



Sport Across Staffordshire and Stoke-on-Trent

Board Meeting

AGENDA

23rd January 2019 at 2.00pm (light lunch at 1.15pm)

Craddock Room, Stafford Borough Council, ST16 3AQ

1. Staff Member Observing *Malcolm Armstrong*
2. Apologies
3. Declarations of Interest
4. Minutes of last meeting, Actions & Attendance
5. Board Items
 - Chairs Actions Since Last Meeting *Malcolm Armstrong*
6. Sub Group updates
 - Governance & Appointments Group *Enc.1* *Malcolm Armstrong*
 - Finance & Audit Group *Enc.2* *Kimiyo Rickett*
 - Chair's Advisory Group *Malcolm Armstrong*
 - Strategy Advisory Group *Enc.3* *Jane Kracke*
 - Education Group *Jane Kracke*
7. Update from Interim Director *Enc.4* *Jane Kracke*
8. Name Change / Re-branding Discussion *Enc.5 & 6* *Naomi Bird*
9. Staff Showcase – Place Based Approach *Ben Hollands*
10. Dates & times of future meetings

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



Meeting Minutes

Present Attendees		Apologies	Also Distributed To:
Malcolm Armstrong (MA) Chair Alistair Fisher (AF) Angela Dale (AD) Prof. Derek Peters (DP) Ian Kelsall (IK) Jane Kracke (JK) Kimiyo Rickett (KR) Cllr Mark Deaville (MD) Prof. Pauline Walsh (PW) Rebecca Roberts (RR) Tim Clegg (TC) Toyin Higgs (TH) Sarah Bixter (SB) notes	SASSOT Chair Stoke-on-Trent City Council Keel University Voluntary Sector Voluntary Sector Interim Director, SASSOT Senior Independent Director Staffordshire County Council Voluntary Sector Voluntary Sector Chief Executive, SBC (Host) Voluntary Sector Admin Office Manager, SASSOT	Ben Hollands Jonathan Topham	SASSOT Core Team

No.	Item Topic
1.	Apologies – as above
2.	Declarations of Interest - None
3.	Minutes of Last Meeting – 11.07.2018

Previous Actions	Owner	Date
1. Karen and Jude to meet to discuss potential collaborations around Ministry of wellbeing	Jude Taylor Now Ben Hollands	ONGOING
2. Alistair to share information on Points for Life with Karen	Alistair Fisher	COMPLETED
3. Malcolm to propose accepting chairs position for SLCOF	Malcolm Armstrong	COMPLETED
4. SLCOF to be formally adopted as a sub group of the board	Malcolm Armstrong	COMPLETED
5. Malcolm to review the structures after 12 months	Malcolm Armstrong	ONGOING
6. Jude to review Terms of Reference for Strategy Advisory Group	Jude Taylor Now Jane Kracke	ONGOING
7. Malcolm, Chris & Jude to review purpose of group and develop Terms of Reference as appropriate	Malcolm Armstrong, Chris Milward & Jude Taylor	COMPLETED
8. Malcolm to formally thank Simon Ashcroft, Biddulph Head teacher, for his help on the School Games and ask him to join the Education Sub Group if appropriate.	Malcolm Armstrong	COMPLETED
9. Malcolm to write to Sport England to reiterate offer around early adoption around Performance Management and Improvement framework.	Malcolm Armstrong	COMPLETED
10. Jane to draft a copy of the Risk Register and Risk Management plan to be presented to board at next meeting.	Jane Kracke	COMPLETED

Previous Actions	Owner	Date
11. Lee to share Safeguarding Vulnerable Adults Policy with the Safeguarding Adults Board.	Lee Booth	COMPLETED
12. Jude and Jane to invite project leads to present on PBA in next Board meeting.	Jude Taylor & Jane Kracke	Postponed
13. Sarah to confirm and circulate event venue and information for Board Away Day on the 9/11/18.	Sarah Bixter	COMPLETED
A) To calendar suitable dates for the two Stakeholder events	Malcolm Armstrong	COMPLETED

No.	Item Topic									
	Attendance									
								Attendances		
	Current	First Name	Last Name	24/01/2018	18/04/2018	11/07/2018	24/10/2018	Possible	Actual	%
	Y	Malcolm	Armstrong	1	1	1		3	3	100
	Y	Sarah	Bixter	1	1	0		3	2	67
	Y	Tim	Clegg			0		1	0	0
	Y	Angela	Dale	1	1	0		3	2	67
	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
	Acknowledgements									
	<ul style="list-style-type: none"> - Thank you to all the Board members who have dedicated their own time to help in various SASSOT posits; Ian, Kimiyo, Rebecca, Angela, Tim & Jonathan. - Congratulations to Prof. Derek Peters who is now a National Teaching Fellow, Fellow of the European College of Sports Science and Fellow of the British Association of Sports Science. He is the only person in the country to have achieved this. 									
4.	Board Items									
	Welcome and approval of new Board Member (MA)									
	<ul style="list-style-type: none"> - Malcolm Armstrong asks the Board to accept a new Board Member Toyin Higgs. Toyin works in Early Help at Staffordshire County Council and specialises in Safeguarding. - Board accepts Toyin into the Board and brief introductions are made 									
	Chairs Actions since Last Meeting (MA)									
	<ul style="list-style-type: none"> - Local Authority Meetings - Presented with Jane Kracke and Ben Hollands at the Chief Executives & Leaders Forum. Positive feedback received from Cllr Mark Deaville and Tim Clegg who were in attendance at the meeting. The offer has been made by Jane and Ben to arrange personal visits with Leaders, CE and Portfolio holders to discuss how we may work in their localities. - CSPN Chief Executives meeting with Lee Mason - Attended the SASSOT Team Away Day 02/10 at Flip Out Stoke - Attended the Burton Albion Awards Evening 27/10 									

No.	Item Topic
	<ul style="list-style-type: none"> - Took part in a Leadership Training course at Loughborough 20/09 - Completed the new members Board inductions Personal Coaching of two team members of SASSOT - Been busy planning the Board ½ Day Away Day which will be on the 09/11 - Chaired the latest SLCOF meeting on 09/10 - Would like to invite the Board, SASSOT team and SLCOF to have social drinks after the next Board meeting on Wednesday 23rd January 2019.
5.	<p>Sub-Group Updates</p> <p>Governance and Appointments Group (MA)</p> <ul style="list-style-type: none"> - Following on from a meeting with Angela Dale at Keele regarding the Education sub group, we have invited our HE and fE contacts to attend an open session in January. We will be asking them if they want to meet as part of an education group and what they want to get out of the meetings. - The review of Board effectiveness has been postponed until July 2019 due to the fact that ½ of the Board are new members and have not served the required 6 months. - The constitution needs reviewing so this will be amended and brought to the Board meeting for approval in January 2019. <p>Finance and Audit Group (KR)</p> <p>Risk Register and Risk Management Policy</p> <ul style="list-style-type: none"> - FAG have identified 3 main risks: <ul style="list-style-type: none"> 1) Financial Sustainability 2) Non Delivery around Outcomes (PBA) 3) Ineffective Performance Management and Improvement Framework - Financial Sustainability – this will be discussed at the Board Members ½ Day Away Day on the 9th November. We have 2 CSP leads who have gone from hosted to independent. - Non Delivery around Outcomes (PBA) – This is a scheduled item for the next Board meeting in January 2019. - Ineffective PMIF – this is being discussed today and the improvement plan will be discussed at the Board Members ½ Day Away Day on the 9th November. - Discussion around risks identified. The Risk Register and Risk Management Policy are both accepted by the Board <p>Financial Report</p> <ul style="list-style-type: none"> - The financial report is as expected. - Congratulations to Jane for all her hard work on the detail and content of the report. <p>Chair’s Advisory Group (MA)</p> <ul style="list-style-type: none"> - Janene, David and Andy are all keen to continue to support the Board - Discussion at the latest meeting were around PBA, Hosted to Independent and going to the chamber of commerce. <p>Staffordshire Leisure & Cultural Officers Forum (AF)</p> <ul style="list-style-type: none"> - Malcolm chaired his first meeting with SLCOF and there was a new dynamic to the meeting - Malcolm is due to meet with Robert Foster the facilitator of the group to discuss moving forwards - There is definitely value in meeting as a group together. We share learning and best practice but it would also be useful to work on one big piece of work together as a group. <p>Strategy Advisory Group (JK)</p> <ul style="list-style-type: none"> - PMIF has commandeered the SAG temporarily - Board members and the SASSOT team met and discussed the timeline of the process and came up with a plan taking us to the Assessment day - Terms of reference has been drafted for the group and is just awaiting the final amendments prior to going to the Board for approval.

No.	Item Topic												
6.	<p>Directors Report (JK)</p> <ul style="list-style-type: none"> - 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 – see Enc.4 for details of challenges and successes - MA – Board would like to say well done to Ben, Lee, Jane, Jude, Chris and Claire on their success - RR – I have just completed an internal comms review with a client, some of the ideas I can share with you as it has looked at boosting staff morale - PW – Can you let me know who you have been contact with around the clinical champions training as I may be able to help. - Action Point 1, 2 & 3 												
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th data-bbox="858 804 1185 875">Actions</th> <th data-bbox="1185 804 1294 875">Owner</th> <th data-bbox="1294 804 1519 875">Date</th> </tr> </thead> <tbody> <tr> <td data-bbox="858 875 1185 947">1. Congratulation emails to be sent to staff regarding their successes in Quarter 2.</td> <td data-bbox="1185 875 1294 947">Sarah Bixter</td> <td data-bbox="1294 875 1519 947">26.10.18</td> </tr> <tr> <td data-bbox="858 947 1185 1019">2. Rebecca to share the learning from a recent internal comms review with Naomi and Jane</td> <td data-bbox="1185 947 1294 1019">Rebecca Roberts</td> <td data-bbox="1294 947 1519 1019">30.11.18</td> </tr> <tr> <td data-bbox="858 1019 1185 1090">3. Lee Booth to make contact with Prof. Pauline Walsh around the Clinical Champions Training</td> <td data-bbox="1185 1019 1294 1090">Jane Kracke</td> <td data-bbox="1294 1019 1519 1090">30.11.18</td> </tr> </tbody> </table>	Actions	Owner	Date	1. Congratulation emails to be sent to staff regarding their successes in Quarter 2.	Sarah Bixter	26.10.18	2. Rebecca to share the learning from a recent internal comms review with Naomi and Jane	Rebecca Roberts	30.11.18	3. Lee Booth to make contact with Prof. Pauline Walsh around the Clinical Champions Training	Jane Kracke	30.11.18
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7.	<p>Performance Management & Improvement Framework PMIF (JK)</p> <ul style="list-style-type: none"> - Ben Hollands is the lead with the PMIF work and has done an amazing job thus far - Discussion around the basics of PMIF and the process itself - Assessment dates now confirmed as 17th & 18th December 2018 - Team have been asked to score us against the criteria - Malcolm, Kimiyo and Angela have completed the assessment also - At the team away day we discussed the discrepancies in scores and agreed on a consensus - Board agree that SAG will manage the PMIF process - Board agree to submit the consensus scores from the Team - Discussion around priorities from Strengths and Improvements - Board decide to concentrate on: <p>Strengths</p> <ol style="list-style-type: none"> 1. Team & People Development (Plan) – The CSP works effectively with partners and stakeholders to develop, deliver and support an effective plan of action for wider workforce 2. Understanding Place and People (Plan) – The CSP is clear about its role as a CSP and its overall objectives. Insight and understanding of the place and its people are positioned at the heart of decision. 3. Partnerships and Brokering (Plan) – The CSP strategic priorities have been developed in collaboration with key priority partner. <p>Improvements</p> <ol style="list-style-type: none"> 1. Understanding Place and People (Measure) – The CSP can measure and evaluate the impact of its work, sharing and applying the learning across its team and partners. 2. Continuous Improvement (Impact) – The CSP effectively evidences and communicates its performance, achievements and impact locally. It can show the difference it is making. 3. Team and People Development (Plan) - The CSP has clear purpose and vision shared with partners, stakeholders which is clearly developed and owned by staff and the wider workforce who understand the vision, their roles and responsibilities and are motivated to achieve it. 												

