



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

**Board Meeting**

**AGENDA**

**24<sup>th</sup> October 2018 at 2.00pm (light lunch at 1.15pm)**

**Craddock Room, Civic Suite, 1<sup>st</sup> Floor, Stafford Borough Council, ST16 3AQ**

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1. Apologies
2. Declarations of Interest
3. Minutes of last meeting
  - Board Meeting 11<sup>th</sup> July 2018
  - Action Points
  - Attendance (**Enc.1**)
  - Acknowledgements
4. Board Items
  - Welcome & Approval of New Board Member *Malcolm Armstrong*
  - Chairs Actions Since Last Meeting *Malcolm Armstrong*
5. Sub Group updates
  - Governance & Appointments Group *Malcolm Armstrong*
  - Finance & Audit Group *Kimiyo Rickett*
    - o Risk Register (**Enc.2**)
    - o Accounts (**Enc.3**)
  - Chair's Advisory Group *Malcolm Armstrong*
  - Strategy Advisory Group *Jane Kracke*
  - Staffordshire Leisure & Cultural Officers Forum *Alistair Fisher*
6. Update from Interim Director (**Enc.4**) *Jane Kracke*
7. Performance Management & Improvement Framework *Jane Kracke*
8. Board ½ Day Away Day (**Enc.5**) *Malcolm Armstrong*
9. Dates & times of future meetings
  - Wednesday 23<sup>rd</sup> January 2019 – Craddock Room, SBC
    - o *Followed by social drinks*
  - Tuesday 9<sup>th</sup> April 2019 – Chadwick Room, SBC
  - Tuesday 16<sup>th</sup> July 2019 – Walton Room, SBC
  - Tuesday 15<sup>th</sup> October 2019 - Walton Room, SBC

**Sport Across Staffordshire & Stoke-on-Trent**  
**Board Meeting**  
 11<sup>th</sup> July 2018, 2.00pm, Craddock Room, Stafford Borough Council




**Meeting Minutes**

Present Attendees		Apologies	Also Distributed To:
Malcolm Armstrong (MA) Chair Alistair Fisher (AF) Ben Hollands (BH) Ian Kelsall (IK) Jude Taylor (JTa) Karen Bryson (KB) Kimiyo Rickett (KR) Cllr Mark Deaville (MD) Prof. Pauline Walsh (PW) Rebecca Roberts (RR) Georgia Phillips (GP) notes	SASSOT Chair Stoke-on-Trent City Council Strategic Lead, SASSOT Voluntary Sector Director, SASSOT Assistant Director – Public Health Senior Independent Director Staffordshire County Council Voluntary Sector Voluntary Sector Marcomms Apprentice, SASSOT	Angela Dale Prof. Derek Peters Jane Kracke Jonathan Topham Sarah Bixter Tim Clegg	SASSOT Core Team

No.	Item Topic		
1.	<p><b>Apologies</b> – as above</p> <ul style="list-style-type: none"> <li>- Jane Kracke is attending a CSPN Think Tank in London which all CSPs must attend</li> <li>- Tim Clegg is on annual leave</li> <li>- Angela Dale is on annual leave but Trevor Humphreys will be attending in her place to feedback for the Education sub group</li> <li>- Prof. Derek Peter is unable to attend as his daughter is sick</li> <li>- Sarah Bixter is off sick</li> </ul>		
2.	<b>Declarations of Interest</b> - None		
3.	<b>Minutes of Last Meeting</b> – 18.04.2018 – Agreed.		
Previous Actions		Owner	Date
1.	Malcolm to arrange to meet with the Chief Executive of Stafford BC	Sarah Bixter	COMPLETED
2.	Chris Milward to be invited to the next Education sub group meeting by Angela and briefed by Jude.	Jude Taylor & Angela Dale	COMPLETED
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	COMPLETED
4.	Each Board member to bring 5 new people to the School Games Event	All	COMPLETED
5.	Copy of VIP invite list to be sent out to all Board members	Sarah Bixter	COMPLETED
6.	Vice Chancellor for Keele University to be invited to the School Games event	Sarah Bixter	COMPLETED
7.	Board members to all confirm attendance for the School Games with Sarah	All	COMPLETED
8.	Calendar Invites to be sent out the Board for the Team Building Away Day	Sarah Bixter	COMPLETED
9.	Board members to all confirm attendance for the Team Building Away Day with Sarah	All	COMPLETED


Previous Actions	Owner	Date
10. Board members to confirm with Jude if they would like an invite to the UK Corporate Games engagement event	All	COMPLETED
11. Malcolm Armstrong to meet with Chris Milward to discuss the Satellite Clubs assessment.	Sarah Bixter	COMPLETED
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	COMPLETED
13. Jude to send out revised version of the Delivery Plan to the Board via email for feedback.	Jude Taylor	COMPLETED
14. Governance and appointments group to meet on the 25 <sup>th</sup> May 2018 at 1400hrs to discuss arrangements for maternity cover in detail.	Sarah Bixter	COMPLETED
15. Meeting to take place between Naomi, Ian and Rebecca to discuss Marcomms	Naomi Bird	COMPLETED
16. Sports & Recreation Alliance training link to be sent to all Board members.	Sarah Bixter	COMPLETED
17. Board members to let Sarah know if they are interested in attending any of the available courses.	All	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									
	<b>Attendance</b>									
							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			2	2	100
	Y	Sarah	Bixter	1	1			2	2	100
	Y	Tim	Clegg					0	0	#DIV/0!
	Y	Angela	Dale	1	1			2	2	100
	Y	Mark	Deaville	1	0			2	1	50
	Y	Alistair	Fisher	1	1			2	2	100
	Y	Ian	Kelsall		1			1	1	100
	Y	Jane	Kracke	1	1			2	2	100
	Y	Derek	Peters		1			1	1	100
	Y	Kimiyo	Rickett	1	1			2	2	100
	Y	Rebecca	Roberts	1	1			2	2	100
	Y	Jude	Taylor	1	1			2	2	100
	Y	Jonathan	Topham	1	1			2	2	100
	Y	Pauline	Walsh		1			1	1	100

No.	Item Topic									
4.	<p><b>Ministry of Wellbeing</b></p> <ul style="list-style-type: none"> <li>- Presentation from Karen Bryson</li> </ul>  <p>Ministry of Wellbeing Pre-invest deck V6 (rr)</p> <ul style="list-style-type: none"> <li>- Further discussions to take place around potential for collaboration</li> <li>- AF – Points for Life information may prove a useful tool also</li> <li>- <b>Action Points 1 &amp; 2</b></li> </ul>									
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">Actions</th> <th style="width: 25%;">Owner</th> <th style="width: 25%;">Date</th> </tr> </thead> <tbody> <tr> <td>1. Karen and Jude to meet to discuss potential collaborations around Ministry of wellbeing</td> <td>Jude Taylor</td> <td>24.10.18</td> </tr> <tr> <td>2. Alistair to share information on Points for Life with Karen</td> <td>Alistair Fisher</td> <td>24.10.18</td> </tr> </tbody> </table>		Actions	Owner	Date	1. Karen and Jude to meet to discuss potential collaborations around Ministry of wellbeing	Jude Taylor	24.10.18	2. Alistair to share information on Points for Life with Karen	Alistair Fisher	24.10.18
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5.	<p><b>Board Items</b></p> <p><b>Chairs Actions since Last Meeting (MA)</b></p> <ul style="list-style-type: none"> <li>- Our School Games event went extremely well. Well done to Camilla and the whole team for all their hard work.</li> <li>- Jane Kracke has been appointed as Interim Director and Ben Hollands as Strategic Lead. They will be taking up posts from 20.08.18 until 28.05.19 as maternity cover for the Director.</li> <li>- We had a successful team and board away day on 15.05.18 at Cannock Chase, there were in-depth discussions around Delivery Plan and core team values.</li> <li>- MA met with Tim Clegg, the Chief Executive of Stafford Borough Council who has agreed to join SASSOT Board as Chief Exec. Rep. Tim has specific skills in health and policy.</li> </ul>									
6.	<p><b>Sub-Group Updates</b></p> <p><b>Governance and Appointments Group (MA)</b></p> <p><b>Staffordshire Leisure &amp; Culture Officers Forum (SLCOF)</b></p> <ul style="list-style-type: none"> <li>- Robert Foster, Head of Leisure &amp; Cultural Services at Newcastle Borough Council and Chair of SLCOF attended the last meeting to discuss SASSOT's involvement with SLCOF.</li> <li>- The recommendation of GAG is: <ul style="list-style-type: none"> <li>✓ 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)</li> <li>✓ That the Board agrees to a SASSOT Board member acting as an independent Chair for SLCOF</li> </ul> </li> <li>- Discussion around the SASSOT and SLCOF's role.</li> <li>- Board agrees to SLCOF being adopted as a sub group of SASSOT and that MA offers to chair the SLCOF meetings as an independent. Structure to be reviewed after 12 months.</li> <li>- <b>Action Points 3, 4 &amp; 5</b></li> <li>- The Terms of Reference document for the Governance and appointments group has been updated and approved by GAG</li> <li>- The new GAG ToR is approved by the Board</li> <li>- Thank you to Jane for all her hard work with the Tier Three compliance work</li> </ul> <p><b>Finance and Audit Group (KR)</b></p> <ul style="list-style-type: none"> <li>- The Terms of Reference and Internal Control documents for the Finance and Audit Group have both been updated and approved by FAG</li> <li>- The new FAG ToR and Internal Control documents are approved by the Board</li> </ul>									

