



Sport Across Staffordshire and Stoke-on-Trent

Board Meeting

AGENDA

9th April 2019 at 2.00pm (light lunch at 1.15pm)

Chadwick Room, Third Floor, Stafford Borough Council, ST16 3AQ

1. Apologies
2. Declarations of Interest
3. Minutes of last meeting, Actions & Attendance *Enc.1 & Enc.2*
4. Refresh of re-branding *Naomi Bird*
5. Place Based Approach *Ben Hollands*
6. Board Items
 - Chairs Actions Since Last Meeting *Enc.3*
7. Sub Group updates
 - Governance & Appointments Group *Enc.4 Jane Kracke*
 - Finance & Audit Group *Enc.5 Kimiyo Rickett*
 - Chair's Advisory Group *Kimiyo Rickett*
 - Strategy Advisory Group *Enc.6 Jane Kracke & Ben Hollands*
 - Staffs Leisure & Cultural Officers Forum *Jane Kracke*
8. Update from Interim Director *Enc.7 Jane Kracke*
9. Dates & times of future meetings
 - Tuesday 16th July 2019 – Walton Room, Stafford Borough Council
 - Tuesday 15th October 2019 - Walton Room, Stafford Borough Council

Sport Across Staffordshire & Stoke-on-Trent
Board Meeting
 23rd January 2019, 2.00pm, Craddock Room, Stafford Borough Council



Meeting Minutes

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

No.	Item Topic		
1.	Staff Member Observer MA – The Governance and Appointments group would like to recommend that a member of the staff team be permitted to attend each Board meeting as participant observer. They would not have a vote but they would be able to contribute if they wished to do so. It would be down to the staff team to decide who attends each meeting and they would be asked to leave during discussions on confidential items. Accepted by the Board and Naomi Bird invited into the meeting as the staff member observer.		
2.	Apologies – as above		
3.	Declarations of Interest - Tim Clegg declares an interest in the discussion around Hosted v Independent as the host authority Chief Executive.		
4.	Minutes of Last Meeting – 24 th October 2018		
Previous Actions		Owner	Date
1.	Congratulation emails to be sent to staff regarding their successes in Quarter 2.	Sarah Bixter	COMPLETED
2.	Rebecca to share the learning from a recent internal comms review with Naomi and Jane	Rebecca Roberts	COMPLETED
3.	Lee Booth to make contact with Prof. Pauline Walsh around the Clinical Champions Training	Jane Kracke	COMPLETED
4.	Board to be emailed what does excellent look like for the 3 Strengths chosen by the board.	Sarah Bixter	COMPLETED
5.	Room to be booked for the practice presentation on the 4 th December 2pm.	Sarah Bixter	COMPLETED

Previous Actions	Owner	Date
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	COMPLETED
A. Karen and Ben to meet to discuss potential collaborations around Ministry of wellbeing	Ben Hollands	ONGOING
B. Malcolm to review the structures after 12 months	Malcolm Armstrong	January 2020
C. Jane to review Terms of Reference for Strategy Advisory Group	Jane Kracke	COMPLETED
D. Jude and Jane to invite project leads to present on PBA in next Board meeting.	Jude Taylor & Jane Kracke	COMPLETED

No.	Item Topic
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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	1	4	4	100
Y	Sarah	Bixter	1	1	0	1	4	3	75
Y	Tim	Clegg			0	1	2	1	50
Y	Angela	Dale	1	1	0	1	4	3	75
Y	Mark	Deaville	1	0	1	1	4	3	75
Y	Alistair	Fisher	1	1	1	1	4	4	100
Y	Toyin	Higgs				1	1	1	100
Y	Ian	Kelsall		1	1	1	3	3	100
Y	Jane	Kracke	1	1	0	1	4	3	75
Y	Derek	Peters		1	0	1	3	2	67
Y	Kimiyo	Rickett	1	1	1	1	4	4	100
Y	Rebecca	Roberts	1	1	1	1	4	4	100
Y	Jude	Taylor	1	1	1	0	4	3	75
Y	Jonathan	Topham	1	1	0	0	4	2	50
Y	Pauline	Walsh		1	1	1	3	3	100

5.

Board Items



Chairs Actions since Last Meeting (MA)

- Coaching 2 staff members
- Preparations for PMIF
- Meeting with Rob Foster regarding SLCOF
- Chairs Reception (Sport England)
- CSPN AGM
- PMIF Rehearsal and 2 day assessment
- FAG and GAG Meetings
- Meeting with Stoke City Football Club
- Report for SASSOT Newsletter
- General Admin
- Survey on Sport Governance – Can all Board members please complete this
- **Action Points 1, 2 & 3**

Actions	Owner	Date
1. Contact to be made with Port Vale FC to arrange a meeting with Malcolm and Jane	Jane Kracke	28.02.2019
2. Sarah to email the Survey on Sport Governance to all Board Members	Sarah Bixter	24.01.2019

Actions		Owner	Date
3. All Board members to complete the online Survey on Sport Governance.		All	28.02.2019
6.	Sub-Group Updates Governance and Appointments Group (MA) <ul style="list-style-type: none"> - The Constitution has been amended to improve clarity and to reflect current practice. It is the recommendation of GAG that the new constitution be approved by the Board. - Discussion around the changes. - The amended Constitution is approved by the Board. - Following research into the average back office costs of 13 independent CSP's and the information gathered from SBC HR and Finance team around TUPE, the Group would like to recommend 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. - Discussion round the research and other information available. - Decision made by the Board for GAG to look into this further. Conflicting information from various sources regarding TUPE, it is important to get it right. More specific legal advice is needed regarding the TUPE process. Neighbouring CSP's to be approached for information on their back office costs. - Action Points 4 & 5 - 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. The Skills Matrix produced for SASSOT by Campbell Tickell has also been updated to better-reflect the needs of the organisation. It is the recommendation of GAG that the Board adopts the Self-Assessment and Skills Matrix templates, and individual members commit to completing them within the specified timescales. - The Board self-assessment and Skills matrix documents are approved by Board. - Action Point 6, 7 & 8 		
Actions		Owner	Date
4. Employment Law Solicitor to be approached for guidance on the TUPE process.		GAG	09.04.19
5. Neighbouring CSP's to be approached for information on their back office costs.		Jane Kracke	09.04.19
6. Self-Assessment to be emailed out to the Board for completion		Sarah Bixter	31.01.19
7. All Board members to complete the new Self-Assessment by 22 nd February 2019		All	22.02.19
8. All Board members to complete the new Skills Matrix after the next Board meeting		All	30.04.19
	Finance and Audit Group (KR) <ul style="list-style-type: none"> - Risk register priorities for the quarter are to investigate the potential of bringing Tamworth back on board as a funding partner Review SASSOT's involvement with a range of strategic groups to ensure there are clearly identified expected outcomes; 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 - 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. - Minimal changes to the 4 year financial projection. Due to the predicted deficit for 2021-22, and the minimal unrestricted reserves at the end of 2020-21, it is recommended that SASSOT's operating model be reviewed during 2020-21. 		

No.	Item Topic		
	<ul style="list-style-type: none">- 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 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, the estimated unrestricted funds to be carried into 2019-20 and the impact on staff morale, FAG feel that there is an acceptable level of risk extending the contracts of all staff funded through Primary Role and Satellite Club funding to 31.03.20.- Discussion around extending staff contracts until 31.03.20, HR procedures and staff morale.- The Board agree to extend contracts for all staff, including those not funded through Primary Role and Satellite Club funding, to 31.03.20 and to ask the question around redundancy protocols from the Employment Law Solicitors approached regarding TUPE.- Thanks from NB on behalf of the Core Team for the sensitivity to the Board and their comments around protecting the staff morale.- Next Board meeting it is agreed that we need to explore how we can generate other income.- RR – I may have some documents around income generation that might be appropriate to share.- Action Points 9, 10 & 11		
	Actions	Owner	Date
	9. Employment Law Solicitor to be asked about redundancy protocols and staff on temporary contracts	GAG	09.04.19
	10. Investigations to be started into generating other income	Jane Kracke	16.07.19
	11. Rebecca to share income generation documents with Jane Kracke if able to do so	Rebecca Roberts	09.04.19
	Chair’s Advisory Group (MA) <ul style="list-style-type: none">- No meeting – next meeting is in April after the PMIF results meetings and Sport England round table. Strategy Advisory Group (JTa) <ul style="list-style-type: none">- The last SAG meeting was PMIF focused. Therefore we have produced a new ToR to reflect the revised role.- The Board agree to adopt the new Terms of Reference. Education Group (JK) <ul style="list-style-type: none">- The last meeting was cancelled due to low attendance, lots of interest but peoples teaching timetables didn’t allow the time. Keele University and Staffordshire University, working with some of the colleges are about to submit a collaborative Mental Health bid; if this is successful this could be a good place to start.		
7.	Interim Directors Report (JK) <ul style="list-style-type: none">- PMIF / Quest result in as GOOD. Feedback as expected on our strengths and weaknesses and Improvements Actions. Process was a positive one. Final report due back on 24th January which will be circulated. Round table booked in with Sport England for 7th March.- BH – It’s important not to lose sight of the results and to take action using the Improvement plan. Thank you to the whole Board for their support throughout the process and for the collaborative approach everyone took.- JT – Thank you to Ben for leading SASSOT through the PMIF / QUEST process.- We will be using the Stakeholders Event to feedback on PMIF to our Stakeholders. The feedback from the Stakeholders survey was clear – face to face feedback is important.		

No.	Item Topic		
	<ul style="list-style-type: none">- MA – Thank you to the SASSOT Core team, who pulled together with energy and showed how, skilled, committed and articulate they all were. Well done.- MA – Thank you to the Board for your continued commitment and support. Our PMIF assessor Fiona also expressed her thanks.- Stakeholder Event is on 7th February at the Stone House Hotel 11-2pm. It will be good to see a good representation from the Board as well as Stakeholders. We will be updating on what we have done, what we are doing and asking what do you want?- Q3 update – please take time to read the highlights and challenges. <p>Interim Strategic Lead Report (BH)</p> <ul style="list-style-type: none">- Looking for advice on the Health & Wellbeing Board. What started as one thing has now evolved to us reporting on SASSOT. I'm conscious there has been a change of focus. Is this worth looking at?- Discussion around this being an important strategic relationship.- Decision made for Tim Clegg, Jonathan Topham and Ben Hollands to meet review SASSOT's future relationship with the HWBB and if needed bring back to the July Board meeting.- Action Point 12		
	Actions	Owner	Date
	12. Meeting to be arranged with Ben, Tim, Jon and Glynn Luznyj to discuss the HWBB / SASSOT relationship.	Sarah Bixter	09.04.19
8.	<p>Name Change / Re-branding Discussion (NB)</p> <p> Board Presentation SASSOT Rebrand 23r</p> <ul style="list-style-type: none">- Presentation from Naomi Bird- Board split into three groups for discussions. Each group fed back their discussion points.- The Board agree to tweaking the Branding of SASSOT but not to making any radical changes at this time. The time is not right and resources are better spent on delivery.		
9.	<p>Staff Showcase – Place Based Approach (BH)</p> <p> PBA overview.pptx</p> <ul style="list-style-type: none">- Presentation from Ben Hollands- Board to revisit this in 6-12 months to track progress / changes		
	<p>Date of next meeting(s)</p> <ul style="list-style-type: none">- 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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1. Contact to be made with Port Vale FC to arrange a meeting with Malcolm and Jane	Jane Kracke	28.02.2019
2. Sarah to email the Survey on Sport Governance to all Board Members	Sarah Bixter	24.01.2019
3. All Board members to complete the online Survey on Sport Governance	All	28.02.2019
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5. Neighbouring CSP's to be approached for information on their back office costs	Jane Kracke	09.04.2019
6. Self-Assessment to be emailed out to the Board for completion	Sarah Bixter	31.01.2019
7. All Board members to complete the new Self-Assessment by 22 nd February 2019	All	22.02.2019
8. All Board members to complete the new Skills Matrix after the next Board meeting	All	30.04.2019
9. Employment Law Solicitor to be asked about redundancy protocols and staff on temporary contracts	GAG	09.04.2019
10. Investigations to be started into generating other income	Jane Kracke	16.07.2019
11. Rebecca to share income generation documents with Jane Kracke if able to do so	Rebecca Roberts	09.04.2019
12. Meeting to be arranged with Ben, Tim, Jon and Glynn Luznyj to discuss the HWBB / SASSOT relationship.	Sarah Bixter	09.04.19

Prepared By:	Date	Checked By	File Code
Sarah Bixter	24.01.2019	Malcolm Armstrong	Board Minutes 23.01.19



Report to the Board – Enclosure 02

Report Title	Attendance
Date	03/04/2019

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

Contact Officer	Name:	Sarah Bixter
	Tel:	01785 619349

For Information	X
For Decision	

Previous Actions	Owner	Date
1. Contact to be made with Port Vale FC to arrange a meeting with Malcolm and Jane	Jane Kracke	COMPLETED
2. Sarah to email the Survey on Sport Governance to all Board Members	Sarah Bixter	COMPLETED
3. All Board members to complete the online Survey on Sport Governance	All	COMPLETED
4. Employment Law Solicitor to be approached for guidance on the TUPE process	GAG	COMPLETED
5. Neighbouring CSP's to be approached for information on their back office costs	Jane Kracke	COMPLETED
6. Self-Assessment to be emailed out to the Board for completion	Sarah Bixter	COMPLETED
7. All Board members to complete the new Self-Assessment by 22 nd February 2019	All	COMPLETED
8. All Board members to complete the new Skills Matrix after the next Board meeting	All	ONGOING 30.04.2019

Previous Actions	Owner	Date
9. Employment Law Solicitor to be asked about redundancy protocols and staff on temporary contracts	GAG	COMPLETED
10. Investigations to be started into generating other income	Jane Kracke	ONGOING 16.07.2019
11. Rebecca to share income generation documents with Jane Kracke if able to do so	Rebecca Roberts	ONGOING
12. Meeting to be arranged with Ben, Tim, Jon and Glynn Luznyj to discuss the HWBB / SASSOT relationship.	Sarah Bixter	ONGOING
A. Karen and Ben to meet to discuss potential collaborations around Ministry of wellbeing	Ben Hollands	ONGOING
B. Malcolm to review the structures after 12 months	Malcolm Armstrong	January 2020

Attendance:

							Attendances		
Current	First Name	Last Name	23/01/2019	09/04/2019	16/07/2019	15/10/2019	Possible	Actual	%
Y	Malcolm	Armstrong	1				1	1	100
Y	Sarah	Bixter	1				1	1	100
Y	Tim	Clegg	1				1	1	100
Y	Angela	Dale	1				1	1	100
Y	Mark	Deaville	0				1	0	0
Y	Alistair	Fisher	1				1	1	100
Y	Toyin	Higgs	1				1	1	100
Y	Ian	Kelsall	1				1	1	100
Y	Jane	Kracke	1				1	1	100
Y	Derek	Peters	1				1	1	100
Y	Kimiyo	Rickett	1				1	1	100
Y	Rebecca	Roberts	1				1	1	100
Y	Jude	Taylor	1				1	1	100
Y	Jonathan	Topham	1				1	1	100
Y	Pauline	Walsh	0				1	0	0



Report to the Board – Enclosure 03

Report Title	Chairs Actions since last meeting
Date	03/04/2019

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

Contact Officer	Name:	Malcolm Armstrong
	Tel:	01785 619349

For Information	X
For Decision	

Chairs actions since last meeting :

- *East Staffordshire Sport Awards*
- *Stakeholder Event at the Stone House Hotel*
- *Mid-year review – Interim Director*
- *Strategy Advisory Group*
- *Coaching with two members of staff*
- *Visit to Port Vale FC*
- *PMIF Round table meeting*
- *Support meetings with senior staff*
- *Foreword for SASSOT Newsletter*
- *SLCOF Away day*
- *Conference call regarding invitation to quote*



Report to the Board – Enclosure 04

Report Title	Governance and Appointments Group Report
Date	9 th April 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 update the Board on the following:

- Hosting v Independence
- Board Effectiveness / Self-Review Survey Results
- Ambassadors
- Safeguarding Policy Update and Safeguarding Champion

2. **Recommendation(s)**

- That the Board agrees actions to address the findings of the Survey
- That the Board considers the use of Ambassadors
- That the Board approves the updated Safeguarding Policy and approves the appointment of Toyin Higgs as Safeguarding Champion

3. Executive Summary

Key headlines from the last quarter include:

- £20,000 verbally secured from Sport England to procure expertise to support our decision-making around whether to remain hosted or become independent
- Board Effectiveness / Self-Review Survey results overwhelmingly positive
- Potential to use local current / former sports personalities as Ambassadors for SASSOT
- SASSOT's Safeguarding Policy has had some minor amendments to reflect changes in legislation

4. Report

4.1 Hosting v Independence

- Following the last Board meeting, discussions have taken place with a range of Active Partnerships, Consultants, Active Partners national team etc. to gain their views and benefit from their experience
- An approach was made to Sport England regarding whether they could provide any financial support to procure expertise to support this process – they have verbally confirmed £20,000 is allocated to SASSOT
- As required by Sport England, we produced an Invitation to Quote which was sent to 16 individuals / companies
- We received 4 quotations and, following an assessment panel meeting (comprising of Malcolm Armstrong, Toyin Higgs, Ben Hollands and Jane Kracke), we have verbally instructed a consortium of three consultants including a pensions expert, change management specialist and employment law specialist, subject to confirmation of funding from Sport England

4.2 Board Effectiveness / Self-Review Survey Results

- Eleven Board members completed this, with the full results shown in Appendix One
- The results were overwhelmingly positive, with the majority of responses falling in the 'strongly agree' or 'agree' categories, with the remainder stating 'not in a position to provide an opinion'. 64% strongly agreed that they were proud to be a member of the Board.
- The Governance Advisory Group has identified four questions where they felt there was potential for improvement and which could be discussed during the Board meeting:
 - Q7-The Board regularly monitors and evaluates progress towards strategic goals
 - Q10 – The Board provides clear direction to the Director and makes proper arrangement for their supervision, support and appraisal
 - Q17 – The organisation structure of the Board (main Board, Sub-Groups / Advisory Groups and any working groups) is effective
 - Q23 – Board meetings are challenging and stimulating

4.3 Ambassadors

- Following a discussion with another Active Partnership, the idea of Ambassadors was discussed at the GAG meeting
 - These could be current or ex-sports personalities with a local connection, who could promote SASSOT to their networks. The potential to look at business people or those active within their communities was also discussed
 - This will be discussed at the Chair's Advisory Group and the Team meeting prior to the Board meeting, and a verbal update will be provided to the Board to stimulate further discussion

4.4 Safeguarding Policy Update and Safeguarding Champion

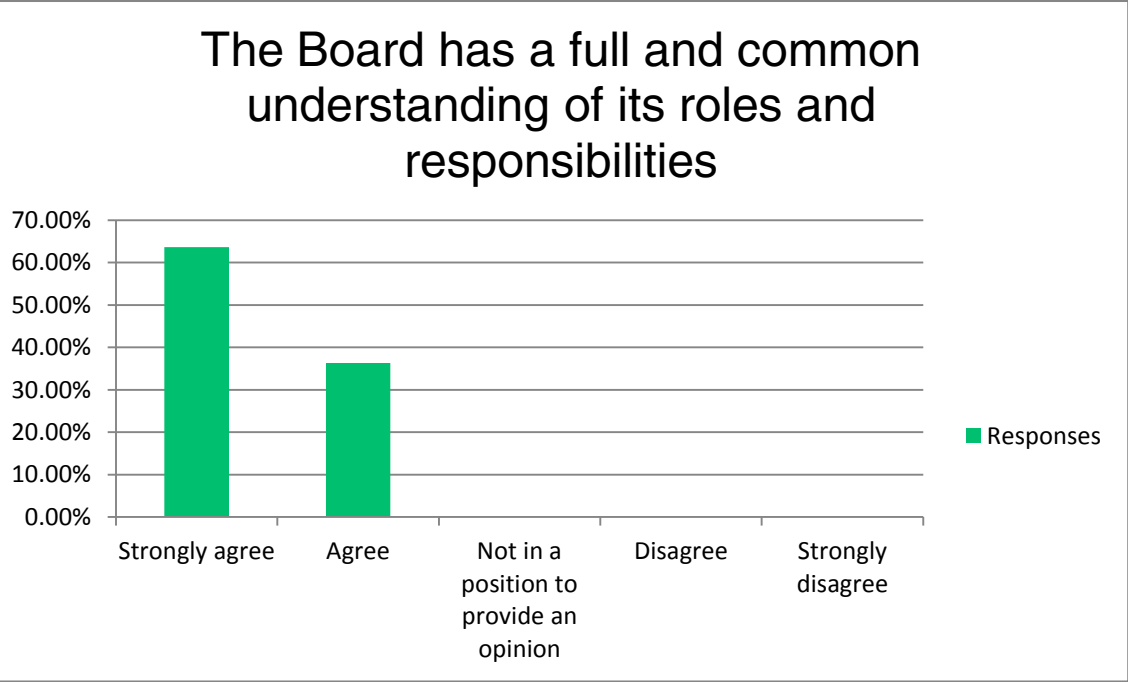
- In order to reflect new provisions contained in the Government's updated *2018 Working Together to Safeguard Children* statutory guidance our safeguarding policy has required an update.
- The 2018 Working Together to Safeguard Children guidance requires all sports organisations to:
 - 1. have escalation policies for staff to follow when their child safeguarding concerns are not being addressed within their organisation or by other agencies**
 - 2. have a senior board level champion with the required knowledge, skills and expertise**
 - 3. have a culture of safeguarding, equality and protection.**
 - 4. be able to work effectively with the safeguarding partners as required by any local safeguarding arrangements**
 - 5. ensure all paid and volunteer staff need to be aware of their responsibilities for safeguarding and promoting the welfare of children, how they should respond to concerns and how to make a referral to local authority children's social care or the police, if necessary.**
- The SASSOT policy has been updated to reflect this guidance. The board needs to endorse this updated policy – See Appendix Two.
- Toyin Higgs will be approached to see if she would be prepared to be our Board Safeguarding Champion

SASSOT Board Self-Assessment

Question 1

The Board has a full and common understanding of its roles and responsibilities

Answer Choices	Responses	
Strongly agree	63.64%	7
Agree	36.36%	4
Not in a position to provide an opinion	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0

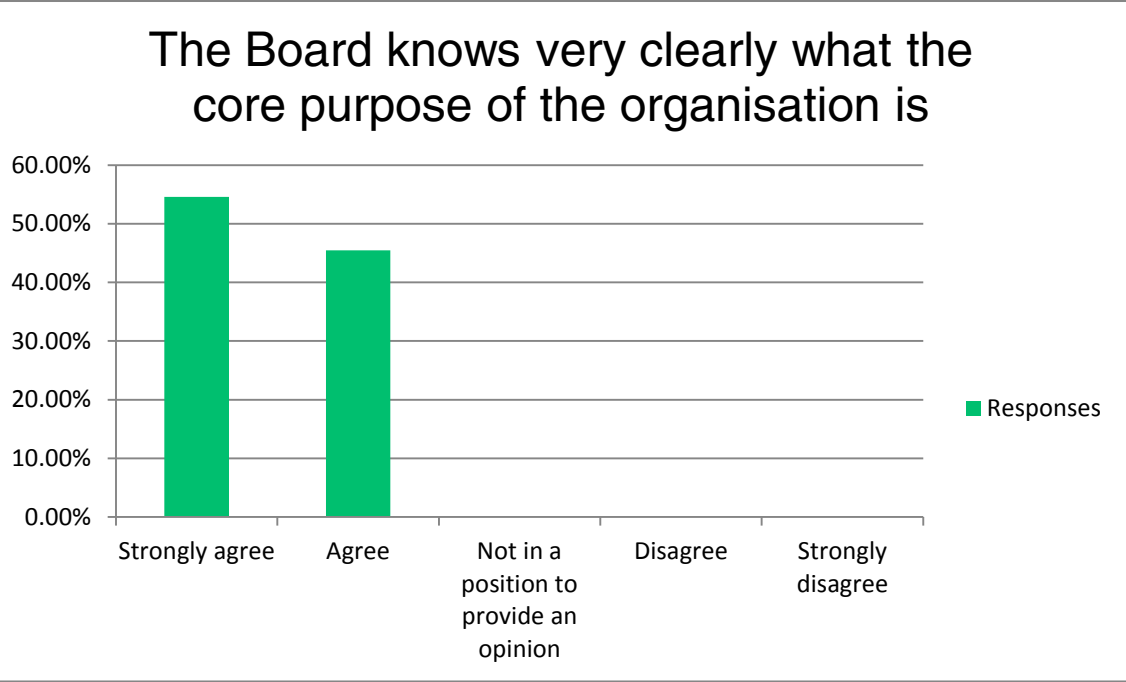


SASSOT Board Self-Assessment

Question 2

The Board knows very clearly what the core purpose of the organisation is

Answer Choices	Responses	
Strongly agree	54.55%	6
Agree	45.45%	5
Not in a position to provide an opinion	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0

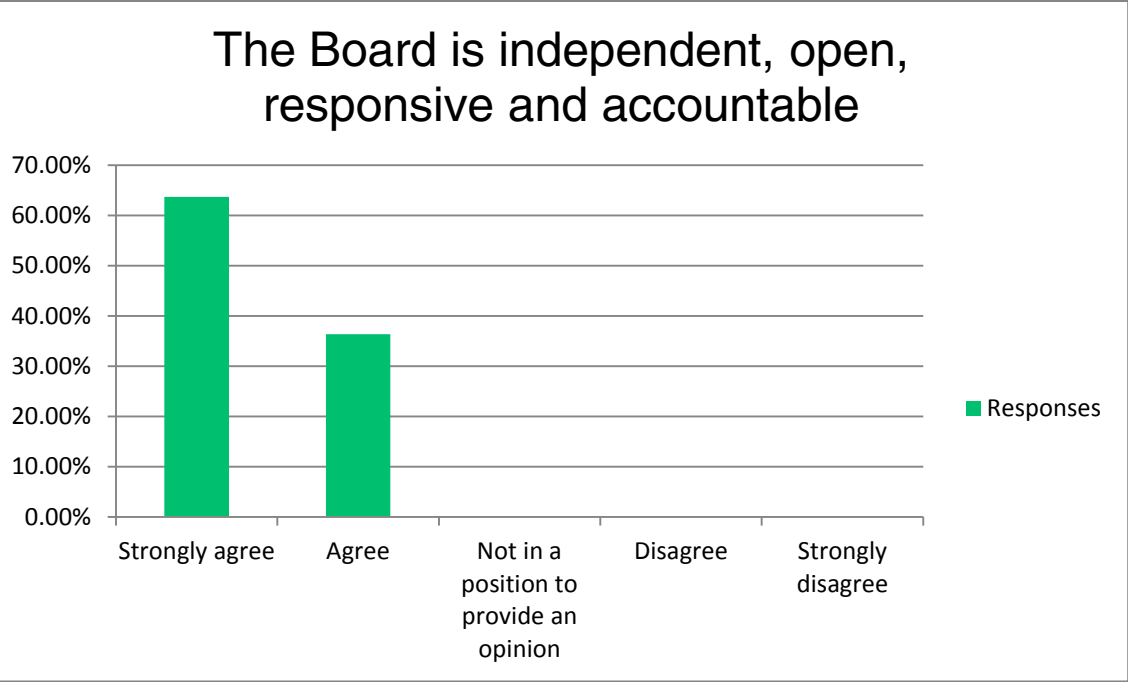


SASSOT Board Self-Assessment

Question 3

The Board is independent, open, responsive and accountable

Answer Choices	Responses	
Strongly agree	63.64%	7
Agree	36.36%	4
Not in a position to provide an opinion	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0