No.	Item Topic		
	<ul style="list-style-type: none"> - The improvement plan will be discussed further in the Board ½ Day Away Day - Volunteers are needed for the 4th December at 2pm as the Team would like a practice run through their presentation - Action Point 4, 5 & 6 		
Actions		Owner	Date
4.	Board to be emailed what does excellent look like for the 3 Strengths chosen by the board.	Sarah Bixter	26.10.18
5.	Room to be booked for the practice presentation on the 4 th December.	Sarah Bixter	26.10.18
6.	Board members to let Sarah know if they are free to act as a presentation/feedback audience for the PMIF practice presentations at 2pm on the 4th Dec.	All	30.11.18
8.	Board ½ Day Away Day <ul style="list-style-type: none"> - Agenda discussed - Food and Refreshments ordered by Sarah - Angela Dale to circulate parking permits and site maps 		
9.	Date of next meeting(s) <ul style="list-style-type: none"> - Wednesday 23rd January 2019 – Craddock Room, Stafford Borough Council - Tuesday 9th April 2019 – Chadwick Room, Stafford Borough Council - Tuesday 16th July 2019 – Walton Room, Stafford Borough Council - Tuesday 15th October 2019 - Walton Room, Stafford Borough Council 		

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Prepared By:	Date	Checked By	File Code
Sarah Bixter	25.10.18	Malcolm Armstrong	Board Minutes 24.10.18



Report to the Board – Enclosure 01

Report Title	SASSOT Governance and Appointments Group Report
Date	23 rd January 2019

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

Contact Officer	Name:	Malcolm Armstrong / Jane Kracke
	Tel:	07825 415153 (MA) / 01785 619187 (JK)

For Information	
For Decision	x

1. Purpose of Report

To update the Board on the items discussed at the Governance and Appointments Group meeting on 8th January, including:

- Constitution
- Hosted v Independence
- Board Self-Assessment
- Board Skills Matrix

2. Recommendation(s)

The Governance and Appointments Group recommends the following:

- That the Board adopts the revised Constitution
- That the Board agrees the Group's recommendation that remaining hosted by Stafford Borough Council is currently the best option for SASSOT, but that this should be reviewed on a six-monthly basis in light of any significant changes to

circumstances

- That the Board adopts the Self-Assessment and Skills Matrix templates, and individual members commit to completing them within the specified timescales

3. Executive Summary

- The Constitution has been amended to improve clarity and to reflect current practice
- Background scoping work has taken place regarding potential back office costs and implications of TUPE should SASSOT become independent.
- To ensure ongoing compliance with Tier Three of *A Code for Sports Governance* Boards are required to self-evaluate on an annual basis. A template for this has been drawn up for completion and results will be discussed at the April GAG meeting.
- The Skills Matrix produced for SASSOT by Campbell Tickell has been updated to better-reflect the needs of the organisation

4. Report

4.1 Constitution

- The current constitution was adopted in October 2017 and requires an annual review of the constitution
- No major amendments have been made, although items have been re-ordered or re-worded for clarity. Other amendments include:
 - The Diversity statement previously adopted by the Board has been added.
 - Statements confirming that deputies can attend in an observer capacity but that they cannot vote, and that proxy votes are not allowed have been added
- The Group recommends that the Board adopts the revised constitution

4.2 Hosted v Independent

- Background scoping work has taken place regarding potential back office costs and implications of TUPE should SASSOT become independent:
- Back-Office Costs
 - CSPn provided some raw data they collected from 13 independent CSPs plus CSPn in 2013-14 regarding what they pay for various back-office services
 - It was agreed that this data would still be relevant given that costs are very unlikely to have decreased since then
 - Using this data, the average total cost for the services SASSOT currently receives from Stafford BC is £41,568, with the range being from £15,963 to £90,769. These costs don't include legal advice, which averages £198 per hour. SASSOT currently pays £27,000 per year to Stafford BC, representing excellent value for money.
 - An additional CSP provided their 2018-19 costings, which totalled £53,850

- TUPE Implications
- Jane Kracke met with Stafford BC's Chief Accountant and HR Manager to discuss the implications of TUPE based on their recent experiences of outsourcing other services. The key points included:
 - Existing staff would retain their current terms and conditions if transferred to a new organisation. This includes the enhanced redundancy offered by Stafford BC, leave entitlement and flexible working patterns.
 - Additionally, existing staff would need to either remain in the Local Government Pension Scheme (LGPS) operated by Staffordshire County Council or be offered a comparable one. From their experience, any comparable schemes cost the employer more than the LGPS
 - If SASSOT wanted to gain admitted body status so that existing staff could remain in the LGPS, we would first need to pay £250-£350 + VAT to get confirmation regarding whether this would be allowed
 - We would then need to pay an additional £800 for a calculation of the contribution rate we'd be required to pay based on the profile of our staff
 - Under our current hosting arrangements, once a member of staff leaves SASSOT, we are no longer liable for their pension liabilities. Following TUPE we would retain this liability on an ongoing basis
 - Advice from both Staffordshire CC and Stafford BC is that this contribution rate is likely to be substantially higher than what we currently pay, based on the age and length of service profile of our current team, and the fact that as our funding is only guaranteed to 31.03.21 we would be seen as high risk and therefore our pension deficit would need to be paid off over a short period of time
 - We would be required to hold a security bond to cover any pension deficit liability, unless Stafford BC and / or our LA partners agree to act as Guarantors. This could be calculated for an additional cost
 - There is a chance that any contribution rate could vary year-on-year or that we could still be required to make a settlement at the end of a financial year if the contribution rate doesn't cover the actual costs
- Given the above information, the Group recommends that remaining hosted by Stafford Borough Council is currently the best option for SASSOT, but that this should be reviewed on a six-monthly basis in light of any significant changes to circumstances (i.e. funding levels, staff turnover etc.)

4.3 Board Self-Assessment

- To ensure ongoing compliance with Tier Three of *A Code for Sports Governance* Board members are required to self-evaluate the performance of

- the Board and themselves a Board members on an annual basis.
- GAG agreed the attached template (Appendix 2) and below is a suggested timeline for completion:
 - 31.01.19 - Circulation to Board members as an online survey
 - 28.02.19 – Completion by Board members
 - 02.04.19 – Discussion of findings at GAG meeting
 - 09.04.19 – Report presented at next Board meeting
 - The Group recommends that the Board adopts the Self-Assessment template, and that individual members commit to completing it within the timescales above

4.4 Skills Matrix

- As part of the external Board review, Campbell Tickell produced a Skills Matrix. This was used to identify skills gaps within the Board which were then addressed during the most recent rounds of Board recruitment
- The Skills Matrix has been updated to better-reflect the needs of the organisation (Appendix 3)
- The Group agreed that as no recruitment was likely in the near future, the Board should completed this new skills matrix after the April Board meeting for discussion at the July Board meeting.
- The Group recommends that the Board adopts the revised Skills Matrix, and that individual members commit to completing it within the timescales



Sport Across Staffordshire and Stoke-on-Trent

CONSTITUTION

EVERYONE MORE ACTIVE MORE OFTEN

1. Organisation

- 1.1 Sport Across Staffordshire and Stoke-on-Trent is a network of local agencies committed to working together to increase the number of people taking part in physical activity and sport. It is hereafter referred to as SASSOT.
- 1.2 **Our Vision**
Everyone more active more often.
- 1.3 **Our Mission**
Working together to create active places and healthy lives through physical activity and sport
- 1.4 SASSOT provides the mechanism to enable partners, stakeholders and communities to work together to achieve a shared vision.
- 1.5 SASSOT operates primarily within the geographical area of Staffordshire and Stoke-on-Trent
- 1.6 SASSOT will develop a long-term Strategy and an Annual Delivery Plan in conjunction with stakeholders and partners. The Strategic priorities will be reviewed as required.
- 1.7 **Values**
SASSOT's Values underpin everything we do, as a Board, Team and as individuals.

Integrity	This is our foundation; we will work openly, honestly and sincerely, showing respect and sharing our passion for what we do
Purpose	Having clearly articulated goals underpinned by appropriate insight and action
Accountability	Owning decision and delivering on promises individually and collectively
Collaboration	Drawing on our strengths and those of others, brokering, enabling and influencing for positive results
Objectivity	Making informed decisions for the benefit of the local population, based on robust evidence
Inclusivity	Actively accessible to all, whilst putting the individual at the heart of what we do
Ambition	Committed to excellence and continually improving our services through innovation and creativity

- 1.8 SASSOT is governed by a voluntary Executive Board which is supported by a number of voluntary Board working sub groups. The day-to-day delivery of SASSOT's strategy is undertaken by a team of paid staff -.

- 1.9 SASSOT will produce an Annual Report for circulation to partners and stakeholders.
- 1.10 SASSOT is currently hosted by Stafford Borough Council. The hosting agreement is agreed and signed by both parties and should not prejudice the ability of SASSOT to undertake its day-to-day operations or achieve its strategic objectives.
- 1.11 SASSOT currently receives funding for the delivery of its Strategy and Annual Delivery Plans from Sport England (currently the primary funder) and a number of local partners.
- 1.12 This reflects the current funding arrangements at the time of writing and is expected to be responsive to changes in circumstances as the need arises in order to secure funding from appropriate stakeholders who can best contribute to the delivery of our Vision whilst maximising the impact of resources on local communities. An up-to-date list of funding partners is maintained on the SASSOT website.
- 1.13 All local funding partners are expected to sign up to a personalised Partnership Agreement outlining the support SASSOT will provide towards achieving shared objectives.

2. Board

2.1 The purpose of the Board is to: -

Provide leadership	To provide inspiration, vision and clear direction to SASSOT
Provide strategic direction	To be responsible for setting the strategic direction based on intelligence and insight
Ensure effective governance	To ensure the Board complies with Tier Three of A Code for Sports Governance
Be the decision-making body	To ensure executive decisions are made in a timely manner so as not to adversely affect the organisation
Scrutinise the effectiveness of the organisation	To retain an overview of the operation of the organisation, scrutinising effectively as required.
Uphold and protect the Values	To ensure behaviours comply with, and decisions are made in line with the values of SASSOT
Act collectively in the best interests of SASSOT	To declare interests where appropriate and work together as a Board in the best interests of SASSOT.
Provide advocacy and attract additional resources	Board members should be staunch advocates for SASSOT and where appropriate and/or feasible should assist in developing a resource base for the partnership.
Ensure equality	To ensure the Board and Organisation is committed to working proactively to ensure equality. To ensure the Board has appropriately diverse membership.

- 2.2 The Board will comprise a minimum of seven and not more than 12 members.
- 2.3 Board members will be appointed to provide the Board with an appropriate range and balance of skills, knowledge, equality and diversity to fulfil and discharge its responsibilities, based on the Board's skills matrix which is reviewed annually.
- 2.4 At least 25% of Board members shall be independent and appointed through a publicly advertised, open recruitment process, meaning they are independent of any close connection to SASSOT and, from the perspective of an objective outsider, they would be viewed as independent. Examples of a 'close connection' include:
- a) They are or have within the last four years been actively involved in the organisation's affairs
 - b) They are or have within the last four years been an employee of the organisation; or
 - c) They have close family ties with any of the organisation's Board Members or senior employees
- 2.5 The role of Board members is voluntary and no Board members shall receive any remuneration other than reasonable out-of-pocket expenses. No SASSOT employees shall be appointed to the Board unless this is in an Ex Officio capacity.
- 2.6 The Board has met the requirements of Tier Three of A Code for Sports Governance and follows the requirements set out in that Code, including an annual evaluation of skills and performance, with an external evaluation every four years.
- 2.7 A Governance Statement will be produced annually, summarising any changes to governance policies and procedures, Board and sub group membership and any key work areas of the Board during that year

3 Equality and Diversity

3.1 Diversity Statement

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

SASSOT is committed to ensuring that our Board Membership and Leadership are fully reflective of the diverse communities that we serve, and able to represent the views and needs of these communities."

- 3.2 A target of a minimum of 30% of each gender has been adopted for Board membership and appropriate action will be taken to achieve and maintain this. If 30% of the membership is not a whole number, the number of people will be rounded up.

- 3.3 Additionally, the organisation will demonstrate a strong and public commitment to progressing towards achieving gender parity and greater diversity generally on its Board including but not limited to Black, Asian, minority ethnic (BAME) diversity and disability, to ensure the Board is best able to represent the diverse communities it serves.

4 Board Positions

- 4.1 The Board will include the positions of Chair and Senior Independent Director.

4.2 Chair

- 4.2.1 The Chair will carry out the duties as set out in the role description for the post.
- 4.2.2 The position of Chair is a voluntary position and the Chair does not receive any remuneration other than reasonable out-of-pocket expenses. The role of Chair shall never be held by a member of paid staff.
- 4.2.3 The Chair is a member of the Board and will count towards the total number of Board members as set out above.
- 4.2.4 The Chair is not directly responsible for the day-to-day management of SASSOT.
- 4.2.5 The Chair shall proactively address and manage conflicts of interest among Board members.
- 4.2.6 The Chair will hold office for a term of three years. After three years they can seek re-election via a Board decision, but can serve no more than three, three-year terms in total.
- 4.2.7 In the event of a vacancy for the role of Chair, the Governance Sub Group will act as the Nomination Committee and will recruit the Chair through a publicly advertised, open recruitment process and recommend a candidate for approval by the Board. If no suitable applications are received, after two attempts to recruit, the Board will elect a Chair from existing Board members.

4.3 Senior Independent Director

The Chair is supported by the role of Senior Independent Director – a form of Vice Chair, who will be elected by the Board from existing members and who will carry out the duties as set out in the role description for the post.

4.4 Co-opted Members

- 4.4.1 In exceptional circumstances a Board member may be co-opted onto the Board if this is necessary to ensure that the Board has the skills and/or experience necessary to fulfil its role.

4.4.2 A co-opted Board member is one that is temporarily appointed as such by the Board outside of the customary appointment process.

4.4.3 Co-opted members will serve as such for no more than 12 months.

4.4.4 At the time of appointment the Board will document the reasons for this appointment and determine the co-opted member's voting rights.

4.5 **Other Board members**

4.5.1 Board members (other than co-opted) will hold office for a term of three years. After three years members who wish to continue their service can seek re-election via a Board decision, but can serve no more than three, three-year terms in total.

4.5.2 Once a Board member has served their maximum term (nine years of continuous service), at least four continuous years must elapse before they are eligible to be appointed as a Board member again.

4.5.3 In exceptional circumstances (for example to assist succession planning) a Board member may hold office for a further year.

4.5.4 If a Board member steps down after less than the maximum term of nine years, then seeks re-election, any period off the Board of less than four continuous years will count as service on the Board, when calculating the maximum term served.

4.5.5 In order to ensure effective and timely decisions can be made regarding resources at Board meetings, Stafford Borough Council will allocate a senior officer with relevant authority, experience and skills to sit on the Board.

5 **Board Membership**

5.1 No individual shall be appointed to the Board unless he or she has provided to the organisation a declaration of good character.

5.2 Individual Board members may also take on specific roles as sub group leads in order to champion a specific theme or piece of work on the Board.