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	<p><b>Chair's Advisory Group (MA)</b></p> <ul style="list-style-type: none"> <li>- Had a successful meeting with the group on 5<sup>th</sup> July 2018</li> </ul> <p><b>Strategy Advisory Group (JTa)</b></p> <ul style="list-style-type: none"> <li>- No meeting since last Board meeting</li> <li>- JT explained the groups origin and suggested a new terms of reference was needed and that this group should be used as the forum to scrutinize the delivery plan and to support the team through the PMIF process</li> <li>- <b>Action Point 6</b></li> </ul> <p><b>Education Group (AD)</b></p> <ul style="list-style-type: none"> <li>- To review purpose of group and develop Terms of Reference as appropriate</li> <li>- Simon Ashcroft a Head Teacher from Biddulph is to be thanked for his work in supporting the future vision for School Games in Staffordshire and Stoke-on-Trent</li> <li>- <b>Action Point 7 &amp; 8</b></li> </ul>																											
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7.	<p><b>Directors Report (JTa)</b></p> <p><b>Partner Funding</b></p> <ul style="list-style-type: none"> <li>- SASSOT to take over the project management of the Ironman contract games following an extended negotiation with SCC around the partnership funding SLA's.</li> <li>- 9 local authorities have now signed SLA's and 6 month review meetings are in the calendars</li> <li>- Ongoing negotiations taking place with both universities as their funding works on an academic year</li> </ul> <p><b>Maternity Leave Plan</b></p> <ul style="list-style-type: none"> <li>- Maternity leave plan is to finish 17<sup>th</sup> August and return on 28<sup>th</sup> May 2019</li> </ul> <p><b>Sport England Q4 Review Meeting</b></p> <ul style="list-style-type: none"> <li>- Our end of year review with Sport England has taken place and we have retained our green RAG status.</li> </ul> <p><b>Performance Management &amp; Improvement Framework</b></p> <ul style="list-style-type: none"> <li>- 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).</li> <li>- 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.</li> <li>- <b>Action Point 9</b></li> </ul>																											

No.	Item Topic		
	<p><b>The Core Modules</b></p> <ul style="list-style-type: none"> <li>- 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.</li> </ul> <p><b>Chief Operating Officers Report (JK)</b></p> <p><b>2018-19 Accounts: Expenditure against Budget</b></p> <ul style="list-style-type: none"> <li>- Hosting fees all paid</li> <li>- Little discrepancy, showing underspent as SBC have not yet taken the lump sum for employees pensions</li> <li>- Place Based Delivery – no money out yet</li> <li>- School Games – promotions overspent as the school games website upgrade wasn't in the initial budget but we did have a contingency spend to fall back on</li> </ul> <p><b>4-Year Financial Forecast</b></p> <ul style="list-style-type: none"> <li>- Maternity costs / interim staffing will be covered within the original staffing costs budgeted for that period</li> <li>- 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)</li> <li>- These figures allow for up to three local funding partners to withdraw funding during this period</li> <li>- 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</li> </ul> <p><b>Risk Register / Risk Management Plan</b></p> <ul style="list-style-type: none"> <li>- Current Risk Register last reviewed by the Board in October 2017, a full review is needed in line with SASSOT's new strategy</li> <li>- FAG 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</li> <li>- <b>Action Point 10</b></li> </ul> <p><b>Tier Three Compliance</b></p> <ul style="list-style-type: none"> <li>- Still awaiting communication from Sport England about compliance with Tier Three</li> <li>- SBC still in discussions with the Council's auditors regarding providing an audit certificate and the costings, we have also identified two other companies to quote for this work if needed</li> <li>- A Governance Statement for 2017-18 has been produced and approved by the Governance and Appointments Group.</li> <li>- The Governance Statement is approved by the Board.</li> </ul> <p><b>The work of the team (via the Annual Delivery Plan)</b></p> <ul style="list-style-type: none"> <li>- Following discussion at the April Board Meeting and at the Board / Team Away Day, the Annual Delivery Plan template has been amended</li> <li>- Additionally, a one-page Annual Delivery Plan Dashboard has been produced, summarising progress, highlights and challenges for the quarter</li> <li>- All feedback welcomed on the new documents.</li> </ul>		
	Actions	Owner	Date
9.	Malcolm to write to Sport England to reiterate offer around early adoption around Performance Management and Improvement framework.	Malcolm Armstrong	24.10.18
10.	Jane to draft a copy of the Risk Register and Risk Management plan to be presented to board at next meeting.	Jane Kracke	24.10.18

No.	Item Topic		
8.	<p><b>Safeguarding Adults Policy &amp; Children's Implementation Plan - Lee Booth</b></p> <ul style="list-style-type: none"> <li>- The 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.</li> <li>- 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.</li> <li>- The plan has been agreed by the CPSU as part of the Q4 reporting process.</li> <li>- The 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.</li> <li>- 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.</li> <li>- Following discussion, both documents are accepted by the Board.</li> <li>- <b>Action Point 11</b></li> </ul>		
<b>Actions</b>		<b>Owner</b>	<b>Date</b>
11. Lee to share Safeguarding Vulnerable Adults Policy with the Safeguarding Adults Board.		Lee Booth	24.10.18
9.	<p><b>Staff Showcase – Ben Hollands</b></p> <ul style="list-style-type: none"> <li>- Presentation from Ben Hollands</li> </ul> <div style="text-align: center;">  <p>SASSOT Board Presentation 2.pptx</p> </div> <ul style="list-style-type: none"> <li>- Thank you to Ben for the work he has done on the Sustainability Transformation Plan. Job well done.</li> <li>- <b>Action Point 12</b></li> </ul>		
<b>Actions</b>		<b>Owner</b>	<b>Date</b>
12. Jude and Jane to invite project leads to present on PBA in next Board meeting.		Jude Taylor & Jane Kracke	24.10.18
15.	<p><b>Board ½ day away day</b></p> <ul style="list-style-type: none"> <li>- Board ½ day away day planned for Friday 9<sup>th</sup> November 2018 - 1000hrs – 1300hrs</li> <li>- During this away day we will discuss the future of SASSOT</li> <li>- Venue to be confirmed</li> <li>- <b>Action Point 13</b></li> </ul>		
<b>Actions</b>		<b>Owner</b>	<b>Date</b>
13. Sarah to confirm and circulate event venue and information for Board Away Day on the 9/11/18.		Sarah Bixter	24.10.18
16.	<p><b>Date of next meeting(s)</b></p> <ul style="list-style-type: none"> <li>- Wednesday 24<sup>th</sup> October 2018 – Craddock Room, Stafford Borough Council</li> <li>- Wednesday 23<sup>rd</sup> January 2019 – Craddock Room, Stafford Borough Council</li> <li>- Tuesday 9<sup>th</sup> April 2019 – Chadwick Room, Stafford Borough Council</li> <li>- Tuesday 16<sup>th</sup> July 2019 – Walton Room, Stafford Borough Council</li> <li>- Tuesday 15<sup>th</sup> October 2019 - Walton Room, Stafford Borough Council</li> </ul>		

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11. Lee to share Safeguarding Vulnerable Adults Policy with the Safeguarding Adults Board.	Lee Booth	24.10.18
12. Jude and Jane to invite project leads to present on PBA in next Board meeting.	Jude Taylor & Jane Kracke	24.10.18
13. Sarah to confirm and circulate event venue and information for Board Away Day on the 9/11/18.	Sarah Bixter	24.10.18

Prepared By:	Date	Checked By	File Code
Georgia Phillips & Sarah Bixter	17.07.18	Malcolm Armstrong	Board Minutes 11.07.18





## Report to the Board – Enclosure 1

Report Title	Attendance
Date	16.10.2018

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

Contact Officer	Name:	Sarah Bixter
	Tel:	01785 619349

For Information	X
For Decision	

Current	First Name	Last Name	Attendances						
			24/01/2018	18/04/2018	11/07/2018	24/10/2018	Possible	Actual	%
Y	Malcolm	Armstrong	1	1	1		3	3	100
Y	Sarah	Bixter	1	1	0		3	2	67
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Y	Mark	Deaville	1	0	1		3	2	67
Y	Alistair	Fisher	1	1	1		3	3	100
Y	Ian	Kelsall		1	1		2	2	100
Y	Jane	Kracke	1	1	0		3	2	67
Y	Derek	Peters		1	0		2	1	50
Y	Kimiyo	Rickett	1	1	1		3	3	100
Y	Rebecca	Roberts	1	1	1		3	3	100
Y	Jude	Taylor	1	1	1		3	3	100
Y	Jonathan	Topham	1	1	0		3	2	67
Y	Pauline	Walsh		1	1		2	2	100



## Report to the Board – Enclosure 2

Report Title	Risk Management Report
Date	24 <sup>th</sup> October 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 introduce the new Risk Management Policy and Risk Register
- To update the Board on the Key Risks and associated actions

### 2. Recommendation(s)

The Finance and Audit Group recommends the following:

- That the Board adopts the Risk Management Policy and Risk Register
- That the Board agrees to monitor the Key Risks on a quarterly basis

### 3. Executive Summary

The Finance and Audit Group recently reviewed SASSOT's Risk Management Policy and Risk Register in line with SASSOT's new strategy. Updated documents have been produced based on good practice from the Charity Commission for England and

Wales.

Organisations risks have been split into five categories:

- Governance
- Operational
- Financial
- Environmental or External
- Compliance

Each risk has then been rated based on its Likelihood of Occurring and Severity of Impact

#### 4. **Report**

Following the work outlined above, the Finance and Audit Group identified the following key risks:

- A) **Lack of Financial Sustainability** (linked to Risks 1.8, 3.3 and 3.4)
- B) **Non-Delivery of Agreed Outcomes** (linked to Risks 2.1 and 4.1)
- C) **Ineffective Performance Management** (linked to Risks 2.2 and 2.3)

Initial work to mitigate against these risks is as follows:

- A) At the Board Away Day on 9<sup>th</sup> November part of the agenda will focus on the potential journey from hosted to independent, using the experiences of two other CSPs who have been through this process. The Governance and Appointments Group has been tasked with leading on this work and a timeline will be agreed at the Away Day
- B) Being able to articulate what success looks like and to demonstrate clear impact from the Place-Based Approach (PBA) is the biggest challenge for the Team at present. Therefore this will be a focus agenda item at the January Board Meeting in order for the Board to fully understand the process, challenges, and progress so far
- C) Sport England's Performance Management and Improvement Framework (PMIF) for CSPs is the new tool for this. As part of this process, an Improvement Plan will be drawn up with clear accountability for individual actions, which will be approved by the Board and monitored by the Strategy Advisory Group. Board members will be asked to input into the Improvement Plan at the Away Day on 9<sup>th</sup> November.