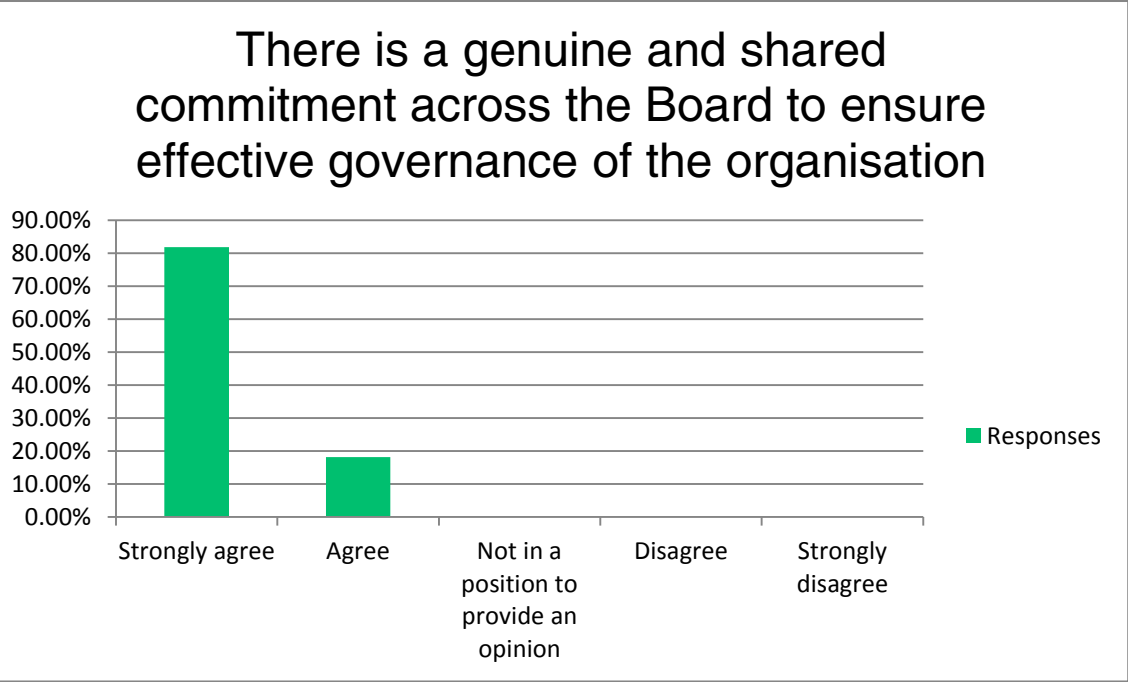


SASSOT Board Self-Assessment

Question 4

There is a genuine and shared commitment across the Board to ensure effective governance of the organisation

Answer Choices	Responses	
Strongly agree	81.82%	9
Agree	18.18%	2
Not in a position to provide an opinion	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0

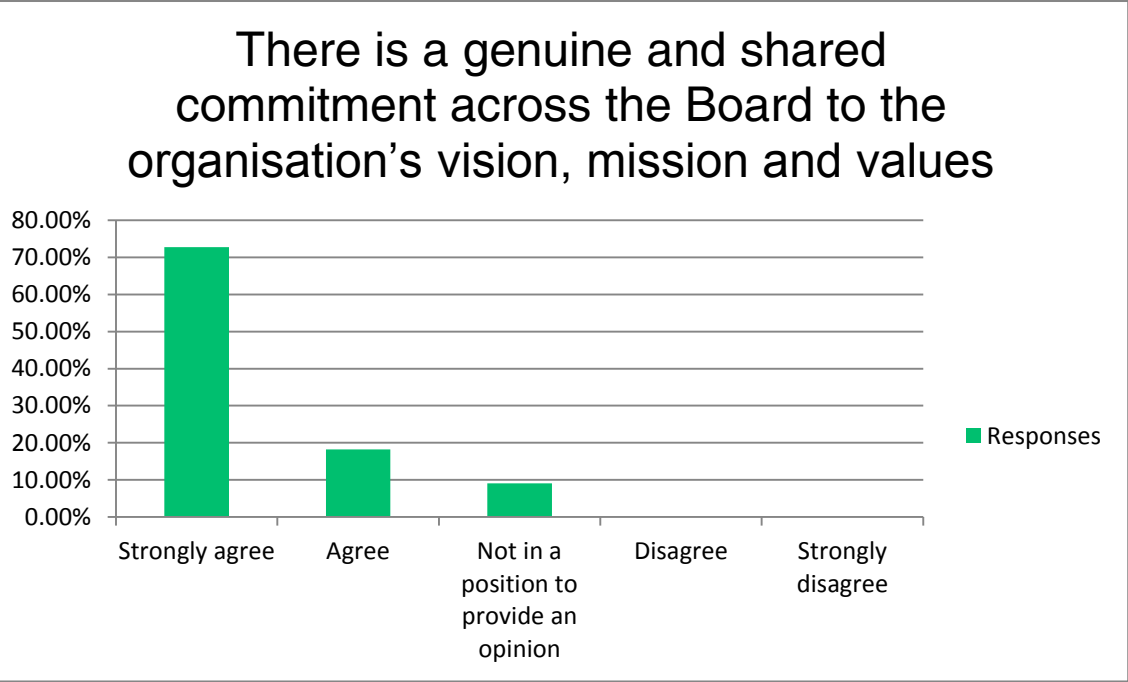


SASSOT Board Self-Assessment

Question 5

There is a genuine and shared commitment across the Board to the organisation’s vision, mission and values

Answer Choices	Responses	
Strongly agree	72.73%	8
Agree	18.18%	2
Not in a position to provide an opinion	9.09%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0



SASSOT Board Self-Assessment

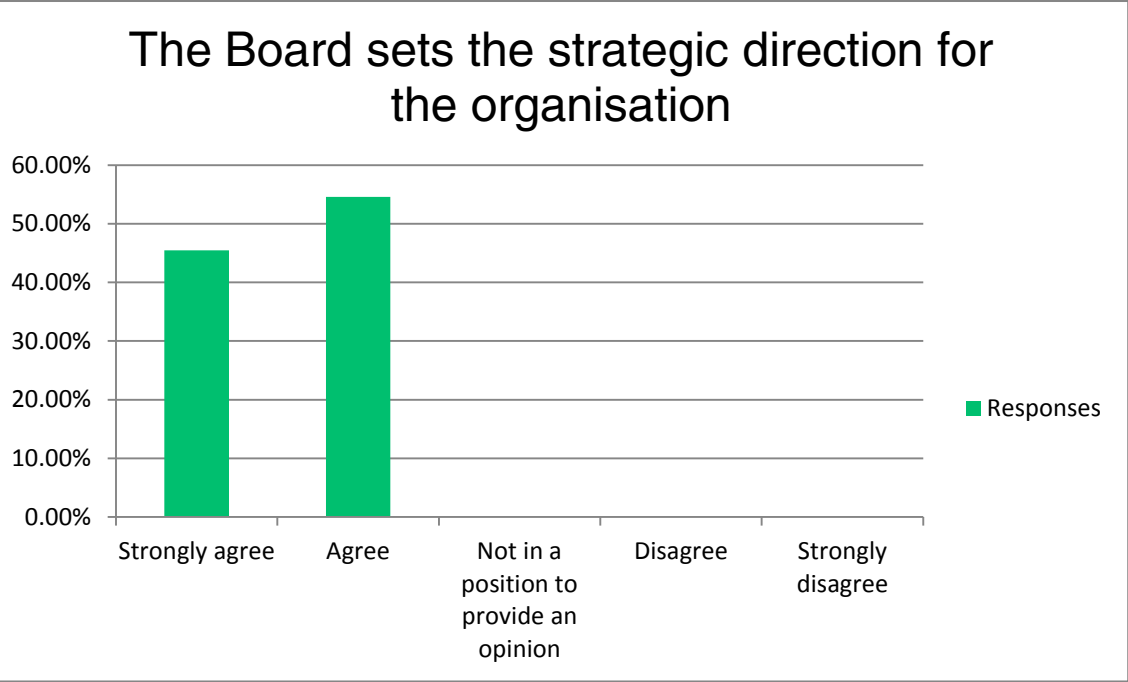
Question 6

The Board sets the strategic direction for the organisation

Answer Choices	Responses	
Strongly agree	45.45%	5
Agree	54.55%	6
Not in a position to provide an opinion	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0

Answered 11

Skipped 0



SASSOT Board Self-Assessment

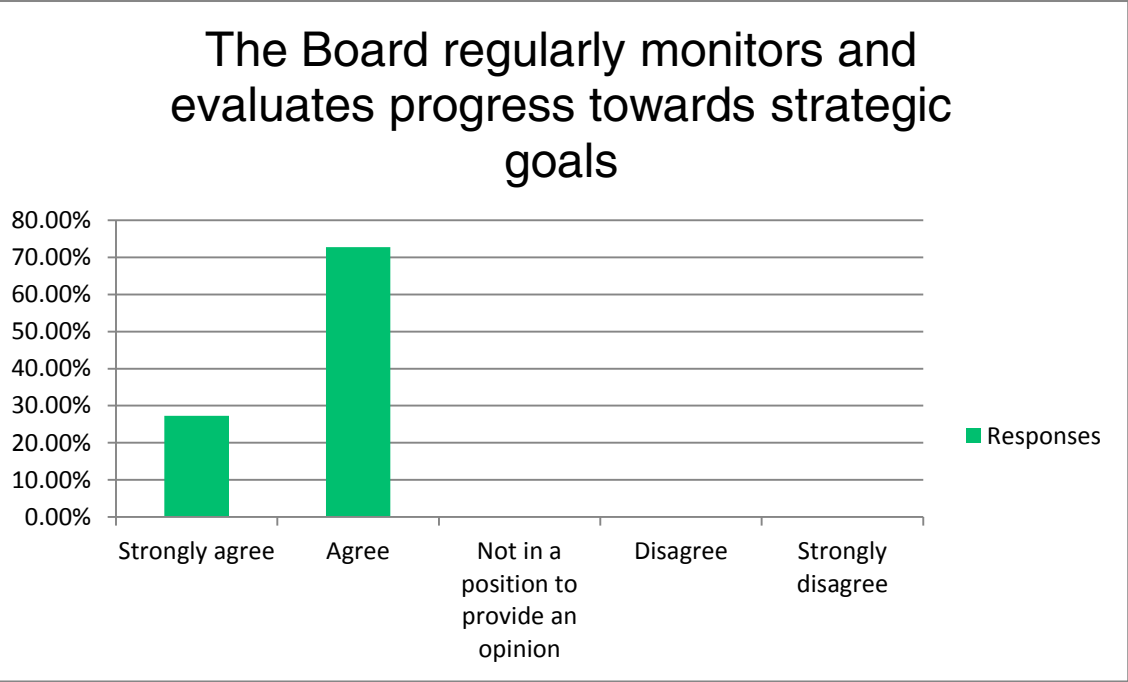
Question 7

The Board regularly monitors and evaluates progress towards strategic goals

Answer Choices	Responses	
Strongly agree	27.27%	3
Agree	72.73%	8
Not in a position to provide an opinion	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0

Answered 11

Skipped 0



SASSOT Board Self-Assessment

Question 8

The Board ensures than effective organisation-wide risk management processes are in place and receives appropriate risk information and reports

Answer Choices	Responses	
Strongly agree	45.45%	5
Agree	54.55%	6
Not in a position to provide an opinion	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0

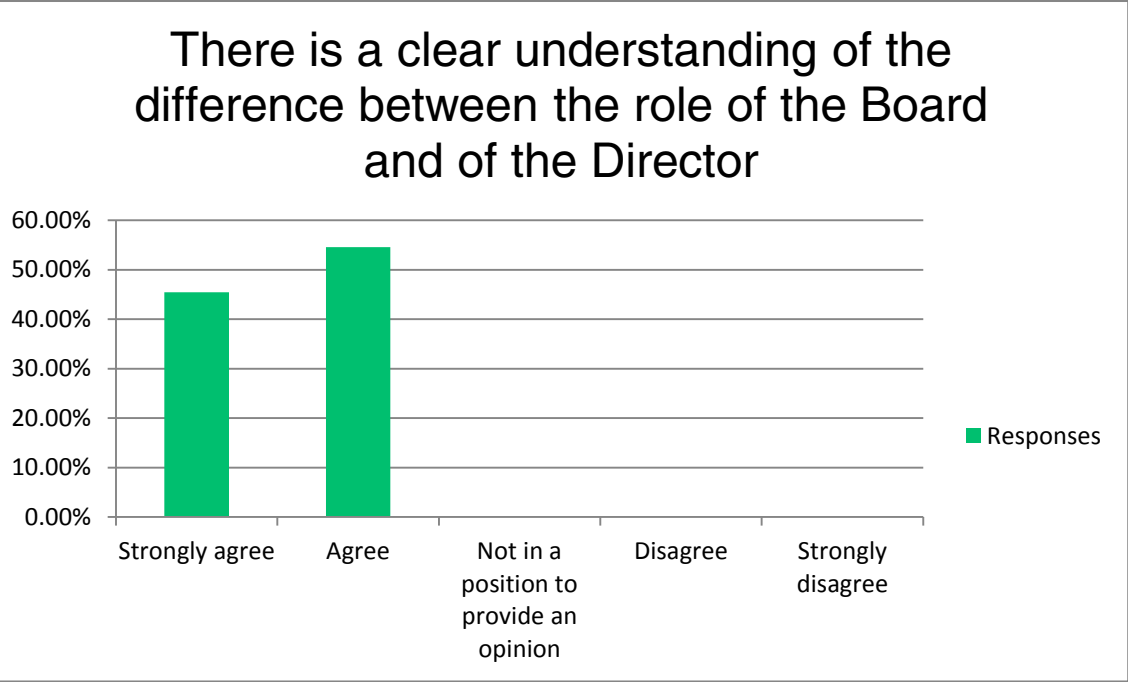


SASSOT Board Self-Assessment

Question 9

There is a clear understanding of the difference between the role of the Board and of the Director

Answer Choices	Responses	
Strongly agree	45.45%	5
Agree	54.55%	6
Not in a position to provide an opinion	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0

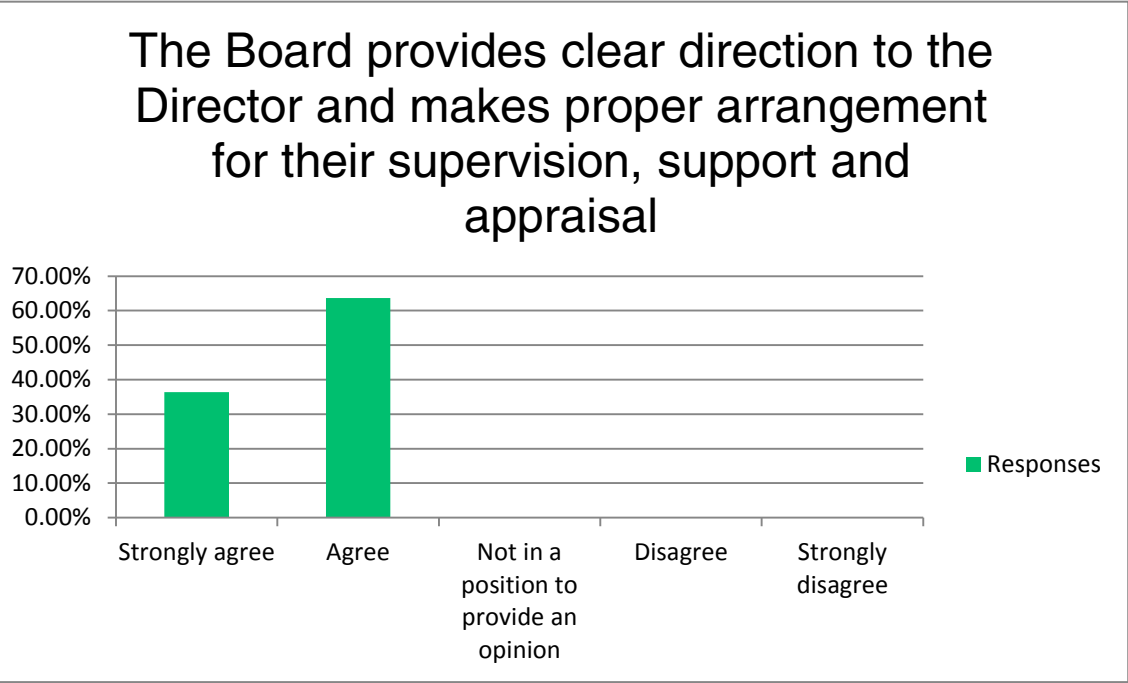


SASSOT Board Self-Assessment

Question 10

The Board provides clear direction to the Director and makes proper arrangement for their supervision, support and appraisal

Answer Choices	Responses	
Strongly agree	36.36%	4
Agree	63.64%	7
Not in a position to provide an opinion	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0

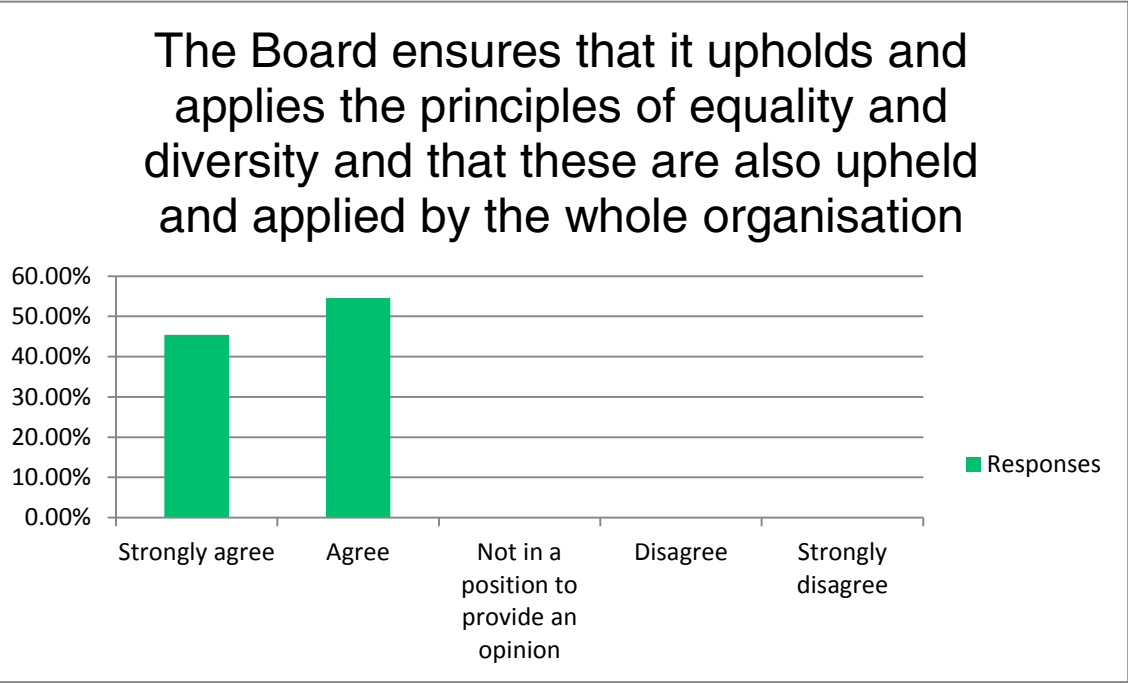


SASSOT Board Self-Assessment

Question 11

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

Answer Choices	Responses	
Strongly agree	45.45%	5
Agree	54.55%	6
Not in a position to provide an opinion	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0

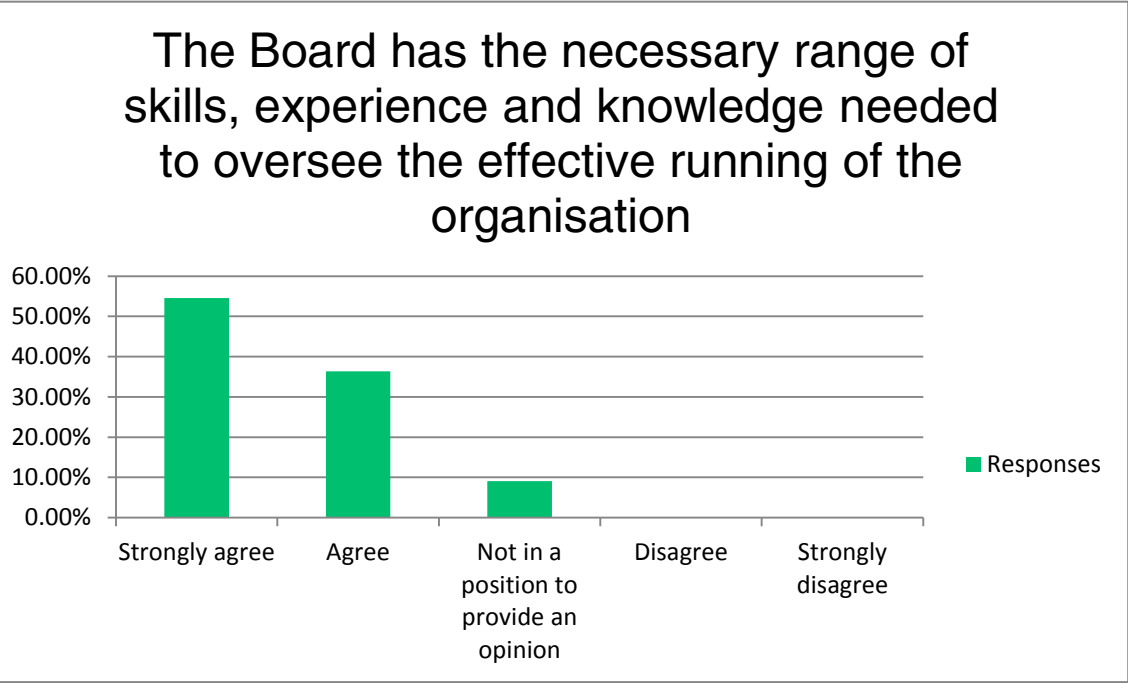


SASSOT Board Self-Assessment

Question 12

The Board has the necessary range of skills, experience and knowledge needed to oversee the effective running of the organisation

Answer Choices	Responses	
Strongly agree	54.55%	6
Agree	36.36%	4
Not in a position to provide an opinion	9.09%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0

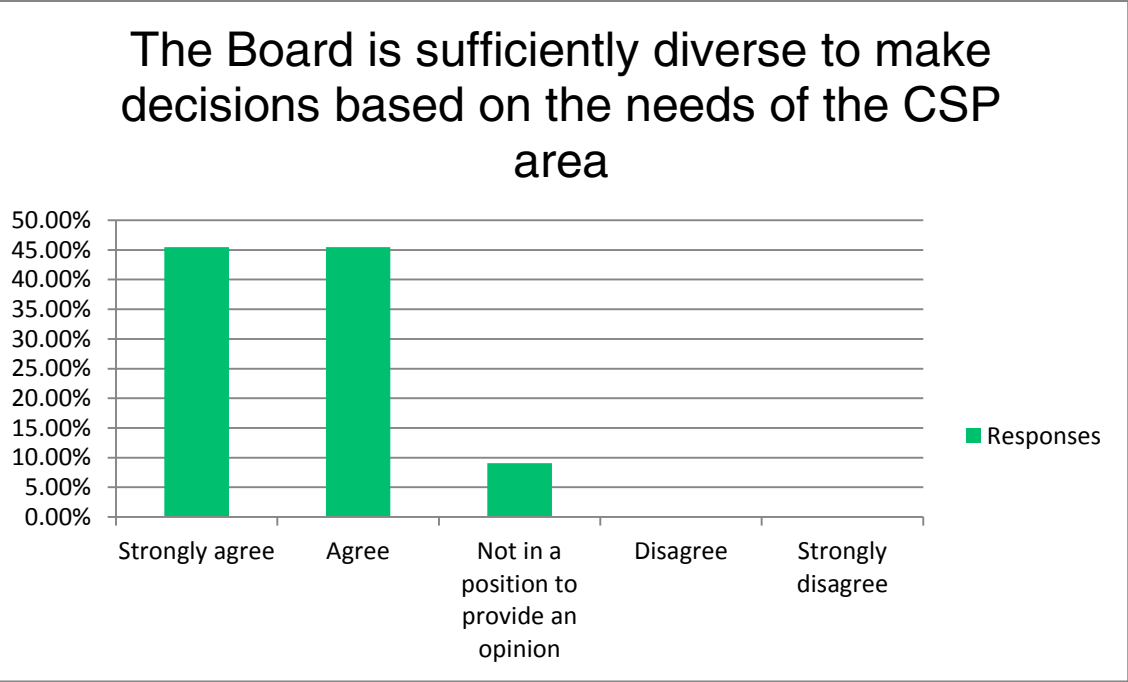


SASSOT Board Self-Assessment

Question 13

The Board is sufficiently diverse to make decisions based on the needs of the CSP area

Answer Choices	Responses	
Strongly agree	45.45%	5
Agree	45.45%	5
Not in a position to provide an opinion	9.09%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0

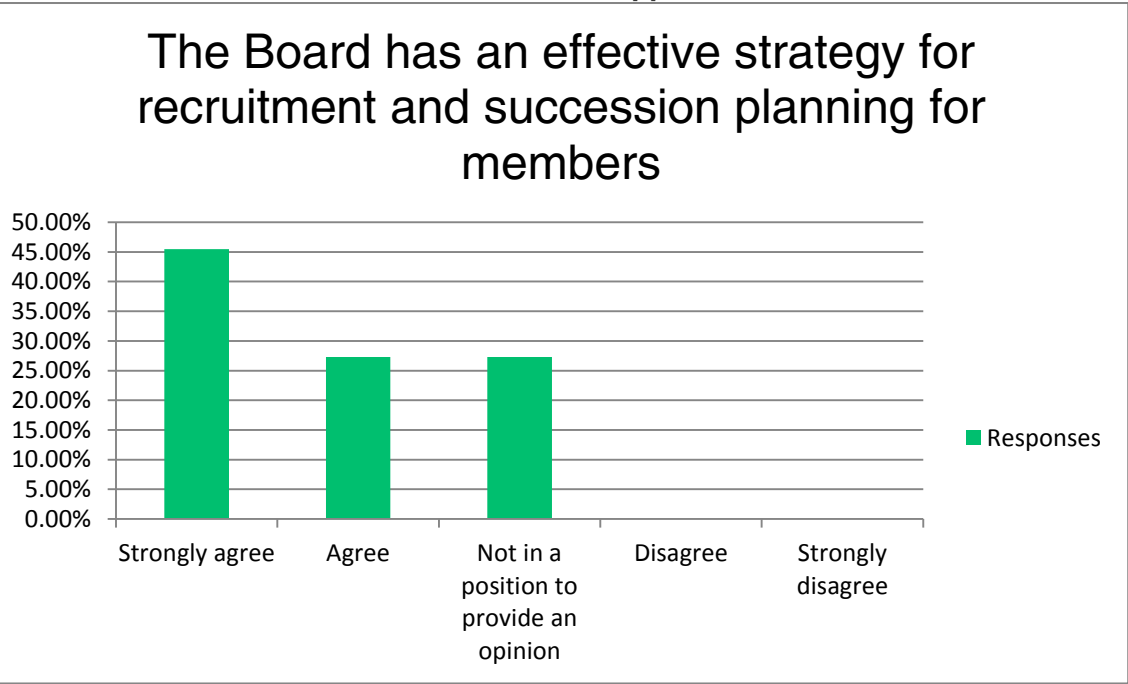


SASSOT Board Self-Assessment

Question 14

The Board has an effective strategy for recruitment and succession planning for members

Answer Choices	Responses	
Strongly agree	45.45%	5
Agree	27.27%	3
Not in a position to provide an opinion	27.27%	3
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0

