implement revised system of gathering feedback on the day of the L3 School Games via online survey. Analyse feedback gathered from programme 	<p>July 2018</p> <p>Sep 2018</p>	<p>NB/LB</p> <p>LB/CGw/CG</p>		<p>Safeguarding Values and Culture 5</p> <p>Safeguarding Values and Culture 1</p>

	<p>delivery and use this to inform delivery planning moving forward.</p> <ul style="list-style-type: none"> • Work with Midland Psychology to shape active families offer targeting children with autism through formal consultation process. 	Oct 2018	BH		
SASSOT regularly reviews its approach to raising safeguarding standards in sport	<ul style="list-style-type: none"> • Develop vulnerable adults policy in line with guidance from the Ann Craft Trust. Ensure team members are briefed on policy and take policy through internal governance process including mapping against host authority policy and procedures and Exec Board sign off 	Sep 2018	LB/BH		<p>Leadership 1 Leadership 2 Training and Education</p>



Report to the Board – Enclosure 11

Report Title	SLCOF Review
Date	11 th July 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 review of the Staffordshire Leisure and Cultural Officers Forum (SLCOF)

2. **Recommendation(s)**

The Governance and Appointments Group recommends the following:

- that the Board agrees to SLCOF being a formal Sub Group of the SASSOT Board, with a representative of SLCOF continuing to have a seat on the Board (this role is currently undertaken by Alistair Fisher)
- that the Board agrees to a SASSOT Board member acting as an independent Chair for SLCOF

Please note that the recommendations above will also be taken to SLCOF for discussion and approval

3. **Report**

Having been established initially to set up the County Sports Partnership, SLCOF has continued to operate as a network for leisure and cultural officers in Staffordshire, and acted as a conduit for other organisations to present, lobby and speak directly to the forum's members.

All partner organisations (originally the ten Local Authorities and the CSP) have gone through a period of organisational change and this is reflected by changes in member representatives, many of who now find leisure and culture only part of their broader responsibilities.

A strategic review of the Forum has been undertaken to ensure that it remains fit for purpose. An independent consultant was used initially, with a task-and-finish group then considering the findings.

The recommendations of the Sub-Group include:

- That the purpose of SLCOF should be: To create an excellent system for the management and development of Sport and Physical Activity across Staffordshire
- That SLCOF's initial priorities should be to:
 - Create a sub-regional bank of shared data / insight
 - Create a sub-regional facilities plan
 - Create a joint strategy to deliver the Police and Crime Commissioner's SPACE initiative
 - Develop guidance for the use of Active Design in local planning

Robert Foster, SLCOF Chair, attended the 05.07.18 meeting of the Governance and Appointments Group to outline the above and to discuss the governance arrangements for SLCOF.

The Governance and Appointments Group agreed the following, and recommend that the Board endorses these proposals:

- that the Board agrees to SLCOF being a formal Sub Group of the SASSOT Board, with a representative of SLCOF continuing to have a seat on the Board (this role is currently undertaken by Alistair Fisher)
- that the Board agrees to a SASSOT Board member acting as an independent Chair for SLCOF

Please note that the recommendations above will also be taken to SLCOF for discussion and approval