The suggested reporting process is as follows:

- Responsibility for individual actions and timescales clearly allocated
- Interim Director (Chief Operating Officer) responsible for collating progress against these
- Finance and Audit Group responsible for monitoring the Risk Register and for amending Risk Ratings where necessary on a Quarterly Basis
- Board to maintain oversight of Risk Register and to monitor progress against the Key Risks as identified above

# Sport Across Staffordshire and Stoke-on-Trent Risk Management Policy



## Introduction

Every business faces risks every day. An effective risk management policy and risk register can increase the business' chances of success and reduce the possibility of failure. Businesses that are better at identifying risk will be better prepared and have a more cost-effective way of dealing with it.

Risk is defined as the probability of an event and its consequences. Risk management focuses on identifying what could go wrong, evaluating which risks are important to deal with, and implementing strategies to deal with those risks.

Sport Across Staffordshire and Stoke-on-Trent's risk management process involves:

1. Establishing a risk policy
2. Identifying risks
3. Assessing risks
4. Evaluating what action needs to be taken on risks
5. Periodic monitoring and assessment

The main categories of risk we consider are:

- **Governance** – risks associated with the way the organisation is run and its strategic direction
- **Operational** - risks associated with the delivery of the organisation's objectives
- **Financial** - risks associated with the financial structure of the partnership, the transactions the CSP makes, and the financial systems in place
- **Environmental or External** – risks associated with policy changes, financial climate etc.
- **Compliance** - risks associated with the need to comply with laws and regulations and any conditions of funding

## Responsibility for Risk Management with SASSOT

This Risk Management Plan and Risk Register is overseen by the Finance and Audit Group (FAG - a sub group of the Board), with individual risks clearly assigned to individuals / groups.

FAG will review this on a quarterly basis, with a report taken to the Board's quarterly meetings. A full review will be carried out by FAG annually.

## Assessing Risk

Each identified risk is assessed based on its LIKELIHOOD of occurring and the severity of IMPACT should it occur:

Likelihood		
Descriptor	Score	Example
Remote	1	May only occur in exceptional circumstances
Unlikely	2	Expected to occur in a few circumstances
Possible	3	Expected to occur in some circumstances
Probable	4	Expected to occur in many circumstances
Highly probable	5	Expected to occur frequently and in most circumstances

Impact		
Descriptor	Score	Impact on Service and Reputation
Insignificant	1	<ul style="list-style-type: none"> <li>• no impact on service</li> <li>• no impact on reputation</li> <li>• complaint unlikely</li> </ul>

		<ul style="list-style-type: none"> <li>litigation risk remote</li> </ul>
Minor	2	<ul style="list-style-type: none"> <li>slight impact on service</li> <li>slight impact on reputation</li> <li>complaint possible</li> <li>litigation possible</li> </ul>
Moderate	3	<ul style="list-style-type: none"> <li>some service disruption</li> <li>potential for adverse publicity - avoidable with careful handling</li> <li>complaint probable</li> <li>litigation probable</li> </ul>
Major	4	<ul style="list-style-type: none"> <li>service disrupted</li> <li>adverse publicity not avoidable (local media)</li> <li>complaint probable</li> <li>litigation probable</li> </ul>
Extreme/Catastrophic	5	<ul style="list-style-type: none"> <li>service interrupted for significant time</li> <li>major adverse publicity not avoidable (national media)</li> <li>major litigation expected</li> <li>resignation of senior management and board</li> <li>loss of beneficiary confidence</li> </ul>

Using a scoring of  $xy+y$ , where  $x$  is likelihood and  $y$  is impact, the 'heat map' below categorises risks into four levels:

<b>IMPACT</b>	Extreme / Catastrophic	5	10	15	20	25	30
	Major	4	8	12	16	20	24
	Moderate	3	6	9	12	15	18
	Minor	2	4	6	8	10	12
	Insignificant	1	2	3	4	5	6
			1	2	3	4	5
			Remote	Unlikely	Possible	Probable	Highly Probable
			<b>LIKELIHOOD</b>				

Informed by *Charities and Risk Management (CC26)*, published by the Charity Commission for England and Wales

# Sport Across Staffordshire and Stoke-on-Trent Risk Register

October 18



Risk Area	Risk Identified	Likelihood of Occurring (Y)	Severity of Impact (X)	Overall Risk xy+y	Existing Control Procedures (Note 1)	Proposed Improvements	Action By	Residual Risk (Note 2)	Timetable for Action	Follow-up Review
	1.1 Organisation lacks direction, strategy and forward planning	3	5	18	2018-21 Strategy in place with clear line-of-site to SE and Government Strategies along with clear Vision and Mission  Strategy, Vision and Mission compiled with partner input  Progress against Annual Delivery Plan reviewed by Board quarterly	Strategy Action Group to lead development / review of Annual Delivery Plans  Include partner consultation on 2018-19 review and 2019-20 Annual Delivery Plan development	SAG  SAG/I.Dir/I.SL	12	Jan 19  Jan 19	Annually  Annually
	1.2 Organisation lacks support / influence at the highest levels	3	3	12	Range of partners / stakeholders as Board members  Existing links to strategic groups such as Health and Wellbeing Board / STP	Engage with Leaders, Chief Executives and Members  Clear outcomes for SASSOT's involvement in these strategic groups agreed	Chair/I.Dir/I.SL  I.SL/I Dir	8	Immediate  Dec 18	Quarterly  Quarterly
	1.3 Board lacks relevant skills or commitment	1	3	4	Board recruitment based on analysis of skills matrix, addressing gaps  Expected commitment outlined in Job Descriptions and through interview process	Annual review of Board Effectiveness (and self-assessment of individuals) and Action Plan to address findings  Revise skills matrix to be more aligned to current needs	GAG  GAG	4	April 19  Jan 19	Annually  Annually

1. Governance	1.4 Board dominated by one or two individuals, or by connected individuals	1	3	4	<p>Declaration of interest policy in place.</p> <p>Personal Responsibilities set out in Constitution</p> <p>Decisions made by consensus or majority vote, with quorate requirement</p> <p>Board appointment recommendations made by Governance and Appointments Group for Board approval</p> <p>Senior Independent Director role includes acting as intermediary between Board and Chair, or as an alternative point of contact for concerns with Chair / Senior Management</p>	<p>Ensure all Board members complete the declaration form on joining board (and check existing members have completed). Ensure this is a standing agenda item at the start of each meeting</p> <p>Ensure personal responsibilities (Constitution) are emphasised in Induction</p> <p>Ensure Board and Team are aware of SID role this</p>	<p>AOM</p> <p>Chair</p> <p>SID</p>	<p>4</p> <p>4</p> <p>4</p>	<p>Immediate</p> <p>Immediate</p> <p>Immediate</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
	1.5 Ineffective organisational structure	3	4	15	<p>Board and Team Structures recently reviewed and documented. Job / Role Descriptions in place</p> <p>Internal Controls summary in place</p>	<p>Continue to clarify roles of team members regarding PBA through 1-2-1s, PDRs etc.</p> <p>Annual 'health check' of Board and Team Structures to ensure remain fit for purpose</p> <p>Review Board Delegated Decision form and ensure it is used consistently</p>	<p>I.Dir/I.SL</p> <p>GAG/I.Dir</p> <p>AOM</p>	<p>10</p> <p>10</p> <p>10</p>	<p>Mar 19</p> <p>April 19</p> <p>Dec 18</p>	<p>Ongoing</p> <p>Annually</p> <p>Ongoing</p>
	1.6 High Board turnover	2	3	8	<p>Succession plan in place</p> <p>Board at capacity so unlikely to drop below minimum numbers</p>	<p>Ensure Succession Plan is embedded -annual review by Governance and Appointments Group</p> <p>Include opportunity for Board members to raise concerns as part of annual self-assessment process</p> <p>Maintain register of Board terms. Chair to liaise with individuals towards end of term to confirm if they intend to continue</p>	<p>GAG</p> <p>GAG/Chair</p> <p>AOM/Chair</p>	<p>8</p> <p>8</p> <p>8</p>	<p>July 19</p> <p>April 19</p> <p>Immediate</p>	<p>Annually</p> <p>Annually</p> <p>Ongoing</p>
	1.7 Reporting to Board (accuracy, timeliness and relevance)	2	3	8	<p>Board reports submitted 7 days prior to meetings</p> <p>'Staff Showcase' slots on Board Meeting and Annual Delivery Plan update / Dashboard</p> <p>Governance / Finance Sub Groups meet two weeks prior to Board to discuss / approve relevant information</p>	<p>Embed culture of Board members being fully prepared for meetings</p> <p>Keep 'for approval / information' discussion to a minimum in Board meetings and focus on key items for Board input</p>	<p>Chair</p> <p>Chair/I.Dir</p>	<p>4</p> <p>4</p> <p>4</p>	<p>Immediate</p> <p>Immediate</p> <p>Immediate</p>	<p>Ongoing</p> <p>Quarterly</p> <p>Quarterly</p>