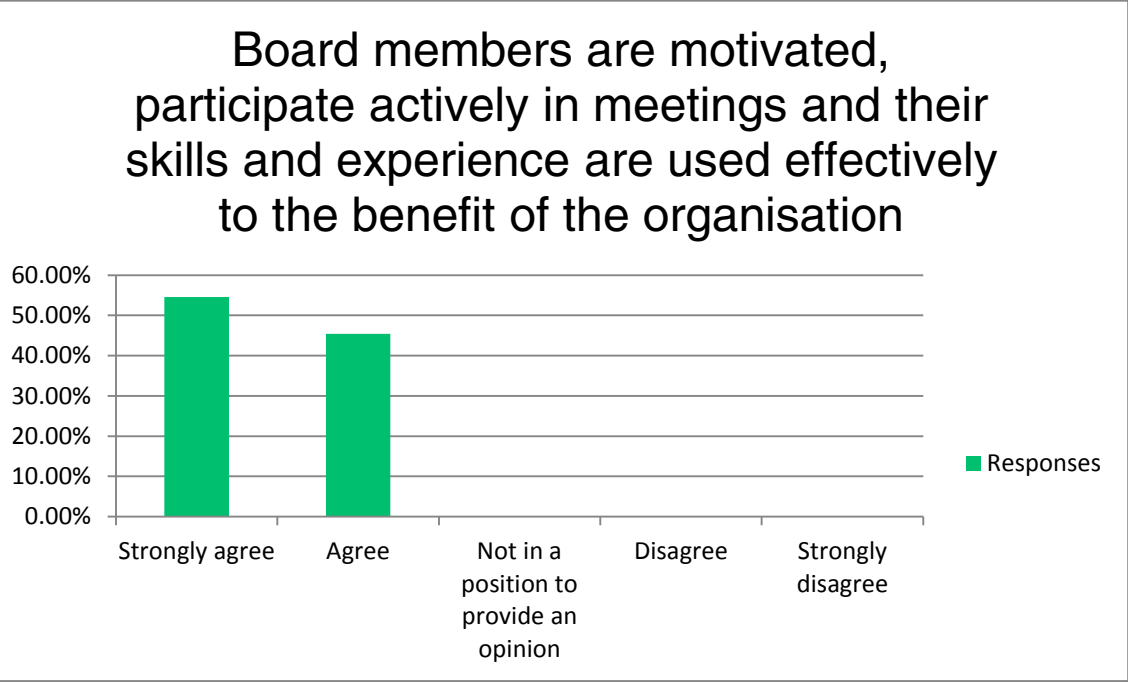


SASSOT Board Self-Assessment

Question 15

Board members are motivated, participate actively in meetings and their skills and experience are used effectively to the benefit of the organisation

Answer Choices	Responses	
Strongly agree	54.55%	6
Agree	45.45%	5
Not in a position to provide an opinion	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0

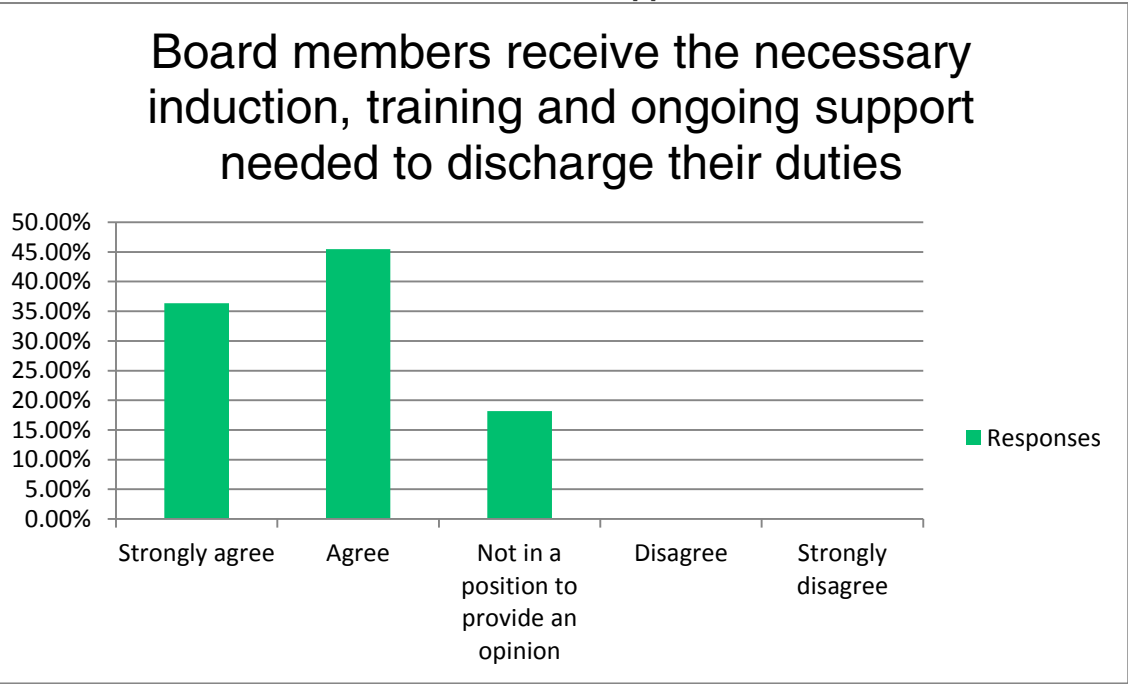


SASSOT Board Self-Assessment

Question 16

Board members receive the necessary induction, training and ongoing support needed to discharge their duties

Answer Choices	Responses	
Strongly agree	36.36%	4
Agree	45.45%	5
Not in a position to provide an opinion	18.18%	2
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0

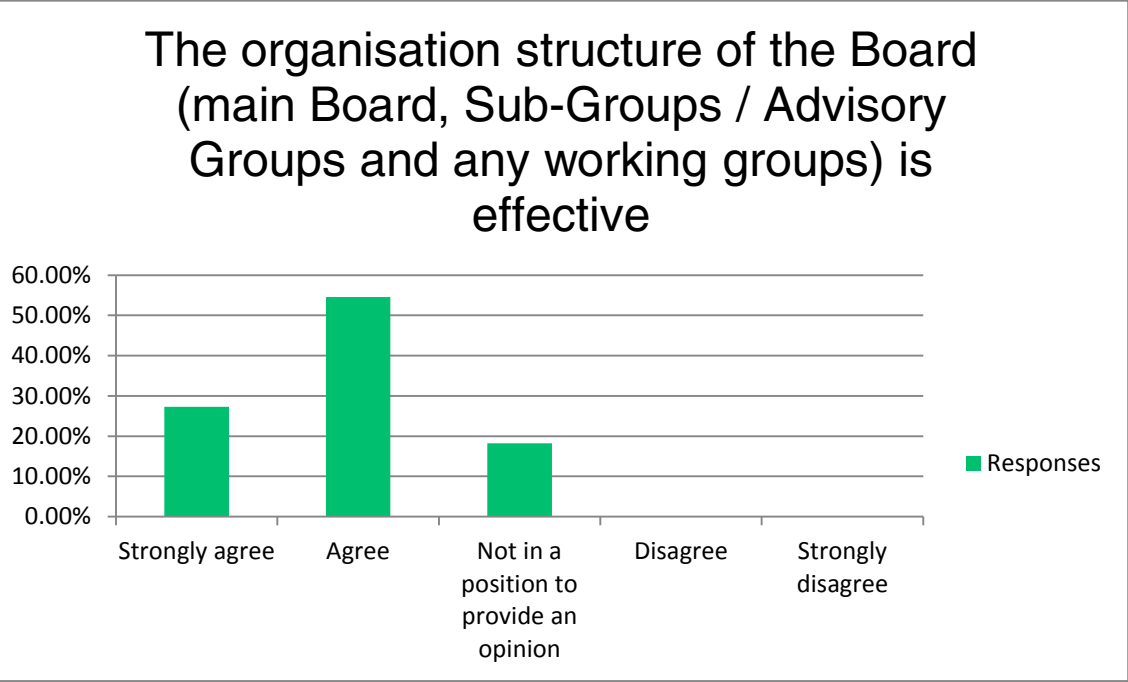


SASSOT Board Self-Assessment

Question 17

The organisation structure of the Board (main Board, Sub-Groups / Advisory Groups and any working groups) is effective

Answer Choices	Responses	
Strongly agree	27.27%	3
Agree	54.55%	6
Not in a position to provide an opinion	18.18%	2
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0

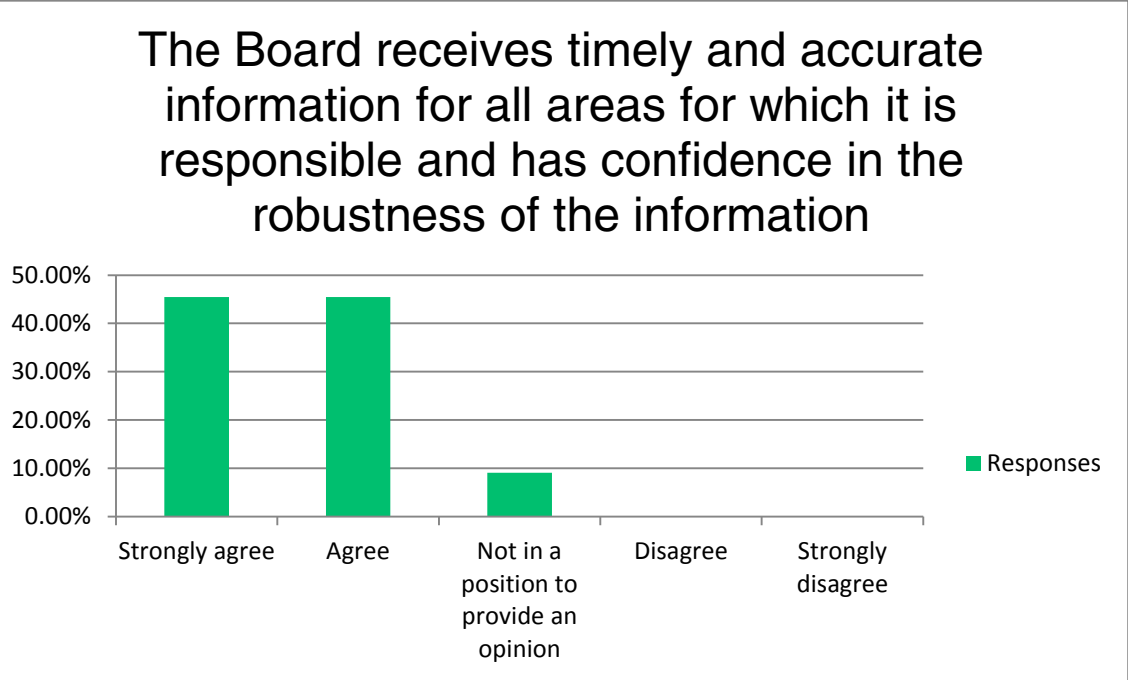


SASSOT Board Self-Assessment

Question 18

The Board receives timely and accurate information for all areas for which it is responsible and has confidence in the robustness of the information

Answer Choices	Responses	
Strongly agree	45.45%	5
Agree	45.45%	5
Not in a position to provide an opinion	9.09%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0

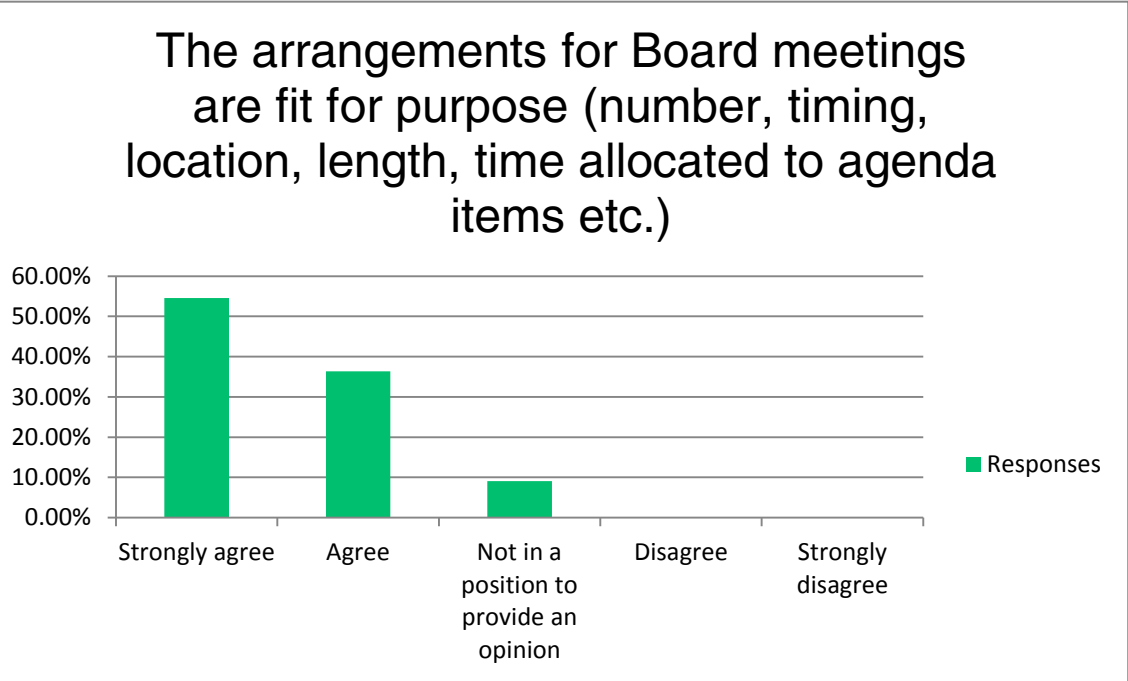


SASSOT Board Self-Assessment

Question 19

The arrangements for Board meetings are fit for purpose (number, timing, location, length, time allocated to agenda items etc.)

Answer Choices	Responses	
Strongly agree	54.55%	6
Agree	36.36%	4
Not in a position to provide an opinion	9.09%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0



SASSOT Board Self-Assessment

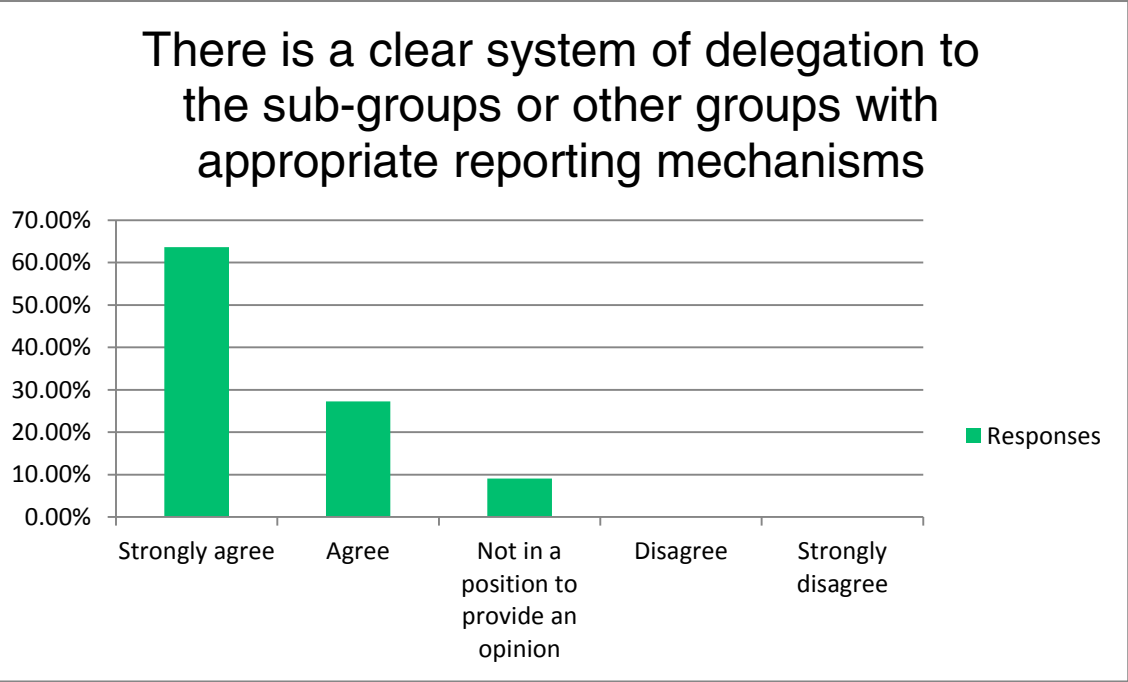
Question 20

There is a clear system of delegation to the sub-groups or other groups with appropriate reporting mechanisms

Answer Choices	Responses	
Strongly agree	63.64%	7
Agree	27.27%	3
Not in a position to provide an opinion	9.09%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0

Answered 11

Skipped 0

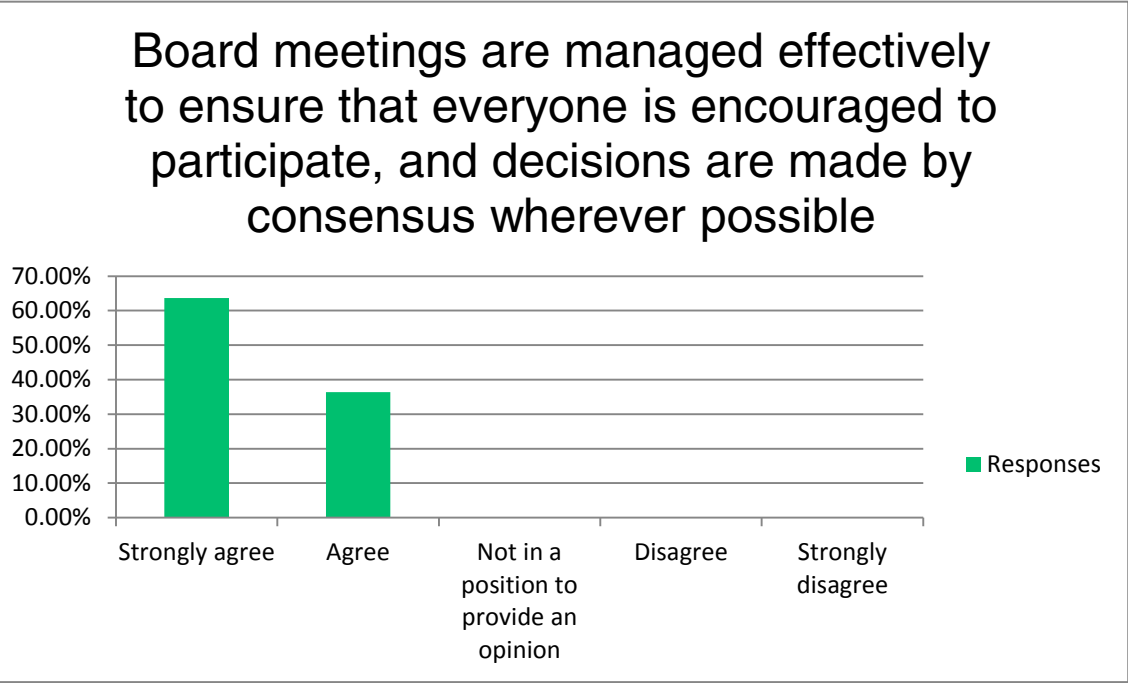


SASSOT Board Self-Assessment

Question 21

Board meetings are managed effectively to ensure that everyone is encouraged to participate, and decisions are made by consensus wherever possible

Answer Choices	Responses	
Strongly agree	63.64%	7
Agree	36.36%	4
Not in a position to provide an opinion	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0

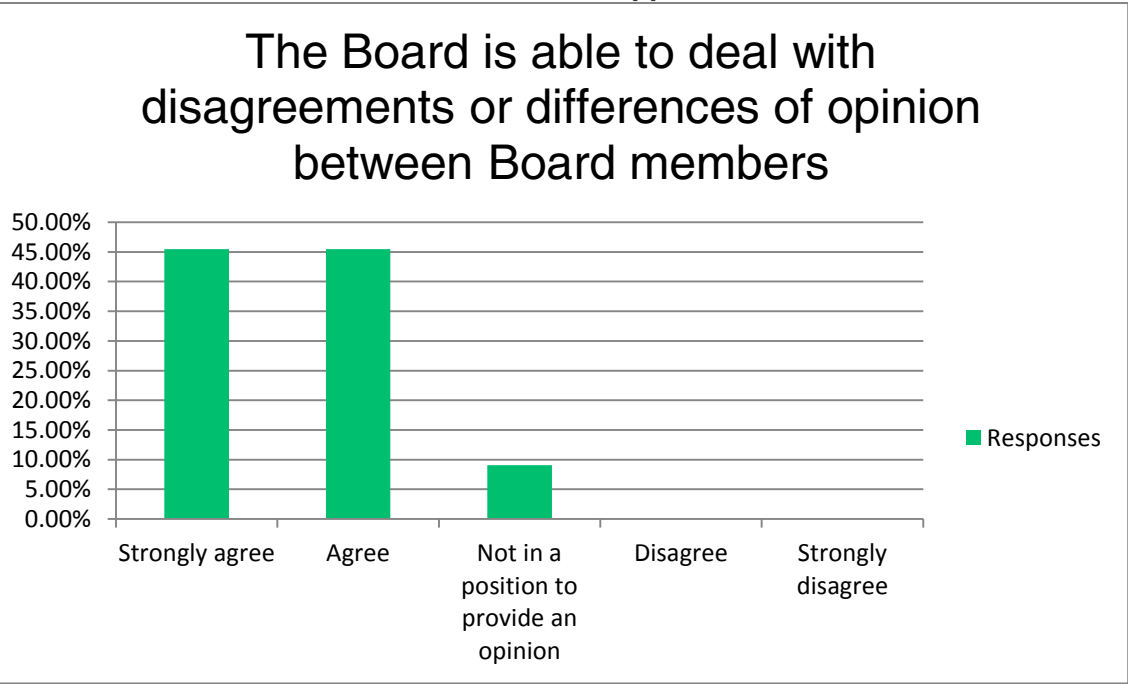


SASSOT Board Self-Assessment

Question 22

The Board is able to deal with disagreements or differences of opinion between Board members

Answer Choices	Responses	
Strongly agree	45.45%	5
Agree	45.45%	5
Not in a position to provide an opinion	9.09%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0



SASSOT Board Self-Assessment

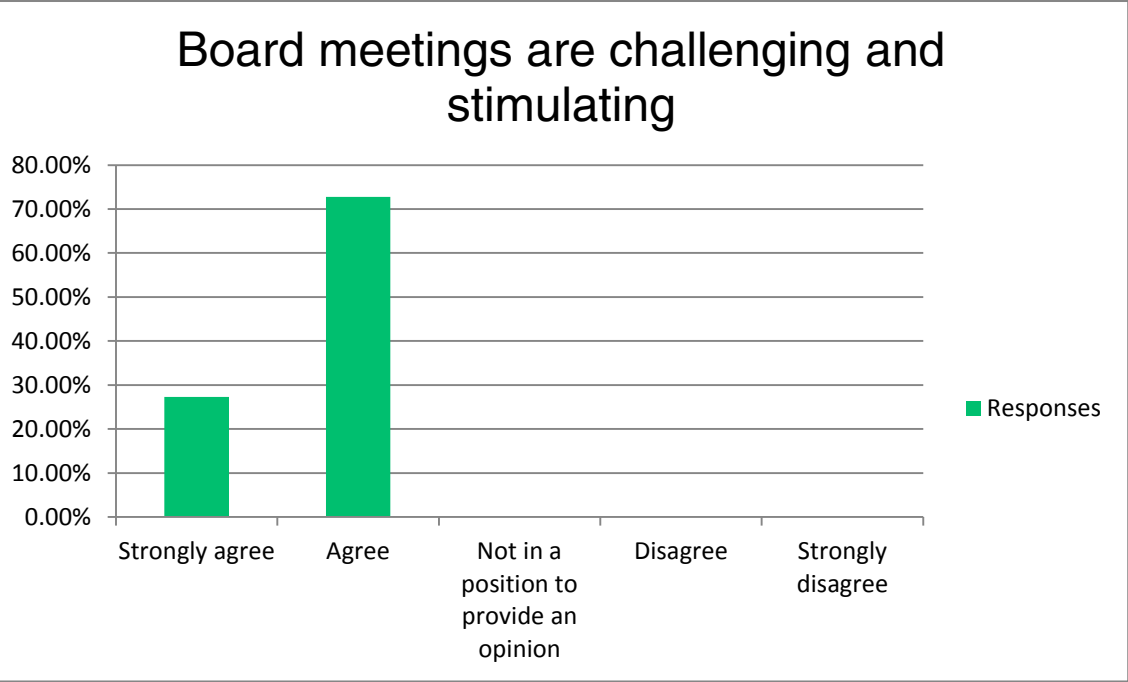
Question 23

Board meetings are challenging and stimulating

Answer Choices	Responses	
Strongly agree	27.27%	3
Agree	72.73%	8
Not in a position to provide an opinion	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0

Answered 11

Skipped 0

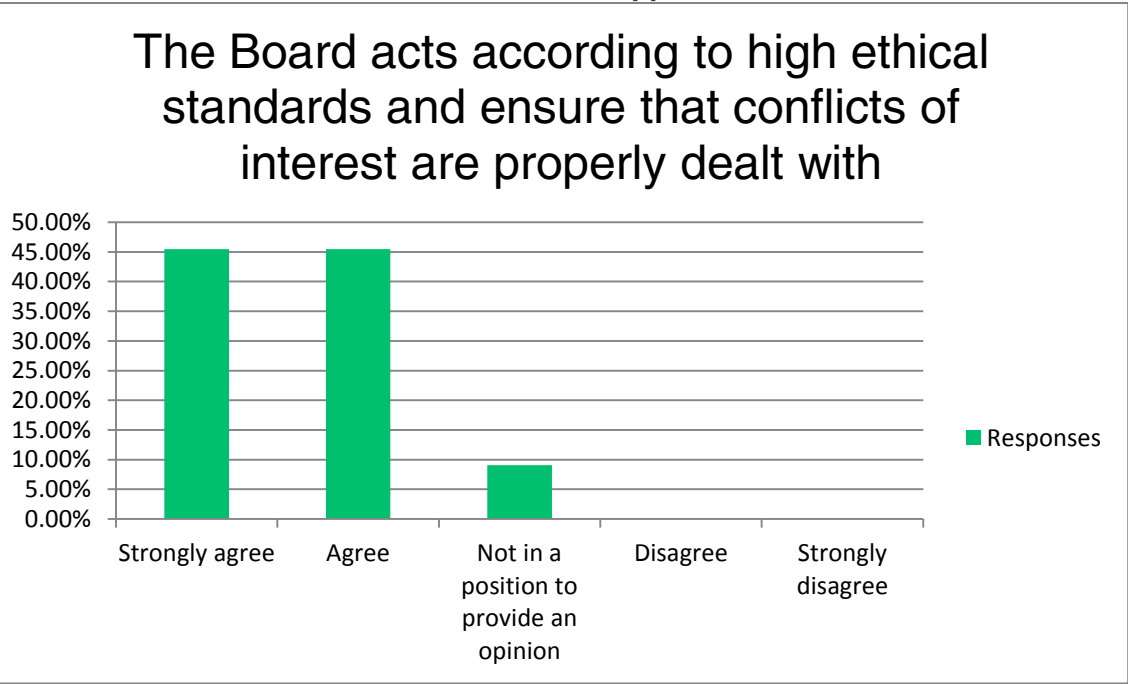


SASSOT Board Self-Assessment

Question 24

The Board acts according to high ethical standards and ensure that conflicts of interest are properly dealt with

Answer Choices	Responses	
Strongly agree	45.45%	5
Agree	45.45%	5
Not in a position to provide an opinion	9.09%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0



SASSOT Board Self-Assessment

Question 25

Please list at least one improvement action for the Board:

Answered 7

Skipped 4

Respondents	Response Date	Responses
1	Mar 13 2019 09:58 PM	There has been a lot of internal work that has been needed so as that is almost done hopefully some more external perspective about what's happening in the sector can naturally take place a little more easily.
2	Mar 05 2019 04:22 PM	I think we need to get under the skin of some of the programmes of work I also think we need to think about how SASSOT fits into the wider (complicated) partnership structure eg STP, HWBB etc
3	Feb 19 2019 01:33 PM	I think the board has worked hard to achieve many improvements in the last 12 months and just to keep ensuring that its values remain current and the impact to the community continually improves.
4	Feb 16 2019 09:01 PM	I am newly appointed to the Board in 12 months time I'd feel in a better position to answer this question
5	Feb 14 2019 10:08 PM	increased use of everyone's skills
6	Feb 14 2019 05:31 PM	Finding a correct balance between regular business and strategic thinking
7	Feb 14 2019 04:57 PM	allow more time for discussion and future proofing

SASSOT Board Self-Assessment

Question 26

Any further comments:

Answered 4

Skipped 7

Respondents	Response Date	Responses
1	Mar 13 2019 09:58 PM	no.
2	Feb 19 2019 01:33 PM	no
3	Feb 16 2019 09:01 PM	no
4	Feb 14 2019 05:31 PM	The dynamics of the Board have improved over the last 9-12months through clear and supportive leadership from the chair, collaborative work of board members and the hard work and expertise provided by paid members of the team.