5.3 **Personal Responsibilities of Board members**

All Board members will be expected to conform with the following: -

Duties	Duty to comply with SASSOT's constitution, policies and strategy
Duty of Care	Board members are expected to act reasonably and prudently in all matters relating to SASSOT and its long-term interest.
Duty to promote openness and debate	Board members are expected to enable an environment that encourages transparency and where debate is encouraged. When those opinions may differ, they will be

	respected.
Duty to protect the organisation	Board members have a duty to protect all the resources belonging to SASSOT by ensuring effective management systems are in place e.g. financial controls, risk register etc. Board members have a duty to protect the organisation's reputation and intellectual property.
Duty to act in the best interests of the public	As SASSOT is financed through public money Board members have a responsibility to act in the best interests of the public as a whole. They have a responsibility to avoid conflicts of interest especially when they involve financial transactions.
Duty to abide by SASSOT's Code of Conduct	Board members will ensure that they abide by SASSOT's Code of Conduct to ensure that the highest personal standards are observed at all times.
Personal Interests	No Board member shall participate in discussions, or vote in response of a matter in which they have a material interest.
Personal Liability	<p>Although any legal proceedings initiated by a third party are likely to be brought against the Organisation, in exceptional cases civil, or in certain cases, criminal, proceedings may be brought against a Chair or other individual Board member. For example, a Board member may be personally liable if he or she makes a fraudulent or negligent statement, which results in loss to a third party. Board members who misuse information gained by virtue of their position may be liable for breach of confidence under common law or may commit a criminal offence under insider dealing legislation.</p> <p>However, the Government has indicated that individual Board members who have acted honestly, reasonably, in good faith and without negligence will not have to meet, out of their own personal resources, any personal civil liability, which is incurred in execution or purported execution of their Board functions. The Partnership indemnifies its Board members against legal proceedings brought against them personally in execution of their Board duties, provided they have acted in accordance with this paragraph.</p>

6 Meetings

- 6.1 The Board will make all the strategic decisions of SASSOT in line with SASSOT's agreed Strategy.
- 6.2 Decisions can only be taken if a meeting is quorate. To be quorate, 50% of named Board members must be in attendance at the meeting. This can include taking part in the meeting via phone, video link, skype etc. As long as

the Board member is able to fully take part in the meeting then they will be counted as being in attendance. Deputies are permitted in an observer capacity but will not be allowed to vote (see 6.3 below).

- 6.3 Wherever possible decisions should be reached by consensus. If this is not possible then a majority vote will decide the issue. Each named Board member present during the vote has one vote. In the event of a tied vote the Chair of the meeting will have the casting vote. Proxy votes are not permitted.
- 6.4 The Board will meet a minimum of four times per year. Additional Board meetings may be required when circumstances dictate.
- 6.5 Board members are expected to attend 75% of formal Board meetings during a calendar year, failure to do so may result in the Board member being asked to step down.
- 6.6 Agenda items will be submitted to the Chair at least 14 working days before the meeting.
- 6.7 The agenda and supporting items will be circulated to the Board seven days in advance of the meeting.
- 6.8 Exceptional items will only be accepted at the meeting with the agreement of the Chair.
- 6.9 Standing agenda items will be:-
 - Declaration of Interests
 - Financial Report
 - Annual Delivery Plan progress report
 - Risk Management
 - Actions and decisions taken by the Chair, other delegated Board members or any sub group
- 6.10 The Board will maintain a proper record of their meetings and decisions, normally in the form of minutes and associated papers which will be published on the SASSOT website.
- 6.11 **Sub groups**
 - 6.11.1 The Board may establish sub groups as required and delegate authority, responsibility and tasks, as appropriate.
 - 6.11.2 Any sub group established shall have clear terms of reference specifying the responsibilities and any powers delegated to the sub group, which shall be agreed by the Board.
 - 6.11.3 Any sub group established shall maintain a proper record of meetings and decisions.

6.11.4 The sub groups will include Groups with a remit to act as an Audit Committee and a Nomination Committee

7 Staffing

- 7.1 The staff are directly managed on a day-to-day basis by the Director.
- 7.2 Staffing levels are dictated by the resources available and are reviewed on a regular basis.
- 7.3 Minor amendments to the staffing structure are implemented and managed by the Director. Substantial changes to core staffing must be approved by the Board.
- 7.4 The Board may engage and manage staff in exceptional circumstances (subject to relevant regulations of the host agency as the employing body)
- 7.5 The Board will delegate responsibility to the Director to manage the day-to-day implementation of the Strategy and Annual Delivery Plan.
- 7.6 The Chair or Senior Independent Director will undertake Personal Development Reviews with the Director
- 7.7 Board members are available to provide support and expertise to the team should the need arise as determined by their individual skills and experience.

8 Finance

- 8.1 SASSOT currently receives funding from the partners listed above. In addition to these SASSOT will seek funding from other potential funders, generate income and sponsorship, contribute funding to, and enter into contract with organisations in furtherance of its Vision and Strategic Priorities.
- 8.2 The Board will agree a long-term financial forecast for SASSOT of four years, progress against which will be scrutinised on a quarterly basis by the Board.
- 8.3 SASSOT will maintain an accurate and up-to-date record of all funding partners and ensure all partners have signed partnership agreements.
- 8.4 SASSOT will operate within the Conditions of Grant attached to the award monies from Sport England and other funders, and within the parameters of the Partnership agreements signed by local funding partners.
- 8.5 SASSOT will produce and publish annual audited accounts.
- 8.6 SASSOT will retain sufficient reserves to cover known liabilities.

9 Review of Constitution

- 9.1 The Board will review the Constitution on an annual basis.

9.2 Any proposed alterations to the Constitution will be considered and approved by the Board.

10 Dissolution

10.1 If core funding from Sport England ceases, the Board shall immediately convene a meeting to discuss and vote on the options available and, if necessary, dissolution.

10.2 If, at the Board meeting, the resolution is carried by two thirds or more of the Board members present at the meeting, subject to the meeting being quorate, the Board shall thereupon, or at such date as shall have been specified in the resolution, proceed to realise the SASSOT's assets and discharge all of its debts and liabilities, subject to formal agreement from Sport England and in line with the terms and conditions of grant.

10.3 After discharging all debts, liabilities and re-paying claw back relating to Sport England funding and any other grants, any remaining assets shall be paid or distributed amongst the remaining funding partners in place at the time of dissolution. This will be on a pro-rata basis, calculated according to their overall contribution to SASSOT in the last 12 months. Wherever possible the assets should continue to be used in furtherance of SASSOT's vision.

Authorisation

Adopted at a meeting held on: _____

Signature: _____

Name: _____

(Signature and Name of Chair of SASSOT)

Date: _____

Witnessed:

Signature: _____

Name: _____

Address: _____

Occupation: _____
(Signature and Details of Witness)

Date: _____



Self-Assessment **for the Sport Across Staffordshire and Stoke-on-Trent Board**

Introduction

1. This self-assessment is designed to assess the current performance of the Board over the past 12 months, as perceived by its members. It is also designed to provide an opportunity for individual Board members to self-assess their own contributions and to identify any training needs for the coming year.
2. The scoring classification is as follows:
 - Strongly Disagree
 - Disagree
 - Agree
 - Strongly Agree
 - Not in a position to provide an opinion

Self-Assessment of the Board

Please rate the performance of the Board over the last 12 months against the following statements:

Governance

- The Board has a full and common understanding of its roles and responsibilities
- The Board knows very clearly what the core purpose of the organisation is
- The Board is independent, open, responsive and accountable
- There is a genuine and shared commitment across the Board to ensure effective governance of the organisation
- There is a genuine and shared commitment across the Board to the organisation's vision, mission and values
- The Board sets the strategic direction for the organisation
- The Board regularly monitors and evaluates progress towards strategic goals
- The Board ensures that effective organisation-wide risk management processes are in place and receives appropriate risk information and reports
- There is a clear understanding of the difference between the role of the Board and of the Director
- The Board provides clear direction to the Director and makes proper arrangement for their supervision, support and appraisal
- The Board ensures that it upholds and applies the principles of equality and diversity and that these are also upheld and applied by the whole organisation

Board Membership

- The Board has the necessary range of skills, experience and knowledge needed to oversee

January 2019, due for review January 2022

With thanks to CSPn, Active Devon and Rounders England for sharing their Board Self-Assessment documents

the effective running of the organisation

- The Board is sufficiently diverse to make decisions based on the needs of the CSP area
- The Board has an effective strategy for recruitment and succession planning for members
- Board members are motivated, participate actively in meetings and their skills and experience are used effectively to the benefit of the organisation
- Board members receive the necessary induction, training and ongoing support needed to discharge their duties

Board Operations

- The organisation structure of the Board (main Board, Sub-Groups / Advisory Groups and any working groups) is effective
 - The Board receives timely and accurate information for all areas for which it is responsible and has confidence in the robustness of the information
 - The arrangements for Board meetings are fit for purpose (number, timing, location, length, time allocated to agenda items etc.)
 - There is a clear system of delegation to the sub-groups or other groups with appropriate reporting mechanisms
 - Board meetings are managed effectively to ensure that everyone is encouraged to participate, and decisions are made by consensus wherever possible
 - The Board is able to deal with disagreements or differences of opinion between Board members
 - Board meetings are challenging and stimulating
 - The Board acts according to high ethical standards and ensure that conflicts of interest are properly dealt with
-
- [Open text]: Please list at least one improvement action for the Board:
 - [Open text]: Any further comments:

Self-Assessment of Individual Board Members

Please rate your own performance as a member of the Board over the last 12 months against the following statements:

- I have a full understanding of my role and responsibilities as a Board member
 - I have a full understanding of what the core purpose of the organisation is
 - I have the necessary range of skills, experience and knowledge needed to help oversee the running of the organisation effectively
 - I am involved and interested in the Board's work
 - I prepare thoroughly for Board meetings (and sub-group meetings where appropriate)
 - I contribute to meetings effectively, playing an active part in discussions and asking probing questions where appropriate
 - I am confident to be able to constructively challenge within the work of the Board
 - I am confident to be able to ask for further information if I am not provided with enough to form an opinion or make a decision
 - I am proud to be a member of the Board
-
- [Open text]: Please list any training needs or additional support required in relationship to your role on the Board:
 - [Open text]: Any further comments:

Note: This will be carried out via an on-line survey. We will ask all Board members to provide their name but they will also be asked whether they wish their survey to remain anonymous or whether it can be passed on with their name to the Chair so that any training needs or areas for

discussion can be followed up individually. Names will not be put against responses in any collation of feedback shared with the Board or wider.

If a member wishes their comments to remain anonymous, the Administrative Office Manager will only utilise their name to ensure that everyone on the Board has completed the self-assessment. Their name will be removed before any collation of results is passed on to the Chief Operating Officer or Chair.



Skills Matrix

for the Sport Across Staffordshire and Stoke-on-Trent Board

Introduction

1. This skills matrix is designed to highlight existing expertise as well as to identify where board development may be needed or how any upcoming recruitment can be utilised to address skills gaps.
2. The assumptions informing the matrix are that:
 - a. There are some competencies in which all Board members are expected to have 'proficiency' in order to ensure a bedrock of understanding and functionality on the Board (gaps may flag up individual development needs)
 - b. Some key areas of knowledge and skills, deriving from the CSP's strategic objectives, require expertise on the Board to facilitate effective decision-making and to assure external stakeholders that the people around the table understand the opportunities, risks and choices available to them (whether shaped by internal or external factors)
 - c. Individuals may respond by selecting one of three skill levels – and it is anticipated that some people may be at foundation level in some areas:

Expert – *You have specialist knowledge and/or extensive experience in this area. You have probably worked in this field as a profession and we would expect you to have a relevant qualification where applicable. Other Board members tend to draw on your in-depth knowledge/expertise on this subject.*

Proficient – *This is an area in which you have confidence, you would understand the detail of a paper presented to the Board on this subject, or you have had some solid direct experience of it, and could contribute to Board discussions, including providing relevant challenge to the executive team.*

Foundation – *You may understand the basics of this subject area but you may not have any direct experience of it. You wouldn't feel able to significantly contribute to discussions or challenge the executive on this subject. It might also be an area where you have gaps in your knowledge and would benefit from further training or briefing.*

A Sector-specific Experience and Knowledge

	Area of competency	Level of skill required on the Board
A1	Experience of working within the physical activity or sport sector	Expert level of skill required from at least two members.
A2	Knowledge of the physical activity and sport sector and an understanding of the current issues affecting this sector	Expert level of skill required from at least two members. Proficiency required from at least 50% of members.

A3	Knowledge of Local Government and an understanding of the current issues affecting this sector	Expert level of skill required from at least one member. Proficiency desirable in at least two other members.
A4	Knowledge of the Health sector and an understanding of the current issues affecting this sector	Expert level of skill required from at least one member.
A5	Knowledge of the Education sector and an understanding of the current issues affecting this sector	Expert level of skill required from at least one member.
A6	Knowledge of the Third sector and an understanding of the current issues affecting this sector	Expert level of skill required from at least one member.

B General Business and Organisational Skills

	Area of competency	Level of skill required on the Board
B1	Senior management experience in a large organisation	Expert level of skill required from at least two members. Proficiency required from at least two other members
B2	Developing policy, working with and influencing decision-makers and opinion formers	Expert level of skill required from at least two members. Proficiency required from at least 50% of members
B3	Developing strategic partnerships with other organisations	Expert level of skill required from at least two members. Proficiency required from at least 50% of members
B4	Strategic thinking and planning, including developing, implementing and monitoring organisational strategy	Expert level of skill required from at least two members. Proficiency required from at least 50% of members
B5	Leading people through change processes - change management / organisational development	Expert level of skill required from at least two members. Proficiency required from at least 50% of members
B6	Performance measurement and management at an organisational level (including approaches, methods and techniques used for evaluation)	Expert level of skill required from at least two members. Proficiency required from at least 50% of members

C Specific Business and Organisational Skills

	Area of competency	Level of skill required on the Board
C1	Human Resources (including recruitment / employment law)	Expert level of skill desirable from at least one member. Proficiency required from at least two members.
C2	New technologies and the opportunities they present	Expert level of skill desirable from at least one member. Proficiency required from at least two members.
C3	Developing/implementing strategies for increasing equality, diversity & inclusion	Expert level of skill required from at least one member. Proficiency required from at least two members.
C4	Research, insight and analysis	Expert level of skill required from at least one member.

C5	Marketing and communications (including brand development and digital media skills)	Expert level of skill required from at least one member.
C6	Leading on multi-partner proposals, bids or other forms of income generation	Expert level of skill required from at least one member. Proficiency required from at least two members.
C7	Business / commercial management and income generation	Expert level of skill required from at least one member.
C8	Impact evaluation (approaches, methods and techniques)	Expert level of skill required from at least one member.
C9	Understanding of legal considerations as they relate to the work of the organisation	Expert level of skill desirable from at least one member.
C10	Safeguarding of children and vulnerable adults	Expert level of skill required from at least one member.
C11	Geographic knowledge of Staffordshire and / or Stoke-on-Trent	Expert level of skill required from at least two members. Proficiency required from at least 50% of members.