	1.8 Current governance arrangements no longer best option for organisation or Host	5	5	30	Hosting agreement in place to 30.09.20, with annual review	Governance and Appointments Group to lead on investigation of pros / cons of various alternative arrangements and on presenting options to Board (link to 3.4)	GAG	24	Oct 19	Ongoing
2. Operational	2.1 Non-delivery of agreed outcomes	4	5	24	Clear KPIs for Sport England programmes	Ensure any risk of non-delivery is identified through quarterly reporting process. Utilise expertise of Board and Team for solutions	I.Dir/I.SL/Board	18	Immediate	Quarterly
					Clear actions / performance measures in place in Annual Delivery Plan, linking directly to Strategy. Quarterly reporting process to Board	Produce and monitor log of support agreed for each funding partner	I.Dir		Oct 18	Quarterly
					Agreements in place with funding partners, with six-monthly meetings	Work with the team to ensure everyone is confident regarding the process for the Place-Based Approach and their role within it.	I.Dir		Dec 18	Ongoing
	2.2 Poor evidence of impact	4	4	20	Clear measures of impact for programmes	Evaluation Framework for PBA work to be developed and embedded	IMM	10	Feb 19	Ongoing
					Impact Reports produced for funding partners; Annual Report produced, focusing on impact	Consult funding partners ref preferred format for impact reporting	IMM		Oct 18	Annually
	2.3 Lack of partner satisfaction	3	4	15	Annual Partner Satisfaction Survey carried out and analysed	Consult with partners through PMIF process	I.SL/I.Dir	10	Immediate	Every Two Years Annually (Survey)
					Four Stakeholder Events to be delivered annually	Ensure key areas for improvement from Partner Satisfaction Survey and PMIF process are included in Improvement Plan with appropriate actions.	I.SL/I.Dir		Nov 19	
2.4 Insufficient capacity and resources	4	4	20	Team fully involved in developing Annual Delivery Plans and their own budgets	Ensure team are consulted on every Partner Funding Agreement before signing	I.Dir/I.SL	15	Jan 19	Annually	
				Regular 1-2-1s and twice-yearly PDR meetings held with individuals, where capacity / key work areas is discussed	Identify opportunities to work with local partners to secure funding from external sources for PBA areas and wider	I.SL/CM		Immediate	Ongoing	
2.5 High staff turnover or loss of key staff	2	5	12	Succession plan in place	Ensure Succession Plan is embedded -annual review by Governance and Appointments Group	GAG	12	July 19	Annually	
				Annual Staff Satisfaction Surveys carried out and analysed, plus additional Temperature Check work during 2018 All staff involved in PMIF self-assessment	Ensure key areas for improvement from Staff Satisfaction Survey and PMIF process are included in Improvement Plan with appropriate actions. Cross reference to actions in 1.5 and 2.4	I.Dir/I.SL		Nov 18	Annually (Survey)	
2.6 Inadequate identification or understanding of target audiences	2	3	8	PBA process: desktop analysis and community engagement stages Regular analysis of sub-regional statistics	Continue to ensure PBA community consultation is comprehensive. Ensure action plans are based on this.	IMM/ PBA Lead	8	Immediate	Ongoing	



3. Financial	3.1 Poor budgetary control and financial reporting	1	5	6	Detailed annual budget and Four Year Financial Forecast in place and reviewed by Finance and Audit Group  Internal Controls in place and Host financial procedures	Annual detailed check of four-year figures (and staffing figures) to be carried out to avoid risk of error	FAG	6	Feb 19	Annually
	3.2 Insufficient reserves policy	1	4	5	Reserves sufficient to cover redundancy liabilities	Formalise reserves policy, including developing a plan to build up reserves to enable SASSOT to respond to opportunities, or to meet initial costs of potential independence	FAG	5	Jan 19	Annually
	3.3 Dependency on income sources	4	5	24	Four Year Financial Forecast allows for loss of up to three funding partners	Look at potential for income generation or additional partner funding to reduce % of total funding coming from Sport England	FAG/I.Dir	24	Dec 19	Ongoing
	3.4 Rising costs	5	5	30	Four Year Financial Forecast reflects rising costs, as do reserves for Liabilities	Governance and Appointments Group to lead on investigation of pros / cons of various alternative arrangements and on presenting options to Board (link to 1.8)	GAG	30	Oct 19	Ongoing
4. Environmental or External	4.1 Relationship with funders	3	5	18	<b>Local Funders:</b> Agreements in place with funding partners, with six-monthly meetings	Produce and monitor log of support agreed for each funding partner	I.Dir	18	Oct 18	Quarterly
					Impact Reports produced for funding partners; Annual Report produced, focusing on impact	Consult funding partners ref preferred format for impact reporting	IMM		Oct 18	Annually
Four Stakeholder Events to be delivered annually  <b>Sport England:</b> Programme requirements met					Full engagement with PMIF process and improvement planning	I.SL/I.Dir	Immediate		Ongoing	
4.2 Physical Activity and sport not a priority for funders, partners or stakeholders	3	4	15	Presentation to Leaders and Chief Executives demonstrating cross-cutting benefits of sport and physical activity	Follow up on presentation to Leaders and Chief Executives by arranging individual meetings where requested	Chair/I.Dir /I.SL	10	Oct 18	Quarterly	
				Continue to influence strategic leaders through relationship with Staffordshire Public Health	Strengthen relationship with Stoke Public Health	I.SL		Mar 19	Quarterly	
					Identify further opportunities to raise profile of sport and physical activity at a strategic level	I.Dir/ Board		Immediate	Ongoing	

5. Compliance	5.1 Non-compliance with legislation, regulations and standards	1	5	6	<p>Governance and Appointments Group oversees Tier Three</p> <p>Chief Operating Officer receives invites to and updates from Corporate Forum and disseminates information to team as appropriate</p> <p>Host providing support ref GDPR, disseminated to Team. Paperwork / website updated</p>	<p>Standards' to be part of Round Table discussion with Sport England (PMIF process)</p> <p>Gain Foundation Level of the Equality Standard for Sport by 31.03.19</p> <p>Complete Diversity in Governance and Leadership Action Plan is signed off and continue to make use of support provided by Inclusive Boards</p>	I.Dir/ GAG  CM  I.Dir/ GAG	6	Feb 19 tbc  Mar 19  Dec 18	Annually  Annually  Annually
	5.2 Not meeting reporting requirements	2	4	10	<p>Processes for ensuring effective reporting for Sport England processes are well-established</p> <p>PMIF process underway, with Strategy Advisory Group overseeing the process and project plan developed</p>	<p>Include responsibility for ensuring PMIF Improvement Plan is actioned into Strategy Advisory Group Terms of Reference, with reporting line to Board</p>	SAG	5	Oct 18	Ongoing

Note 1: Unless stated otherwise, all Existing Control Procedures will continue

Note 2: Residual risk is an appraisal of the risk that will remain and cannot be fully eliminated following actions taken to mitigate risk

#### Abbreviations

AOM	Administrative Office Manager
FAG	Finance and Audit Group
GAG	Governance and Appointments Group
I.Dir	Interim Director
IMM	Insight and Marketing Manager
I.SL	Interim Strategic Lead
PBA Lead	Place-Based Approach Lead for a geographic area
SAG	Strategy Advisory Group
SID	Senior Independent Director

Informed by *Charities and Risk Management (CC26)*, published by the Charity Commission for England and Wales



## Report to the Board – Enclosure 3

Report Title	SASSOT Finance Report 1 <sup>st</sup> April – 30 <sup>th</sup> September 2018
Date	24 <sup>th</sup> October 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

### 2. Recommendation(s)

The Finance and Audit Group recommends the following:

- That the Board accepts the report

### 3. Executive Summary

2018-19 expenditure broadly on target against budget for Quarter Two

### 4. Report

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

- The attached figures (Appendix 1) show a detailed breakdown of the financial performance to 30.09.18 against the budget for 2018-19
- The budget summary is as follows:

<b>Budget to 30 September 2018</b>	<b>Actual to 30 September 2018</b>	<b>Variance</b>
Expenditure    £308,014	£290,872	- £17,142
Income            £684,741	£676,887	7,854

- Overall, actual expenditure and income are both less than expected, with the key exceptions explained below:

- **Partnership Services**

- Expenditure

- We are £4140 under budget for Grants and Equipment (Place-Based Approach Delivery) as we have not yet begun the intervention phase in our initial pilot area. We are also £2098 underspent on marketing. However, some of this underspend will be redeployed for the development of an Evaluation Framework to support our PBA work

- We are £2115 underspent on Consultancy as we are still awaiting information regarding costs for auditing our accounts

- Income

- We are £8000 lower on income compared to the budget as we have not yet received our partner contribution from Cannock Chase Council – this is in hand and should be received shortly

- **Youth Sport**

- Expenditure

- The budget shows an overspend on Employee Costs, because one of the posts funded through Youth Sport is currently budgeted only to 31.08.18. We have just received confirmation of funding for the relevant programme to continue so have extended the post and will amend the budget shortly.

- **School Games**

- Expenditure

- The budget shows an overspend on Employee Costs, because one of the posts funded through Youth Sport is currently budgeted only to 31.08.18. We have just received confirmation of funding for the relevant programme to continue so have extended the post and will amend the budget shortly.

- There is a £5615 underspend across Rents and Hospitality as we are

still awaiting the invoice from Keele University for use of their facilities and catering

The £1579 overspend on equipment is due to hiring additional marquees for the Summer Games because of the heatwave

Promotions is £1448 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.