SASSOT Board Self-Assessment

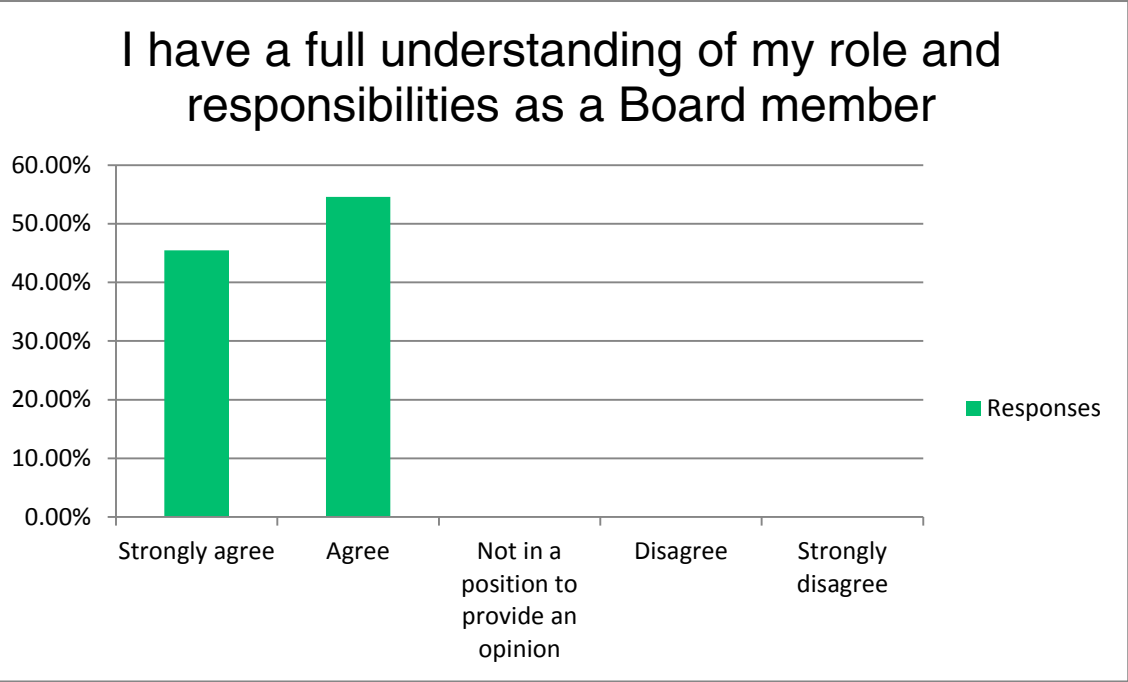
Question 27

I have a full understanding of my role and responsibilities as a Board member

Answer Choices	Responses	
Strongly agree	45.45%	5
Agree	54.55%	6
Not in a position to provide an opinion	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0

Answered 11

Skipped 0

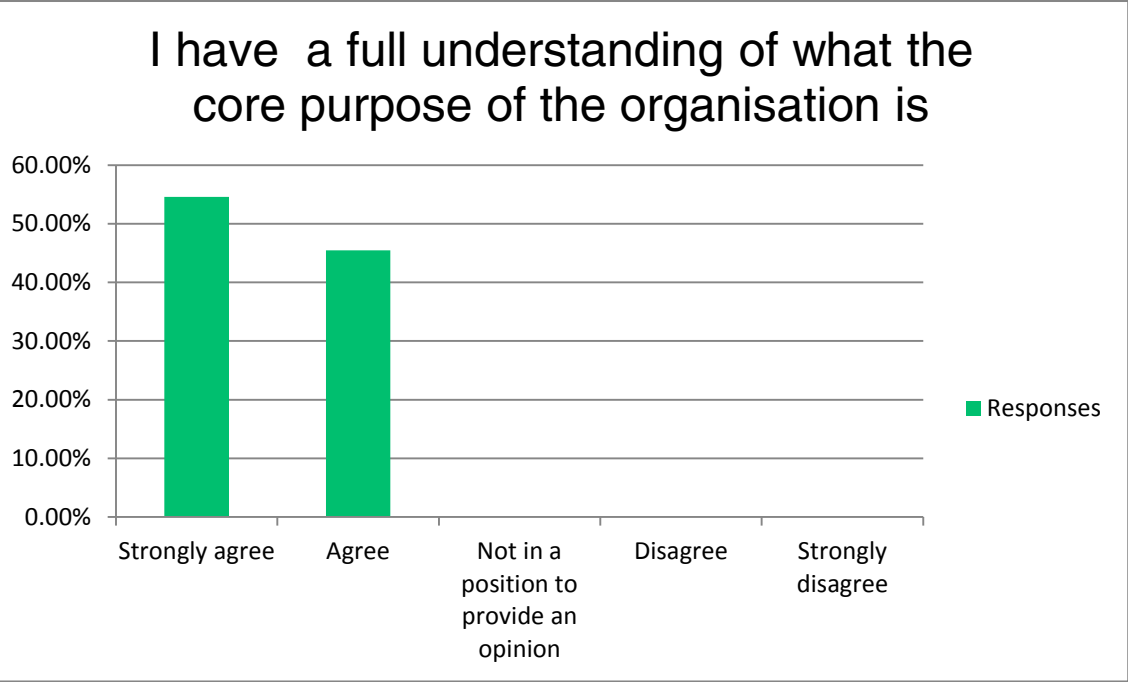


SASSOT Board Self-Assessment

Question 28

I have a full understanding of what the core purpose of the organisation is

Answer Choices	Responses	
Strongly agree	54.55%	6
Agree	45.45%	5
Not in a position to provide an opinion	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0

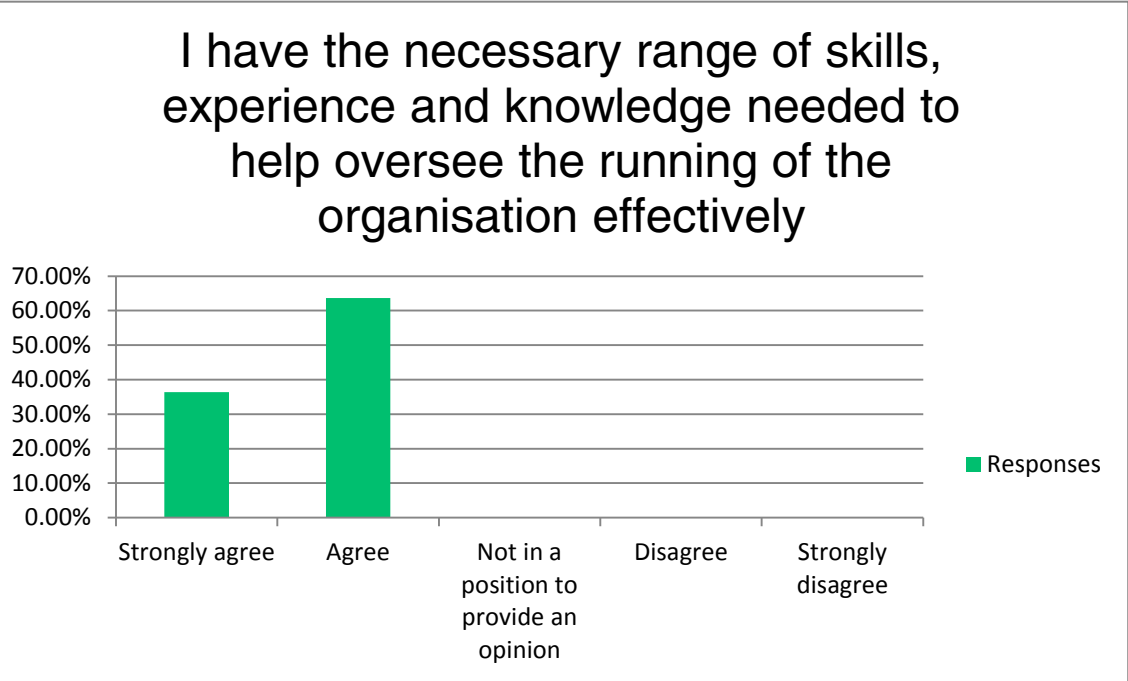


SASSOT Board Self-Assessment

Question 29

I have the necessary range of skills, experience and knowledge needed to help oversee the running of the organisation effectively

Answer Choices	Responses	
Strongly agree	36.36%	4
Agree	63.64%	7
Not in a position to provide an opinion	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0



SASSOT Board Self-Assessment

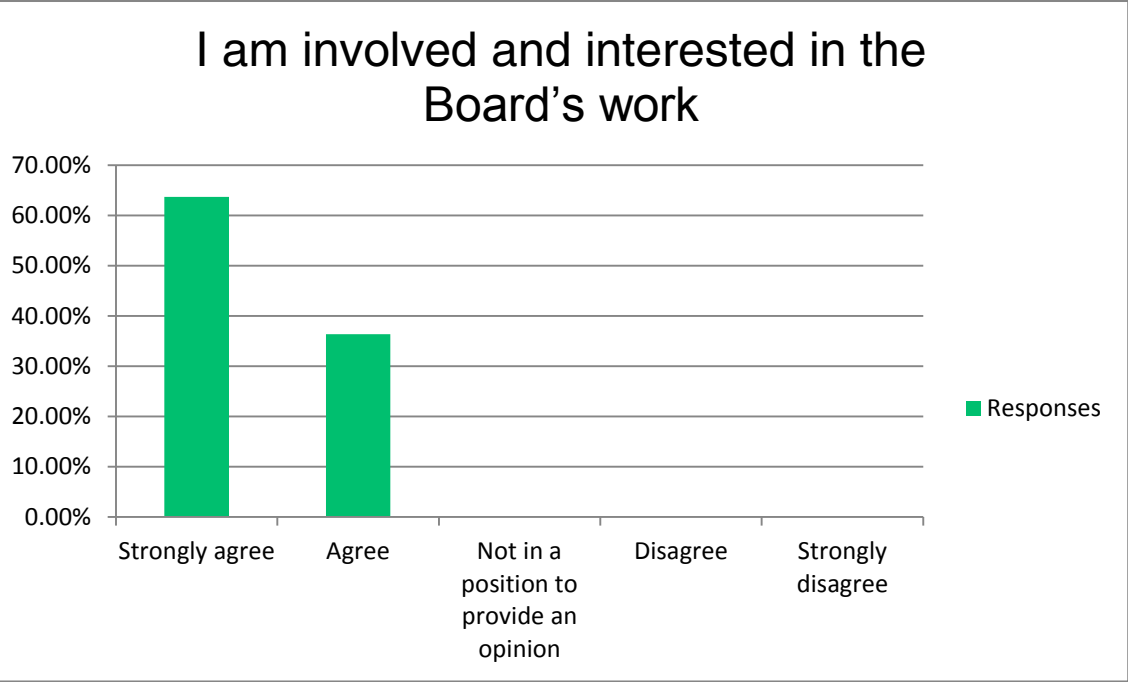
Question 30

I am involved and interested in the Board’s work

Answer Choices	Responses	
Strongly agree	63.64%	7
Agree	36.36%	4
Not in a position to provide an opinion	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0

Answered 11

Skipped 0

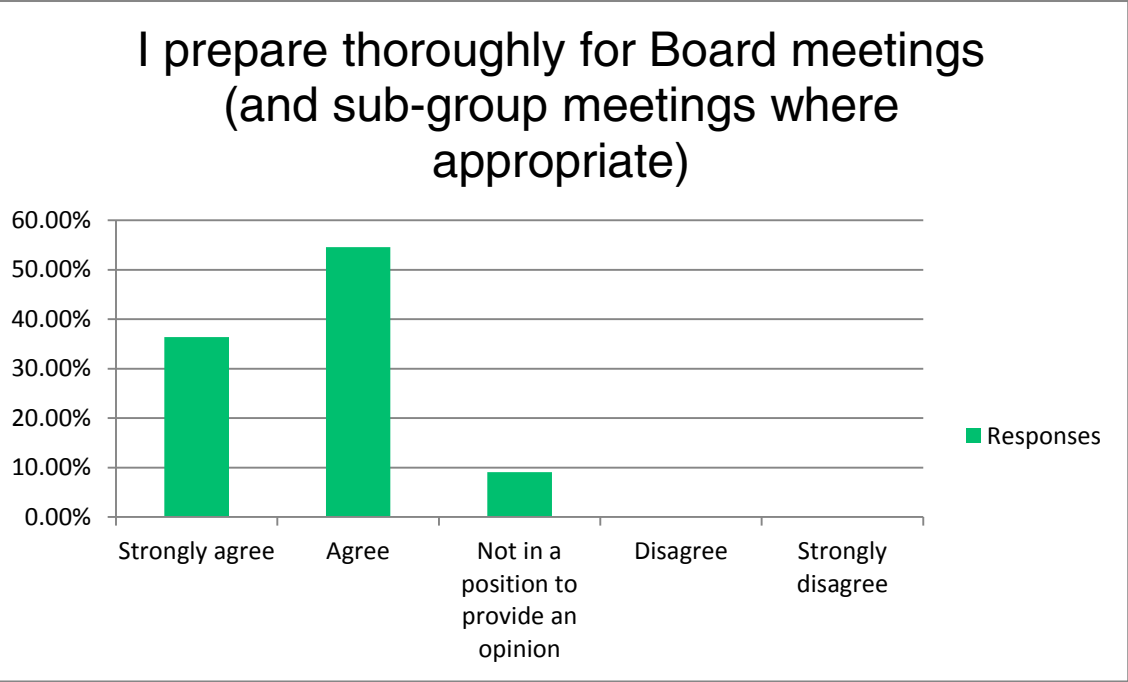


SASSOT Board Self-Assessment

Question 31

I prepare thoroughly for Board meetings (and sub-group meetings where appropriate)

Answer Choices	Responses	
Strongly agree	36.36%	4
Agree	54.55%	6
Not in a position to provide an opinion	9.09%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0

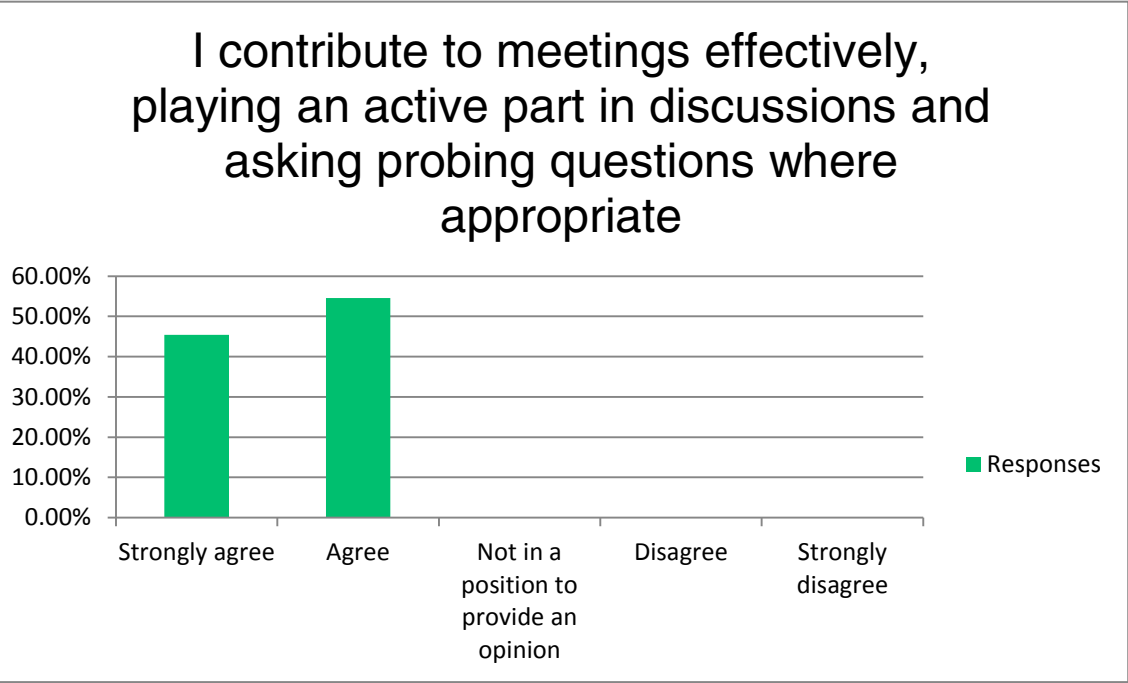


SASSOT Board Self-Assessment

Question 32

I contribute to meetings effectively, playing an active part in discussions and asking probing questions where appropriate

Answer Choices	Responses	
Strongly agree	45.45%	5
Agree	54.55%	6
Not in a position to provide an opinion	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0



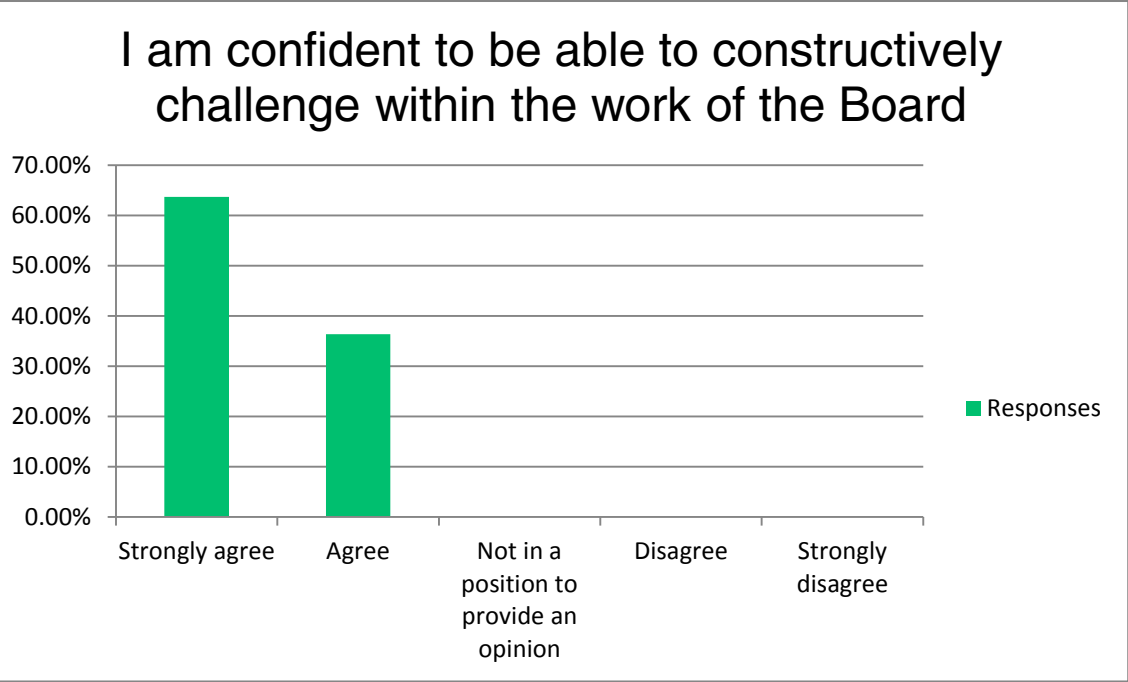
SASSOT Board Self-Assessment

Question 33

I am confident to be able to constructively challenge within the work of the Board

Answer Choices	Responses	
Strongly agree	63.64%	7
Agree	36.36%	4
Not in a position to provide an opinion	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0

Answered 11
Skipped 0

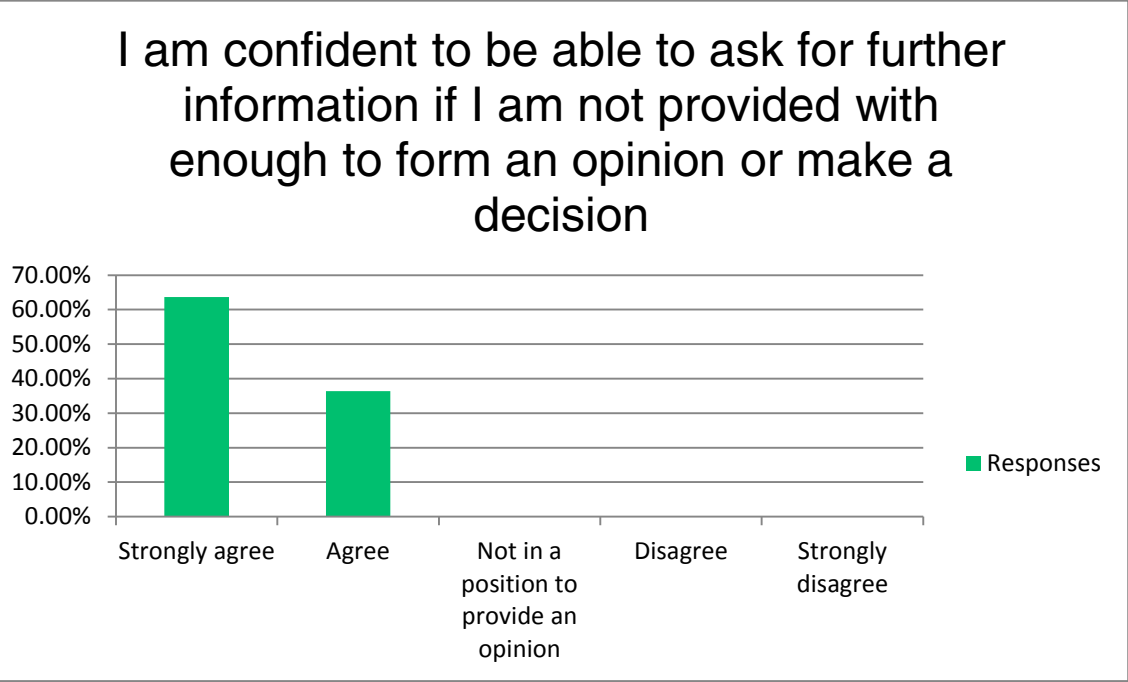


SASSOT Board Self-Assessment

Question 34

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

Answer Choices	Responses	
Strongly agree	63.64%	7
Agree	36.36%	4
Not in a position to provide an opinion	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
Answered		11
Skipped		0



SASSOT Board Self-Assessment

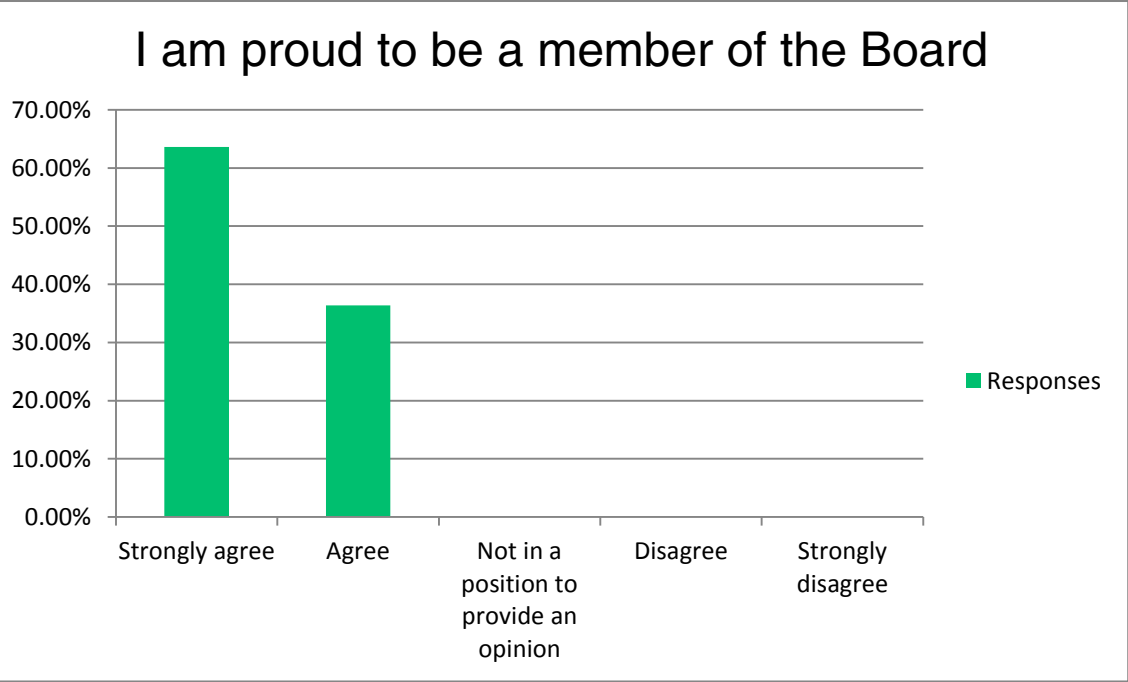
Question 35

I am proud to be a member of the Board

Answer Choices	Responses	
Strongly agree	63.64%	7
Agree	36.36%	4
Not in a position to provide an opinion	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0

Answered 11

Skipped 0



SASSOT Board Self-Assessment

Question 36

Please list any training needs or additional support required in relationship to your role on the Board:

Answered 4

Skipped 7

Respondents	Response Date	Responses
1	Mar 13 2019 09:58 PM	n/a
2	Feb 19 2019 01:35 PM	Director training which I will be attending next month
3	Feb 16 2019 09:03 PM	Induction unfortunately, Safeguarding conference was cancelled I would like to take this up in future if possible. I am due to due training on the 5th March which I am looking forward to.
4	Feb 14 2019 05:33 PM	Continued clarity on role and purpose of the organisation as it moves forwards

SASSOT Board Self-Assessment

Question 37

Any further comments:

Answered 2

Skipped 9

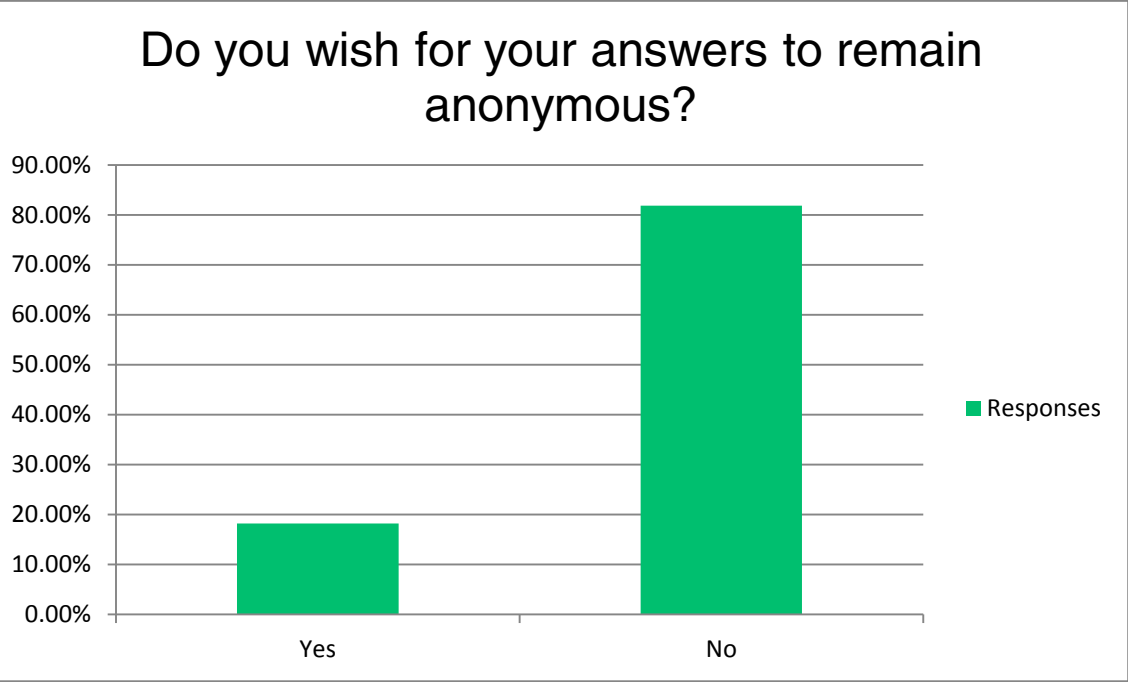
Respondents	Response Date	Responses
1	Mar 13 2019 09:58 PM	no
2	Feb 19 2019 01:35 PM	I enjoy working as part of the board and am very proud of the boards recent achievements

SASSOT Board Self-Assessment

Question 39

Do you wish for your answers to remain anonymous?