D Finance and Risk

	Area of competency	Level of skill required on the Board
D1	Financial strategy, planning and management at a senior level (i.e. departmental or above)	Expert level of skill required from at least one member. Proficiency required from at least 50% of members.
D2	Accounting and Audit	Expert level of skill required from at least one member.
D3	Risk identification and management	Expert level of skill required from at least one member. Proficiency required from at least 50% of members.

E Non-Executive Competencies

	Area of competency	Level of skill required on the Board
E1	Leadership and ability to inspire confidence	Expert level of skill required from at least 50% of members. Proficiency required from all members.
E2	Governance	Expert level of skill required from at least one member. Proficiency required from at least 50% of members.
E3	Chairing Boards and / or committees	Expert level of skill required from at least two members. Proficiency required from at least 50% of members.
E4	Staff and team development	Expert level of skill required from at least two members. Proficiency required from at least 50% of members.
E5	Analysis and challenge	Expert level of skill required from at least two members. Proficiency required from all members.



Report to the Board – Enclosure 02

Report Title	SASSOT Finance and Audit Group Report
Date	23 rd January 2019

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

Contact Officer	Name:	Kimiyo Rickett / Jane Kracke
	Tel:	01785 619187 (JK)

For Information	
For Decision	x

1. Purpose of Report

To update the Board on the items discussed at the Finance and Audit Group meeting on 8th January, including:

- 2018-19 Accounts: Expenditure against Budget
- 4-Year Financial Forecast amendments
- Staff contracts
- Risk Register
- Finance and Audit Group Effectiveness Checklist

2. Recommendation(s)

The Finance and Audit Group recommends the following:

- That the Board accepts the report
- That the Board notes the need to reconsider the staffing structure during 2020-21 in order to address the predicted deficit during 2021-22 (4.2 below)

- That the Board agrees to the extension of the relevant staff contracts to 31.03.19 (4.3 below)

3. **Executive Summary**

- 2018-19 expenditure broadly on target against budget for Quarter Three
- Minor amendments made to the 4-year financial forecast, with minimal effect on the overall deficit as of 31.03.22
- Progress against actions in Risk Register on target

4. **Report**

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

- The attached figures (Appendix 1) show a detailed breakdown of the financial performance to 31.12.18 against the budget for 2018-19
- The budget summary is as follows:

Budget to 31st December 2018	Actual to 31st December 2018	Variance
Expenditure £455,053	£425,759	- £29,294
Income £1,012,140	£1,009,082	£3058

- Overall, actual expenditure is less than expected, with the key exceptions explained below. Income is broadly as expected:

- **Partnership Services**

- **Expenditure**

We are £12,561 underspent on Employee Costs as National Insurance costs are lower than the figure we were advised to budget for. Additionally, our Apprentice is due to finish her apprenticeship later than originally expected so continues to be paid from Consultancy rather than Employee Costs (hence Consultancy is £2,768 over budget)

We are £3,624 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 £2,195 underspent on marketing. However, some of this underspend will be redeployed for the development of an Evaluation Framework to support our PBA work

- **Income**

We have received £3308 less income than expected, mainly due to an unpaid invoice for the partner contribution from Staffordshire University (the 2018-19 funding agreement has been signed, so we are currently following this up).

- **Youth Sport Expenditure**
The budget shows a £5,666 underspend on Employee Costs, because one of the posts funded through Youth Sport is currently vacant.
- **School Games Expenditure**
The budget shows a £1,306 underspend on Employee Costs, mainly because we have yet to pay the second instalment of our Pension Deficit payment.

4.2 4-Year Financial Forecast Amendments

- The 4-Year Financial Forecast (Appendix 2) has been amended to include the following alterations:
 - Reduced contribution from Staffordshire University for 2018-19
 - Removed additional £5000 contribution from Staffordshire County Council for Ironman support for 2019-20 and 2020-21, as the event is not yet confirmed for 2020 onwards
 - Transfer of funds from Youth Sport to Partnership Services as Satellite Clubs post is currently vacant and has been covered by two members of the Core Team
- The above amendments have led to a net increase in the predicted deficit as of 31.03.22 from £65,790 to £67,670
- Due to the predicted deficit for 2021-22, and the minimal unrestricted reserves at the end of 2020-21, it was agreed by the Group that the staffing structure would need to be reviewed during 2020-21 in order to address this

4.3 Staff Contracts

- The current situation regarding our various Sport England funding streams is as follows:
 - Primary Role (£263,978 per annum, financial year) – confirmed to 31.03.21
 - School Games, Primary Premium and DfE Volunteering (£104,025 total per annum, academic year) – confirmed to 31.08.19, agreed in principle to 31.08.20
 - Active Lives Children and Young People Survey (£14,900 per annum, academic year) – confirmed to 31.08.19
 - Satellite Clubs (£246,082 across two years, financial year) – confirmed to 31.03.20, agreed in principle to 31.03.21
 - Workforce – applied for funding, currently re-submitting application to address Sport England's feedback, decision by end of February
- Meetings with Local Authority funding partners will take place in January / February to agree funding for 2019-20. At present, one funding agreement is signed, and five LAs have responded to confirm that they have included SASSOT's contribution in their draft 2019-20 budgets (awaiting response from the remaining three)
- At present, the majority of staff contracts end on 31.03.19 and staff have been notified that they are at risk of redundancy (this is to comply with Stafford BC's procedures, staff have been informed of the process and have been kept up to date with the above funding situation). This excludes one member of staff who

is fully-funded by projects which run on the academic year, and whose contract currently runs to 31.08.19

- Given the levels of confirmed funding outlined above, the estimated £140,200 unrestricted funds to be carried into 2019-20 and the impact on staff morale, the Group felt that there was an acceptable level of risk from extending the contracts of all staff funded through Primary Role and Satellite Club funding to 31.03.20
- Therefore, they recommend that the Board approves this and that the appropriate contracts can be extended immediately

4.4 Risk Register

- The Q3 update to the Risk Register was presented and discussed (Appendix 3)
- Priorities for Q4 include:
 - Review SASSOT's involvement with a range of strategic groups to ensure there are clearly identified expected outcomes
 - Investigate potential for Tamworth BC to re-engage with SASSOT
 - Draft 2019-20 budgets and 4-year forecast to 2022-23
 - Ensure team are consulted on Partner Agreements before signing and improve log of agreed actions

4.5 Finance and Audit Group Effectiveness Checklist

- To comply with Tier Three, FAG should self-review its effectiveness on an annual basis.
- A template based on the one recommended by Sport England was agreed, with results to be discussed at the next FAG meeting in April

Sport Across Staffordshire and Stoke-on-Trent
1st April 2018 - 31st March 2019 Budget: Expenditure to 31.12.18

1. Partnership Services

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 31/12/18	Actual 01/04/18 - 31/12/18	Commit- ments	Variance
Expenditure		£	£	£	£	£
Employee costs	Core Team	266,410	199,808	187,247		- 12,561
Hosting		27,000	27,000	27,000		-
Telephones	Incl. wifi	1,500	1,125	1,283		158
Travel & Subsistence		5,800	4,350	4,359		9
Training and Conferences		6,000	3,750	2,643	585	- 1,107
Office Equipment	Office Costs	300	225	114		- 111
Clothing & uniforms	Office Costs	130	98	-		- 98
Printing, stationery and postage	Office Costs	1,470	1,103	867		- 236
Computer Equipment	Office Costs	2,500	1,875	2,191		316
Marketing		8,000	6,000	3,805	200	- 2,195
Consultancy	Director, Apprentice, Auditor	11,600	8,700	11,468	146	2,768
Subs to Outside Organisations	Delivery	2,270	2,270	2,370		100
Hospitality	Delivery - Including PBA	2,000	1,500	1,550	582	50
Rents	Delivery - Including PBA	1,000	750	175	150	- 575
Grants and Equipment	Delivery - PBA	5,000	3,750	126		- 3,624
Professional Fees	Delivery - PBA	3,740	2,805	3,245	2,625	440
Reserves Fund	Includes Employee Liabilities & c/f to 20-21	305,790	-	-		-
		650,510	265,108	248,443	4,288	- 16,665
Income						
Grants	Sport England	263,980	263,978	263,978		-
Partnership Funding	Local Partners	90,000	90,000	87,163		- 2,837
Joint Financing Contribution	Balance c/fwd	250,070	250,072	250,072		-
Joint Financing Contribution	Underspend from other Budgets etc.	46,460	46,460	45,989		- 471
	Total	650,510	650,510	647,202		- 3,308

2. Research and Insight

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 31/12/18	Actual 01/04/18 - 31/12/18	Commit- ments	Variance
Expenditure		£	£	£	£	£
Professional Fees	Delivery	5,500	-	-		-
	Total	5,500	-	-	-	-
Income						
Joint Financing Contributions	Balance c/fwd	5,500	5,500	5,500		-
	Total	5,500	5,500	5,500		-

Sport Across Staffordshire and Stoke-on-Trent
1st April 2018 - 31st March 2019 Budget: Expenditure to 31.12.18

3. Volunteering (formerly NGB Activation and Volunteer Coordinator)

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 31/12/18	Actual 01/04/18 - 31/12/18	Commitments	Variance
Employee costs		18,850	14,138	13,396		- 742
Telephone		80	60	63		3
Travel & Subsistence		350	263	53		- 210
Training and Conferences		250	188	70		- 118
Printing, stationery and postage	Office Costs	100	75	2		- 73
Grants	Delivery	3,500	1,000	920		- 80
Professional Fees	Delivery	780	585	222	1,040	- 363
Equipment	Delivery	-	-	25		25
Contingency	Active Lives / DfE c/f for 2018-19	12,130		-		-
	Total	36,040	16,308	14,751	1,040	- 1,557
Income						
Grants	Active Lives / DfE	22,900	22,900	22,900		-
Joint Financing Contributions	Balance c/fwd	14,720	14,719	14,719		-
Joint Financing Contributions	Income from Courses	420	420	711		291
Joint Financing Contributions	Contribution to Partnership Services	- 2,000	- 2,000	- 2,000		-
	Total	36,040	36,039	36,330		291

4. Club Development

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 31/12/18	Actual 01/04/18 - 31/12/18	Commitments	Variance
Employee costs		140	140	144		4
Grants	Delivery - Club Accreditation Grants	4,550	1,000	750	4,090	- 250
	Total	4,690	1,140	894	4,090	- 246
Income						
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
	Total	4,690	4,688	4,690		2

5. Sportivate

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 31/12/18	Actual 01/04/18 - 31/12/18	Commitments	Variance
Grants	Delivery - Children in Care Project	15,000	1,000	413		- 587
	Total	15,000	1,000	413	-	- 587
Income						
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		-
	Total	15,000	15,000	15,000	-	-

6. Workforce (formerly Coaching Development)

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 31/12/18	Actual 01/04/18 - 31/12/18	Commitments	Variance
Employee Costs		46,940	35,205	34,765		- 440
Telephones		150	113	92		- 21
Travel & Subsistence		500	375	445		70
Training and Conferences		500	375	40		- 335
Printing, stationery and postage	Office Costs	20	15	-		- 15
Hospitality	Delivery	100	75	-		- 75
Professional Fees	Delivery	170	128	25		- 103
	Total	48,380	36,285	35,367	-	- 918
Income						
Grants	Sport England	40,000	40,000	40,000		-
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		-
	Total	48,380	48,384	48,384	-	-

Sport Across Staffordshire and Stoke-on-Trent
1st April 2018 - 31st March 2019 Budget: Expenditure to 31.12.18

7. Youth Sport

Budget amended to reflect extension of Primary Premium Funding

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 31/12/18	Actual 01/04/18 - 31/12/18	Commitments	Variance
Employee Costs		57,060	42,795.00	37,129		- 5,666
Telephones		300	225.00	80		- 145
Travel & Subsistence		420	315.00	88		- 227
Training and Conferences		700	525.00	-		- 525
Printing, stationery and postage	Office Costs	740	555.00	195		- 360
Computer Equipment	Office Costs	1,800	1,350.00	894		- 456
Grants	Delivery	49,190	26,000.00	27,182	10,467	1,182
Rents	Delivery	320	240.00	19	53	- 221
Hospitality	Delivery	450	337.50	-	415	- 362
Professional Fees	Delivery	28,080	23,000.00	22,834	10,890	- 166
Contingency		32,420				-
	Total	171,480	95,343	88,397	21,825	- 6,946
Income						
Grants	Sport England Satellite Clubs	158,170	158,174	158,174		-
Joint Financing Contributions	Balance c/fwd	28,540	28,545	28,545		-
Joint Financing Contributions	Transfer to Partnership Services	- 15,230	- 15,319	- 15,319		-
	Total	171,480	171,400	171,400		-

8. School Games

Budget amended to reflect extension of School Games Funding

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 31/12/18	Actual 01/04/18 - 31/12/18	Commitments	Variance
Employee Costs		20,770	15,578	14,272		- 1,306
Telephones		80	60	29		- 31
Travel & Subsistence		300	225	267		- 42
Training and Conferences		250	188	-		- 188
Printing, stationery and postage	Office Costs	770	578	214	375	- 364
Computer Equipment	Office Costs	950	713	721		- 9
Rents	Delivery	4,940	3,705	3,060	1,380	- 645
Hospitality	Delivery	2,310	1,733	1,748		- 16
Professional Fees	Delivery	4,270	3,203	3,267		- 65
Equipment	Delivery	9,270	9,270	9,516		- 246
Promotions	Delivery	4,750	4,500	4,472		- 28
Contingency		31,840	-	-		-
	Total	80,500	39,750	37,566	1,755	- 2,184
Income						
Grants	Sport England	45,000	45,000	45,000		
Joint Financing	Balance c/fwd	35,500	35,499	35,649		150
	Total	80,500	80,499	80,649	-	150

9. Equity

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 31/12/18	Actual 01/04/18 - 31/12/18	Commitments	Variance
Expenditure		£	£	£	£	£
Employee Costs		120	120	- 72		- 192
	Total	120	120	- 72	-	- 192
Income						
Joint Financing Contributions	Balance c/fwd	10,500	10,500	10,500		-
Joint Financing Contributions	Transfer to Partnership Services	- 10,380	- 10,380	- 10,573		- 193
	Total	120	120	- 73	-	- 193

Notes:

Expenditure A minus sign indicates an underspend on budget

Income A minus sign indicates an increase on budget

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

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

21.12.18

Summary

	<u>Note</u>	2018-19	2019-20	2020-21	2021-22
<u>Income</u>					
Reserves Carried Forward	1	- 391,750	- 381,780	- 337,740	- 277,430
Income	2	- 622,540	- 625,990	- 617,910	- 568,360
Transfers Between Budgets		-	-	-	-
<u>Total Income</u>		- 1,014,290	- 1,007,770	- 955,650	- 845,790
<u>Expenditure</u>					
Employee Costs	3	413,710	467,670	484,860	499,620
Hosting		27,000	27,000	27,000	27,000
Other Costs:					
Telephone		2,110	2,110	2,110	2,110
Travel / Subsistence		7,670	7,950	7,950	7,950
Training	4	7,700	8,000	8,000	8,000
Office Costs	5	7,140	3,520	3,520	3,520
Marketing	6	8,000	8,000	8,000	8,000
Consultancy	7	10,010	1,500	1,500	1,500
Delivery / Other	8	149,170	144,280	135,280	126,110
<u>Total Expenditure</u>		632,510	670,030	678,220	683,810
<u>Balance</u>		- 381,780	- 337,740	- 277,430	- 161,980
of which Liabilities	9	- 169,520	- 191,590	- 213,670	- 229,650
of which restricted funds	10	- 72,060	- 62,300	- 55,010	-
of which unrestricted funds	11	- 140,200	- 83,850	- 8,750	67,670

Assumptions:

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

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

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

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

Notes:

1. Reserves Carried Forward	Includes Liabilities and funding ringfenced for specific projects or programmes	
2. Income	Assumes we'll continue to receive the following funding annually:	
	Primary Role	£263,978 Financial Year
	Local Partners	£91,000 18-19, £66,000 19-20 on
	School Games	£45,000 Academic Year
	Satellite Clubs	£131,121 Financial Year
	Primary Premium	£51,025 Academic Year
	DfE Volunteerin	£8,000 Academic Year
	Active Lives	£14,900 Academic Year
3. Employee Costs	Includes Salaries, NI, Superannuation, Car Allowances plus £500 miscellaneous i.e. Childcare Vouchers, CRB checks, recruitment, flu vaccinations etc.	
4. Training	Based on £500 per person plus £1000 whole-team and £1000 conferences (in Partnership Services).	
5. Office Costs	Includes Office equipment; clothing and uniforms; copy charges; envelopes; postages; computer software etc. Printing costs are either included here (Partnership Services) or under Delivery costs (other budgets).	
6. Marketing	Partnership Services only - includes website and Sports Awards	
7. Consultancy	Partnership Services only - payment to Staffordshire County Council for Director (April 18) and to Sport Structures for Apprentice (2018-19). £1500 per year for Auditor (tbc)	
8. Delivery / Other	All other costs, linked to deliver of projects, programmes or work areas	
9. Liabilities	Redundancy liabilities for all staff as of 31st March. Calculated based on enhanced redundancy after 2 years Local Gov. service to ensure a steady increase in liabilities year on year (SBC awards enhanced redundancy after 3 years service at SBC)	
10. Restricted funds	Funding which can only be spend on a specific project or programme, such as Satellite Clubs or Primary Premium	
11. Unrestricted funds	Funding where SASSOT has flexibility to decide how best to use it to deliver identified outcomes. Includes Sport England Core / Primary Role funding	

Amendments to previous budget:

Only £4000 from Staffs Uni 2018-19

Taken out £5000 additional funding from County Council for Ironman for 2019-20 and 2020-21

Increase in transfers to Partnership Services from other budgets for 2018-19 (Satellite Clubs)

Minor adjustment to employment costs - Workforce (mileage)

Sport Across Staffordshire and Stoke-on-Trent Risk Register

January 2019



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	Update Q3 2018-19
	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	Stakeholder Engagement Event planned for 07.02.19 to consult on 2019-20 ADP
	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	Meeting being arranged with Staffs Moorlands DC CEO, email sent to Tamworth CEO and Leader
	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	Draft Board Effectiveness Review produced Draft revised Skills Matrix produced

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>	AOM	4	Immediate	Ongoing	Documentation revised, to be completed by all Board members Jan 19
	1.5 Ineffective organisational structure	3	4	15	Board and Team Structures recently reviewed and documented. Job / Role Descriptions in place	Continue to clarify roles of team members regarding PBA through 1-2-1s, PDRs etc.	I.Dir/I.SL	10	Mar 19	Ongoing	PBA Summit held with team 12.12.18
					Internal Controls summary in place	Annual 'health check' of Board and Team Structures to ensure remain fit for purpose	GAG/I.Dir		April 19	Annually	
						Review Board Delegated Decision form and ensure it is used consistently	AOM		Dec 18	Ongoing	
	1.6 High Board turnover	2	3	8	Succession plan in place	Ensure Succession Plan is embedded -annual review by Governance and Appointments Group	GAG	8	July 19	Annually	
Board at capacity so unlikely to drop below minimum numbers					Include opportunity for Board members to raise concerns as part of annual self-assessment process	GAG/Chair		April 19	Annually		
					Maintain register of Board terms. Chair to liaise with individuals towards end of term to confirm if they intend to continue	AOM/Chair		Immediate	Ongoing		
1.7 Reporting to Board (accuracy, timeliness and relevance)	2	3	8	Board reports submitted 7 days prior to meetings	Embed culture of Board members being fully prepared for meetings	Chair	4	Immediate	Ongoing		
				'Staff Showcase' slots on Board Meeting and Annual Delivery Plan update / Dashboard	Keep 'for approval / information' discussion to a minimum in Board meetings and focus on key items for Board input	Chair/I.Dir		Immediate	Quarterly		
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	Discussed at Board Away Day 09.12.18	

2. Operational	2.1 Non-delivery of agreed outcomes	4	5	24	<p>Clear KPIs for Sport England programmes</p> <p>Clear actions / performance measures in place in Annual Delivery Plan, linking directly to Strategy. Quarterly reporting process to Board</p> <p>Agreements in place with funding partners, with six-monthly meetings</p>	<p>Ensure any risk of non-delivery is identified through quarterly reporting process. Utilise expertise of Board and Team for solutions</p> <p>Produce and monitor log of support agreed for each funding partner</p> <p>Work with the team to ensure everyone is confident regarding the process for the Place-Based Approach and their role within it.</p>	I.Dir/I.SL/Board I.Dir I.Dir	18	<p>Immediate</p> <p>Oct 18</p> <p>Dec 18</p>	<p>Quarterly</p> <p>Quarterly</p> <p>Ongoing</p>	<p>Produced - update with a more detailed template for 2019-20 inc. timescales and lead officer</p> <p>PBA Summit held with team 12.12.18</p>
	2.2 Poor evidence of impact	4	4	20	<p>Clear measures of impact for programmes</p> <p>Impact Reports produced for funding partners; Annual Report produced, focusing on impact</p>	<p>Evaluation Framework for PBA work to be developed and embedded</p> <p>Consult funding partners ref preferred format for impact reporting</p>	IMM IMM	10	<p>Feb 19</p> <p>Oct 18</p>	<p>Ongoing</p> <p>Annually</p>	<p>Evaluation Framework draft presented to Team. Follow up meeting 29.01.19</p> <p>Impact Reports being produced, meetings offered to partners to present to CEOs etc.</p>
	2.3 Lack of partner satisfaction	3	4	15	<p>Annual Partner Satisfaction Survey carried out and analysed</p> <p>Four Stakeholder Events to be delivered annually</p>	<p>Consult with partners through PMIF process</p> <p>Ensure key areas for improvement from Partner Satisfaction Survey and PMIF process are included in Improvement Plan with appropriate actions.</p>	I.SL/I.Dir I.SL/I.Dir	10	<p>Immediate</p> <p>Nov 19</p>	<p>Every Two Years</p> <p>Annually (Survey)</p>	<p>Range of partners involved in PMIF External Assessment Stakeholder Satisfaction Survey to be analysed at Team Meeting 15.01.19</p>
	2.4 Insufficient capacity and resources	4	4	20	<p>Team fully involved in developing Annual Delivery Plans and their own budgets</p> <p>Regular 1-2-1s and twice-yearly PDR meetings held with individuals, where capacity / key work areas is discussed</p>	<p>Ensure team are consulted on every Partner Funding Agreement before signing</p> <p>Identify opportunities to work with local partners to secure funding from external sources for PBA areas and wider</p>	I.Dir/I.SL I.SL/CM	15	<p>Jan 19</p> <p>Immediate</p>	<p>Annually</p> <p>Ongoing</p>	<p>£20,000 provided by Staffordshire Moorlands DC</p>
	2.5 High staff turnover or loss of key staff	2	5	12	<p>Succession plan in place</p> <p>Annual Staff Satisfaction Surveys carried out and analysed, plus additional Temperature Check work during 2018</p> <p>All staff involved in PMIF self-assessment</p>	<p>Ensure Succession Plan is embedded -annual review by Governance and Appointments Group</p> <p>Ensure key areas for improvement from Staff Satisfaction Survey and PMIF process are included in Improvement Plan with appropriate actions.</p> <p>Cross reference to actions in 1.5 and 2.4</p>	GAG I.Dir/I.SL	12	<p>July 19</p> <p>Nov 18</p>	<p>Annually</p> <p>Annually (Survey)</p>	<p>Included in Improvement Plan</p>
	2.6 Inadequate identification or understanding of target audiences	2	3	8	<p>PBA process: desktop analysis and community engagement stages</p> <p>Regular analysis of sub-regional statistics</p>	<p>Continue to ensure PBA community consultation is comprehensive. Ensure action plans are based on this.</p>	IMM/ PBA Lead	8	<p>Immediate</p>	<p>Ongoing</p>	<p>Consultation for Kidsgrove completed and analysed</p>

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	Local Funders: Agreements in place with funding partners, with six-monthly meetings Impact Reports produced for funding partners; Annual Report produced, focusing on impact Four Stakeholder Events to be delivered annually Sport England: Programme requirements met	Produce and monitor log of support agreed for each funding partner Consult funding partners ref preferred format for impact reporting Full engagement with PMIF process and improvement planning	I.Dir IMM I.SL/I.Dir	18	Oct 18	Quarterly	See 2.1
	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 Continue to influence strategic leaders through relationship with Staffordshire Public Health	Follow up on presentation to Leaders and Chief Executives by arranging individual meetings where requested Strengthen relationship with Stoke Public Health Identify further opportunities to raise profile of sport and physical activity at a strategic level	Chair/I.Dir /I.SL I.SL I.Dir/ Board	10	Oct 18	Quarterly	Meeting being arranged with Staffs Moorlands DC CEO, email sent to Tamworth CEO and Leader
5. Compliance	5.1 Non-compliance with legislation, regulations and standards	1	5	6	Governance and Appointments Group oversees Tier Three Chief Operating Officer receives invites to and updates from Corporate Forum and disseminates information to team as appropriate Host providing support ref GDPR, disseminated to Team. Paperwork / website updated	Standards' to be part of Round Table discussion with Sport England (PMIF process) Gain Foundation Level of the Equality Standard for Sport by 31.03.19 Complete Diversity in Governance and Leadership Action Plan is signed off and continue to make use of support provided by Inclusive Boards	I.Dir/ GAG CM I.Dir/ GAG	6	Feb 19 tbc	Annually	Action Plan sent to Inclusive Boards for Sign Off 23.11.18

	5.2 Not meeting reporting requirements	2	4	10	Processes for ensuring effective reporting for Sport England processes are well-established PMIF process underway, with Strategy Advisory Group overseeing the process and project plan developed	Include responsibility for ensuring PMIF Improvement Plan is actioned into Strategy Advisory Group Terms of Reference, with reporting line to Board	SAG	5	Oct 18	Ongoing	Revised ToR and Planning Process Chart approved by Board Oct 18
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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 03

Report Title	SASSOT Strategy Advisory Group Terms of Reference Report
Date	23 rd January 2019

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 provide the Board with a copy of the revised Terms of Reference for the Strategy Advisory Group

2. Recommendation(s)

The Strategy Advisory Group recommends that the Board adopts the Terms of Reference

3. Report

The current Terms of Reference for the Strategy Advisory Group were adopted by the Board in July 2017 when the group was the Vision 2121 Group. Given the evolving role of the group, the Terms of Reference have been update and were agreed at the Strategy Advisory Group meeting on November 2018.



Terms of Reference: Strategy Advisory Group

Purpose of the Strategy Advisory Group

1. To oversee the development of SASSOT's vision, mission, values and strategies, ensuring appropriate consultation takes place and that the identified strategic priorities have a clear line-of-sight to local and national strategies
2. To ensure that SASSOT's strategic priorities are delivered, through the development and implementation of Annual Delivery Plans
3. To oversee the Performance Management and Improvement Framework (PMIF) process
4. To oversee the development of SASSOT's Improvement Plan, and to ensure the actions within SASSOT's Improvement Plan are carried out effectively
5. To identify potential areas of non-delivery within the Annual Delivery Plan or Improvement Plan, and to support the team to action plan to address these

Membership

The Strategy Advisory Group will consist of between six and ten members:

- Director
- Chair
- Two to Four additional Board Members with appropriate experience
- Chief Operating Officer
- One to Three additional Team members

Chair

- The Strategy Advisory Group shall be chaired by the Director or, in exceptional circumstances, by another nominated member of the Senior Management Team.

Frequency of Meetings

- At least twice per year, normally as part of the Annual Delivery Plan planning process (January-February) and half-way through the delivery year (June-July)
- The Group may meet more often as dictated by circumstances

Quorum

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

Decisions

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

Transparency

- Minutes of each meeting will be taken. These will be circulated to Board members or

incorporated into the Strategy Advisory Group report taken to the next Board meeting.

- The Terms of Reference will be published on the SASSOT website, along with meeting minutes (at times confidential information may need to be removed before publishing)

Review of the Group

- The Group will conduct an annual self-review as part of the annual Board evaluation, to ensure that the Group and relevant staff have the competence and experience to meet their obligations

Authority

- For purposes of clarity, the Board retains the overall responsibility for:
 - a) Agreeing SASSOT's Vision, Mission, Values and Strategic Priorities
 - b) Approving SASSOT's Strategies, Annual Delivery Plans and Improvement Plans
- The Strategy Advisory Group's role is to make informed recommendations to the Board for all of the above.
- At times, it may be appropriate for the Board to delegate authority to the Strategy Advisory Group to make specific decisions on behalf of the Board. Where this is the case, this delegation will be formally documented.