**Sport Across Staffordshire and Stoke-on-Trent**  
**1st April 2018 - 31st March 2019 Budget: Expenditure to 30.09.18**

**1. Partnership Services**

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 30/09/18	Actual 01/04/18 - 30/09/18	Commit- ments	Variance
		£	£	£	£	£
<b>Expenditure</b>						
Employee costs	Core Team	266,410	133,205	130,939		- 2,266
Hosting		27,000	27,000	27,000		-
Telephones	Incl. wifi	1,500	750	954		204
Travel & Subsistence		5,800	2,900	2,659		- 241
Training and Conferences		6,000	2,500	1,580	245	- 920
Office Equipment	Office Costs	300	150	53		- 97
Clothing & uniforms	Office Costs	130	65	-		- 65
Printing, stationery and postage	Office Costs	1,470	735	649		- 86
Computer Equipment	Office Costs	2,500	2,200	2,155		- 45
Marketing		8,000	4,000	1,902	1,700	- 2,098
Consultancy	Director, Apprentice, Auditor	11,600	10,800	8,685	146	- 2,115
Subs to Outside Organisations	Delivery	2,270	2,270	2,370		100
Hospitality	Delivery - Including PBA	2,000	1,000	754	516	- 246
Rents	Delivery - Including PBA	1,000	500	-	175	- 500
Grants and Equipment	Delivery - PBA	5,000	2,500	110		- 2,390
Professional Fees	Delivery - PBA	3,740	1,870	120		- 1,750
Reserves Fund	Includes Employee Liabilities & c/f to 20-21	290,780	-	-		-
		<b>635,500</b>	<b>192,445</b>	<b>179,930</b>	<b>2,782</b>	<b>- 12,515</b>
<b>Income</b>						
Grants	Sport England	263,980	131,989	131,989		-
Partnership Funding	Local Partners	90,000	87,000	79,000		- 8,000
Joint Financing Contribution	Balance c/fwd	250,070	250,072	250,072		-
Joint Financing Contribution	Underspend from other Budgets etc.	31,450	31,450	31,726		276
	<b>Total</b>	<b>635,500</b>	<b>500,511</b>	<b>492,787</b>		<b>- 7,724</b>

**2. Research and Insight**

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 30/09/18	Actual 01/04/18 - 30/09/18	Commit- ments	Variance
		£	£	£	£	£
<b>Expenditure</b>						
Professional Fees	Delivery	5,500	-	-		-
	<b>Total</b>	<b>5,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Income</b>						
Joint Financing Contributions	Balance c/fwd	5,500	5,500	5,500		-
	<b>Total</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>		<b>-</b>

**Sport Across Staffordshire and Stoke-on-Trent**  
**1st April 2018 - 31st March 2019 Budget: Expenditure to 30.09.18**

**3. Volunteering (formerly NGB Activation and Volunteer Coordinator)**

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 30/09/18	Actual 01/04/18 - 30/09/18	Commitments	Variance
Employee costs		18,850	9,425	9,020		- 405
Telephone		80	40	40		-
Travel & Subsistence		350	175	23		- 152
Training and Conferences		250	125	70		- 55
Printing, stationery and postage	Office Costs	100	50	2		- 48
Grants	Delivery	3,500	1,000	250	250	- 750
Professional Fees	Delivery	780	390	2		- 392
Contingency	Active Lives / DfE c/f for 2018-19	12,130		-		-
	<b>Total</b>	<b>36,040</b>	<b>11,205</b>	<b>9,403</b>	<b>250</b>	<b>- 1,802</b>
<b>Income</b>						
Grants	Active Lives / DfE	22,900	-	-		-
Joint Financing Contributions	Balance c/fwd	14,720	14,719	14,719		-
Joint Financing Contributions	Income from Courses	420	420	417		- 3
Joint Financing Contributions	Contribution to Partnership Services	- 2,000	-	-		-
	<b>Total</b>	<b>36,040</b>	<b>15,139</b>	<b>15,136</b>		<b>- 3</b>

**4. Club Development**

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 30/09/18	Actual 01/04/18 - 30/09/18	Commitments	Variance
Employee costs		140	140	143		3
Grants	Delivery - Club Accreditation Grants	4,550	1,000	750	4,090	- 250
	<b>Total</b>	<b>4,690</b>	<b>1,140</b>	<b>893</b>	<b>4,090</b>	<b>- 247</b>
<b>Income</b>						
Joint Financing Contributions	Balance c/fwd	9,850	9,848	9,848		-
Joint Financing Contributions	Transfer to Partnership Services	- 5,160	- 5,160	- 5,158		2
	<b>Total</b>	<b>4,690</b>	<b>4,688</b>	<b>4,690</b>		<b>2</b>

**5. Sportivate**

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 30/09/18	Actual 01/04/18 - 30/09/18	Commitments	Variance
Grants	Delivery - Children in Care Project	15,000	450	413		- 37
	<b>Total</b>	<b>15,000</b>	<b>450</b>	<b>413</b>	<b>-</b>	<b>- 37</b>
<b>Income</b>						
Joint Financing Contributions	Balance c/fwd	17,750	17,745	17,745		-
Joint Financing Contributions	Transfer to Partnership Services	- 2,750	- 2,745	- 2,745		-
	<b>Total</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>-</b>	<b>-</b>

**6. Workforce (formerly Coaching Development)**

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 30/09/18	Actual 01/04/18 - 30/09/18	Commitments	Variance
Employee Costs		46,940	25,010	24,361		- 649
Telephones		150	75	70		- 5
Travel & Subsistence		500	250	219		- 31
Training and Conferences		500	250	40		- 210
Printing, stationery and postage	Office Costs	20	10	-		- 10
Hospitality	Delivery	100	50	-		- 50
Professional Fees	Delivery	170	85	-		- 85
	<b>Total</b>	<b>48,380</b>	<b>25,730</b>	<b>24,690</b>	<b>-</b>	<b>- 1,040</b>
<b>Income</b>						
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	- 9,930	- 9,930		-
	<b>Total</b>	<b>48,380</b>	<b>28,384</b>	<b>28,384</b>	<b>-</b>	<b>-</b>

**Sport Across Staffordshire and Stoke-on-Trent**  
**1st April 2018 - 31st March 2019 Budget: Expenditure to 30.09.18**

**7. Youth Sport**

Budget to be amended to reflect extension of Primary Premium Funding

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 30/09/18	Actual 01/04/18 - 30/09/18	Commitments	Variance
Employee Costs		47,260	23,630.00	26,057		2,427
Telephones		160	80.00	60		20
Travel & Subsistence		1,000	500.00	71		429
Training and Conferences		700	350.00	-		350
Printing, stationery and postage	Office Costs	660	330.00	195		135
Grants	Delivery	49,190	12,000.00	11,612	23,565	388
Rents	Delivery	500	250.00	19	53	231
Hospitality	Delivery	300	150.00	-	50	200
Professional Fees	Delivery	18,500	12,000.00	12,080	140	80
Contingency		15,200	894.00	894		-
	<b>Total</b>	<b>133,470</b>	<b>50,184</b>	<b>50,938</b>	<b>23,758</b>	<b>754</b>
<b>Income</b>						
Grants	Sport England Satellite Clubs	107,150	53,575	53,575		-
Joint Financing Contributions	Balance c/fwd	28,540	28,545	28,545		-
Joint Financing Contributions	Transfer to Partnership Services	-	2,220	-	2,306	86
	<b>Total</b>	<b>133,470</b>	<b>79,900</b>	<b>79,814</b>		<b>86</b>

**8. School Games**

Budget currently to 31.08.18

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 30/09/18	Actual 01/04/18 - 30/09/18	Commitments	Variance
Employee Costs		8,660	8,660	9,813		1,153
Telephones		30	30	29		1
Travel & Subsistence		150	150	141		9
Training and Conferences		100	100	-		100
Printing, stationery and postage	Office Costs	220	220	214		6
Rents	Delivery	3,970	3,970	-	1,380	3,970
Hospitality	Delivery	1,810	1,810	165	25	1,645
Professional Fees	Delivery	3,530	3,530	3,017	250	513
Equipment	Delivery	4,550	4,550	6,129	131	1,579
Promotions	Delivery	3,000	3,000	4,448		1,448
Contingency		9,480	720	721		1
	<b>Total</b>	<b>35,500</b>	<b>26,740</b>	<b>24,677</b>	<b>1,786</b>	<b>2,063</b>
<b>Income</b>						
Joint Financing	Balance c/fwd	35,500	35,499	35,649		150
	<b>Total</b>	<b>35,500</b>	<b>35,499</b>	<b>35,649</b>		<b>150</b>

**9. Equity**

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 30/09/18	Actual 01/04/18 - 30/09/18	Commitments	Variance
<b>Expenditure</b>		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Employee Costs		120	120	72		192
	<b>Total</b>	<b>120</b>	<b>120</b>	<b>72</b>	<b>-</b>	<b>192</b>
<b>Income</b>						
Joint Financing Contributions	Balance c/fwd	10,500	10,500	10,500		-
Joint Financing Contributions	Transfer to Partnership Services	-	10,380	-	10,573	193
	<b>Total</b>	<b>120</b>	<b>120</b>	<b>73</b>	<b>-</b>	<b>193</b>

**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.





## Report to the Board – Enclosure 4

Report Title	Interim Director's Report
Date	24 <sup>th</sup> October 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:

- 4-Year Financial Forecast / Sport England funding
- Tier Three Compliance (A Code for Sports Governance)
- Staff Satisfaction / Development
- The work of the team (via the Annual Delivery Plan)

### 2. Recommendation(s)

- None

### 3. Executive Summary

Key headlines from the last quarter include:

- Funding secured for School Games, Primary Premium, DfE Volunteering

and Active Lives

- Sport England have confirmed that we have achieved compliance with Tier Three of *A Code for Sports Governance*
- Ongoing challenges regarding independent audit of 2017-18 accounts
- Interim Temperature Check and 'Deep Dive' of Staff Satisfaction has taken place, along with a Regional TNA
- Annual Delivery Plan and summary templated produced and populated

#### **4. Report**

##### **4.1 4-Year Financial Forecast / Sport England Funding**

- No amendments have been made to the 4-Year Financial Forecast
- SASSOT has recently successfully applied for the following Sport England funding. All funding is confirmed for the 2018-19 academic year, and awarded in principle for 2019-20)
  - School Games (£45,000 per year)
  - Primary Premium (£51,025 per year)
  - DfE Volunteering (£8,000 per year)
  - Active Lives Children and Young People Survey (£14,900 per year)
- We have applied to Sport England for £246,082 funding to continue the Satellite Clubs programme for a further two years. We will hear the outcome of this bid in December
- We are currently in the process of applying for Workforce funding, with a submission deadline of 16.11.18

##### **4.2 Tier Three Compliance (A Code for Sports Governance)**

- We received confirmation from Sport England in mid September that we are deemed compliant with Tier Three.
- We are still struggling to obtain an external audit certificate for the 2017-18 accounts, and have asked Sport England for advice regarding how to resolve this.