Answer Choices	Responses	
Yes	18.18%	2
No	81.82%	9
Answered		11
Skipped		0





Safeguarding and Child Protection Policy

Sport Across Staffordshire & Stoke on Trent Child Safeguarding and Child Protection Policy

Safeguarding Policy Document Format

- **Section 1** Safeguarding Policy Document – This document sets out SASSOT's commitment to safeguarding including our safeguarding principles and responsibilities
- **Section 2** Safeguarding Guidance and Procedures document – This document provides safeguarding guidance to staff working with children and young people. This document also outlines procedures to deal with a range of issues and areas of delivery, specifically these include:
 - Promoting good practice with young people
 - Recruitment, employment and deployment of staff
 - Codes of conduct
 - Use of photographic equipment
 - Transporting children and young people
 - Recognising poor practice, abuse and bullying
 - Responding to concerns, suspicions and allegations
 - The role of the Designated Person
 - Information Sharing
 - Key Contacts
 - Appendices

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Section 1

Sport Across Staffordshire & Stoke on Trent Child Protection Policy

Foreword

Sport Across Staffordshire and Stoke-on-Trent (SASSOT) is a sub-regional multi agency partnership funded to increase participation in sport, physical education and active recreation. SASSOT works with a range of partners to achieve this through a combination of strategic coordination, generic support services and direct delivery.

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

The current SASSOT Partnership consists of the following organisations:

- Sport England
- Cannock Chase District Council
- East Staffordshire Borough Council
- Lichfield District Council
- Newcastle under Lyme Borough Council
- South Staffordshire Council
- Stafford Borough Council
- Staffordshire Moorlands District Council
- Stoke on Trent City Council
- Tamworth Borough Council
- Staffordshire County Council
- Staffordshire University
- Keele University
- National Governing Bodies of Sport

As the lead strategic organisation for sport and physical activity in Staffordshire, SASSOT is committed to ensuring that all young people and adults are able to participate and enjoy all forms of sport and physical activity in a safe and supportive environment. Please note that SASSOT have a separate **Safeguarding Adults at Risk Policy** in place that has been formally adopted by the SASSOT Executive Board.

Working with key local statutory agencies and the Child Protection in Sport Unit (CPSU), SASSOT will encourage and support all partner organisations to fulfil their safeguarding and child protection responsibilities through implementing their own policies and procedures. CPSU form part of the NSPCC and receive Sport England funding to ensure safeguarding standards in sport are enhanced and maintained.

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

- **Make clear SASSOT's commitment to safeguarding all children and young people and, alongside our safeguarding implementation plan, demonstrate how we are meeting statutory safeguarding obligations as set out in Working Together to Safeguard Children (2018)**
- **Provide guidance and clear procedures for staff working with children and young people**
- **Form part of guidance documentation for partner organisations when developing their own child protection policies and to encourage them to work in line with the national safeguarding framework**
- **Provide a reference framework for SASSOT to check partner policies and procedures meet an appropriate minimum standard when commissioning or sub-contracting work that involves delivery to young people or vulnerable adults**

SASSOT has been awarded the Preliminary, Intermediate and Advanced levels of the National Standards for Safeguarding Young People in Sport and remains committed to maintaining these standards as part of an ongoing safeguarding work programme.

SASSOT have two nominated Safeguarding Lead Officers:

Ben Hollands. Tel: 01785 619693 (office hours only). Email: bhollands@staffordbc.gov.uk
Lee Booth. Tel: 01785 619730 (office hours only). Email: lbooth@staffordbc.gov.uk

The Safeguarding Lead Officers have attended the CPSU recommended Time to Listen course for CSP Safeguarding Lead Officers and receive ongoing support, training and check and challenge from CPSU.

This policy was last reviewed in March 2019 and will be recommended for formal re-adoption by the SASSOT Executive Board in April 2019, further to the previous adoption in July 2017. This policy will be reviewed within 3 years of its published date or in light of new legislation or major incidents.

1.0 Policy Statement

Sport can and does have a powerful and positive influence on people, especially young people. Not only can it provide opportunities for enjoyment and achievement, it can also develop qualities such as self-esteem, leadership and teamwork. Young people have a lot to gain from sport. Sport provides an excellent medium in which young people can learn new skills, become more confident and maximise their own unique potential. These positive effects can only take place if sport is in the right hands – in the hands of those who place the welfare of all young people first and adopt practices that support, protect and empower them.

The Policy reflects the updated **Working Together to Safeguard Children (2018) guidance**, building on the previous 2015 version of the guidance. Key aspects of this guidance and key updates include:

- Policies for staff are in place to follow when child safeguarding concerns are not being addressed within the CSP or by other agencies: This is reflected throughout this policy and SASSOT fall under the host organisation (Stafford Borough Council) Whistleblowing Policy.
- A senior board level champion with the required knowledge, skills and expertise is in place: SASSOT have historically had a nominated Safeguarding Board Champion and a recent re-structure of the Executive Board includes a Safeguarding Champion. The Board will ensure a Champion is recruited to the Board in the event of member turnover.
- Creating a culture of safeguarding, equality and protection: SASSOT proactively embrace the principles and procedures outlined in this document. Key examples of this include developing and maintain relationships with statutory bodies, continuous professional development of the SASSOT team and the wider sport and physical activity workforce and ensuring our commissioned partners have adequate safeguarding policies and procedures in place.
- Arrangements in place to collaborate and to work effectively with safeguarding partners as required by any local safeguarding arrangements: SASSOT will continue to maintain an open and professional dialogue with both the Staffordshire and Stoke LSCB's and ensure that SASSOT has at least two trained Lead Officers in place. SASSOT are committed to operating in a transparent way and will share information with partners as appropriate.
- The organisation needs to communicate local arrangements to paid and volunteer staff including clubs and partners who need to be aware of their responsibilities for safeguarding and promoting the welfare of children. Information will include how they should respond to concerns and how to make a referral to local authority children's social care or the police, if necessary: SASSOT coordinate an education and training programme that includes nationally recognised safeguarding training (UK Coaching SPC and club welfare officer training) as well as signposting to other local and national safeguarding training opportunities. SASSOT will ensure that safeguarding responsibilities are reflected in all our sub-contracting and commissioning arrangements with partners. SASSOT will maintain and develop our safeguarding marketing and communications campaigns with the LSCBs.

The SASSOT Child Protection Policy is based on the following core values and principles:

1.1 Core Values

- All young people's sporting experiences must be guided by what is best for that young person.
- Adults interacting with young people in sport should do so with integrity and respect for the child.
- All young people's sport should be conducted in an atmosphere of fair play.
- Young people's sport should be conducted in a safe, positive and encouraging atmosphere.
- Adults who take a responsibility for young people in sport have a duty to ensure that they are competent to provide safe and rewarding experiences for those in their care, through appropriate training and education.

1.2 Principles

- The welfare of young people, (the Children Act 1989 defines a young person as under 18 years of age) is the primary concern.
- All people, but especially young people, whatever their age, culture, disability, gender, language, racial origin, religious belief or sexual identity have the right to protection from abuse.
- It is the responsibility of child protection experts to determine whether or not abuse has taken place, but it is everyone's responsibility to report any concerns.
- All incidents of poor practice and suspicions or allegations of abuse should be taken seriously and responded to swiftly and appropriately.
- Confidentiality should be upheld in line with GDPR and the Human Rights Act 1998.

1.3 Responsibilities

SASSOT will

- accept the moral and legal responsibility to provide a duty of care to young people and implement procedures to safeguard their well-being and protect them from abuse.
- work with all partner organisations to promote safeguarding in sport, including local statutory agencies such as the Local Safeguarding Childrens Boards (LSCB)
- respect and promote the rights, wishes and feelings of children and young people.
- promote equity through all the work staff and volunteers undertake including child protection and welfare
- work with all staff that are directly involved in the delivery of SASSOT's initiatives and programmes (whether they be paid employees or unpaid volunteers) to adopt best practice to safeguard and protect young people from abuse and themselves against allegations.
- require all staff (both voluntary and paid) to adopt and abide by the SASSOT Code of Behaviour (see Appendix IX) and the SASSOT Child Protection Policy and Procedures.
- ensure that any partners or external organisations contracted or commissioned by us to deliver work that involves young people or vulnerable adults have effective safeguarding policies and procedures in place
- respond to any suspicions or allegations of abuse or poor practice appropriately and implement the appropriate disciplinary and appeals procedures.
- work with partners to access support from the local statutory safeguarding agencies where required
- deliver a sub regional education and training programme that provides access for all sports development staff, coaches and volunteers to basic awareness safeguarding training

Section 2 SASSOT Safeguarding Procedures and Guidance

2.0 Recruitment, Employment and Deployment of Staff and Volunteers

2.1 Introduction

Stafford Borough Council are the 'host authority' for SASSOT and all recruitment and employment procedures undertaken by the Partnership will adhere to the Borough Council's corporate policies.

All reasonable steps will be taken by SASSOT to ensure unsuitable people are prevented from working with children and young people. The same procedures will be adopted whether staff are paid or unpaid, full or part-time.

2.2 Pre-recruitment Checks

The following pre-recruitment checks will always be carried out:

2.2.1 Advertising

If any form of advertising is used to recruit staff, it should reflect the:

- aims of SASSOT and where appropriate, the particular programme involved
- responsibilities of the role
- level of experience or qualifications required (eg experience of working with children is an advantage)
- SASSOT's open and positive stance on child protection.

2.2.2 Pre-Application Information

Pre-application information sent to interested or potential applicants should contain:

- a job description including roles and responsibilities
- a person specification (eg stating qualifications or experience required)
- an application form.

2.2.3 Applications

All applicants for paid full or part-time positions will complete an application form and if applicable enclose their CV. Volunteers should send their CV's. Successful applicants will complete a Disclosure and Barring Service (DBS) Enhanced Disclosure should they meet the thresholds and requirements of a DBS check. However this may not be practicable for volunteers and self-declaration forms will be issued.

The following list is the minimum information required from applicants for any position whether paid or voluntary:

- Name, address and National Insurance number (to confirm identity and right to work).
- Relevant experience, qualifications and training undertaken.
- Listing of past career or involvement in sport (to confirm experience and identify any gaps).
- Any criminal record including convictions, cautions and formal warnings.
- Whether the applicants are known to any social services department as being an actual or potential risk to children or young people, a self-disclosure question to establish whether they have ever had action taken against them in relation to child abuse, sexual offences or violence.
- The names of at least two people (not relatives) willing to provide written references that comment on the applicant's previous experience of, and suitability for, working with children and young people eg. previous employer(s).
- Any former involvement with sport.
- The applicant's consent to a DBS Disclosure being undertaken.
- The applicant's consent to abide by SASSOT's recommended code of behaviour

The application and self declaration forms will also state that failure to disclose information or subsequent failure to conform to the Code of Behaviour will result in disciplinary action and possible exclusion from the SASSOT Partnership.

2.3 Checks and References

2.3.1 All SASSOT employees that will be working in a position that involves frequent or intensive contact with children (or vulnerable adults) **and** involves working in an unsupervised capacity must complete a DBS check which includes a Barred List check. All SASSOT employees that will be working frequently or intensively with young people **or** working in an unsupervised capacity with young people must complete a DBS check.

2.3.2 Two written references may be taken up and at least one should be associated with former work with children/young people. If an applicant has no experience of working with children, training is strongly recommended. Written references should always be followed up and confirmed by telephone.

2.3.3 A self-disclosure form will be completed by all paid full and part time staff and volunteers as part of the SASSOT employment procedures. A copy of this is in appendix IV.

2.4 Interview and Induction

It may or may not be appropriate to conduct a formal interview but all coaches (volunteers and officials) will undergo an induction by someone working in an official capacity within SASSOT. The induction process will ensure that

- their qualifications as a coach/official are substantiated
- they complete a profile form to identify training needs/aspirations
- they sign up to the SASSOT Code of Behaviour and SBC Code of Conduct
- the expectations, roles and responsibilities of the job are clarified eg. through a formal or informal work programme or goal-setting exercise
- child protection procedures are explained and child protection training needs established.

2.5 Training

Checks are only part of the process to protect children from possible abuse. Appropriate training will enable individuals to recognise their responsibilities with regard to their own good practice and the reporting of suspected poor practice/concerns of possible abuse. All members of the SASSOT Core Team will attend safeguarding basic awareness training and equity training.

2.6 Monitoring and Appraisal

At regular intervals, all staff employed by the SASSOT should be given the opportunity to receive feedback (e.g. through an appraisal) to identify training needs and set new goals. Appraisers (mentors) should be sensitive to any concerns about poor practice or abuse and act on them at an early stage. They should also offer appropriate support to those who report concerns/complaints.

2.7 Probationary Period

Employees new to Local Government, or returning to Local Government from a break in service, are subject to a 6 month probationary period. Formal reviews for a new employee usually take place after 3 months service, and again after 5 months service. The Probationary Assessment Guidelines and Probationary Period Monitoring form which detail this procedure along with the assessment criteria are available from HR or the SBC website.

3.0 Promoting Good Practice with Young People

3.1 Introduction

Child abuse, particularly sexual abuse, can arouse strong emotions in those facing such a situation. It is important to understand these feelings and not allow them to interfere with any judgements about what action to take. Abuse can occur within many situations including the home, school and the sporting environment. Some individuals will actively seek employment or voluntary work with young people in order to harm them.

A coach, instructor, teacher, official or volunteer may have regular contact with young people and be an important link in identifying cases where a young person needs protection as a result of negative experiences outside of the sporting environment.

All suspicions of abuse or poor practice should be reported to the **Designated Person** (see section 5.6 and appendices II and V). For information on the designated person see appendix I.

3.2 Good Practice Guidelines

All staff employed by SASSOT must demonstrate exemplary behaviour in order to safeguard the children in their care and to reduce the likelihood of allegations being made. The following are good examples of how to create a positive culture and climate within sport:

3.2.1 Good practice means:

- always working in an open environment (eg avoiding private or unobserved situations and encouraging an open environment ie. no secrets)
- treating all young people equally, and with respect and dignity
- always putting the welfare of each young person first, before winning or achieving goals
- maintaining a safe and appropriate distance with performers (eg it is not appropriate to have an intimate relationship with a child or to share a room with them)
- building balanced relationships based on mutual trust which empowers children to share in the decision-making process
- making sport fun, enjoyable and promoting fair play
- ensuring that if any form of manual/physical support is required, it should be provided openly and in accordance with guidelines provided by the appropriate NGB. Young people and their parents should always be consulted and their written agreement gained
- keeping up to date with the technical skills and qualifications of a sport
- ensuring adequate insurance is held and where applicable a current coach licence
- involving parents/carers wherever possible (eg for the responsibility of their children in the changing rooms). If groups have to be supervised in the changing rooms, always ensure parents/teachers/coaches/officials work in pairs
- ensuring that if mixed teams are taken away, they should always be accompanied by a male and female member of staff. (NB. Be aware that same gender abuse can also occur.)
- ensuring that at tournaments or 'residential's, adults do not enter children's rooms or invite children into their rooms
- being an excellent role model - this includes not smoking or drinking alcohol in the company of young people
- giving enthusiastic and constructive feedback rather than negative criticism
- recognising the developmental needs and capacity of young people and disabled adults - avoiding excessive training or competition and not pushing them against their will
- securing parental consent in writing to acting *in loco parentis*, if the need arises to give permission for the administration of emergency first aid and/or other medical treatment
- awareness of any medicines being taken by participants, or existing injuries
- keeping a written record of any injury that occurs, along with the details of any treatment given
- requesting written parental consent if club officials are required to transport young people in their cars.

3.2.2 Practice to be avoided

There may be circumstances where a member of staff has to take sole charge of a child. This may be because a parent has failed to collect their child at the end of the coaching session. If this is unavoidable the member of staff should ensure other people are aware of the situation eg. designated person, facility staff, club official.

3.2.3 Practice never to be sanctioned

The following should never be sanctioned:

- engaging in rough, physical or sexually provocative games, including horseplay
- sharing a room with a child
- allowing or engaging in any form of inappropriate touching
- allowing children to use inappropriate language unchallenged
- making sexually suggestive comments to a child, even in fun
- reducing a child to tears as a form of control
- failing to respond, act upon or record any allegation made by a child

- doing things of a personal nature for children or disabled adults, that they can do for themselves
- inviting or allowing children to stay at a coaches home unsupervised
- spending excessive amounts of time alone with children away from others.

It may sometimes be necessary for staff or volunteers to do things of a personal nature for children, particularly if they are young or are disabled. These tasks should only be carried out with the full understanding and written consent of parents. There is a need to be responsive to a person's reactions. For example. If a person is fully dependent on you, talk with him/her about what you are doing and give choices where possible. This is particularly so if you are involved in any dressing or undressing of outer clothing, or where there is physical contact, lifting or assisting a child to carry out particular activities. Avoid taking on the responsibility for tasks for which you are not appropriately trained.

If any of the following incidents should occur, they should be reported immediately to another colleague and a written note of the event be made. Parents should also be informed of the incident:

- if a coach accidentally hurts a performer
- if a child seems distressed in any manner
- if a child appears to be sexually aroused by a coaches actions
- if a child misunderstands or misinterprets something a coach has done.

3.3 Code of Conduct

The Government produced *Caring for the Young and Vulnerable? Guidance for preventing abuse of trust*, 1999. The guidance is based on the principle that all organisations involved with caring for young people or vulnerable adults should have codes of conduct to protect against sexual activity within relationships of trust.

In line with this guidance, all staff employed by SASSOT will be required to abide by the **SASSOT Code of Behaviour**. At events or the delivery of specific activity for young people volunteers, officials, participants, team managers and parents will also be required to agree to the SASSOT Code of Behaviour.

This code encourages:

- the development of an open and positive climate in sport
- poor practice to be identified
- investigations to be carried out
- disciplinary action to be taken if appropriate.

3.4 Use of Photographic Filming Equipment at Sporting Events

Historically, photography and more recently video has been used to document sporting events. Whilst the vast majority of photography is legitimate, there is evidence that some people have used sporting events as an opportunity to take inappropriate photographs or film footage of young and disabled sportspeople in vulnerable positions. Modern digital cameras, video and the new generation of mobile phones need no third party to develop and print images making unauthorised use of photographs easy. Images taken with a mobile phone can, in seconds, be transmitted on to the World Wide Web.

SASSOT will ensure that staff and volunteers are vigilant to the possibilities of misuse. Any concerns should be referred to an official or responsible person in the first instance and thereafter, the person responsible for child protection issues.

If professional photographers/press are invited to attend and photograph events, it is important that they are made aware of the guidelines and SASSOTs expectations in relation to child protection. Likewise, parents/relatives and carers should similarly be made aware of the guidelines.

The use of video as a legitimate coaching aid should not be prevented but it is important that coaches make the young people and their parents/carers aware that this is part of the coaching programme and that the film will be stored safely.

There are two key principles involved with photographing young people in sporting situations:

- children and parents have a say in the taking of and use of photographs
- all photographs portray a positive image.

The key issues and guidelines are detailed in appendix VI.

3.5 Transporting Young People to and from Sports Events

Transporting children to and from venues is a common challenge for all those providing sports activities for young people. If followed these good practice guidelines will help to reduce the risk associated with providing transport to both the sports organiser and the young people involved. These guidelines will be applied to all circumstances where SASSOT is responsible for providing transport for young people.

- Always use a reputable transport company which has all the necessary insurance cover
- Drivers should be DBS checked or have completed a self declaration from
- Sufficient supervisors (team managers or welfare officers) are on each vehicle
- Ensure all participants have a seat with a seat belt that adheres to the latest seat belt regulations.
- Parents/carers are issued with all the relevant information of passengers i.e.
 - Name & contact number
 - Pickup & drop off point and time
 - Name of parent/carer at to collect participant
- Participants are not left unsupervised (i.e. dropped off and a parent/carer is not present)

Where parents make arrangements for the transportation of children to and from the activity, with out the knowledge of sports organiser it will be the responsibility of the parents to satisfy themselves about the appropriateness and safety of the arrangements.

3.6 Commissioning or Sub Contracting Delivery to Local Activity Providers and Partners

SASSOT frequently works in partnership with other organisations to deliver sport and physical activity to young people. This can involve sub contracting or commissioning other organisations to deliver initiatives or programmes such as Satellite Clubs or may simply be an agreement to work towards jointly agreed outcomes. Whatever the circumstances it is essential that the key aspects of keeping children and young people safe are understood by all partners and addressed before the activity begins.

SASSOT is committed to ensuring that children are not put at risk or actually harmed either because adequate safeguards were not put in place or because partners were unclear about their respective responsibilities. To achieve this SASSOT will undertake the following when working in partnership, sub contracting or commissioning other organisations to deliver activity to young people or vulnerable adults:

- Always apply and adhere to any recommended programme safeguarding criteria i.e. Satellite minimum safeguarding criteria

- In the absence of appropriate programme safeguarding guidance or criteria SASSOT will use the CPSU Check and Challenge Tool to ensure that appropriate safeguarding arrangements are in place prior to any activity starting
- Ensure all SASSOT's partnership agreements, contracts or service level agreements stipulate safeguarding requirements and make clear respective organisations roles and responsibilities for adhering to these, including when partners further sub contract work or collaborate with other organisations to deliver agreed outcomes.

3.7 Social Media

Interactive social media technology has revolutionised the way that people connect and interact. Facebook, Twitter, blogs, instant messaging and photo and video exchange sites are increasingly popular, and provide an opportunity for the sporting world to connect with children and young people.

Alongside the very beneficial aspects of modern communication technologies we have to recognise that there are also increased risks to children and young people. The NSPCC Child Protection in Sport Unit has produced safeguarding guidelines for County Sports Partnerships, National Governing Bodies and other sports organisations.

SASSOT has developed a Safe Social Media Policy based on these recommendations which is mandatory for all staff that use any form of social media in the context of their work for SASSOT. This policy can be viewed in Appendix XII. Further resources are available on the CPSU website.

4.0 Recognition of Poor Practice, Abuse and Bullying

4.1 Introduction

Even for those experienced in working with child abuse, it is not always easy to recognise a situation where abuse may occur or has already taken place. Staff, coaches, officials and volunteers whether in a paid or voluntary capacity, are not experts at such recognition. However, they do have a responsibility to act if they have any concerns about the behaviour of someone (an adult or another child) towards a young person. SASSOT therefore encourages and expects 'staff' to discuss any concern they may have about the welfare of a person immediately with the designated person.

4.2 Poor Practice

Poor practice includes any behaviour that contravenes SASSOT's recommended codes of conduct which are constituted around the following:

- Rights - for example of the player, the parent, the coach, the official etc.
- Responsibilities - for example responsibility for the welfare of the players, the sport, the profession of coaching, their own development.
- Respect - for example of other players, officials and their decisions, coaches, the rules.

4.3 Abuse

Abuse can and does occur in a wide range of settings including sport and can be carried out by both men and women and sometimes by other children and young people. The effects of abuse can be so damaging they may follow a person into adulthood. For example, a person who has been abused as a child may find it difficult or impossible to maintain stable, trusting relationships, become involved with drugs or prostitution, attempt suicide or even abuse a child in the future.

4.3.1 Disabled People

There have been a number of studies which suggest children (or adults) with disabilities are at increased risk of abuse. Various factors contribute to this, such as stereotyping, prejudice, discrimination, isolation and an inability to protect themselves, or adequately communicate that abuse has occurred.

This policy has its focus on young people but many of the principles of good practice and safeguarding are common with ensuring the safety of disabled people. If required, further information and guidance can be sought from the Activity Alliance (previously the English Federation for Disability Sport)

4.3.2 Race and Racism

Children from black and minority ethnic groups (and their parents) are likely to have experienced harassment, racial discrimination and institutional racism. Although racism causes significant harm it is not, in itself, a category of abuse. However this may be categorised as emotional abuse under local child protection procedures. All organisations working with children, including those operating where black and minority ethnic communities are numerically small, should address institutional racism, defined in the Macpherson Inquiry Report on Stephen Lawrence as *'the collective failure by an organisation to provide appropriate and professional service to people on account of their race, culture and/or religion'*

4.3.3 Abuse and Neglect

Somebody may abuse or neglect a child by inflicting harm, or by failing to act to prevent harm. Children may be abused in a family or in an institutional or community setting by those known to them or, more rarely, by a stranger. Children can be abused by adults or other children. There is growing evidence to suggest that peer abuse is an increasing concern for young people.

- Neglect - where adults fail to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development (eg failure to provide adequate food, shelter and clothing, failing to protect a child from physical harm or danger, or the failure to ensure access to appropriate medical care or treatment.) It may also include refusal to give children love, affection and attention. Neglect in sport could include a teacher or coach not ensuring children were safe, exposing them to undue cold, heat or to unnecessary risk of injury.
- Physical abuse - where someone physically hurts or injures children by hitting, shaking, throwing, poisoning, burning, biting, or scalding, suffocating, drowning or otherwise causing physical harm to a child. Physical harm may also be caused when a parent or carer feigns the symptoms of, or deliberately causes ill health to a child whom they are looking after eg. factitious illness by proxy or Munchausen's syndrome by proxy. Examples of physical abuse in sport may be when the nature and intensity of training and competition exceeds the capacity of the child's immature and growing body or where drugs are used to enhance performance or delay puberty.
- Sexual abuse - where girls and boys are abused by adults (both male and female) or other children who use children to meet their own sexual needs. This could include full sexual intercourse, masturbation, oral sex, anal intercourse and fondling. Showing children pornographic material (books, videos, pictures) is also a form of sexual abuse. In sport, coaching techniques which involve physical contact with children could potentially create situations where sexual abuse may go unnoticed. The power of the coach over young performers, if misused, may also lead to abusive situations developing.
- Emotional abuse - is the persistent emotional ill treatment of a child such as to cause severe and persistent adverse effects on the child's emotional development. It may involve conveying to children that they are worthless or unloved, inadequate, or valued only insofar as they meet the needs of another person. It may feature age or developmentally inappropriate expectations being imposed on children. It may involve causing children to feel frightened or in danger by being constantly shouted at, threatened or taunted which may make the child very nervous and withdrawn. Some level of emotional abuse is involved in all types of ill-treatment of a child. Emotional abuse in sport may occur if children are subjected to constant criticism, name-calling, sarcasm, bullying, racism or unrealistic pressure to perform to high expectations consistently.

There is a growing awareness that children, who live in extreme poverty, are socially excluded, live with domestic violence or where alcoholism or mental health problems exist, may be at greater risk of long term emotional abuse.

4.3.4 Indicators of Abuse

Indications that a child may be being abused include the following:

- Unexplained or suspicious injuries such as bruising, cuts or burns, particularly if situated on a part of the body not normally prone to such injuries
- An injury for which the explanation seems inconsistent
- The child describes what appears to be an abusive act involving him/her
- Someone else (a child or adult) expresses concern about the welfare of another child
- Unexplained changes in behaviour (eg becoming very quiet, withdrawn or displaying sudden outbursts of temper)
- Inappropriate sexual awareness
- Engaging in sexually explicit behaviour
- Distrust of adults, particularly those with whom a close relationship would normally be expected
- Has difficulty in making friends
- Is prevented from socialising with other children
- Displays variations in eating patterns including overeating or loss of appetite
- Loses weight for no apparent reason
- Becomes increasingly dirty or unkempt.

It should be recognised that this list is not exhaustive and the presence of one or more of the indicators is not proof that abuse is actually taking place. **It is not the responsibility of those working in the Partnership to decide that child abuse is occurring but it is their responsibility to act on any concerns by reporting to the appropriate organisation. (See Section 5.2.1)**

4.4 Bullying

It is important to recognise that in some cases of abuse it may not always be an adult abusing a young person. It can occur that the abuser may be a young person, for example in the case of bullying. This behaviour may relate to other problems in a young person's life eg. bereavement. Bullying may be seen as deliberately hurtful behaviour, usually repeated over a period of time, where it is difficult for those bullied to defend themselves. It can take many forms, the three main types are physical (e.g. hitting, kicking, theft) verbal (e.g. racist or homophobic remarks, threats, name calling) and emotional (e.g. isolating an individual from the activities and social acceptance of the peer group).

4.4.1 Although anyone can be the target of bullying, victims are typically shy, sensitive and perhaps anxious or insecure. Sometimes they are singled out for physical reasons - being overweight, physically small, having a disability or belonging to a different race, faith or culture.