These Terms of Reference were agreed by the Board in January 2019 tbc

A review of these Terms of Reference is due by January 2020



Report to the Board – Enclosure 04

Report Title	Interim Director's Report
Date	23 rd January 2019

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

Contact Officer	Name:	Jane Kracke
	Tel:	01785 619187

For Information	X
For Decision	

1. Purpose of Report

To update the Board on the following:

- Quest / PMIF
- Stakeholder Engagement Event
- The work of the team (via the Annual Delivery Plan)

2. Recommendation(s)

- None

3. Executive Summary

Key headlines from the last quarter include:

- Provisional 'Good' Quest / PMIF Rating
- Stakeholder Engagement Event confirmed for 07.02.19

- Annual Delivery Plan and summary templated produced and populated

4. **Report**

4.1 **Quest / PMIF**

- SASSOT's external PMIF (Performance Management and Improvement Framework) / Quest assessment took place on 17th – 18th December
- Overall our assessor, Fiona Fortune, has rated SASSOT as 'Good' (subject to moderation), with a few highlights from her initial feedback listed below:
 - Staff, Board and partners have clearly adopted the new agenda around inactivity and, although the transition to this new way of working is still in progress, it is clearly being well-managed
 - Existing relationships have been effectively managed and maintained during this change of focus and positive new relationships are being developed
 - We have gone through a massive change in a short period, but have built on our existing strong foundations and realigned rather than started from scratch, with staff settling into the new staffing structure and their individual roles
 - There are lots of strong examples of collaboration at both a strategic and operational level
 - Partners value our work, and our USP of being the only sub-region-wide organisation focusing on physical activity / inactivity
 - We need to look closer at why as a sub-region we struggle to bring funding from Sport England and other national funders into the area – is their perception of Staffordshire and Stoke different from the reality, i.e. are they fully aware of how low our activity levels actually are, and how can SASSOT address this?
 - We have great people within the team and board and in partner organisations, who are excited and passionate about our new way of working and who have immense knowledge and expertise
 - Partners value our insight support and Fiona recognised this as a strength of the organisation
 - Partners see our role in measuring impact (and helping them to measure their impact) as being very important, although they recognise the challenges with this. We need to ensure we consider how any learning and impact is cascaded
 - We need to ensure we are able to measure this impact effectively and ensure that our new evaluation framework is embedded and works for us.
 - Our inclusivity around consultation is a strength we may not realise - not many organisations consult with partners at the beginning rather than just at the end of, for example, strategy development, and we clearly have a listening and learning culture
 - We need to 'shout more' about what we do at a local, regional and national level
 - We need to consider the use of benchmarking tools and practices
- We are due to receive the final report during January, and our Round Table meeting with Sport England to discuss the report and agree our Improvement Plan is scheduled for 7th March

4.2 Stakeholder Engagement Event

- Our next Stakeholder Engagement Event will take place on Thursday 7th February from 11-2 at the Stone House Hotel, Stone
- The event will highlight our progress and successes this year, and we will then consult with attendees about our 2019-20 priorities. There will also be a networking lunch
- Board members are invited to attend (please confirm to Sarah Bixter, sbixter@staffordbc.gov.uk)

4.3 Annual Delivery Plan

- The Quarter Three update is attached (Appendix One), as is the Annual Delivery Plan Dashboard for Q3 (Appendix Two), which summarises progress, highlights and challenges for the quarter.

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



Rating Key	Blue	Action Completed, Performance Measure / Target Achieved
	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 Quarters (Q1-2)	Current Quarter (Q3)
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 for 2018-19. 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.	Workforce investment application for 2019-21 submitted to Sport England and awaiting outcome. Implementation of 2018-19 plan on track as expected.
			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	→	Four briefings have been delivered that were positively received, and five more planned over the coming months.	A total of 8 briefings have been delivered with positive feedback and continued consultation with partners to help inform bids to workforce investment applications.
			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	→	TNA has taken place with South Staffs leisure team. Initial findings have been presented with formal report to follow. Wider county approach to follow driven by the Facility Managers Forum.	Formal report has been shared with South Staffs leisure team. Wider county approach 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	→	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.	Minimum standards training package continues to be in place and there has been 212 attendees. Club Matters workshops scheduled in for Feb/March onwards
			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	Green	From Grey	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	Pilot training conducted with team and has helped to shape content. Parkwood Leisure have agreed to roll out the training and so waiting for them on confirmation of dates.
			A2.3 Deliver Sports Leadership courses based on partner need linking in with the PBA where appropriate	3 courses run	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. x1 Level 1 in Dance Leadership ran in July 2018 and 6 leaders were trained. These courses were run in partnership with Lichfield District Council as part of their Police and Crime Funding, with 3 more planned in Feb, April and July 2019. 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	x1 Level 2 Qualification in Sports Leadership ran in October 2018 and 7 Leaders were trained. Next course will be a Level 2 in Feb 2019 in partnership with LDC.
			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	→	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.	Speed dating session held with SE YOT team with EASB, Lichfield DC, Tameorth BC officers and community deliverers 4 referrals made into community sport since. Meeting held with Early Help pilot in NuL with community deliverer ready to deliver once EI ready. Supported BC with small application to JOG - £1500 received. Support to ESBC in Uttoxeter. Consultation with YOT young people. Meeting held with 15 local organisations held to look at activity provision within the town. SPACE holiday programme being evaluated to include feedback. Monday night provision has started at Bramshall park. Support to youth centre for new activity being discussed as part of Satellite clubs.
		B1: Focusing on our most inactive communities	B1.1 In conjunction with partners design a Place Based Intervention in - Cannock Chase (exact locality tbc)	Project plan & PBA performance framework	CG	Red	→	Initial meetings with the Cannock PBA steering group have taken place, along with 'Prevention & Wellness Sub-group meetings.' Focus on Rugeley area but details yet to be finalised re focus estates/demographics etc... Insight data produced and sent to IHL. Meeting scheduled to review this and agree next steps and focus area (dependant on BIG Lottery bid)	Presented Active Lives insight to IHL Team and PBA group. Facilitated meeting to discuss PE and School Sport support with IHL Team to ensure links and cohesion between those primary schools requiring support (Ensuring CH is aware of PBA priorities) and the IHL extra curricular support that can be phased in.
			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. 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	Plans now in place for bespoke marketing and communications support to launch Active Staffordshire Moorlands brand. SLA developed and signed to cover this work. SMDC will provide a funding package to SASSOT (c8k) to resource this. Agreement reached with Parkwood Leisure to pilot Behaviour Change workshops in new year (datestbc). School PE and Sport improvement plan developed. New package of activities agreed with local stakeholders including free swimming and beginner running for Spring/Summer. Draft PPS and BFS produced by KKP for SMDC but documents yet to be adopted by cabinet.
			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	We have shared the insight and consultation report with key partners: NULBC, Kidsgrove Sports Centre Community Group and Sporting Communities. Dialogue continues with key partners regarding the future of the Centre.

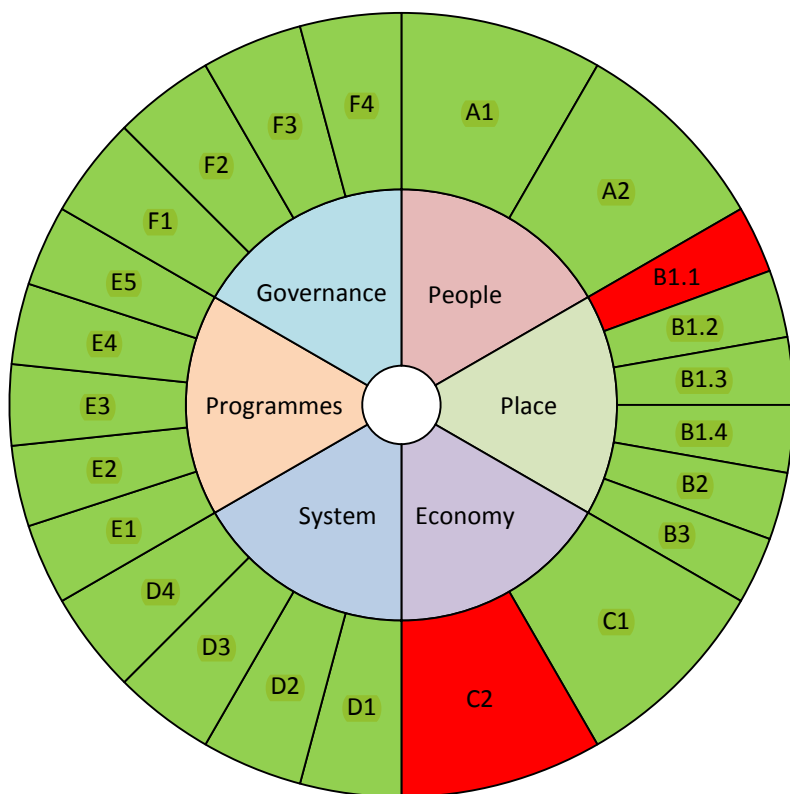
Place	B: Our communities are places where being physically active is the easy choice		B1.4 In conjunction with partners design a Place Based Intervention in - Lichfield (exact locality tbc)	Project plan & PBA performance framework	CM	Green	From Grey	Initial scoping meeting held with Lichfield Borough 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	Insight work has been undertaken to compliment and add value to the insight work that has been done locally and has been shared with Lichfield DC. Areas of work have been identified; supporting the production of evidence into the success and need for continued funding for interventions related to addressing anti social behaviour in Chasetown and working with primaries in Curborough and Chasetown in terms of creating a partnership approach to addressing childhood obesity.
		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 KKP appointed as consultants. 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. Advice and guidance provided to KKP ref Stafford and Cannock BFSs.	Draft BFS produced for Stoke. Ongoing support being provide the City Council to finalise the strategy. Cannock Chase PPS and BFS reviewed by SASSOT with feedback provided to KKP/Cannock Chase DC. SASSOT have also been supporting Stafford to produce their BFS and PPS. These startegy documents are now at draft stage.
			B2.2 Work with NULBC, SCC and Kings School to evaluate viability of asset transfer an operation of Kidsgrove Sports Centre to community lead CIC	Partner feedback & locally agreed action plan for site	BH / LB	Green	→	SASSOT have been working closely with SCC, NULBC, the community group and Sport Engalnd 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, which has been agreed in principle. 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, this is now underway (awaiting report).	SCC have proposed a fundig package to NULBC (c400k) subject to the leisure centre being transferred into their ownership. Detailed local insight and consultation work has been undertaken by SASSOT and sporting communities. The findings of this have been summarised and shared with the Kidsgrove Community Group and NULBC. This work has been well received and will have value in developing the programming and use of the centre if agreement can be reached between SCC, NULBC and the Community Group on a lease. Discussion between all parties is ongoing and further assurance on the structural intergrity of the building is being sought by NULBC prior to a lease or asset transfer being agreed
			B2.3 Support local deliverers to 'open' their data and develop a county-wide activity finder solution	Partner feedback & locally agreed action plan for site	NB	Red	New	Work initiated to review and develop a countywide online activity offer to support PBA, Social Prescribing, NDPP and the Health Communities programme. This has involved collating research from across the network on model options and raising the conversation around Open Data at both SLCOF & SDO Forum	Due to current capacity and funding we are struggling to progress this piece of work
		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 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	Funding for a number of Satellite Clubsis being ring fenced to support place based work in Haregate, Cannock, Newcastle and Lichfield. A piece of work falling under our Primary School Support Programme work has also been initiated in Haregate with Beresford Memorial School and across Cannock & Rugeley in partnership with IHL and more work had been scheduled in Lichfield to investigate how primary schools can become more outward facing and positively influence how physical active members of their local community are.
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 postive. 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	Contract now agrred with Ironman. Discussions ongoing regarding securing a new run route for the event. SAG reformed with new Chair appointed.
		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	JK	Red	→	Regional Directors yet to reach an agreement regarding legacy priorities. WM CSPs to hold Commonwealth Games reception prior to West Mids Community Sports Awards 06.12.18	No progress - CWG reception not included as part of West Mids Community Sports Awards.
			C2.2 Support the Forestry Commission to secure the best possible legacy outcomes for mountain bike population and the Birches Valley site	Legacy plan	JK	Red	→	Attended host authority meeting in Birmingham. Cannock Chase confirmed as moutain biking venue. No progress in Q2	No progress
D: Strong strategic leadership ensures		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. 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)	Planning underway for Stakeholder Event on 07.02.19
			D1.2 Develop formal links with Staffordshire Families Partnership Executive Group	Membership status Identification of shared priorities	BH/CM	Green	→	SCC SLA names SASSOT as expert advisor for Families Executive Partnership Group regarding physical activity and sport. SASSOT will be attending future FPEG meetings to provide strategic leadership in relation to physical activity within their framework	SASSOT have been attending FPEG. Co presented childhood obesity funding application with Public Health colleagues at last meeting
			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 monthly basis. Physical Activity remains embedded in their wider work programme.	BH 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	Red	↓	Subgroup meeting held. HWBB received and approved two progress papers. HWBB rep remains engaged and supportive of work. 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	SASSOT progress paper now rescheduled to March HWBB. SASSOT needs to consider a more direct relationship with HWBB and to review function and purpose of physical inactivity sub group
			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 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.	SASSOT continues to support the STP and report on its work programme through the STP project management system. The physical activity work programme led by SASSOT remains on Green on this system. New work emerging in relation to Social Prescribing with SASSOT invited to join Social Prescribing Steering Group