##### **4.3 Staff Satisfaction / Development**

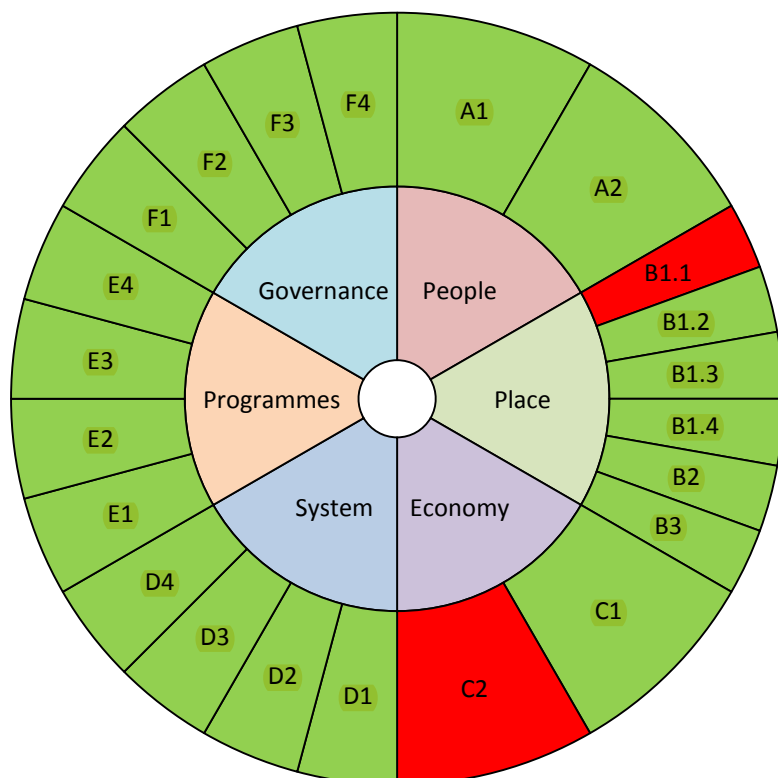
- Following a decline in satisfaction levels between the 2017 and 2018 Staff Satisfaction Surveys, which are carried out by CSPn in January of each year, Ian Kelsall offered to carry out an interim 'Temperature Check' with the team, using the same questions.
- This showed that satisfaction levels had stabilised. However, it was decided that we needed to better understand the reasons behind some of the scoring so again Ian offered to support us, this time through optional one-to-one meetings with team members to discuss their perceptions around various challenges, and potential solutions.
- Ian identified several positives and several challenges:
- Positives:
  - Commitment of the team
  - Passionately believe in our vision
  - Respect for each other
  - Desire to support each other better and improve team working
  - 'Open door' policy of managers appreciated

- 1-2-1 process – support and challenge
- Morale gradually improving
- Challenges:
  - Teamworking is not as effective as it could be – too many ‘silos’
  - Lack of understanding of how the Place-Based Approach should work and of individuals’ roles within this
  - A feeling of not always being listened to
  - Lack of job security
  - Values not embedded
  - Lack of opportunities for reflection
- These were discussed at the recent Team Away Day (with a focus on Team Working), and other areas will be addressed during upcoming Team Meetings
- Additionally, the West Midlands CSPs have recently commissioned a regional Training Needs Analysis (TNA), which highlighted several of the same challenges, as well as identifying potential areas for region-wide staff development
- A collaborative bid from the six West Midlands CSPs will be submitted to Sport England’s Workforce Innovation fund to finance this work

#### **4.4 Annual Delivery Plan**

- The Quarter Two update is attached, as is the Annual Delivery Plan Dashboard for Q2, which summarises progress, highlights and challenges for the quarter.

**Sport Across Staffordshire and Stoke-on-Trent  
Annual Delivery Plan 2018-19  
Quarter Two Dashboard**



**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**

- **Clinical Champions Training:** Following a positively-received pilot in Q1, we have worked in partnership with Public Health England to co-deliver three Clinical Champion briefings and have five more planned. These briefings are delivered to health professionals to encourage them to include physical activity as a preventative measure or as part of treatment programmes
- **Newcastle-under-Lyme PBA:** In response to the closure of Kidsgrove Sports Centre last year, we successfully lobbied for a Sport England grant to support the Community Group looking at taking on the running of the centre with their business planning process. Newcastle-under-Lyme Borough Council have recommended a £300k grant to cabinet as part of a package of support to the community group, which has been agreed in principle. Additionally, we have commissioned Sporting Communities to undertake community consultation on local physical activity needs to inform future planning, and will also carry out our own insight work via social media.
- **Satellite Clubs:** We have confirmed funding for 45 new clubs and have supported 24 existing clubs to become sustainable (against an annual target of 30 and 20). 11 new organisations have been supported to apply for funding, which has involved us supporting them to amend their offer to appeal to a different target audience. 212 participant questionnaires have been completed and analysed, giving us valuable insight into the positive impact of the programme, and areas for development
- **Partner Funding:** Funding confirmed from Sport England for 2018-19 academic year for School Games, Primary Premium, Active Lives and DfE Volunteering (all except Active Lives also agreed in principle for 2019-20). £79,000 received from local partners, with an additional £12,000 expected
- **Tier Three Compliance:** Compliance with Tier Three of *A Code for Sports Governance* confirmed

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

## **Challenges**

- Cannock Chase PBA: Slow progress with wider PBA Steering Group, and awaiting result of Big Lottery Fund application. Desk-based insight collated, meeting planned with IHL to discuss this with intention to agree actions
- Commonwealth Games: No progress from West Midlands CSPs around agreeing shared priorities for CG legacy. No contact with SCC or Forestry Commission re Birches Valley mountain biking
- 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. Governance and Appointments Group to take lead role in options appraisal to assess right hosting / independent option for SASSOT

## **Achieving Our Vision – Satellite Clubs**

Through the Satellite Clubs intervention we have been working to identify new organisations that provide services to young people, to influence their offer to include sport and physical activity or to widen their existing sport and physical activity offer. One such group is Liberty, an organisation that provides opportunities for young people with physical and learning disabilities to get together to take part in various activities.

We met with Maggi Huckfield, Liberty's Director to discuss the young people's needs in terms of their physical activity offer and they identified the need to widen it away from just the existing football sessions that were available. They identified that a lot of their attendees were very 'unfit' and 'overweight' and had acknowledged this so a running club was requested using Satellite Clubs Funding as a catalyst to get this started. Liberty were linked with Cannock & Stafford AC who provided their expertise in terms of training the Liberty staff to become Run Leaders and allow the running club to be self-sustaining.

One of their attendees is a 16 year old that had previously attended the Liberty disability football sessions and was part of the Ability Counts Football Team. However, the young man, who lives with severe learning difficulties and limited mobility, struggled with the responsibilities that are involved with being a team player and therefore was encouraged to become involved with the running club. The running club has allowed him to express himself and improve his development and ability within an individual sport, as well as contributing significantly to his goal setting techniques within physical activity. He has started to really enjoy and achieve with the running club and now even has aspirations to compete in local 5k runs.

### 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: B1.1: Cannock Chase B1.2: Staffordshire Moorlands B1.3: Newcastle-under-Lyme B1.4: Lichfield 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

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



**Vision: Everyone More Active More Often**

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

	Strategic Outcomes	Priorities	Actions	Performance Measure / Target	Lead	Rating	Trend	Previous Quarter (Q1)	Current Quarter (Q2)
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.	Continuing to deliver against 2018-2019 plan. Workforce investment guide for 2019-21 released on 1st October, with application for funding to be submitted to Sport England by 16th November.
			A1.2 In partnership with CCGs and PHE co-deliver MECC and Clinical Champion briefings for Physical Activity	Deliver at 3 briefing events, monitor participant feedback	LB / BH	Green	↑	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.	We have re-engaged with this work resulting in three briefings being delivered and five more planned over the coming months.
			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	LB / CG	Green	→	Targeted TNA to take place with South Staffs, with wider county approach to follow driven by the Facility Managers Forum.	TNA has taken place with South Staffs leisure team. Initial findings have been presented with formal report to follow.
		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.	Club Development workshops in planning stage for roll out in New Year. Training package continues to be in place and there has been 117 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.	No progress expected at this point in time. Insight currently being gathered to determine the workforce needs. Behaviour Change training to be trialled with team 23.10.18
			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 were trained. Both courses were ran in partnership with Lichfield District Council as part of their Police and Crime Funding. x2 courses in the planning stage with South Staffs and x1 Dance leadership course to be run with Lichfield District Council in July 2018.	X1 course in August 2018 ran for SStaffs with 6 members of their leisure staff trained. X1 more course to do for SStaffs date TBC. X3 leadership courses with Lichfield District Council to be run as part of their Police and Crime Funding. These are due to take place in Feb 2019, April 2019 and July 2019.
			A2.4 Drive and facilitate the pilot referral process for the 'Safer Together through Sport' StreetGames programme with Youth Offending Teams and Early Help Teams	Successfully delivery of Pilot referral process	CG	Green	New		Part of the Staffordshire Youth Justice and Sport steering group which is piloting a StreetGames funded project to deliver training and create a referral pathway for Youth Offending Teams and Early Help Teams and Looked after Children. Significant work undertaken to establish pilot referral pathways in to Community Sport with NUL early Help Team and South East YOT Team.
		Place	B: Our communities are places where being physically active is the easy	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	→
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.	Links facilitated between Healthy Communities / NDPP and the Council. Council working with Parkwood to develop tailored support for NDPP patients. Behaviour Change training to be delivered to Parkwood Leisure staff. Community consultation underway to design a satellite club based around Haregate Community Centre. Asset mapping undertaken and PBA Action Plan developed in collaboration with steering group and council. Package of marcomms support agreed with council, including drafting a comms plan
B1.3 In conjunction with partners design a Place Based Intervention in - Kidsgrove Newcastle	Project plan & PBA performance framework				LB	Green	From Grey		In response to the closure of Kidsgrove Sports Centre last year, Insight and data mapping work has started including face to face consultation and facebook consultation with the local population to address this gap in provision. Dialogue continues with NULBC, Sport England and Kidsgrove Sports Centre Community Group regarding the future of the Centre. We have successfully lobbied for a SE grant to support business planning process for the community group
B1.4 In conjunction with partners design a Place Based Intervention in - Lichfield (exact locality tbc)	Project plan & PBA performance framework				CM	Green	From Grey		Initial scoping meeting held with Lichfield Borough Council. Wards of Chasetown and Curborough have been identified as priority areas. Local priorities include tackling obesity, isolation in older people and social prescribing. Also keen to access support on measuring impact & outcomes of interventions and support for Cherry Close Youth Centre in Burntwood. Follow up meeting with Lichfield BC and Freedom Leisure has been set for 5th November to discuss initial insight work and Freedom's involvement