4.4.2 Girls and boys can be bullies although it seems to be more conspicuous in boys. Although bullying often takes place in schools' research shows it can and does occur anywhere where there is inadequate supervision - on the way to and from school, at a sporting event, in the playground and changing rooms.

4.4.3 Bullies come from all walks of life, they bully for a variety of different reasons and may even have been abused. Typically, bullies can have low self-esteem, be excitable, aggressive and jealous. Crucially, they have learned how to gain power over others and there is increasing evidence to suggest that this abuse of power can lead to crime.

4.4.4 The competitive nature of sport makes it an ideal environment for the bully. The bully in sport can be:

- a parent who pushes too hard
- a coach who adopts a win-at-all costs philosophy
- a player who intimidates inappropriately
- an official who places unfair pressure on a person.

4.4.5 Bullying can include:

- Physical: eg hitting, kicking and theft.
- Verbal: eg name-calling, constant teasing, sarcasm, racist or homophobic taunts, threats, graffiti and gestures.
- Emotional: eg tormenting, ridiculing, humiliating and ignoring.

- Sexual: eg unwanted physical contact or abusive comments.

4.4.6 The damage inflicted by bullying can frequently be underestimated. It can cause considerable distress to children and disabled adults, to the extent that it affects their health and development or, at the extreme, causes them significant harm (including self-harm). There are a number of signs that may indicate that a young person or disabled adult is being bullied:

- Behavioural changes such as reduced concentration and/or becoming withdrawn, clingy, depressed, tearful, emotionally up and down, reluctance to go to school, training or sports club.
- A drop off in performance at school or standard of play.
- Physical signs such as stomach-aches, headaches, difficulty in sleeping, bed-wetting, scratching and bruising, damaged clothes and bingeing for example on food, cigarettes or alcohol.
- A shortage of money or frequent loss of possessions.

5.0 Responding to Concerns, Suspicions and Allegations

5.1 Introduction

People working in sport are well placed to recognise or receive concerns relating to the welfare of young people. They have a responsibility to respond to these concerns whether it relates to a child's family situation or concerns arising from their involvement in sport. It is important to note that most children do not share their concerns with adults and therefore rely on those adults they have contact with to be alert to the fact they may be experiencing problems in their lives.

5.2 Responding to concerns about possible abuse within the home, family or community.

The primary responsibility for SASSOT is to ensure that the concerns and any related relevant information is passed to the police or social services without delay. The police and social services have the statutory responsibility to make enquiries to establish if a child is at risk from harm.

5.2.1 Actions to Take

The person receiving information should ensure they are aware of the SASSOT guidelines for responding to concerns and pass on the information to the designated person with responsibility for child protection. If these people are not available the information should be passed directly to the statutory organisation (police or social services – contact details in Appendix I). Remember delay may place a child at further risk.

It is important that as much information as possible is recorded and that this information is given to the statutory organisation within 24 hours. This may be the 'Reporting Concerns about Children Form' (see 5.8 and appendix V) This information should also be passed to the designated person.

Furthermore the person receiving information concerning the safety and welfare of a young person should:

- react calmly so as not to frighten the young person
- take what the young person says seriously. Recognise any difficulties inherent in interpreting what is said by them as they may have a speech disability and/or differences in language
- avoid asking direct questions other than those that seek to clarify an understanding of what has been said. The young person may be formally interviewed by the police or social services and they should not have to repeat their account
- reassure the young person but do not make promises of confidentiality which might not be feasible in the light of subsequent developments
- explain to the young person that they will have to share their concerns with someone who is able to act
- tell the young person he/she is not to blame and that he/she was right to tell
- make a full record of what had been said, heard and/or seen as soon as possible.

NB. It may not be that all young people are able to express themselves verbally. Communication difficulties may mean that it is hard for them to complain or be understood. However, where there are concerns about the safety of a young person, record what has been observed in detail and follow SASSOT's procedures to report these concerns.

5.2.2 Actions to Avoid

The person receiving the disclosure should not:

- dismiss the concern
- panic
- allow their shock or distaste to show

- probe for more information than is offered
- speculate or make assumptions
- make negative comments about the alleged abuser
- approach the alleged abuser
- make promises or agree to keep secrets

5.3 Social Services

Social services have a statutory duty under The Children Act 1989 to ensure the welfare of children. When a child protection referral is made, the social services staff have a legal responsibility to make enquiries when it appears a child or young person may be at risk of “significant harm”. This may involve talking to the child and family and/or gathering information from other people who know the child. Enquiries may be carried out jointly with the police where a criminal offence is suspected. If action needs to be taken urgently contact the police immediately by dialling 999. If concerns identified are ‘out of hours’ the police and social services provide an out of hours service.

5.4 Sharing Concerns with Parents

There is always a commitment to work in partnership with parents or carers where there are concerns about their children. Therefore, in most situations, it would be important to talk to parents or carers to help clarify any initial concerns. For example, if a child seems withdrawn, there may be a reasonable explanation. He/she may have experienced an upset in the family, such as a parental separation, divorce or bereavement. If concerns still exist it is important that the Designated Person (see 5.6) is contacted. If they are not available the situation should be referred on to the police or social services.

5.5 When it is not appropriate to Share Concerns with Parents

There are circumstances in which a young person might be placed at even greater risk if concerns are shared (eg where a parent or carer may be responsible for the abuse or not able to respond to the situation appropriately). In these situations or where concerns still exist, any suspicion, allegation or incident of abuse must be reported to the Designated Person as soon as possible and recorded. Advice and guidance should be sought from the local social services officer with respect to consulting with parents.

5.6 Designated Person

The Partnership have identified a **Designated Person** (or Lead Officers) to handle child protection issues. This person will have completed a self-declaration form and undergone a DBS disclosure. The designated person will require support from SASSOT together with appropriate training and information. This support should be provided as part of the Child Protection Policy and Implementation Procedures adopted by Sport Across Staffordshire and Stoke on Trent.

It is the responsibility of the designated person to inform social services or the police without delay. If the designated person is not available or the concern is about this person, then the individual who has the concerns should immediately contact social services or the police. Social services and the police, together with the designated person where appropriate, will decide how and when parents or carers will be informed (See Appendices II - A Quick Guide to Procedures).

It is essential that written records are kept and that copies of these are given to social services and/or the police and the designated person. If the concern is about the designated person copies of the written records should be sent to social services and/or the police and the SASSOT Director.

5.7 Expert Advice

In the event of the designated person not being available or the concern is about the designated person, advice can be sought by telephoning the local social services department and speak to the duty worker or by telephoning the NSPCC 24-hour free phone Helpline on 0800 800 5000. The police also have specially

trained child protection teams who will give guidance and support and deal with out-of-office-hours enquiries (see appendix I for contact details and appendices II for procedures).

5.8 Records, Confidentiality and Information Sharing

Records

Information passed to the social services or the police must be as helpful as possible, hence the necessity for making a detailed record at the time of the disclosure/concern. Appendix V has a copy of the 'Reporting Concerns about Children Form'. If this is not available the following information should be recorded:

- The young persons name, address and other relevant information
- The nature of the allegation.
- A description of any visible bruising or other injuries.
- The child's account, if it can be given, of what has happened.
- Details of the alleged or suspected abuser.
- Witnesses to the incident(s).
- Any times, dates or other relevant information.
- A clear distinction between what is fact, opinion or hearsay.

Reporting the matter to the designated person (or police or social services department) should not be delayed by attempts to obtain more information. Wherever possible, referrals telephoned to the designated person, social services or the police should be confirmed in writing within 24 hours. A record should be made of the name and designation of the social services member of staff or police officer to whom the concerns were passed, together with the time and date of the call, in case any follow-up is needed. It is the responsibility of the person reporting the concerns to ensure written confirmation is completed.

If details have been sent to either social services and/or the police a copy should also be sent to the designated person. If the concern is about the designated person this information should be sent to the SASSOT Director.

Confidentiality and Storage of Information

Every effort should be made to ensure that confidentiality is maintained for all concerned. Information will be stored in a locked cabinet with limited access to designated people, in accordance with GDPR requirements. The people designated to receive information are:

- The Partnership designated child protection officer
- The parents of the person who is alleged to have been abused
- The person making the allegation
- Social services/police
- Designated Officers within Stafford Borough Council according to the Councils policy and procedures
- The alleged abuser (and parents if the alleged abuser is a child). *

*Seek social services advice on who should approach alleged abuser.

If an allegation is made against a member of SASSOT staff all information will be stored by Stafford Borough Council Human Resources section in line with the authorities Discipline and Dismissals Policy.

Information Sharing

Information sharing is vital to safeguarding and promoting the welfare of children and young people. A key factor in many serious case reviews has been a failure to record information, to share it, to understand the significance of the information shared, and to take appropriate action in relation to known or suspected abuse or neglect. To help ensure that SASSOT makes the correct and informed decision when considering whether to share information with other organizations relating to child protection issues we have adopted the non statutory guidance procedures as laid out in the Government document *Information sharing: Practitioners Guide*.

When considering whether to share information with other organizations SASSOT will always follow the following six key points:

1. Explain to children, young people and families at the outset, openly and honestly, what and how information will, or could be shared and why, and seek their agreement. The exception to this is where to do so would put that child, young person or others at increased risk of significant harm or an adult at risk of serious harm, or if it would undermine the prevention, detection or prosecution of a serious crime (see glossary for definition) including where seeking consent might lead to interference with any potential investigation.
2. Always consider the safety and welfare of a child or young person when making decisions on whether to share information about them. Where there is concern that the child may be suffering or is at risk of suffering significant harm, the child's safety and welfare must be the overriding consideration.
3. Where possible, respect the wishes of children, young people or families who do not consent to share confidential information. SASSOT may still share information, if in the judgement on the facts of the case, there is sufficient need to override that lack of consent.
4. Seek advice when in doubt, especially when doubt relates to a concern about possible significant harm to a child or serious harm to others.
5. Ensure that the information shared is accurate and up-to-date, necessary for the purpose for which it is being shared, shared only with those people who need to see it, and shared securely.
6. Always record the reasons for the decision – whether it is to share information or not

Decisions on whether to share information will where possible be taken collectively by the Designated Person, the SASSOT Director and an appropriate representative (either from HR or the Legal Department) from the host authority. As part of this decision making process the six above points will be considered along with the other guidance set out in the *Information sharing: Practitioners Guide* documentation.

Appendix III provides a quick guide to the information sharing protocol adopted by SASSOT.

5.9 Allegations against Staff or Volunteers of SASSOT

An allegation against anyone working with children in a paid or voluntary capacity (eg volunteers or helpers in clubs, tournament officials, team managers on training camps, coaches) could occur. Child abuse can and does occur outside the family setting. Although it is a sensitive and difficult issue, child abuse has occurred within institutions and may occur within other settings (eg sport or other social activities). Recent inquiries indicate that abuse that takes place within a public setting is rarely a one-off event. It is crucial that those involved in sport are aware of this possibility and that all allegations are taken seriously and appropriate action taken. It is important that any concerns for the welfare of the child, arising from abuse or harassment by a member of staff or volunteer, should be reported immediately to the Designated Person, as in section 5.2.1.

5.9.1 Seek Advice

On occasions, the designated person may be informed of situations where there is uncertainty about whether the allegation constitutes abuse or not and therefore is unclear about what action to take. In all circumstances whether the allegations are about poor practice or abuse advice should be sought from social services, police or the NSPCC. This is because staff working for SASSOT including the designated person are not experts and will not be able to make judgements as to whether a child is being abused or not.

5.9.2 Support for the Reporter of Suspected Abuse

It is acknowledged that feelings generated by the discovery that a member of staff or volunteer is, or may be abusing a child, will raise concerns among other staff or volunteers. This includes the difficulties inherent in reporting such matters.

SASSOT assures all staff, coaches, officials and volunteers that it will fully support and protect anyone who, in good faith (without malicious intent), reports his or her concern about a colleague's practice or the

possibility that a child may be being abused. Stafford Borough Council have a number of policies and procedures which are appropriate to this. These include

- Code of Conduct
- Whistle blowing policy
- Disciplinary and Grievance procedure

Copies of these policies and procedures are available from the Human Resources Department, Stafford Borough Council, Civic Centre, Riverside, Stafford, ST16 3AQ

5.9.3 Types of Investigation

Where there is a complaint of abuse against a member of staff or volunteer, there may be three types of investigation:

- Criminal (carried out by the police)
- Child protection (carried out by social services and/or the police)
- Disciplinary or misconduct (carried out by Stafford Borough Council)

Civil proceedings may also be initiated by the person/family of the person who alleged the abuse.

The results of the police and social services investigation may well influence Sport Across Staffordshire's disciplinary investigation, but not necessarily.

Further information on the potential actions of social services etc may be found in the local LSCB guidelines. A copy of these guidelines is held in the SASSOT office at Stafford Borough Council.

5.9.4 Action if there are Concerns

The following action should be taken if there are concerns (See Appendix II)

Poor Practice

- If, following consideration, the allegation is clearly about poor practice alone, the designated person will deal with it as a misconduct issue and instigate the procedures of Stafford Borough Council.
- If the allegation is about poor practice by the designated person, or if the matter has been handled inadequately and concerns remain, it should be referred to the Partnership Director. The Partnership Director will decide how to deal with the allegation and whether or not to initiate disciplinary proceedings.
- If there is a suspicion of abuse within the incident of poor practice, all details should be recorded and reported to the designated person or if it concerns the designated person, be referred to the SASSOT Director.

Suspected Abuse

- Any suspicion that a child has been abused by either a member of staff or a volunteer should be reported to the designated person, who will take steps to ensure the safety of the child in question and any other child who may be at risk
- The designated person will refer the allegation to the social services department who may involve the police, or go directly to the police
- The parents or carers of the child will be contacted as soon as possible following advice from the social services department

- The designated person will also notify the SASSOT Director who will ensure the appropriate procedures are followed
- If the designated person is the subject of the suspicion/allegation, the report must be made directly to the SASSOT Director who is then responsible for taking the action outlined above.

Internal Enquiries and Suspension

- SASSOT should make an immediate decision about whether any individual accused of abuse should be temporarily suspended pending further police and social services inquiries.
- Irrespective of the findings of the social services or police inquiries, the SASSOT must assess all individual cases under Stafford Borough Councils misconduct/disciplinary procedure, to decide whether a member of staff or volunteer can be reinstated and how this can be sensitively handled with other staff or volunteers. This may be a difficult decision, particularly where there is insufficient evidence to uphold any action by the police. In such cases, SASSOT must reach a decision based on the available information that could suggest, on a balance of probability, it is more likely than not that the allegation is true. The welfare of children should always remain paramount.

Support to Deal with the Aftermath

- Consideration should be given about what support may be appropriate to children, parents and members of staff. Use of help lines, support groups and open meetings will maintain an open culture and help the healing process. The British Association of Counselling Directory may be a useful resource.
- Consideration should be given about what support may be appropriate to the alleged perpetrator of the abuse.

5.10 Allegations of Previous Abuse

Allegations of abuse may be made some time after the event eg. by an adult who was abused as a child or by a member of staff who is still currently working with children. Where such an allegation is made, SASSOT should follow the procedures as detailed above and report the matter to social services or the police. This is because other children, either within or outside sport, may be at risk from this person.

Anyone who has a previous criminal conviction for offences related to abuse is and has been 'disqualified' under Part 11 Criminal Justice and Courts Services Act and are automatically excluded from working with children.

5.11 Action if Bullying is Suspected

The same procedure should be followed as set out in Section 5.2 if **serious or persistent** bullying is suspected. Minor incidents of bullying should be dealt with at the time by the appropriate staff. Advice should be sought from the designated person if there is some uncertainty. All settings in which children are provided with services or are living away from home should have rigorously enforced anti-bullying strategies in place.

5.11.1 Action to Help the Victim and Prevent Bullying in Sport:

- Take all signs of bullying very seriously.
- Everybody has the responsibility to work together to stop bullying
- Encourage all children to speak and share their concerns. Help the victim to speak out and tell the designated person or someone in authority. Children should know who will listen to and support them. Create an open environment.
- Children should be encouraged and supported to take a role in stopping bullying.

- Investigate all allegations and take action to ensure the victim is safe. Speak with the victim and the bully(ies) separately.
- Reassure the victim that you can be trusted and will help them, although you cannot promise to tell no one else.
- Keep records of what is said (what happened, by whom, when). Children should be told what is being recorded, in what context and why
- Report any concerns to the person in charge at the club or school (wherever the bullying is occurring).
- Children should have access to helpline numbers
- Services should be established to enable children to have access to a safe adult to talk about bullying or any other issue that affects them. These adults need to be trained in listening skills, particularly in counselling. They must also know the limits of their confidentiality and understand the nature of consent
- Anyone who reports an incident of bullying will be listened to carefully and will be supported, whether it is the child being bullied or the child who is bullying
- Any reported incident of bullying will be investigated objectively and will involve listening carefully to all those involved
- Children being bullied will be supported and assistance given to uphold their right to learn, develop and play in a safe environment which allows them to reach their potential

5.11.2 Support to the parents or carers:

- Parents should be advised on local policy and practice about bullying, in all settings and environments used by children.
- Any incident of bullying will be discussed with the child's parent(s) or carer.
- Parental advice on action will be sought and agreements made as to what action should be taken when a child's bullying behaviour is not responding to approaches within the club or other setting.
- Information and advice on coping with a child's bullying behaviour should be made available to all parents/carers.
- Support should be offered to the parent(s) or carer(s) including information on other agencies or support lines.

5.11.3 Action Towards the Bully(ies):

The coach and/or the designated person should:

- Support those who bully and encourage them to stop bullying. It should be recognised that the bully may well be a victim as well as the bully.
- Talk with the bully(ies), explain the situation, try to get the bully(ies) to understand the consequences of their behaviour. Seek an apology to the victim(s).
- Avoid sanctions involving long periods of isolation, or which diminish and make individuals look or feel foolish in front of others
- Inform the bully's parents.
- Insist on the return of *borrowed* items and that the bully(ies) compensate the victim.
- Provide support for the coach of the victim.
- Impose sanctions as necessary.
- Encourage and support the bully(ies) to change behaviour.
- Hold meetings with the families to report on progress.
- Inform all Partnership staff of action taken.
- Keep a written record of action taken.

APPENDICES

Appendix I Contacts – Key local and national safeguarding contacts and helpline services

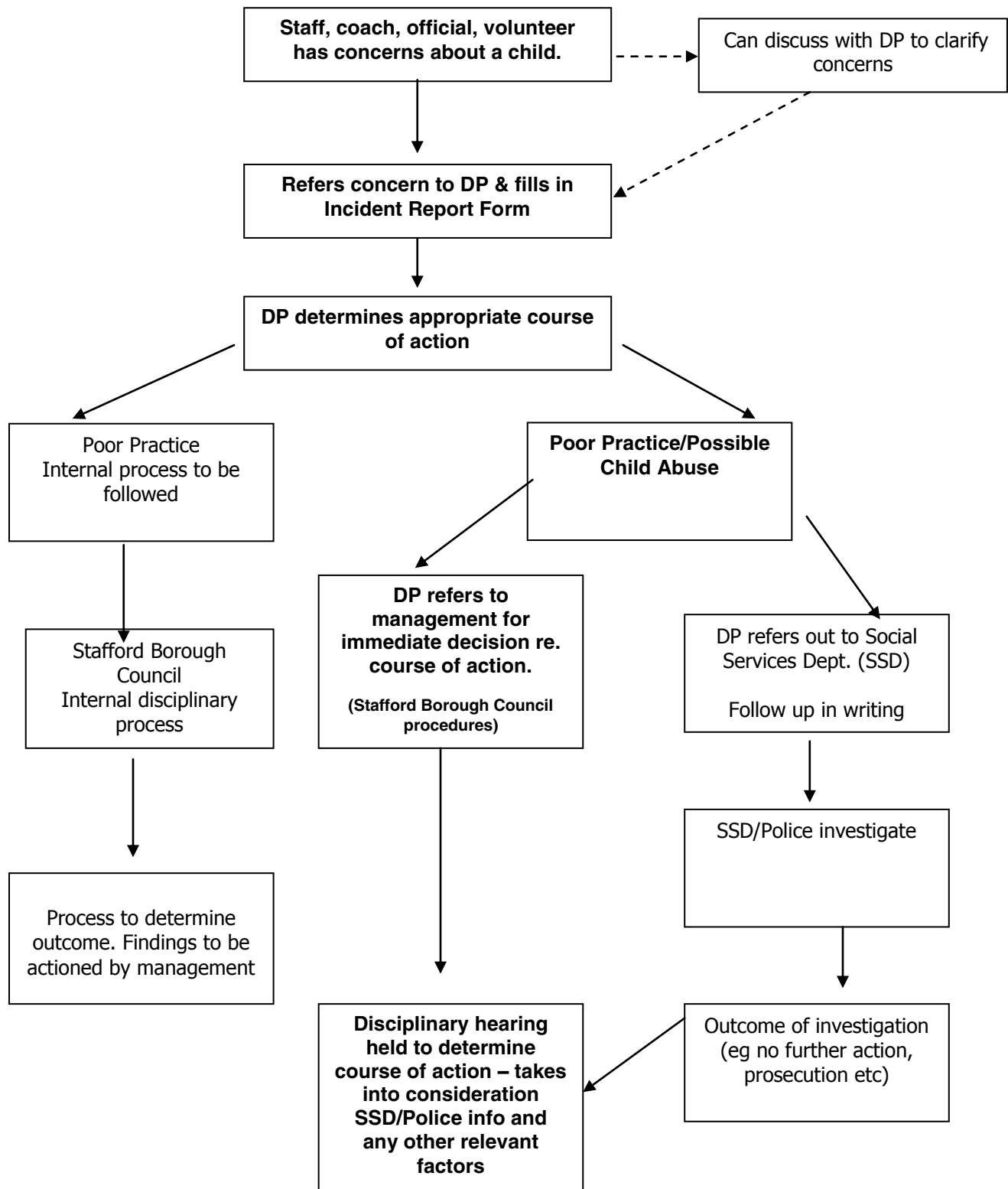
SASSOT Partnership Designated Child Protection Officer	Stafford Borough Council Civic Centre Riverside Stafford ST16 3AQ	Ben Hollands bhollands@staffordbc.gov.uk Tel. 01785 619317 (office hours only) Lee Booth lbooth@staffordbc.gov.uk Tel. 01785 619730 (office hours only)
SASSOT Partnership Director	Stafford Borough Council Civic Centre Riverside Stafford ST16 3AQ	Jude Taylor Partnership Director jtaylor@staffordbc.gov.uk Tel. 01785 619299 (office hours only)
Staffordshire Police	Police Central Referrals Unit	0300 123 44 55 In emergency dial 999
Staffordshire Social Services	Staffordshire First Response Helpline	0800 1313 126 Emergency Duty Service: (Children & Families Out of Hours Service): 0845 6042886
Stoke on Trent Social Services	Children's Specialist Services team or the emergency duty team on	01782 235100
The NSPCC	National Centre 42 Curtain Road London EC2A 3NH	Tel. 0207 825 2500 HELPLINE 0808 800 5000
Child Protection in Sport Unit	3 Gilmour Close Beaumont Leys Leicester LE4 1EZ	Tel. 0116 234 7278
Childline UK	Freepost 1111 London N1 0BR	Tel. 0800 1111

Sports specific welfare contacts	<p>The contact details for all the sports National Governing Body child protection lead officers can be found by following the link below to the relevant pages of the Child Protection in Sport Units website</p> <p>http://www.nspcc.org.uk/Inform/Applications/Search/default.asp</p>
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Appendix II

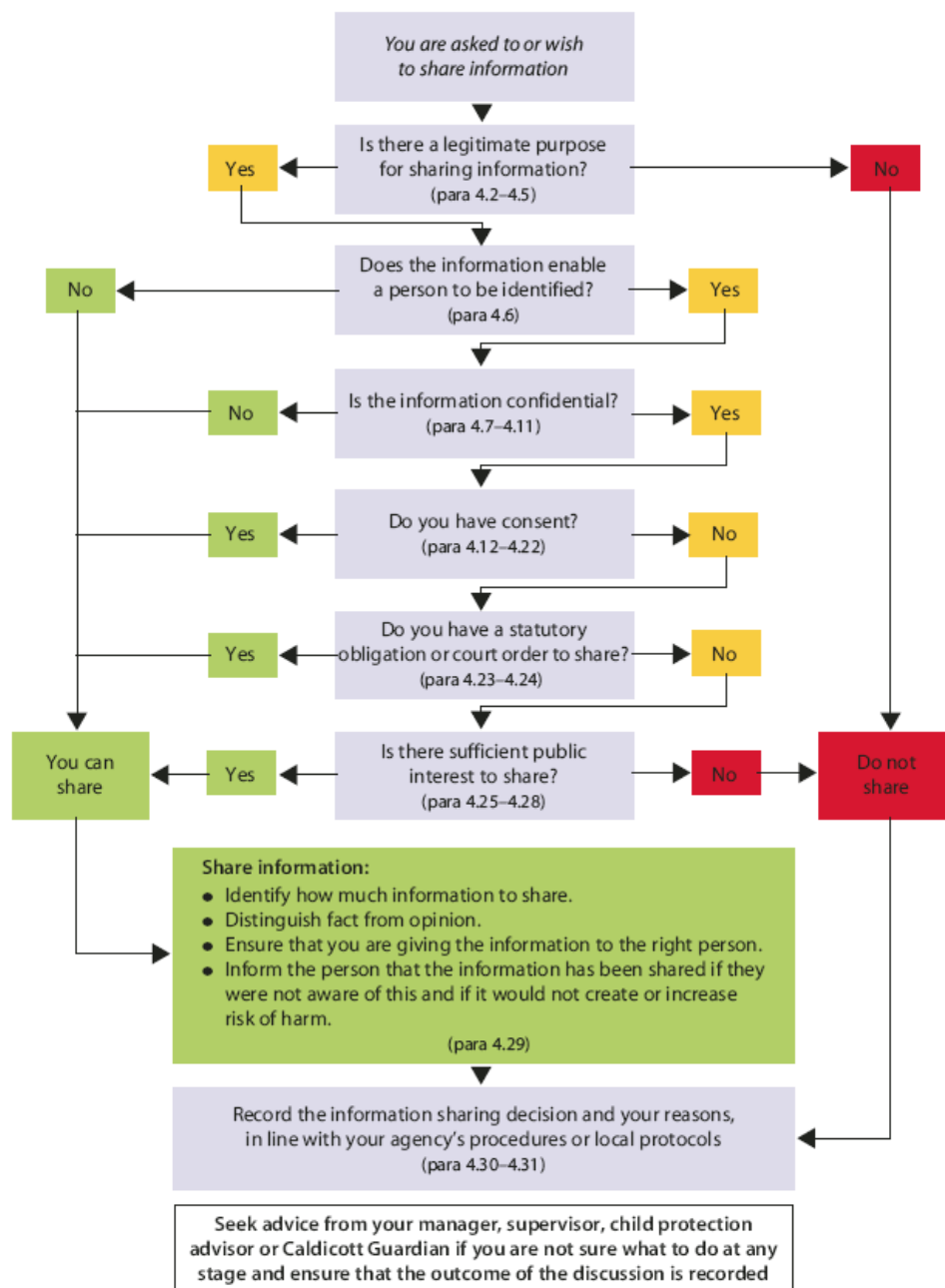
A Quick Guide to Reporting Procedures

SASSOT Flow Chart for Reporting Concerns about Children



Appendix III Information Sharing Guide

Flowchart of key principles for information sharing



This is a non-statutory guidance document *Information sharing: Practitioners' guide*. A full copy of this document can be obtained from the Designated Person

Appendix IV

Self-Declaration and Disclosure Form

This form may be adapted to include individuals working with vulnerable adults

Private and Confidential

For roles involving contact with children (under 18 year olds).

All information will be treated as confidential and managed in accordance with relevant data protection legislation and guidance. You have a right of access to information held on you.