System	that physical activity and sport become a core feature in local policy, creating places which are inherently active	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. Evaluate of funding secured	BH/CG/DR	Green	→	SASSOT have helped Midland Pyschology have secured £315k for new autism project. SASSOT now working with Midland Psychology to implement the initiative. £43k secured with SASSOT's help for improvements to Silverdale Community Centre. SASSOT have assisted St Thomas Moore Catholic Academy to secure £500k 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.	£3 million HLF funding application from the CRI partnership has been awarded. SASSOT helped develop the stage 1 application for this and the final project includes several projects that will make a meaningful contribution to improving levels of physical activity in Staffordshire. SASSOT has co-produced a £300k application with Staffs PH team to DoH for childhood obesity.
		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	→	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	Tiller Research have presented the draft PBA Framework which will now be tested using the work PBA work conducted in Staffordshire Moorlands. Additional training will also be provided to the team in Feb to improve skills and confidence levels in implementing effective M&E.
			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. 212 questionnaires 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	A further 65 questionnaires have been received to measure the outcomes of the Satellite Club Programme which are currently being analysed.
			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	Following feedback from funding partners SASSOT have continued to produce annual Impact documents for each of the funding partners. These will be shared and discussed at partnership meeting scheduled in Jan/Feb and will also be presented to cabinet members where requested by the LA.
Programmes	E: Our programme delivery has maximum impact within our area	E1: Satellite Clubs	E1.1 To establish 30 new clubs and support 20 existing clubs to deliver the new Satellite Clubs core principles	30 new clubs and 20 existing clubs realigned and sustained	CM/CG	Green	→	There are now 45 new clubs that have had delivery plans approved and we have supported 24 clubs to become 'sustained'	5 New clubs has commenced in this period. A further 4 are being developed to commence in the New Year.
			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 and 11 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	We are in the process of identifying clubs that we are to continue to fund to carry on their work with our new Satellite Clubs Funding which will come into effect on 1st April 2019 following successful funding application to Sport England. 25 existing clubs have been identified and all clubs that receive further funding from us will be required to proactively work with us to consider their current practices to ensure that they are providing positive experiences tailored effectively to young people
			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	→	212 questionnaires completed and analysed over the Summer (74.3% female, 60.4% BAME)	A further 65 questionnaires have been received. Succesfull application to Sport England for 2 further years worth of Satellite Clubs funding.
			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	↓	Club Experience for Young People workshops to be scheduled for September 2018 onwards 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	Club Experience for Young People workshopsto be cheduled for the New financial year to prepare and educate new and existing clubs for 2019-2021 delievry following successful Satellite Clubs Funding application to Sport England. Sport England no longer offers the original workshops so alternatives being arranged
		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, including Summer Games, based on feedback from participants and teachers who were in attendance. Funding application for 2018/19 academic year succesful. 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	Calendar is now in progress with County Football Finals the first event delivered at St George's Park in November 2018. Work has already begun on how we plan and make decisions for the 2019/2020 calendar which will once again be done in partnership with our School Games Organisers.
			E2.2 Successful implementation of DfE Volunteer Fund to support the School Games and successful application to the fund for 2018-19	30 volunteers recruited, trained and deployed	LB / CD	Green	→	Plan succesfully implemented and targets exceeded for 2017/18. Funding secured for 2018/19 delivery. Sports Leaders course planned for Oct 2018 to train volunteers ready to volunteer back on School Games. SGOs asked to submit funding application if they want to train any volunteers.	7 Level 2 Sports Leaders Trained. 22 Sportshall Athletics Leaders trained. One more Sportshall leaders course planned for January. SGO's have applied for funding to train some of their leaders. 29 volunteers recruited, trained and deployed so far.
			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	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.	First LOC event is happening on 13th February 2019. This event is aimed and Primary and Secondary Schools and contains key note speeches and practical workshops on how to use PE and physical activity to address mental health issues in young people. This event is using the School Games as it's recognisable brand and Simon Ascroft is chairing it. Initial take up has been positive (40 schools booked on as of 14th Jan 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	→	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.	LOC Development Coach has been involved with designing the first LOC event on 13th Feb 2019. The event cconcept and subject matter has been born out of the work that we have undertaken with the LOC Development Coach.

		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	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	Contract now agreed and signed with Accelerate Learning to work across Staffordshire with KPIs agreed. Work is very much underway and includes new work around supporting school swimming as per Department for Education priorities. A new partnership has been formalised in Stoke-on-Trent consisting of Stoke City FC, Vicky Lightfoot (School Games Organiser) and Accelerate Learning in order to pool resources and expertise with a view to maximising the number of primaries that receive support across the city. KPIs and roles and responsibilities of all partners have been agreed.		
			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	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	Using local intelligence and web reviews, primary schools in Staffordshire and Stoke-on-Trent have been identified to target to receive advice and guidance on the delivery of their Primary PE and Sport Funding Action Plans and work has commenced in terms of engaging them.		
			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	Awaiting confirmation of Phase 7 Mapping from CSPN - input has been given to CSPN into the proposed new process.		
		E4: Active Lives (Children and Young People)	E4.1 To consider and find solutions to the potential lack of resource associated with this work area from September 20 18 onwards to ensure service delivery is maintained	Available resource considered and delivery arrangements confirmed	CM/ CD	Green	→	Funding application to Sport England has been successful, with funding for 2018-19 academic year confirmed	No additional progress expected		
			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.	First report produced for data from 2017/18. Our CSP area completed enough surveys to produce local level data (at least 300 responses required per LA to produce these results). We are now looking into breaking the data down to shar with local partners , SDOs SGOs and LAs.		
		E5: Raising the profile of our programme impact	E5.1 To support the marketing and promotion of Satellite Clubs, School Games, Primary School PE & School Sport Premium and IronMan to raise local, regional and national awareness of their impact	Impact Documents/ Communication Monthly Insights	NB / CM / CDW	Green	New	Impact of programmes communicated through regular updates using existing communication channels	Satellite Club participants / projects have been showcased this quarter through profile at both the SASSOT Awards and the West Midlands Community Sports Awards. Impact of programmes detailed in each of the funding partner impact documents.		
		Governance	F: Our work is underpinned by impeccable standards of corporate governance and operations	F1: Ensuring SASSOT is financially secure	F1.1: Ensure annual budget, 4-year forecast and audited accounts are in place, adapting to changes as required	Sufficient reserves to cover liabilities and some 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. Board agreed GAG will lead on options appraisal to decide whether SASSOT should remain hosted by SBC. 2017-18 accounts produced but external Audit Certificate still not obtained - approached Sport England for advice.	Board Away Day held 09.11.18 to begin process of deciding whether SASSOT should remain hosted by SBC or become independent.
					F1.2: Secure on-going funding from local funding partners and implement SLA action	£90,000 per annum secured	JK	Green	→	SLA signed with 9 funding partner (valued at £79,000) incl additional 5k per annum secured from SCC for delivery of Ironman contract. Funding confirmed from CCDC. Staffs Uni have confirmed reduced funding for 2018-19, in process of agreeing revised SLA.	One SLA signed for 2019-20, meetings in place with other LA funding partners in January / February 2019. Draft SLA sent to Keele Uni for comment following cross-departmental meeting with SASSOT
					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 2017-18 meeting. Primary Role Award Acceptance letter signed. Funding confirmed from Sport England for 2018-19 academic year for School Games, Primary Premium and DfE Volunteering (all also agreed in principle for 2019-20) and Active Lives. Details of new PMIF framework released by Sport England. Self-assessment nearly completed, formal assessment 17-18.12.18	Provisional 'Good' rating from PMIF / Quest assessment. Funding secured for Satellite Clubs for 2019-20 and awarded in principle for 2020-21. Workforce funding application submitted to Sport England.
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 completed with team. 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.	Marketing & Communications plan finalised and awaiting board approval. Establishment of monthly communications themes, linking to national campaigns, to help showcase and profile local projects that are addressing key issues. Social Marketing training attended and learning to be disseminated to the team and support PBA where appropriate.		
	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. .	Continuing to review South Staffs Marcomms practices in promoting localised programmes. Funding secure to provide one day a week marketing support to help Staffordshire Moorlands develop their Active Staffordshire brand and new website.		
	F2.3 To conduct a brand review and implement recommendations			Existing or new brand	NB	Green	New		Rebranding paper to be presented to the board following initial feedback from stakeholders		
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	→	Tier Three Compliance confirmed.	No additional progress expected		
	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. Reaccreditation required by 31.03.19, process not yet confirmed by Sport England	No additional progress expected		
	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 and Board and being implemented. Safeguarding adults policy approved by Board.	Action Plan continues to be implemented as expected.		
	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 completed	Ongoing action 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 session held with members of team, based around PMIF competencies. Awaiting full SASSOT report. Regional actions to be agreed at December WM Directors meeting	Regional TNA to be revisited by WM Directors once all PMIF reports received. Six-monthly PDRs held / booked with team. Appraisal training for line managers arranged for 26.02.19
			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 Board / Team away day 15.05.18. 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	PBA Summit held with team 12.12.18 to discuss concerns / clarify understanding
Headline		Measure			Baseline (at 31.03.18)		May 2017-May 2018		Next Results Due
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 Three 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 – a cross-section of areas of progress or success

- **Programmes:** Satellite Clubs funding confirmed for 2019-20 and agreed in principle for 2020-21. Partners identified to deliver a package of Primary Premium support to Stoke-on-Trent schools. First national Active Lives for Children and Young People Survey report released, with SASSOT having one of the highest school engagement rates across the network.
- **PBA Insight:** Community consultation completed within Kidsgrove (see below), involving almost 200 residents. Desk-based insight completed and shared with key partners in Cannock and Lichfield, and being used to inform discussions
- **Marketing and Communications:** Marketing and Communications Strategy finalised following consultation with the team and partners. Agreement signed with Staffordshire Moorlands DC to provide in-depth bespoke marcomms support to launch the Active Staffordshire Moorlands brand, and working with South Staffordshire Council to review their marketing of activities and provide recommendations
- **Attracting Investment:** £3 million has been awarded by the Heritage Lottery Fund to the Central Rivers Initiative. SASSOT helped develop the stage one application for this and the final application includes several projects that will make a meaningful contribution to improving levels of physical activity in Staffordshire. SASSOT has co-produced a £300k application with Staffs Public Health team to DoH for childhood obesity.
- **Safer Together Through Sport:** SASSOT is a key member of the Staffordshire Youth Justice and Sport steering group and has been instrumental in bringing the right sport and physical activity partners around the table at a local and county level to create a referral pathway for Youth Offending Teams and Early Help Teams to use with their young people
- **West Midlands Community Sports Awards:** SASSOT event-managed the awards ceremony, and three of our county award winners were crowned regional winners on the night.
- **Performance Management and Improvement Framework (PMIF):** Provisional ‘Good’ rating received following External Assessment (awaiting formal report)

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

Challenges – areas not progressing as planned

- Cannock Chase PBA: Progress is still slower than expected, and discussions now taking place outside of the wider PBA Steering Group. Links made between Inspiring Health Lifestyles and our Primary Premium support offer
- 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
- Open Data / Activity Finder: SASSOT has identified the need for a county-wide database of physical activity sessions (along with other functions / information) which will use open data. However, we are currently struggling to secure funding for this or to free up the necessary staffing capacity to look into this further
- Four-Year Financial Forecast – although we are forecast to end the current funding cycle (to 31.03.21) with minimal reserves, beyond that point we will go into deficit if we continue with our current levels of income and expenditure. Governance and Appointments Group has undertaken fact-finding around market rate for back office costs and implications of TUPE, with recommendation taken to January Board meeting.

Achieving Our Vision – Kidsgrove Local Community Consultation

As part of our place-based approach agreement with Newcastle-Under-Lyme Borough Council, we conducted some consultation with residents of the Kidsgrove area. This was instigated by the closure of Kidsgrove Sports Centre and the consultation aimed to understand the local community's concerns, barriers and perceptions of physical activity and the best possible options for the local community to be active.

A final report has been shared with the Borough Council, Kidsgrove Sports Centre Community Group and Sporting Communities (a local community engagement provider that supported the face-to-face consultation). It is anticipated the findings will help to shape future planning and delivery of physical activity in the local area. The consultation engaged with 197 residents via:

1. A closed facebook group
2. Face to face questionnaires

The findings also compliment previous engagement with the local community via a focus group facilitated by SASSOT and surveys conducted by the Borough Council and the Community Group.

The key findings were:

- We need to use local people to help shape the offer
- We need provision to offer socialisation, fun and enjoyment
- Walking sports appeal to the older segment groups
- Customer experience advice and training is a workforce need
- There needs to a flexible offer of physical activity
- Activities that include 'people like me' may help those with less confidence

Do you know what looking at the comments it seems lots of us were more active when were younger and involved in more "games" type activities. Which got me thinking, as you get older having fun, playing and games are less of a priority in adult life. Maybe it's worth thinking about activities that just start out to be fun and it isn't about getting a PB or hitting a set amount reps in a set amount of time or doing x amount of laps or loosing weight or pushing your boundaries or toning up or being competitive or any of that, maybe just maybe it's about just having fun and playing games at first. It's getting you moving more than you usually would but the focus is on fun and not fitness. Just an idea...

Comment from one of the Facebook Group members

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)
		E5: Raising the profile of our programme impact
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



Report to the Board – Enclosure 05

Report Title	SASSOT Rebrand
Date	23/01/19

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

Contact Officer	Name:	Naomi Bird
	Tel:	07800 619 843

For Information	
For Decision	x

1. Purpose of Report

The purpose of this paper is to initiate a discussion at the board meeting as to whether the Sport Across Staffordshire & Stoke-on-Trent (SASSOT) brand is still **relevant** and **sustainable** in delivering our strategy and reflecting our core values.

2. Recommendation(s)

- To determine why we might want to rebrand
- To determine what additional consultation is required
- To determine if this this is a process we should manage 'in house' based on skills and resources or out source

3. Report

The Sport Across Staffordshire brand was developed back in 2000 at a time that the organisation was responsible for the delivery of Sport England's 'Active Sports' programme. The brand name and logo were altered in 2006 and again in 2010 to reflect national focus at a local level.

Initial feedback from stakeholders regarding re-branding has provided a mixed response. As part of the Stakeholder Communications Review Survey (Nov 18) 50% of respondents stated that the organisational name should be reviewed, 62% felt that the logo should be reviewed and 67% felt that the clarity of organisational messaging should be reviewed. Similarly, the annual Stakeholder Survey 2018 (Nov 18) provided valuable insight into partners brand perception, some of which indicated a lack of clarity regarding our role and purpose. Finally, as part of the recent PMIF process a number of stakeholders referred to a potential re-brand, citing the following

'I am not sure they should move away from 'sport' and they need to be cautious about changing their name. There are lots of organisations and networks which focus on health and they could become lost. No-one else is focused on physical activity and sport, they are recognised – they are the only network. Possibly just strengthen and provide clarity on the definition'.