	choice	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.	KKP appointed consultants for Stoke BFS. SASSOT continuing to support process via Stoke steering group. Advice and guidance provided to KKP in relation to BFS for Stafford.	
			B2.2 Work with NULBC, SCC and Kings School to evaluate viability of asset transfer an operation of Kingsgrove 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.	Feasibility work underway on Kings School AGP by FA. Awaiting report. SASSOT have been working closely with SCC, NULBC, the community group and Sport Engalnd to find solution to reopening of Kingsgrove Leisure Centre. We have successfully lobbied for a SE grant to support business planning process for the community group and have commissioned Sporting Communities to undertake community consultation on local physical activity needs to inform future planning. NULBC have since recommended a £300k grant to cabinet as partof a package of support to the community group, which has been agreed in principle.	
		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	We have ringfenced £12,000 worth of Satellite Clubs funding to support PBA work. Identified the need to support the inception of 2 clubs in Staffs Moorlands, 1 in Lichfield, 2 in Cannock and 1 in Newcastle. Place Based Approach work also cited in the 2019-2021 Satellite Clubs application to Sport England as an example of how Satellite Clubs funding will enable us to meet our organisational strategic objectives	
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	BH	Green	→	Event successfully delivered, initial athlete stakeholder feedback positive. Awaiting results of athlete survey & economic impact study	Economic Impact evaluation for 2018 event presented to SCC SLT. As a result commitment from SCC for 2019 event has been secured. Starting contract negotiations with Ironman	
		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	WM CSPs to hold Commonwealth Games reception prior to West Mids Community Sports Awards 06.12.18	
			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	Red	↓	Attended host authority meeting in Birmingham. Awaiting UCI sight visit in July to confirm Cannock as moutain biking venue	No progress	
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	JK	Green	→	Strategy launch event successful delivered. Communications event planned for July. Consultation regarding Members event underway	Successful Communications Event 17.07.18. Presentation delivered at Leaders and Chief Executives Forum 26.09.18. Stakeholder Event planned for 07.02.19 (review of 2018-19 and consultation for 2019-20)	
			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	SASSOT will be attending future Families Executive Partnership Group meetings to provide strategic leadership in relation to physical activity within their framework	
			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.	BH/JT attending SMT on a 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.	No meetings this quarter. The HWBB's new strategy now reflects Physical Activity as priority area. SASSOT will be presenting at the next HWBB meeting in December to provide an update on the physical inactivity 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.	SASSOT physical activity work currently rated as Green by PMO within STP project management system for physical activity strand. SASSOT engaging with PH and VCSE partners to develop a social prescribing model.	
		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 Psychology 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 Community Centre. SASSOT have assisted St Thomas Moore Catholic Academy to secure CE500k from Healthy Schools capital fund for new 3G pitch.	SASSOT have delivered funding workshops in Leek and Newcastle in partnership with Support Staffordshire and Staffordshire Council for Voluntary Youth Services.	
		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	Green	From Grey	Measurement advice and guidance is currently being sourced with plans to develop consistent measures when PBA developments progress further.	Tiller Research has been commissioned to develop a PBA methodology framework. The initiation meeting has been held and the first draft framework will be presented to the team in early December	
			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 Satellite Club programme including behaviour change and well-being. Analysis to begin in quarter 2.	212 questionairres completed and analysed over the Summer (74.3% female, 60.4% BAME). Results of the questionnaires have shown positive impact on young people and these results have been cited in the 2019-2021 Satellite Clubs application to Sport England to demonstrate our track record	
			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	Impact documents will be reviewed with key stakeholder in Q3	
				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/CG	Green	→	34 New clubs have now been approved to start delivery this year. 23 existing clubs have been supported to become 'sustained'.	There are now 45 new clubs that have had delivery plans approved and we have supported 24 clubs to become 'sustained'



Programmes	E: Our programme delivery has maximum impact within our area	E1: Satellite Clubs	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	CM/CG	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	11 new organisations supported to apply in Q2. This has involved support from SASSOT in terms of working with traditional sports clubs to amend their offer to appeal to a different target audience than they would traditionally target and have been supported to ensure that they operate in a 'customer-centric' way
			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	CM/CG	Green	↑	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	212 questionnaires completed and analysed over the Summer (74.3% female, 60.4% BAME)
			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	CM/CG	Red	From 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	Workshops need to be organised although we have supported 6 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 successfully 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	Summer Games delivered successfully based on feedback from participants and teachers who were in attendance. Funding application for 2018/19 academic year successful. 2018/19 calendar has been revised and refreshed to include more for young people that have not been involved in School Games events before and those that do not necessarily have a positive attitude towards sport and physical activity
			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 successfully implemented and targets exceeded for 2017/18. Currently working on application to secure the £8k for 2018/19, with the deadline for submission being 20th July.	Funding secured for 2018/19 delivery. Sports Leaders course planned for Oct 2018 to train volunteers ready to volunteer back on School Games. SGO's asked to submit funding application if they want to train any volunteers.
			E2.3 Confirm the purpose and personnel of the Staffs & Stoke Local Organising Committee (LOC)	Remit and personnel of LOC agreed	CM/ CD	Green	From 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	Purpose of the LOC agreed with Simon Ascroft (LOC Chair). LOC will initially focus on attempting to address the mental and physical health concerns that exist within schools and to address the need to treat young people as customers. It has been agreed that rather than having set membership of the LOC, we will run the LOC as more of an open group with a focus on discussion, consultation and problem solving in terms of these topics. The first meeting is scheduled for early February 2019.
			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	LOC Development Coach has supported us with the revision of the 2018/19 calendar and has acted as an impartial 'critical friend' in this process. LOC Development Coach has also supported us with agreeing the areas that the LOC will look to address during 2018/19 and has identified an area for improvement for the Summer Games.
		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	Green	From Grey	Contract to be reviewed and commissioning process to be undertaken following submission of Primary PE School Support funding application by the deadline 29th June 2018	Funding application to Sport England has been successful. Contract has been reviewed and key outcomes have been updated to reflect both local need and national policy. Commissioning process has been undertaken and we are awaiting Stafford Borough Council's sign off on the appointed organisation
			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	Green	From Grey	Contract to be reviewed and commissioning process to be undertaken following submission of Primary PE School Support funding application by the deadline 29th June 2018	Funding application to Sport England has been successful. Contract has been reviewed and key outcomes have been updated to reflect both local need and national policy. Commissioning process has been undertaken and we are awaiting Stafford Borough Council's sign off on the appointed organisation
			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 submitted 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	See last Quarter
		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 2018 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	Funding application to Sport England has been successful, with funding for 2018-19 academic year confirmed, and 2019-20 agreed in principle
			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 autumn and spring terms	Have been given 58 schools to target for Year 2 Term1. These need to complete the survey by December 2018.
		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	Board agreed GAG will lead on options appraisal to decide whether SASSOT should remain hosted by SBC. Board Away Day 09.11.18 to begin this process. External Audit Certificate for 2017-18 accounts still not obtained - approached Sport England for advice.
			F1.2: Secure on-going funding from local funding partners	£90,000 per annum secured	JK	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	£79,000 received. Funding confirmed from CCDC. Staffs Uni have confirmed reduced funding for 2018-19, in process of agreeing revised SLA
			F1.3 Maintain Sport England Funding and fulfil requirements of Performance Management Framework	Sport England Funding received, results from PMF	BH/JK	Green	→	Green RAG rating received from Sport England following Q4 meeting. Primary Role Award Acceptance letter signed	Funding confirmed from Sport England for 2018-19 academic year for School Games, Primary Premium, Active Lives and DfE Volunteering (also agreed in principle for 2019-20). Details of new PMIF framework released by Sport England. Self-assessment nearly completed, formal assessment 17-18.12.18