Part One

<i>For completion by the organisation:</i>	
Name:	
Address and Postcode:	
Telephone/Mobile No:	
Date of Birth:	
Gender:	Male / Female
Identification (<i>tick box below</i>):	
<input type="checkbox"/>	I confirm that I have seen identification documents relating to this person, and I confirm to the best of my ability that these are accurate.
<i>Either</i>	
UK Passport Number and Issuing Office	
UK Driving Licence Number (<i>with picture</i>)	
<i>Plus</i>	
National Insurance Card or current Work Permit Number	
Signature of authorised Employing Officer:	
Print name:	
Date:	

Part Two

NOTE:

If the role you are in or have applied for involves frequent or regular contact with or responsibility for children you will also be required to provide a valid DBS (Disclosure and Barring Service) certificate which will provide details of criminal convictions; this may also include a Barring List check depending on the nature of the role (see organisational guidance about eligibility for DBS checks).

<i>For completion by the individual (named in Part one):</i>	
Have you ever been known to any Children's Services department or Police as being a risk or potential risk to children?	YES / NO (if Yes, provide information below):
Have you been the subject of any disciplinary investigation and/or sanction by any organisation due to concerns about your behaviour towards children?	YES / NO (if Yes, provide information below):
Confirmation of Declaration <i>(tick box below)</i>	
<input type="checkbox"/>	I agree that the information provided here may be processed in connection with recruitment purposes and I understand that an offer of employment may be withdrawn or disciplinary action may be taken if information is not disclosed by me and subsequently come to the organisation's attention.
<input type="checkbox"/>	In accordance with the organisation's procedures if required I agree to provide a valid DBS certificate and consent to the organisation clarifying any information provided on the disclosure with the agencies providing it.
<input type="checkbox"/>	I agree to inform the organisation within 24 hours if I am subsequently investigated by any agency or organisation in relation to concerns about my behaviour towards children or young people.
<input type="checkbox"/>	I understand that the information contained on this form, the results of the DBS check and information supplied by third parties may be supplied by the organisation to other persons or organisations in circumstances where this is considered necessary to safeguard children.
Signature:	
Print name:	
Date:	

Appendix V



SASSOT REPORTING CONCERNS ABOUT CHILDREN FORM

Name of child	
Age and date of birth	Ethnicity
Religion	First language
Disability	Any special factors
Parent's/carer's name(s)	
Home address (and phone number)	
Are you reporting your own concerns or passing on those of somebody else? Give details	
Brief description of what has prompted the concerns: include dates, times etc. of any specific incidents	
Any physical signs? Behavioural signs? Indirect signs?	

Have you spoken to the child? If so, what was said?	
Have you spoken to the parent(s)? If so, what was said?	
Has anybody been alleged to be the abuser? If so, give details	
Have you consulted anybody else? Give details	
Your name and position	
To whom reported and date of reporting	
Signature	Today's date

This form should be returned **DIRECT** without delay to:

**The Child Protection Officer
c/o The Partnership Director
SASSOT
Stafford Borough Council
Civic Centre
Riverside
Stafford
ST16 3AQ**

Please mark your envelope PRIVATE & CONFIDENTIAL

Appendix VI

SASSOT Guidelines on Use of Photographic and Filming Equipment

SASSOT ensures that all photography and videoing of sports sessions and events is done with the knowledge and permission of participants and their parents and carers. The following guidelines have been developed to clarify procedures in relation the taking and use of images.

Using professional photographers

The use of a professional photographer or inviting the press to an event is an important part of the marketing and promotion of SASSOT. However it is important the photographers understand their role and obligation in relation to child protection. The following guidelines should be observed:

- SASSOT will contact the photographer(s) in advance and issue a self declaration form (see appendix IV). This form must be returned to the SASSOT office 14 days in advance of the event together with a copy of their official identification.
- The photographer must have their official identification with them on the day and be able to produce it on request.
- SASSOT will provide a clear brief about what is considered appropriate in terms of their behaviour and the content of the photography
- SASSOT will inform young people and parents that a photographer will be present at the event and ensure they consent to filming and/or photography and to its publication (see appendix VIII)
- SASSOT will not allow photographers unsupervised access to children or one-to-one photo sessions during the event.

Events

In addition to the guidelines above (Using professional photographers) SASSOT will ensure the following is undertaken at events:

- SASSOT will publish prominently in event programmes and announce over the public address system prior to the start of the event the following statement

“In line with the recommendation in the Partnership’s Child Protection Policy, SASSOT request that any person wishing to engage in any video, zoom or close range photography should register their details with staff at the spectator entry desk before carrying out any such photography. SASSOTC reserve the right to decline entry to any person unable to meet or abide by the Partnerships guidelines”

- SASSOT will provide registration forms for **all** photographers to register at events (see appendix VII). This will include parents and carers of participants and other spectators.
- SASSOT will take seriously any concerns about photography taking place at an event. If appropriate the person about whom there are concerns should be asked to leave and the venue manager(s) will be informed.

(continued)

Videoting as a coaching aid

- SASSOT do not intend to prevent club coaches and teachers using video equipment as a legitimate coaching aid. However, participants and their parents/carers should be aware that this is part of the coaching programme and care should be taken in the storing of such films. The use of the SASSOT consent form will be applied where this is the case

Using photographs of children

Photographs of children and young people can pose direct or indirect risks to their subjects particularly if used on websites. For example, images accompanied by personal information - 'this is X who likes to play X' - could be used by an individual to learn more about a child prior to 'grooming' them for abuse. Likewise, the content of the photo could be used or adapted for inappropriate use. This kind of adapted material has appeared on child pornography sites.

SASSOT recommends the following:

- Avoid using children's names (first name or surname) in photograph captions. So if the child is named, avoid using his or her photograph. If the photograph is used, avoid naming the child.
- Use of the activity registration form to record parental permission to use an image of their child is recommended. This ensures that parents/carers know that an image of their child is being used to represent the sport.
- Asking for children's permission to use their image is a good way of ensuring that they are aware of the way their image is being used to represent the sport.
- Only use images of children in suitable dress to reduce the risk of inappropriate use. It is difficult to specify exactly what content is appropriate given the wide diversity of sports. However, certain sports activities - swimming, gymnastics and athletics, for example - present a much greater risk of potential misuse. Images of these sports should focus on the overall activity, not on a particular child, and should avoid full face and body shots. This means, for example, that photographs of children in a pool would be appropriate if shot poolside from waist or shoulder up. The age of children is another factor to be considered when deciding what is appropriate.

Appendix VII Photographer / Video Registration Form

This form should be issued to the photographer / cameraperson and completed before any photographs or film is taken. Return promptly.

This form should be completed and handed in with proof of ID on event day at an information point to receive accreditation to photograph.

All media organisation wishing to take pictures must abide by the Sport England guidance notes for the use of images from the event. This information is available at the Information Point.

This form is used to provide safety for the participants at the event any photographers not accredited or deemed to be taking inappropriate images will have the images deleted or removed and asked to leave the premises. Further action will be taken if deemed appropriate by the Event Co-ordinator and the Event Welfare Officer.

Photography is not allowed in any changing areas, the Swimming Pool or medical areas and mobile phones with picture capability should also be registered.

To be completed by the photographer / cameraperson

Name: _____

Address(please print): _____

Post Code : _____

Work Phone: _____ Mobile Phone: _____

Please sign this statement – MEDIA ONLY

I hereby grant Sport England & SASSOT and any assignees or licensees the absolute right to use the images resulting from this photo / film shoot. This includes any reproductions or adaptations of the images for all general purposes, and at any time, in relation to SASSOT's work.

Signature: _____

Date: ____/____/____

Please sign this statement – PARENT / GUARDIAN / PHOTOGRAPHER

I hereby agree that all details are correct on this form and will abide by the Event rules on photography.

Signature: _____

Date: ____/____/____

All completed forms should be handed to the information point at main reception and you will be accredited with a wristband.

Appendix VIII PHOTOGRAPH CONSENT FORM

Name of Event / Activity _____

Name of parent or guardian _____

Please list the names and ages of all the young people that you are consenting or not consenting to being photographed or videoed as part of SASSOT's coverage of this event or activity.

Name	Age

Address _____

_____ Tel _____

Sport Across Staffordshire & Stoke-on-Trent (SASSOT) would like to take a photograph of *your child / *the child in your care for promotional purposes. These images may be sent out to the media with a press release, used for our publications or on our website. We may also use the image on our social media related pages (Facebook and Twitter). These photographs will be sensibly and responsibly in line with SASSOT's Child Protection Policy.

To comply with the Data Protection Act 1998, we need your permission before we take any photographs. Please answer the question below and sign and date the form where shown. We will not use the images taken, or any other information you provide, for any other purpose

To the parent / guardian:

I grant permission for photographs of those named above to be used for:

Press releases, SASSOT publications and website
SASSOT Social Media Pages (Facebook & Twitter)
None of the above

I have read and understood the conditions of use overleaf.

Signed _____ Date _____

Name (block capitals) _____

Appendix IX

The Roles and Responsibilities of the Designated Person

Every organisation should designate a person or persons with lead responsibility for dealing with any concerns about the protection of children. The details of SASSOT's designated persons are in Appendix I.

The designated person will not necessarily have sole responsibility for issues relating to child protection. They will be part of a management team that ensure there are proper arrangements to ensure all children taking part in the activities organised on and on behalf of SASSOT do so in a safe and non-threatening environment.

The role of the designated person is to:

- Receive information from staff, coaches, officials and volunteers and parents and/or carers who have concerns and to record this information
- Assess the information promptly and carefully, clarifying or obtaining more information about the matter as appropriate
- Consult initially with a statutory child protection agency such as the local Social Services Dept. or NSPCC, to test any doubts or uncertainty about the concerns
- Make a formal referral to a statutory child protection agency (social services or police) without delay. It is NOT the role of SASSOT to decide whether a child has been abused or not. However it is everyone's responsibility to ensure that concerns are shared and appropriate action taken
- Ensure the internal organisation (Stafford Borough Council) are kept informed of the whole process.

It is important that the designated person receives the appropriate level of training (see table overleaf).

Partnership Designated Person

READER CHAPTER	KNOWLEDGE TO BE ACQUIRED THROUGH TRAINING	SKILLS	TASKS
	<ul style="list-style-type: none"> • Primary legislation, government guidance and national framework for child protection. • Roles and responsibilities of statutory agencies and Safeguarding Children Boards. • Local arrangements for managing child protection and reporting procedures. • Poor practice and abuse – behaviour which is harmful to children. • Our organisation's role and responsibilities to safeguard the welfare of children and young people, boundaries of welfare officer's role. • Own organisation's policy and procedures Related to safeguarding children and young people. • Core values and principles underpinning good practice. • Awareness of equalities issues and child protection. <p><u>Recommended Knowledge</u></p> <p>Basic knowledge of how abusers gap 'target and groom' organisations to abuse children. Best practice in prevention.</p>	<ul style="list-style-type: none"> • Administration. • Advice and support provision. • Child-focused approach. • Communication skills. • Recording skills. • Ability to take responsibility for providing information about local resources such as written materials. • Promote organisation's policy procedures and resources. <p><u>Recommended Skills</u></p> <ul style="list-style-type: none"> • Ability to provide basic training on child protection at club level where supported and suitably trained by the organisation. 	<ul style="list-style-type: none"> • Assist the organisation to fulfil its responsibilities to safeguard children and young people at local level. • Assist the organisation to implement its child protection plan at local level. • Maintain contact details for local statutory agencies. • Make links with local statutory agencies (Police and Social Services) and Safeguarding Children Boards/s. • Liaise with Social Services and Police on individual cases – where this is not done by the national organisation. • Provide advice and support to local clubs regarding child protection and poor practice. • Maintain locally held records related to poor practice/child abuse cases, (where these are not held nationally). • Ensure confidentiality is maintained. • Advise their national organisation regarding local contacts/procedures during child protection investigations. • Provide support networks for local • Provide resources and (where appropriate) child protection training for local clubs, coaches and people working with children and sport. • Promote anti-discriminatory practice.

Appendix X Codes of Behaviour

The “Codes of Behaviour Guidance” recommends good practice for participants, parents, coaches, officials, spectators, administrators, teachers and the media when involved in any sporting activity delivered by SASSOT. All staff employed by SASSOT to deliver on its behalf to young people will be required to abide by this Code of Behaviour. This document has been adapted from the Cumbria Sports Partnerships Code of Behaviour document.

PARTICIPANTS – CODE OF BEHAVIOUR

- Always play by the rules.
- Never argue with an official. If you disagree, have your captain, coach or manager approach the official during a break or after the competition.
- Control your temper. Verbal and physical abuse is not acceptable in life and in sport.
- Work equally hard for yourself and/or your team. Your team’s performance will benefit and so will you.
- Treat all participants in your sport as you would like to be treated. Do not bully or take unfair advantage of another competitor.
- Support your coach, manager, team-mates and opponents. Without them, there would be no competition.
- Participate for your own enjoyment and benefit, not just to please your parents and coaches.
- Respect all of your fellow participants.
- Behave responsibly. Discriminatory, offensive and violent behaviour towards any individual is unacceptable and will be acted upon.
- Do not leave the playing/training venue unless the coach or manager is aware.
- Remember, it is your responsibility to always be on time and prepared for all activities.
- Always take time to thank all those who help you take part in your chosen sport/activity.

PARENTS / GUARDIANS – CODE OF BEHAVIOUR

- Remember that young people participate in sport for their enjoyment, not yours.
- Encourage young people to participate, never force them.
- Focus on, and praise the effort and performance displayed, rather than the winning or losing.
- Encourage young people to play according to the rules and to settle disagreements without resorting to argumentative behaviour.
- Never ridicule a young person for making a mistake or losing a competition.
- Remember that young people learn best by example. Always show appreciation for good performances displayed by all participants.
- Support all efforts to remove verbal and physical abuse from all sporting activities.
- Respect coaches’ and officials’ decisions and teach young people to do likewise.
- Always show appreciation for the coaches, officials and administrators. Without them there would be no activity for your child to participate in.
- Respect the rights and dignity of every young person regardless of their gender, ability, cultural background or religion.
- Behave responsibly. Discriminatory, offensive and violent behaviour towards any individual is unacceptable and will be acted upon.
- Always ensure you are punctual when dropping off and collecting your children, do not put the coach/club in a difficult position by arriving late.

COACHES – CODE OF BEHAVIOUR

- Any physical contact with a young person should be appropriate to the situation.
- Remember that young people participate for many reasons, and winning is only part of the fun of taking part.
- Never ridicule a young player for making a mistake.
- Be reasonable in your demands on players’ time, energy and enthusiasm.

- Operate within the rules and spirit of your sport and teach your players to do the same.
- Ensure that the time players spend with you is a positive experience. All young people are deserving of equal attention and opportunities.
- Ensure that equipment and facilities meet safety standards and are appropriate to the age and ability of all players.
- Display control, respect and professionalism to all involved with the sport. This includes opponents, coaches, officials, administrators, the media, parents and spectators. Encourage players to do the same.
- Obtain the appropriate qualifications and keep up to date with the latest coaching practices and the principles of growth and development of young people.
- Respect the rights and dignity of every young person regardless of their gender, ability, cultural background or religion.
- Behave responsibly. Discriminatory, offensive and violent behaviour towards any individual is unacceptable and will be acted upon.
- Place the well-being and safety of the performer above all else.
- Follow all guidelines laid down by the sports governing body and hold the appropriate insurance cover.
- Encourage and guide performers to accept responsibility for their own behaviour and performance.
- Ensure all activities are appropriate for the age, maturity, experience and ability of the individual.
- At the outset, clarify with performers (and where appropriate with their parents/carers) exactly what is expected of them and what performers are entitled to expect from the coach.
- Co-operate fully with other specialists (e.g. other coaches, officials, sports scientists, doctors, and physiotherapists) in the best interests of the performer.
- Always promote the positive aspects of the sport (e.g. fair play) and never condone rule violations or the use of prohibited substances.
- Consistently display high standards of behaviour and appearance, set a good example which others can follow
- Arrive in plenty of time to set up the activity

OFFICIALS (REFEREES / UMPIRES ETC) – CODE OF BEHAVIOUR

- Place the safety and welfare of the participants above all else.
- Modify rules and regulations, where appropriate, to match the skill levels and needs of the young people taking part.
- Compliment and encourage all participants.
- Be consistent and objective when making decisions.
- Promote respect amongst participants.
- Always emphasise the spirit of the game.
- Encourage and promote rule changes, where appropriate, that will make participation more enjoyable for the participants.
- Be a role model, actions speak louder than words.
- Keep up to date with the latest developments in officiating and the principles of growth and development of young people.
- Your behaviour and comments should always be positive and supportive unless condemning unsporting behaviour.
- Behave responsibly. Discriminatory, offensive and violent behaviour towards any individual is unacceptable and will be acted upon.
- Respect the rights and dignity of every young person regardless of their gender, ability, cultural background or religion.

SPECTATORS – CODE OF BEHAVIOUR

- Remember that young people participate in sport for their enjoyment and benefit, not yours.
- Acknowledge good performances from all individuals and teams.
- Congratulate all participants on their performance, regardless of the game's outcome.
- Respect the decisions of officials and teach young people to do the same.
- Never ridicule a young player for making a mistake. Positive comments are always motivational.

- Condemn the use of violence in any form, whether it is by other spectators, coaches, officials or players.
- Show respect for your team's opponents. Without them, there would be no game.
- Encourage all players to follow the rules and the officials' decisions.
- Do not use foul language or harass players, coaches or officials.
- Behave responsibly. Discriminatory, offensive and violent behaviour towards any individual is unacceptable and will be acted upon.
- Respect the rights and dignity of every young person regardless of their gender, ability, cultural background or religion.

ADMINISTRATORS (SPORTS DEVELOPMENT OFFICERS ETC) – CODE OF BEHAVIOUR

- Make it clear that abusing young people in any way is unacceptable and will result in severe disciplinary action.
- Involve young people in planning, leadership, evaluation and decision-making related to the activity.
- Give all young people equal opportunities to participate.
- Create pathways for young people to participate in sport, not just as a player but as a coach, referee, administrator, etc.
- Ensure that rules, equipment, length of games and training schedules are modified to suit the age, ability and maturity level of young players.
- Provide quality supervision and instruction for junior players.
- Remember that young people participate for their enjoyment and benefit. Do not overemphasise results.
- Help coaches and officials highlight appropriate behaviour and skill development, and help improve the standards of coaching and officiating.
- Ensure that everyone involved in junior sport emphasises fair play, rather than winning at all costs.
- Promote "Codes of Behaviour" to spectators, officials, parents, coaches, players and the media where appropriate, and encourage their use.
- Remember, you set an example. Your behaviour and comments should be positive and supportive.
- Behave responsibly. Discriminatory, offensive and violent behaviour towards any individual is unacceptable and will be acted upon.
- Respect the rights and dignity of every young person regardless of their gender, ability, cultural background or religion.

TEACHERS – CODE OF BEHAVIOUR

- Encourage young people to develop basic skills in a variety of sports and discourage overspecialisation in one event, sport or playing position at the expense of other sports and activities.
- Create opportunities to teach appropriate sports behaviour as well as basic skills.
- Give priority to free play activities, skill learning and modified sports over highly structured competition for primary school aged children.
- Prepare young people for competition by teaching them basic sport skills.
- Make young people aware of the positive benefits of participation in sporting activities.
- Keep up to date with coaching practices and the principles of physical growth and development. Read and use the latest coaching and teaching resources for junior sport.
- Help young people understand the differences between the junior competition they participate in and professional sport.
- Help young people understand that playing by the rules is their responsibility.
- Give all young people equal opportunities to participate in leadership, administration, coaching and refereeing as well as playing.
- Behave responsibly. Discriminatory, offensive and violent behaviour towards any individual is unacceptable and will be acted upon.
- Respect the rights and dignity of every young person regardless of their gender, ability, cultural background or religion.

MEDIA – CODE OF BEHAVIOUR

- Provide coverage of young people's competitive and non-competitive sport as well as reporting adult sport.
- Be aware of the differences among adult sport, professional sport and modified sports programs for young people.
- Do not highlight isolated incidents of inappropriate sporting behaviour.
- Focus on a young player's fair play and honest effort.
- Do not place unfair expectations on young people.
- Describe and report on the problems/barriers to young people participating in organised sport.
- Focus on the abilities and not the disabilities of young people.
- Avoid reinforcing stereotypical views on the involvement of boys and girls in particular sports.
- Give equal time and space to reporting boys and girls sports.
- Behave responsibly. Discriminatory, offensive and violent behaviour towards any individual is unacceptable and will be acted upon.
- Respect the rights and dignity of every young person regardless of their gender, ability, cultural background or religion



Appendix XI

Sport Across Staffordshire & Stoke-on-Trent Safe Social Media Policy

Introduction

Interactive social media technology has revolutionised the way that people connect and interact. Facebook, Twitter, blogs, instant messaging and photo and video exchange sites are increasingly popular, and provide an opportunity for the sporting world to connect with children and young people.

Alongside the very beneficial aspects of modern communication technologies we have to recognise that there are also increased risks to children and young people. The NSPCC Child Protection in Sport Unit has produced safeguarding guidelines for County Sports Partnerships, National Governing Bodies and other sports organisations.

1) Purpose of Using Social Media

Social media provides unique opportunities for sports organisations to engage, connect and develop unique relationships with people through online communities. SASSOT has embraced the use of social media with the aim of:

- Reaching people who do not use traditional communication methods
- Having timely and efficient conversations which result in meaningful outcomes for those using our services
- Increasing the awareness and reputation of SASSOT
- Developing stronger relationships with our audiences and listening to feedback

2) Why Develop a 'Safe Social Media' Policy

SASSOT has identified the need to develop a 'Safe Social Media Policy'. This policy is designed to do the following:

- Outline a clear set of procedures for staff
- Identify potential risks and how these can be minimised
- Establish guidelines on dealing with problems or complaints
- Advocate good practice and provide links to useful resources
- To act as a reference document for partner organisation
- Outline acceptable use by partners and the general public

3) Potential Risks

SASSOT acknowledges the potential risks to children and young people using social networking and other interactive services (see Figure 1). SASSOT will adhere to good practice guidelines to minimise these risks and eliminate inappropriate behaviour.

Figure 1

	Commercial	Aggressive	Sexual	Values
Content (child as recipient)	Adverts Spam Sponsorship Personal Info	Violent/hateful content	Pornographic or unwelcome sexual content	Bias Racist Misleading info
Contact (child as participant)	Tracking Harvesting personal info	Being bullied, harassed or stalked	Meeting strangers Being groomed	Self-harm Unwelcome persuasions
Conduct (child as actor)	Illegal downloading Hacking Gambling Financial scams Terrorism	Bullying or harassing another	Creating and uploading inappropriate material	Providing misleading info/advice

(Figure 1: Byron Review: Safer Children In A Digital World)

For more information on how to minimise the risk please view the full CSPU guidelines (Appendix 1)

4) Privacy Settings

No child under the age of 13 is able to register on a social networking site due to US law. SASSOT will decline or remove any child who has provided false age information.

SASSOT will follow guidelines to ensure that full privacy settings are enabled, these include:

- Pre-moderating users comments before they are posted
- Removing the ability for individuals to add photos and videos
- Turning off online chat

5) Staff responsibility

When using social media as a form of communication it is important to ensure that the content is managed responsibly. Careful consideration should be taken to ensure that the content is audience appropriate and that clear procedures are adhered to.

- Staff have the responsibility to be professional and act as an ambassador for the partnership. They are expected to act in a helpful, transparent and positive way.
- Staff must ensure that permission is sort before mentioning a specific project as there may be circumstances where a privacy agreement is in place or an embargo that prevents early release of information.
- Sharing internal communications outside SASSOT is prohibited and the publishing of any email content should be agreed with the sender.
- Copyright laws must be respected. Images and content from external sources should not be used unless the owner has granted permission or it is in the public domain. Links to all sources must be cited where possible.
- Staff must ensure that mistakes are corrected promptly
- Treat people as you would like to be treated
- When responding to messages via the 'SASSOT Inbox' staff must state their name and job title. If an individual has a specific query staff must request that they message the 'SASSOT Inbox' rather than continuing the discussion publically.

- Staff should be honest, if they can answer questions then they should do so and if they can't then explain why and pass the query onto an appropriate team member
- Staff should ensure that they are aware of the rules and etiquette of the relevant social media sites
- Avoid giving personal opinion or disclosing personal information
- All members of staff with a responsibility for set-up, managing and moderating SASSOT social media activity will have received appropriate safeguarding training and DBS checks

6) Use of Language

Do not use language that may cause offence or harm to others. This includes language that is:

- Offensive
 - Insulting
 - Abusive
 - Threatening
 - Racist
 - Discriminatory
 - Derogatory
- Any use of the above language will be acted upon in line with SBC disciplinary procedures.
 - When you are talking to your reader, say exactly what you mean, using the simplest words that the reader will understand.
 - Before posting a message/information be clear of the point/action you are trying to gain.
 - Avoid writing content that can be easily misinterpreted
 - Avoid using specialist jargon
 - Be concise
 - Do not use abbreviations
 - Always check that your writing is clear, helpful, and polite

7) Unacceptable Behaviour of Followers/Fans

SASSOT will not tolerate unacceptable behaviour from social media followers. We reserve the right to remove comments without notification including those which:

- Bully, harass or intimidate any individual or organisation
- Are unlawful, libellous, defamatory, abusive, threatening, harmful, obscene, profane, sexually oriented or racially offensive
- Infringe or violate someone else's rights
- Discuss on-going legal proceedings
- Violate the law
- Advertise products or services
- Are off irrelevant or topic

- Are spam
- Are disruptive
- Are repetitive

8) Use of Photographs

Photographs of children and young people can pose direct or indirect risks to their subjects particularly if used on websites. For example, images accompanied by personal information - 'this is X who likes to play X' - could be used by an individual to learn more about a child prior to 'grooming' them for abuse. Likewise, the content of the photo could be used or adapted for inappropriate use. This kind of adapted material has appeared on child pornography sites.

To help mitigate against these risks SASSOT will always follow the guidelines below when posting images or videos on its social media:

- Avoid using children's names (first name or surname) in photograph captions. So if the child is named, avoid using his or her photograph. If the photograph is used, avoid naming the child
- Obtain parental consent for use of images where possible
- Be clear when obtaining photo consent that images maybe used on social media sites
- Asking for children's permission to use their image is a good way of ensuring that they are aware of the way their image is being used to represent the sport.
- Only use images of children in suitable dress to reduce the risk of inappropriate use. It is difficult to specify exactly what content is appropriate given the wide diversity of sports. However, certain sports activities - swimming, gymnastics and athletics, for example - present a much greater risk of potential misuse. Images of these sports should focus on the overall activity, not on a particular child, and should avoid full face and body shots. This means, for example, that photographs of children in a pool would be appropriate if shot poolside from waist or shoulder up. The age of children is another factor to be considered when deciding what is appropriate.

9) Monitoring

There will be several site administrators who will be responsible for uploading content onto social media sites. Listed below are those currently responsible for SASSOT social media activity:

- *Social Media Manager: Naomi Bird*
- *Safeguarding Manager: Ben Hollands*
- *Social Media Administrators: Nicola Hill / Leigh Morton / Ian Duckmanton*

Where possible 'Hootsuite' should be used to upload social media content, allowing for post to be pre-scheduled. Only those with administration responsibilities will have access to relevant usernames and passwords which will be stored safely.

SASSOT social media pages will be monitored every 48 hours (Mon-Fri) by 2 core members of staff. If a member of staff is absent or on annual leave alternative arrangements will be made.

SASSOT will implement a user 'House Rules' page detailing the behaviour expected by those using the relevant social media site

https://www.facebook.com/SportAcrossStaffordshireandSoT?v=app_208209315900235

10) Reporting & Recording Concerns

SASSOT will ensure that contact information is clearly available on the relevant interactive service providing people with the opportunity to raise any concerns.

Complaints and concerns of a safeguarding nature raised by either a member of the public or the core team will be managed in line with SASSOT's child protection procedures a full copy of which can be viewed at www.sportacrossstaffordshire.co.uk

All other complaints which cannot be immediately and satisfactorily resolved will be managed in line with the Stafford Borough Council complaints procedure. Further details about this procedure can be found at <http://www.staffordbc.gov.uk/Complaints>

11) Training

All SASSOT core team staff will be provided with basic awareness safeguarding training and safeguarding and social media training. This will ensure that all staff working directly with children or through a virtual environment such as Facebook are able to recognise safeguarding issues and respond appropriately.

SASSOT will always have a designated safeguarding officer that has attended lead officer training provided by the Child Protection in Sport Unit. The current lead safeguarding officer is Ben Hollands.