'Any change in name will need to be carefully managed, we all know who they are. Perhaps they need to be clearer about what they now do. We all know it is not about elite, but anyone new may be confused by the term sport and it could stop them finding out more'.

'The shift to inactivity is the right thing to do, but the name may now be a bit confusing. They need to raise their profile and clarity may come with this'.

The national CSP landscape has seen a number of CSPs undertake a rebranding process with the majority moving towards a more 'Active' brand association. There are however still 17 CSPs that have remained with 'Sport' branding, 4 of which are in the West Midlands region. There are also a group of CSPs that have moved away from a geographical and sport link such as 'Leap' (Buckinghamshire and Milton Keynes) and 'Energise Me' (Hampshire & IOW). There are other examples such as Merseyide Sport Partnership who now refer themselves to MSP after rebranding.

CSPN have also been through a recent rebranding process in an attempt to bring greater coherence and sense of network to their identity. They chose to prioritise developing a name that led with describing the CSP entities rather than their national team and board. They are now proposing the new organisational name of 'Active Partnerships' something that they also feel aligns well with a large number of CSPs that have adopted 'Active' in their own name.

In reviewing our need to rebrand it will be important to clearly rationalise 'why' we feel we need to do so. It would be useful to consider the following questions;

- ▶ What problem are we trying to solve?
- ▶ Are we pigeonholed as something that we have outgrown?
- ▶ Are we in a competitive market where we are looking to stand out?
- ▶ What are we not doing now that we used to do?
- ▶ Has our customer profile changed?....

We will also need to consider the cost implications as well as the skills and capacity within the team to take us through the process. The majority of SASSOT branding is applied digitally and therefore the physical cost to implement a new brand would be minimal other than the cost for logo design etc. The main cost implications would be officer time to implement any brand changes across both our and partner communication platforms.

If the board decides to rebrand, consideration also needs to be given as to whether it is a process that SASSOT would manage 'in-house' or whether there is a need to work with a brand agency. Once the scope of a potential rebrand has been agreed this would help to inform this decision.



Report to the Board – Enclosure 06

Report Title	SASSOT Marketing & Communications Strategy
Date	23/01/19

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

Contact Officer	Name:	Naomi Bird
	Tel:	07800 619843

For Information	X
For Decision	

1. Purpose of Report

To introduce the SASSOT Marketing & Communication Strategy 2018-2021

2. Recommendation(s)

To approve the implementation of the strategy and provide and recommendations

3. Report

The development of SASSOT's 2018-2021 strategy required a fresh and focused approach to our Marcomms activity. To initiate this process a stakeholder mapping exercise was undertaken to re-evaluate who we are communicating with, what they

want to hear and potential communication methods/channels. As part of this process it was also important to define our key customers / audiences and although we predominantly see this as being B2B in nature, we still identify a role for B2C communication support as part of our PBA work.

The development of the strategy has involved working with the team, consulting with key stakeholders and gaining advice from board member Rebecca Roberts. Aligned to our organisational strategic priorities the marketing and communication planning and activities will aim to achieved seven clear measurable outcomes

- 1) To equip the workforce with marketing and communication skills to attract, engage and retain people in sport and physical activities*
- 2) To reach residents from all socio-economic backgrounds through appropriate marketing messaging and communication channels*
- 3) Local residents understand what they need to do to be physically activity*
- 4) Local residents know their local sport and physical activity offer*
- 5) The economic impact of major events in Staffordshire & Stoke-on-Trent is communicated and understood across local, regional and national network*
- 6) The value of sport and physical in Staffordshire & Stoke-on-Trent is communicated and understood locally, regionally and nationally*
- 7) To increase SASSOTs brand equity amongst stakeholders*

Quarterly progress against key actions detailed in the plan will be monitored and key outcomes have also been integrated into the SASSOT delivery plan. The key tasks outlined in the strategy present an opportunity to increase SASSOTs profile within the sector whilst also offering practical support and advice at a local level that will support the engagement of new audiences. Ultimately successful delivery of the Marcomms Strategy will be reliant upon team/board engagement in contributing to the outcomes of the plan.

SASSOT Marketing & Communications Strategy

2018-2021



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Introduction

Sport Across Staffordshire and Stoke-on-Trent is a partnership of agencies **working together to create active places and healthy lives through physical activity and sport.**

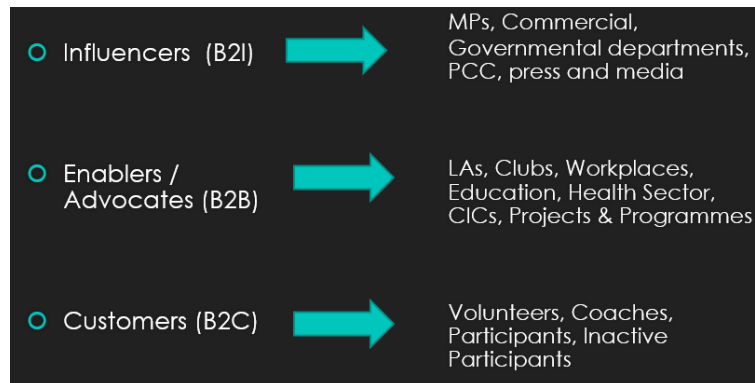
We are part of an England-wide network of 43 CSPs. Through our nationwide coverage and our local knowledge CSPs are uniquely positioned to support the development of physical activity and sport. With the launch of our new strategy in April 2018, a fundamental part of its successful implementation will be the ability for SASSOT to clearly and succinctly articulate our role and purpose within the network. This strategy has been developed to support the key outcomes identified in the SASSOT Strategy 2018-2021.

SASSOT is uniquely placed to act as voice for the sector providing independent and impartial support and advice. We have an in-depth understanding of the local landscape and through networking we purposefully support organisations to facilitate people to lead healthier lives through physical activity.

Defining Our Audiences

SASSOT predominately operates as a B2B organisation and has defined these as influencers, enablers and advocates.

Our Placed Based Approach will require us to support local enablers to develop their B2C communications through improved customer profiling and the development of engaging messaging.



Shaping Our Marketing & Communications Outcomes

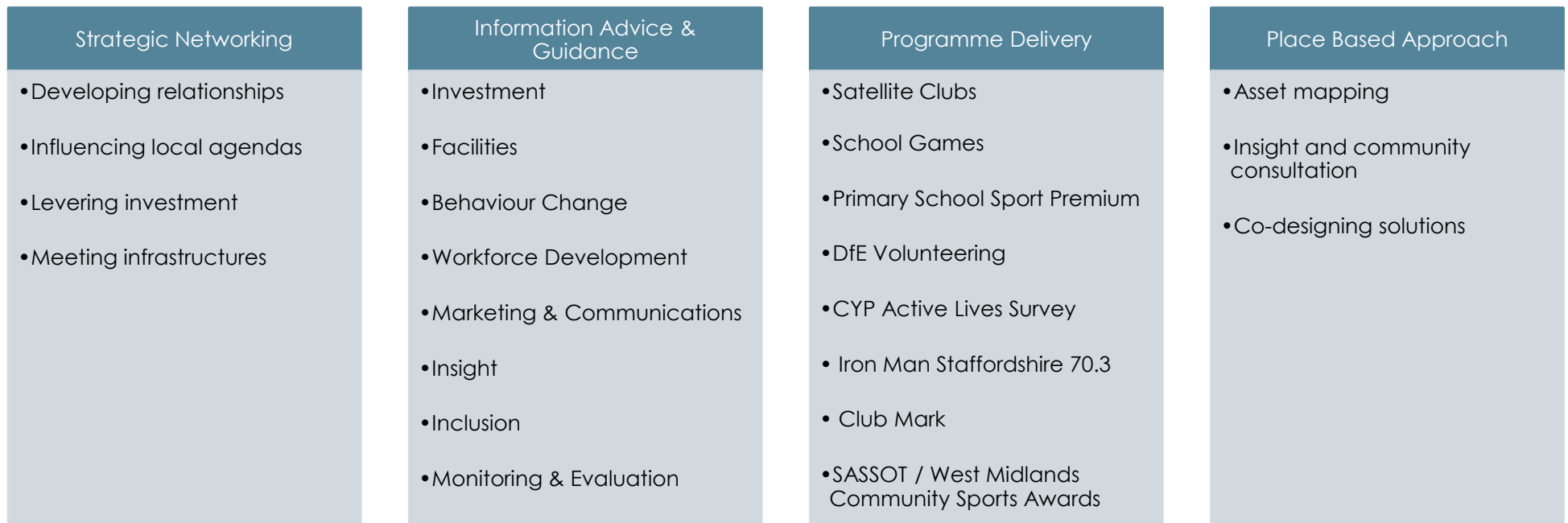
This marketing and communications strategy has been developed to support the implementation and successful delivery of SASSOT's Corporate Strategy 2018-2021.

Aligned to our organisational strategic priorities the marketing and communication planning and activities will aim to achieved seven clear measurable outcomes

- 1) *To equip the workforce with marketing and communication skills to attract, engage and retain people in sport and physical activities*
- 2) *To reach residents from all socio-economic backgrounds through appropriate marketing messaging and communication channels*
- 3) *Local residents understand what they need to do to be physically activity*
- 4) *Local residents know their local sport and physical activity offer*
- 5) *The economic impact of major events in Staffordshire & Stoke-on-Trent is communicated and understood across local, regional and national network*
- 6) *The value of sport and physical in Staffordshire & Stoke-on-Trent is communicated and understood locally, regionally and nationally*
- 7) *To increase SASSOTs brand equity amongst stakeholders*

Defining Our Products & Services

SASSOT has defined the key services and products delivered by the team as shown in the diagram below. The aim of this strategy is to help to clearly define these services and communicate these opportunities to stakeholders. In some cases, products are defined nationally and then shaped at the local level. There are also several services that SASSOT intends to develop in house to support stakeholders to drive participation in sport and physical activity.



SASSOT Strategy Alignment

Our Vision and Mission Is

Everyone More Active More Often

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

Place Based Approach

Focus Areas

Communication Outcomes

People

- Workforce
- Insight
- Community Engagement
- Behaviour Change
- To equip the workforce with marketing and communication skills to attract, engage, and retain people in sport and physical activities
- To reach residents from all socio-economic backgrounds through appropriate messaging and channels

Place

- Place Based Approach
- Insight
- Shaping the offer
- Programmes
- Local residents understanding what they need to do to be physically active
- Local residents know their local sport and physical activity offer

Economy

- Workplace
- Events
- Promote The economic impact of major events in Staffordshire & Stoke-on-Trent is communicated and understood across local, regional and national networks

System

- Leadership / Lobbying
- Securing investment
- Demonstrating Impact
- The value of sport and physical activity in Staffordshire & Stoke-on-Trent is communicated and understood locally, regionally and nationally
- To increase SASSOT's brand equity amongst stakeholders

Marketing & Communication Functions & Activities

	Key Actions	Delivery Plan Outcome	Marcomms Outcome	Progress
People	Develop local PBA insight to better understand target audiences' motivations, lifestyles, values, and readiness		2	
	Embed communications data capture as part of the PBA insight process		2	
	Based on the needs of the 'place' provide Marcomms training and support to upskill the workforce including frontline deliverers		1,2	
	Support the training of those responsible for local intervention planning to apply Social Marketing principles		1,2	
	Facilitate behaviour change by applying social marketing principles creatively use insight to identify new product/campaign and test these through PBA interventions		1,2,3,4	
	Support the creation of engaging content that profiles priority groups		2	
	Provide advice on customer data capture to support marcomms planning and effective M&E		1	
	Implement organisational Marcomms reviews with local authority health, leisure and communication teams upon request		1	

	Key Actions	Delivery Plan Outcomes	Marcomms Outcome	Progress
Place	Develop a 'topic of the month' approach to land national health /well-being campaigns whilst also profiling local case studies / projects that are addressing the 'topic'		2,3	
	Support 'places' to land national campaigns that will engage priority groups such This Girl Can, Every Mind Matters etc		2,3,4,5	
	Advocate and advise local deliverers on the importance, value and logistics of 'opening' their data as part of the national Open Active agenda		4	
	Develop a county-wide 'Activity Finder' platform that will aggregate 'open' activity data to provide a comprehensive picture of the sport and physical activity offer across Staffordshire & Stoke-on-Trent		4	
	Develop a marketing campaign that will inform and engage both practitioners and customers to use the 'Activity Finder' system.		3,4	

	Key Actions	Delivery Plan Outcomes	Marcomms Outcome	Progress
Economy & System	Support the team in marketing planning of key programmes including School Games, Iron Man 70.3, Satellite Cubs, Primary School Sport Premium		5	
	Develop and implement an organisational wide marketing and comms plan underpinning SASSOT Strategy and embed across team work programmes		1,2,3,4,5,6,7	
	Review and evaluate current digital mix and develop accordingly to support the effective delivery of the Marketing and Communications Strategy		5,6,7	
	Co-ordinate a 'brand' review and implement recommendations.		6,7	
	Support the development of a stakeholder engagement plan and develop appropriate communications through a suitable mix of messaging and channels		6,7	
	Review internal communication practices and develop recommendations		7	
	Collaborate with local and regional colleagues to identify collective wins, avoid duplication and share skills and expertise		5,6	
	Using the 'Topic Of The Month' approach, profile the role SASSOT plays in supporting agendas aligned to Sport England and locally defined outcomes		5,6,7	

	Develop clear communications that articulate SASSOT key services and products to key stakeholders and potential partner organisations		6,7	
	Celebrate success local, regionally and nationally through sharing case studies and best practice		6,7	
	Engagement of the media over core issues and engagement opportunities		4,5,6,7	
	Develop clear Marcomms metrics that will measure the impact of our Marcomms activity		6,7	
	Develop and communicate annual impact to funding partners and key stakeholders including the development of an annual report and annual impact documents		6,7	