Governance	F: Our work is underpinned by impeccable standards of corporate governance and operations	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.	Draft SASSOT Communication Strategy produced and currently working on team ownership and input into the document. Stakeholder Communications Survey developed and circulated, the response data will be used to inform a Stakeholder Communications Plan. Marcomms review for Stoke City Council completed and presented to the Health & Leisure Team and Communications team. Marcomms support for South Staffordshire Council defined. Marcomms support agreed with Staffordshire Moorlands DC including the employment of SASSOT Social Media Officer for one day a week.	
			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.	Work initiated to review and develop a countywide online activity offer. This has involved collating research from across the network on model option and raising the conversation around Open Data at both SLCOF & SDO Forum.	
		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)	Tier Three Compliance confirmed.	
			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.	Reaccreditation required by 31.03.19, process not yet confirmed by Sport England	
			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.	Safeguarding Action being implemented. Board approved plan at last meeting.	
			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	Ongoing work to amend documents as required	
		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	Regional TNA session held with members of team, based around PMIF competencies. Awaiting full SASSOT report. Regional actions to be agreed at December WM Directors meeting	
			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	Further work on team culture at Team Away Day (02.10.18). Interim Staff Satisfaction Temperature Check and one-to-one Solution Deep Dive sessions completed with team, and findings discussed at Away Day, with initial actions agreed	
		<b>Headline</b>		<b>Measure</b>		<b>Baseline (at 31.03.18)</b>		<b>May 2017-May 2018</b>		<b>Next Results Due</b>
		Increasing the % of the population taking part in sport and physical activity at least twice a month		Active Lives		73.00%		73.60%		
Increasing the % of the population fairly active		Active Lives		13.60%		13.70%				
Decreasing the % of people physically inactive		Active Lives		29.20%		29.10%				
Increasing the number of people volunteering in sport at least twice in the last year		Active Lives		13.60%		13.10%				
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 Two Review**  
**Cannock Chase Place-Based Approach**



**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 (Q1)	Current Quarter (Q2)
<b>People</b>	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	The possibility of implementing MECC and Clinical Champion briefings for Physical Activity has been explored	Number of sessions delivered, level of engagement from primary care					
			Consider how Health Communities and National Diabetes Prevention Programmes might be utilised to support the project						
			A skills gap and training needs analysis for the local leisure facilities workforce, has been considered	TNA documentation					
		A2: Developing community capacity	Minimum standards training package (Safeguarding, Protecting Children, club development and First Aid) has been offered to local providers <u>where appropriate</u>	Training records, session feedback					
			Determine the need and develop a package of support for the local workforce	Training records, session feedback, project plan					
			A3. Engage our communities in the solution	Ensure community are involved proactively in the design of any intervention					
Complete community consultation to understand motivations, barriers and behaviours towards physical activity	Consultation summary								
<b>Place</b>	B: Our communities are places where being physically active is the easy choice	B1 Gain a deep understanding of place	Complete desktop analysis collating existing health, social and economic data. Complete assets mapping exercise	Insight report					Insight report collated. Meeting to review this and market segmentation data set for November
		B2 Focusing Sport England-funded programmes in areas of greatest need	Ensure that programme based work and resource has been fully considered and incorporated into Place Based Approach project plan	Resources ring fenced and programme based work referenced in PBA plans					Satellite Clubs funding targeting areas of need. Meeting scheduled to discuss PE & School Sport Premium support to those schools highlighted in the locality data with high Obesity statistics
<b>Leadership</b>		D1 Providing strategic leadership and advocacy	Ensure effective partnerships and appropriate governance is in place to deliver project	Governance structure & ToR					

System	D: Strong strategic leadership ensures that physical activity and sport become a core feature in local policy, creating places which are inherently active	D2 Attracting investment into physical activity and sport	Explore how funding opportunities might support local partners to implement the PBA	Bids applied for, £ value. £value of funding secured					
		D3. Demonstrating the impact of our work using robust methodology	Agree shared vision, outcomes and data collection methodology, including baseline measures.	Methodology and implementation					
			Complete a robust evaluation of the project and sharing of learning	Project evaluation					
Governance	F: Our work is underpinned by impeccable standards of corporate governance and operations	F1. Understanding and responding to our partners' and customers' needs	Clearly define our partners and customers and develop appropriate messaging and communication channels	local coms plan Partner feedback					
			Develop appropriate Information, Advice and Guidance tools and resources to connect communities to local services and opportunities	local coms plan Partner feedback					

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	Strategic Outcomes	Priorities	Actions	Performance Measure / Target	Lead	Rating	Trend	Previous Quarter (Q1)	Current Quarter (Q2)
<b>People</b>	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	The possibility of implementing MECC and Clinical Champion briefings for Physical Activity has been explored	Number of sessions delivered, level of engagement from primary care		Grey			None delivered in the Moorlands this quarter
			Consider how Healthy Communities and National Diabetes Prevention Programmes might be utilised to support the project			Green		Links have been facilitated between both Healthy Communities and NDPP and the district council. Moorlands Council working with Parkwood to develop tailored offer of support to NDPP patients	
			A skills gap and training needs analysis for the local leisure facilities workforce, has been considered	TNA documentation		Green		Agreement reached with SMDC to provide behaviour change to Parkwood Leisure staff. Awaiting dates tbc.	
		A2: Developing community capacity	Minimum standards training package (Safeguarding, Protecting Children, club development and First Aid) has been offered to local providers where appropriate	Training records, session feedback		Grey		No training scheduled in this area. Package of support provided via Newasctle College, our training partner.	
			Determine the need and develop a package of support for the local workforce	Training records, session feedback, project plan		Green		Agreement reached with SMDC to provide behaviour change to Parkwood Leisure staff. Awaiting dates tbc.	

		A3. Engage our communities in the solution	Ensure community are involved proactively in the design of any intervention			Green			Community consultation underway to design a satellite club intervention based around Haregate Community Centre
Place	B: Our communities are places where being physically active is the easy choice	B1 Gain a deep understanding of place	Complete desktop analysis collating existing health, social and economic data. Complete assets mapping exercise	Insight report		Green			Insight report completed and shared with PBA steering group
		B2 Focusing Sport England-funded programmes in areas of greatest need	Ensure that programme based work and resource has been fully considered and incorporated into Place Based Approach project plan	Resources ring fenced and programme based work referenced in PBA plans		Grey			No activity this quarter
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	Ensure effective partnerships and appropriate governance is in place to deliver project	Governance structure & ToR		Green			PBA action plan developed in collaboration with PBA steering group and local authority
		D2 Attracting investment into physical activity and sport	Explore how funding opportunities might support local partners to implement the PBA	Bids applied for, £ value. Evaluate of funding secured		Red			No activity this quarter. Community centre approached and support offer to develop a bid but to date they have yet to identify an appropriate project
		D3. Demonstrating the impact of our work using robust methodology	Agree shared vision, outcomes and data collection methodology, including baseline measures.	Methodology and implementation		Green			Action plan agreed with PBA steering group. Research commissioned to develop evaluation framework for PBA work
			Complete a robust evaluation of the project and sharing of learning	Project evaluation		Grey			Research commissioned to develop evaluation framework for PBA work
Governance	F: Our work is underpinned by impeccable standards of corporate governance and operations	F1. Understanding and responding to our partners' and customers' needs	Clearly define our partners and customers and develop appropriate messaging and communication channels	local coms plan Partner feedback		Green			Package of support agreed with local authority, including drafting a comms plan to support the roll out of Active Staffordshire Moorlands brand and website
			Develop appropriate Information, Advice and Guidance tools and resources to connect communities to local services and opportunities	local coms plan Partner feedback		Green			Asset mapping has been undertaken for the PBA area

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	Strategic Outcomes	Priorities	Actions	Performance Measure / Target	Lead	Rating	Trend	Previous Quarter (Q1)	Current Quarter (Q2)
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	Insight and consultation in Kidsgrove to consider the workforce wants and needs of the local population	Face to face and online consultation completed. Feedback provided.					Consultation has started with reports expected to be in place in Q3
			Potential Community Tennis Network application to include analysis of workforce needs	Application submitted					
		A2: Developing community capacity	Minimum standards training package (Safeguarding, Protecting Children, club development and First Aid) takes place at NUL College	Workshops held					Package of support provided via Newcastle College, our training partner continues to be in place
			Determine the need and develop a package of support for the local workforce that will be in place should Kidsgrove Sports Centre reopen	Training records, session feedback, project plan					

		A3. Engage our communities in the solution	Ensure community are involved proactively in the design of any intervention	Insight and consultation report					Community consultation underway for the residents of Kidsgrove
Place	B: Our communities are places where being physically active is the easy choice	B1 Gain a deep understanding of place	Complete desktop analysis collating existing health, social and economic data. Complete assets mapping exercise	Insight Report					Insight report on track to be completed by Q3
		B2 Focusing Sport England-funded programmes in areas of greatest need						Feasibility work underway on Kings School AGP by FA. Awaiting report. SASSOT have been working closely with SCC, NULBC, the community group and Sport England to find solution to reopening of Kidsgrove Leisure Centre. We have successfully lobbied for a SE grant to support business planning process for the community group and have commissioned Sporting Communities to undertake community consultation on local physical activity needs to inform future planning. NULBC have since recommended a £300k grant to cabinet as part of a package of support to the community group. Details still TBC.	
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	Ensure effective partnerships and appropriate governance is in place to deliver project	Governance structure & ToR					Package of support to Kidsgrove Sports Community Group agreed in principle.
		D2 Attracting investment into physical activity and sport	Explore how funding opportunities might support local partners to implement the PBA	Bids applied for, £ value. Evalue of funding secured					SE grant in place as outlined above. Discussions underway to apply to the Community Tennis Network to develop a tennis facility in the area.
		D3. Demonstrating the impact of our work using robust methodology	Agree shared vision, outcomes and data collection methodology, including baseline measures.	Methodology and implementation					Approach agreeede with NULBC and Kidsgrove Sports Centre Community Group
			Complete a robust evaluation of the project and sharing of learning	Project evaluation			Green		Research commissioned to develop evaluation framework for PBA work





## Report to the Board – Enclosure 5

Report Title	Board ½ Day Away Day Agenda
Date	17.10.2018

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

Contact Officer	Name:	Malcolm Armstrong
	Tel:	01785 619349

For Information	X
For Decision	

Board ½ Day Away Day

Friday 9<sup>th</sup> November 2018

Elizabeth Room, Keele Hall, Keele University, Keele,  
Staffordshire, ST5 5BG

### Agenda

1000 – 1015	Introductions
1015 – 1100	From Hosted to Independent
1100 – 1130	Timeline to Take Off
1130 – 1145	Refreshments
1145 – 1300	Performance Management & Improvement Plan
1300	Lunch