12) Useful Resources

1. Full CPSU Guidelines
http://www.nspcc.org.uk/inform/cpsu/resources/briefings/social_networking_services_wdf69029.pdf
2. FA Guidance Sheet s
<http://www.thefa.com/TheFA/WhatWeDo/FootballSafe/Downloads>
3. ASA Guidance
<http://www.swimming.org/asa/clubs-and-members/wavepower/>
4. Netball Guidance
http://www.englandnetball.co.uk/the-game/safeguarding/social_media_good_practice_guide
5. British Rowing
<http://www.britishrowing.org/upload/files/Association/Welfare/BritishRowingSPCG31.pdf>

ACCEPTANCE (Tick & Sign Below)

- ☐ I confirm that I have read and understand this Safe Social Media Policy
- ☐ I also fully understand and accept that my breach of any guidelines in the policy may result in disciplinary action being taken against me
- ☐ I agree to abide by the conditions set out in this policy

Signed	
Print Name	
Date	

Appendix XII Further Information

Useful websites for more in depth information

Child Protection in Sport Unit
www.the.cpsu.org.uk

NSPCC

www.nspcc.org.uk

Disclosure and Barring Service

www.DBS.gov.uk

www.disclosure.gov.uk

Institute of Sport and Recreation Management

www.isrm.co.uk

Department of Health, The Protection of Children Act 1999

www.doh.gov.uk/scg/childprotect

Amateur Swimming Association

www.britishswimming.org

The Football Association

www.the-fa.org

The Rugby Football Union

www.rfu.com

Acknowledgements

SASSOT would like to thank the following people and organisations for their help and advice in developing this policy:

The Child Protection in Sport Unit

The members of the County Child Protection Group

Officers from the nine local authorities in Staffordshire

Officers from Staffordshire Local Education Authority

sports coach UK

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www.sportscoachUK.org

Glossary of terms

The policy uses a number of terms which may be interpreted differently within individual organisations in the Partnership. The following are the key ones:

Child “A child means every human being below the age of 18 years unless, under the law applicable to the child, majority is attained earlier” (Convention on the Rights of the Child (United Nations, Article 1)

Children and Young People children up to the age of 18, although may be taken to mean over 18s who are vulnerable through learning or other disability, in spirit, if not in law. The term has been used frequently

in the policy and has, on occasions, been interchanged. The meaning of each should be taken to be the same.

DBS Disclosure and Barring Service

ISA Independent Safeguarding Authority

CV Curriculum Vitae

DP Designated Person. The person with lead responsibility for dealing with concerns about the protection of children within an organisation. In the case of this policy, SASSOT.

Job description the description of the role and tasks expected of the successful applicant for a post.

NGB National Governing Body of Sport.

Organisation generic term to cover a wide range of agencies, clubs or groups where sporting activities or services are provided for children.

Parents and carers anyone who has parental responsibility or who undertakes day to day care of a child. It may include step parents, grandparents or other members of the family.

Person specification the list of qualifications, skills and attributes required for a post within an organisation.

SASSOT Sport Across Staffordshire and Stoke on Trent

Staff, volunteers and workers anyone paid or unpaid who provides services or activities on behalf of SASSOT. This includes staff, coaches, officials and volunteers.

Volunteer “a person who performs an activity which involves spending time, unpaid (except for travelling and other approved out-of-pocket expenses), doing something which aims to benefit someone (individuals or groups) other than or in addition to close relatives” (Disclosure and Barring Service)

Notes



Report to the Board – Enclosure 05

Report Title	SASSOT Finance and Audit Group Report
Date	9 th April 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 Finance and Audit Group on the following items:

- 2018-19 Accounts: Expenditure against Budget
- 2019-20 Budget
- 4-Year Financial Forecast amendments
- Finance and Audit Group Effectiveness Checklist
- Risk Register

Please note that the figures for 2018-19 expenditure are draft, awaiting end-of-year confirmation. Therefore the 2019-20 Budget and 4-Year Financial Forecast are also subject to amendment based on the final 2018-19 carry forwards

2. Recommendation(s)

- That the Board approves the 2019-20 budget (subject to minor amendments once official carry forwards from 2018-19 are confirmed) (see 4.2)

- That the Board approves the 4-Year Financial Forecast (see 4.3)
- That the Board agrees to appoint an additional member to the Finance and Audit Group (FAG) (see 4.4)
- That the Board agrees to appoint a Whistleblowing Lead (see 4.4)
- That the Board agrees the Risk Register priorities for the next quarter (see 4.5)

3. Executive Summary

- 2018-19 expenditure broadly on target against budget
- 2019-20 budget drafted, awaiting confirmation of final carry forwards from 2018-19
- 4-year financial forecast amended to include 2022-23 and staffing structure amendments
- Finance and Audit Group self-assessed as operating effectively
- 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 31.03.19 against the budget for 2018-19
- Formal accounts will be drawn up by our Host's Accountants once final figures for 2018-19 are confirmed
- The budget summary is as follows:

Budget to 31st March 2019		Actual to 31st March 2019	Variance
Expenditure	£1,012,220	£552,253	- £459,967
Income	£1,012,220	£1,013,471	-£1,251

- Overall, actual expenditure is significantly less than expected, with the key exceptions explained below. Income is broadly as expected
- There is a £459,967 underspend against budgeted expenditure primarily due to following reasons:
 - To ensure our budgets are 'zero-ed off' as required by Stafford Borough Council, any planned carry forward into 2019-20 (for example from grants which run over the academic rather than the financial year), plus the reserves required to cover our liabilities, are listed as Contingency expenditure. This accounts for £382,180.
 - In general, Employee Costs are slightly underspent across all codes as National Insurance contributions for staff came in under budget compared to the percentage HR advised us to cost out. Additionally the Satellite Clubs Officer post has been vacant since April 2018 and, whilst cover has been provided through other posts, this has been at a reduced level.

- iii. The funding from the oPCC for the Looked After Children project (Sportivate) has been extended until the funding is spent (£14,587)

Exception reports for each individual budget heading are shown below.

- **Partnership Services**

- Expenditure

- 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 £4,874 under budget for Grants and Equipment (Place-Based Approach Delivery) as progress towards delivery has been slower than expected and most agreed work has required staff capacity rather than funding.

- We are also £4172 underspent on marketing. However, some of this underspend has been redeployed for the development of an Evaluation Framework to support our PBA work and paid for from Professional Fees.

- Income

- We have received £20,000 from Staffordshire Moorlands DC to use for delivery in the district. This came into our Partnership Funding code then while a separate budget code was set up for use in 2019-20, and was then transferred over via Joint Financing. We also transferred c£10k more than originally planned into this budget to cover existing staff doing Satellite Clubs work while the officer post was vacant.

- **Research and Insight**

- Expenditure

- We have ringfenced £5500 for insight work in East Staffordshire, as they are the final district to receive this work from us. This was put on hold during 2018-19 at their request while they transferred their leisure services out to contract.

- **Youth Sport**

- Expenditure

- The budget shows a £15,861 underspend on Grants. These have been allocated to individual satellite clubs and will be paid out when delivery is completed

4.2 2019-20 Budget

- The attached figures (Appendix 2) show a detailed breakdown of the budgets for 2019-20
- This incorporates the new staffing structure as of 01.04.19 and associated liabilities
- Key changes from 2018-19 are:
 - The Communities Manager role (or similar) will be re-recruited shortly

- We are investing in a digital information tool and activity database, with associated marketing and capacity requirements
- Active Staffordshire Moorlands is a new budget code, for ringfenced funding we've received from the District Council for work in that LA.
- We are expecting to receive £20,000 from Sport England to cover consultancy work linked to independence
- Funding Agreements for 2019-20 have been signed with Staffordshire Moorlands DC, Stafford BC, East Staffordshire BC, Lichfield DC, Stoke-on-Trent City Council and Newcastle-under-Lyme BC. South Staffordshire Council have confirmed they will not be funding SASSOT during 2019-20, and the two universities fund on the academic year (with funding for 2018-19 received). Staffordshire CC's funding agreement remains in place as per 2018-19, and a meeting with Cannock Chase Council has been arranged for later this month

4.3 4-Year Financial Forecast Amendments

- The 4-Year Financial Forecast (Appendix 3) has been updated to include the figures from the 2018-19 and 2019-20 budgets and the new staffing structure, plus the key changes listed in 2.2 above
- The above amendments have led to a net decrease in the predicted deficit as of 31.03.22 from £67,670 deficit to £2,030 unrestricted reserves, but there will be a predicted deficit of £84,510 by 31.03.23
- An indicative timeline for review of all budget lines and staffing structure to be produced to allow for changes to be implemented by 01.04.21. To be discussed by both FAG and GAG on 09.07.19

4.4 Finance and Audit Group Effectiveness Checklist

- The Finance and Audit Group Effectiveness Checklist was completed by all members of the group
- Overall it was felt that the Group operates effectively across all five areas of the checklist
- Actions which were agreed:
 - Invite another Board member to be part of the Group
 - Clarify length of appointment via Terms of Reference - runs in conjunction with Board terms
 - Add Declarations of Interest as a standing agenda item at the start of each meeting
 - Clarify Whistleblowing Policy (based on Host document) and identify a Board Lead

4.5 Risk Register

- The Q4 update to the Risk Register was presented and discussed (Appendix 4)
- Priorities for Q1 2019-20 include:
 - Review SASSOT's involvement with a range of strategic groups to ensure there are clearly identified expected outcomes
 - Confirm 2019-20 budgets and 4-year forecast to 2022-23, plus formal accounts
 - Continue to refine SASSOT's offer to Partners
 - Ensure outstanding funding agreements x 3 are signed

- Continue work around Hosting v Independence, working with the contracted consultants in preparation for the July Board meeting
- Continue to work with team to ensure Place-Based Approach is successfully implemented and impact can be evaluated. Ensure revisions to Communities Manager role will best support PBA

Sport Across Staffordshire and Stoke-on-Trent
1st April 2018 - 31st March 2019 Budget: Expenditure to 31.03.19

1. Partnership Services

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 31/03/19	Actual 01/04/18 - 31/03/19	Commit- ments	Variance
Expenditure		£	£	£	£	£
Employee costs	Core Team	266,410	266,410	250,537	-	15,873
Hosting		27,000	27,000	27,000		-
Telephones	Incl. wifi	1,500	1,500	1,736		236
Travel & Subsistence		5,800	5,800	5,492	-	308
Training and Conferences		6,000	6,000	4,251	-	1,749
Office Equipment	Office Costs	300	300	116	-	184
Clothing & uniforms	Office Costs	130	130	-	-	130
Printing, stationery and postage	Office Costs	1,470	1,470	1,042	-	428
Computer Equipment	Office Costs	2,500	2,500	2,872		372
Marketing		8,000	8,000	3,828	-	4,172
Consultancy	Director, Apprentice, Auditor	11,600	11,600	14,370		2,770
Subs to Outside Organisations	Delivery	2,270	2,270	2,370		100
Hospitality	Delivery - Including PBA	2,000	2,000	2,562		562
Rents	Delivery - Including PBA	1,000	1,000	300	-	700
Grants and Equipment	Delivery - PBA	5,000	5,000	126	-	4,874
Professional Fees	Delivery - PBA	3,740	3,740	5,870		2,130
Reserves Fund	Includes Employee Liabilities & c/f to 20-21	305,790	305,790	-	-	305,790
		650,510	650,510	322,472	-	328,038
Income						
Grants	Sport England	263,980	263,978	263,978		-
Partnership Funding	Local Partners	90,000	90,000	111,371		21,371
Joint Financing Contribution	Balance c/fwd	250,070	250,072	250,072		-
Joint Financing Contribution	Underspend from other Budgets etc.	46,460	46,460	36,733	-	9,727
	Total	650,510	650,510	662,154		11,644

2. Research and Insight

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 31/03/19	Actual 01/04/18 - 31/03/19	Commit- ments	Variance
Expenditure		£	£	£	£	£
Professional Fees	Delivery	5,500	5,500	-	-	5,500
	Total	5,500	5,500	-	-	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 31.03.19

3. Volunteering (formerly NGB Activation and Volunteer Coordinator)

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 31/03/19	Actual 01/04/18 - 31/03/19	Commit- ments	Variance
Employee costs		18,850	18,850	18,365		- 485
Telephone		80	80	69		- 11
Travel & Subsistence		350	350	87		- 263
Training and Conferences		250	250	70		- 180
Printing, stationery and postage	Office Costs	100	100	2		- 98
Grants	Delivery	3,500	3,500	1,091		- 2,409
Professional Fees	Delivery	780	780	1,469		689
Equipment	Delivery	-	-	25		25
Contingency	Active Lives / DfE c/f for 2018-19	12,130	12,130	-		- 12,130
	Total	36,040	36,040	21,178	-	- 14,862
Income						
Grants	Active Lives / DfE	22,900	22,900	22,900		-
Joint Financing Contributions	Balance c/fwd	14,720	14,720	14,719		- 1
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	36,040	36,330		290

4. Club Development

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 31/03/19	Actual 01/04/18 - 31/03/19	Commit- ments	Variance
Employee costs		140	140	144		4
Grants	Delivery - Club Accreditation Grants	4,550	4,550	2,240		- 2,310
	Total	4,690	4,690	2,384	-	- 2,306
Income						
Joint Financing Contributions	Balance c/fwd	9,850	9,850	9,848		- 2
Joint Financing Contributions	Transfer to Partnership Services	- 5,160	- 5,160	- 5,964		- 804
	Total	4,690	4,690	3,884	-	- 806

5. Sportivate

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 31/03/19	Actual 01/04/18 - 31/03/19	Commit- ments	Variance
Grants	Delivery - Children in Care Project	15,000	15,000	413		- 14,587
	Total	15,000	15,000	413	-	- 14,587
Income						
Joint Financing Contributions	Balance c/fwd	17,750	17,750	17,745		- 5
Joint Financing Contributions	Transfer to Partnership Services	- 2,750	- 2,750	- 2,745		- 5
	Total	15,000	15,000	15,000	-	-

6. Workforce (formerly Coaching Development)

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 31/03/19	Actual 01/04/18 - 31/03/19	Commit- ments	Variance
Employee Costs		46,940	46,940	45,776		- 1,164
Telephones		150	150	138		- 12
Travel & Subsistence		500	500	713		213
Training and Conferences		500	500	191		- 309
Printing, stationery and postage	Office Costs	20	20	-		- 20
Hospitality	Delivery	100	100	-		- 100
Professional Fees	Delivery	170	170	25		- 145
	Total	48,380	48,380	46,843	-	- 1,537
Income						
Grants	Sport England	40,000	40,000	40,000		-
Income		-	-	181		181
Joint Financing Contributions	Balance c/fwd	18,310	18,310	18,314		4
Joint Financing Contributions	Transfer to Partnership Services	- 9,930	- 9,930	- 9,930		-
	Total	48,380	48,380	48,565	-	185

Sport Across Staffordshire and Stoke-on-Trent
1st April 2018 - 31st March 2019 Budget: Expenditure to 31.03.19

7. Youth Sport

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 31/03/19	Actual 01/04/18 - 31/03/19	Commit- ments	Variance
Employee Costs		57,060	57,060	47,080	-	9,980
Telephones		300	300	120	-	180
Travel & Subsistence		420	420	102	-	318
Training and Conferences		700	700	-	-	700
Printing, stationery and postage	Office Costs	740	740	195	-	545
Computer Equipment	Office Costs	1,800	1,800	1,681	-	119
Grants	Delivery	49,190	49,190	33,329	-	15,861
Rents	Delivery	320	320	71	-	249
Hospitality	Delivery	450	450	469	-	19
Professional Fees	Delivery	28,080	28,080	28,834	-	754
Contingency		32,420	32,420	-	-	32,420
	Total	171,480	171,480	111,881	-	59,599
Income						
Grants	Sport England Satellite Clubs	158,170	158,170	158,174		4
Joint Financing Contributions	Balance c/fwd	28,540	28,540	28,545		5
Joint Financing Contributions	Transfer to Partnership Services	- 15,230	- 15,230	- 25,258	-	10,028
	Total	171,480	171,480	161,461	-	10,019

8. School Games

Budget amended to reflect extension of School Games Funding

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 31/03/19	Actual 01/04/18 - 31/03/19	Commit- ments	Variance
Employee Costs		20,770	20,770	20,389	-	381
Telephones		80	80	69	-	11
Travel & Subsistence		300	300	267	-	33
Training and Conferences		250	250	-	-	250
Printing, stationery and postage	Office Costs	770	770	712	-	58
Computer Equipment	Office Costs	950	950	721	-	229
Rents	Delivery	4,940	4,940	4,440	-	500
Hospitality	Delivery	2,310	2,310	1,772	-	538
Professional Fees	Delivery	4,270	4,270	3,838	-	432
Equipment	Delivery	9,270	9,270	10,474	-	1,204
Promotions	Delivery	4,750	4,750	4,472	-	278
Contingency		31,840	31,840	-	-	31,840
	Total	80,500	80,500	47,154	-	33,346
Income						
Grants	Sport England	45,000	45,000	45,000		
Joint Financing	Balance c/fwd	35,500	35,500	35,649		149
	Total	80,500	80,500	80,649	-	149

9. Equity

Description	Work Area	Budget 2018-19	Budget 01/04/18 - 31/03/19	Actual 01/04/18 - 31/03/19	Commit- ments	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	- 10,572	-	192
	Total	120	120	- 72	-	192

Notes:

Expenditure A minus sign indicates an underspend on budget

Income A minus sign indicates an increase on budget

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

Sport Across Staffordshire and Stoke-on-Trent
1st April 2019 - 31st March 2020 Budget

Summary

Work Area	Budget 2019-20
Income	
Reserves Carried Forward	-481180
Income	-637890
Transfers Between Budgets	0
Total Income	-1119070
Expenditure	
Employee Costs	419550
Hosting	27000
Other Costs:	
Telephone	1980
Travel / Subsistence	8200
Training	9000
Office Costs	7300
Marketing	28000
Consultancy	21500
Delivery / Other	225270
Total Expenditure	747800
Balance	-371270
of which Liabilities	-179090
of which restricted funds	-56520
of which unrestricted funds	-135660

Please note - the above budget summary is taken from the 4-Year Forecast

1. Partnership Services

Description	Work Area	Budget 2019-20	Budget 01/04/19 - 30/06/19	Actual 01/04/19 - 30/06/19	Commitments	Variance
Expenditure		£	£	£	£	£
Employee costs	Core Team	299,300				
Hosting		27,000				
Telephones	Incl. wifi	1,530				
Travel & Subsistence		7,000				
Training and Conferences		7,000				
Office Equipment	Office Costs	300				
Clothing & uniforms	Office Costs	500				
Printing, stationery and postage	Office Costs	1,370				
Computer Services	Office Costs	4,850				
Marketing		28,000				
Consultancy	Auditor, Independence contract	21,500				
Subs to Outside Organisations	Delivery	2,500				
Hospitality	Delivery - Including PBA	3,000				
Rents	Delivery - Including PBA	1,000				
Grants and Equipment	Delivery - PBA	5,500				
Reserves Fund	Includes Employee Liabilities & c/f to 20-21	314,760				
		725,110	0	0	0	0
Income						
Grants	Sport England	283,980				
Partnership Funding	Local Partners	70,000				
Joint Financing Contribution	Balance c/fwd	339,680				
Internal Transfers	Underspend from other Budgets etc.	31,450				
	Total	725,110	0	0	0	0

2. Research and Insight

Description	Work Area	Budget 2019-20	Budget 01/04/19 - 30/06/19	Actual 01/04/19 - 30/06/19	Commitments	Variance
Expenditure		£	£	£	£	£
Professional Fees	Delivery	5,500				
	Total	5,500	0	0	0	0
Income						
Joint Financing Contributions	Balance c/fwd	5500				
	Total	5,500	0	0	0	0

Sport Across Staffordshire and Stoke-on-Trent
1st April 2019 - 31st March 2020 Budget

3. Volunteering (formerly NGB Activation and Volunteer Coordinator)

Description	Work Area	Budget 2019-20	Budget 01/04/19 - 30/06/19	Actual 01/04/19 - 30/06/19	Commit- ments	Variance
Printing, stationery and postage	Office Costs	50				
Grants	Delivery	3,500				
Professional Fees	Delivery	1,000				
Contingency	Active Lives / DfE c/f for 2018-19	2,260				
	Total	6,810	0	0	0	0
Income						
Grants	Sport England	8000				
Joint Financing Contributions	Balance c/fwd	15,150				
Joint Financing Contributions	Income from Courses	400				
Internal Transfers	Underspend from other Budgets etc.	-16,740				
	Total	6,810	0	0	0	0

4. Club Development

Description	Work Area	Budget 2019-20	Budget 01/04/19 - 30/06/19	Actual 01/04/19 - 30/06/19	Commit- ments	Variance
Grants	Delivery - Club Accreditation Grants	1,500				
	Total	1,500	0	0	0	0
Income						
Joint Financing Contributions	Balance c/fwd	1,500				
	Total	1,500	0	0	0	0

5. Sportivate

Description	Work Area	Budget 2019-20	Budget 01/04/19 - 30/06/19	Actual 01/04/19 - 30/06/19	Commit- ments	Variance
Grants	Delivery - Children in Care Project	14,590				
	Total	14,590	0	0	0	0
Income						
Joint Financing Contributions	Balance c/fwd	14590				
	Total	14,590	0	0	0	0

6. Workforce (Formerly Coaching)

Description	Work Area	Budget 2019-20	Budget 01/04/19 - 30/06/19	Actual 01/04/19 - 30/06/19	Commit- ments	Variance
Employee Costs		47,870				
Telephones		150				
Travel & Subsistence		500				
Training and Conferences		500				
Printing, stationery and postage	Office Costs / Delivery	450				
Rents	Delivery	1500				
Hospitality	Delivery	500				
Professional Fees	Delivery	31760				
Contingency		10,790				
	Total	94,020	0	0	0	0
Income						
Grants	Sport England	88,530				
Joint Financing Contributions	Balance c/fwd	1,720				
Joint Financing Contributions	Transfer to Partnership Services	3,770				
	Total	94,020	0	0		0

Sport Across Staffordshire and Stoke-on-Trent
1st April 2019 - 31st March 2020 Budget

7. Youth Sport

Description	Work Area	Budget 2019-20	Budget 01/04/19 - 30/06/19	Actual 01/04/19 - 30/06/19	Commit- ments	Variance
Employee Costs		28,220				
Telephones		150				
Travel & Subsistence		200				
Training and Conferences		500				
Printing, stationery and postage	Office Costs / Delivery	300				
Grants	Delivery	90,770				
Rents	Delivery	200				
Hospitality	Delivery	350				
Professional Fees	Delivery	14,950				
Contingency		4,720				
	Total	140,360	0	0	0	0
Income						
Grants	Sport England Satellite Clubs	127,080				
Joint Financing Contributions	Balance c/fwd	49,580				
Joint Financing Contributions	Transfer to Partnership Services	-36,300				
	Total	140,360	0	0		0

8. School Games

Description	Work Area	Budget 2019-20	Budget 01/04/19 - 30/06/19	Actual 01/04/19 - 30/06/19	Commit- ments	Variance
Employee Costs		44,160				
Telephones		150				
Travel & Subsistence		500				
Training and Conferences		500				
Printing, stationery and postage	Office Costs / Delivery	1,190				
Rents	Delivery	6,470				
Hospitality	Delivery	3,000				
Professional Fees	Delivery	6,250				
Equipment	Delivery	7,540				
Promotions	Delivery (includes Clothing / Uniforms)	2,170				
Contingency		38,780				
	Total	110,710	0	0	0	0
Income						
Grants	Sport England	59,900				
Joint Financing	Balance c/fwd	33,490				
Internal Transfers	Transferred from Volunteering	17,320				
	Total	110,710	0	0	0	0

9.Active Staffordshire Moorlands

Description	Work Area	Budget 2019-20	Budget 01/04/19 - 30/06/19	Actual 01/04/19 - 30/06/19	Commit- ments	Variance
Expenditure		£	£	£	£	£
Rents		500				
Equipment		1,000				
Grants		8,500				
Professional Fees		9,600				
Marketing		400				
	Total	20,000	0	0	0	0
Income						
Joint Financing Contributions	Balance c/fwd	20,000				
Joint Financing Contributions	Transfer to Partnership Services					
	Total	20,000	0	0	0	0

Notes:

Expenditure A minus sign indicates an underspend on budget

Income A minus sign indicates an increase on budget

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

Sport Across Staffordshire and Stoke-on-Trent

Four-Year Financial Projection

02.04.19

Summary

	<u>Note</u>	2018-19	2019-20	2020-21	2021-22	2022-23
<u>Income</u>						
Reserves Carried Forward	1	- 391,750	- 481,180	- 371,270	- 327,310	- 274,050
Income	2	- 642,460	- 637,890	- 604,410	- 604,410	- 554,850
Transfers Between Budgets		-	-	-	-	-
Total Income		- 1,034,210	- 1,119,070	- 975,680	- 931,720	- 828,900
<u>Expenditure</u>						
Employee Costs	3	382,430	419,550	438,940	454,690	469,390
Hosting		27,000	27,000	27,000	27,000	27,000
Other Costs:		-	-	-	-	-
Telephone		2,140	1,980	2,000	2,000	2,000
Travel / Subsistence		6,660	8,200	8,100	8,100	8,100
Training	4	4,510	9,000	8,500	8,500	8,500
Office Costs	5	6,480	7,300	6,460	6,460	6,460
Marketing	6	4,580	28,000	23,000	18,000	18,000
Consultancy	7	20,240	21,500	1,500	1,500	1,500
Delivery / Other	8	98,990	225,270	132,870	131,420	121,990
Total Expenditure		553,030	747,800	648,370	657,670	662,940
<u>Balance</u>		- 481,180	- 371,270	- 327,310	- 274,050	- 165,960
of which Liabilities	9	- 158,390	- 179,090	- 199,410	- 222,880	- 250,470
of which restricted funds	10	- 90,810	- 56,520	- 54,330	- 49,140	-
of which unrestricted funds	11	- 231,980	- 135,660	- 73,570	- 2,030	84,510

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 31.03.22 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:		
Includes £17,000 from SE in 2019-20 for Independence consultancy	Primary Role	£263,978	Financial Year
	Local Partners	70000	65000 2020-21 onwards
	School Games	£45,000	Academic Year
	Satellite Clubs	£127,080	Financial Year (119001 2020-21 onwards)
	Primary Premium	£51,025	Academic Year
	DfE Volunteering	£8,000	Academic Year
	Active Lives	£14,900	Academic Year
	Workforce	£37,500	Financial 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, £1000 Board 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 - £1500 per year for Auditor (tbc); £17,000 in 2019-20 for Consultancy etc. ref Independence
8. Delivery / Other	All other costs, linked to deliver of projects, programmes or work areas. £5000 PBA delivery 2019-20 onwards
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 Primary Role funding. May need £13,667 to cover potential shortfall in Primary Premium funding 01.09.20-31.03.21

Amendments to previous budget:

Based on revised staffing structure with no Youth Sport Manager

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 Q4 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	Draft Annual Delivery Plan for 2019-20 produced in consultation with team and SAG Stakeholder Event held 07.02.19 with positive feedback. SASSOT's offer to partners introduced and discussed
	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	Meetings held with Staffordshire Moorlands DC CEO and Finance Director, and with Tamworth BC Assistant Director
	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	Board Effectiveness Review carried out and analysed. Results to be discussed at April Board Skills Matrix revised, to be carried out in April / May

1. Governance	1.4 Board dominated by one or two individuals, or by connected individuals	1	3	4	<p>Declaration of interest policy in place.</p> <p>Personal Responsibilities set out in Constitution</p> <p>Decisions made by consensus or majority vote, with quorate requirement</p> <p>Board appointment recommendations made by Governance and Appointments Group for Board approval</p> <p>Senior Independent Director role includes acting as intermediary between Board and Chair, or as an alternative point of contact for concerns with Chair / Senior Management</p>	<p>Ensure all Board members complete the declaration form on joining board (and check existing members have completed). Ensure this is a standing agenda item at the start of each meeting</p> <p>Ensure personal responsibilities (Constitution) are emphasised in Induction</p> <p>Ensure Board and Team are aware of SID role this</p>	<p>AOM</p> <p>Chair</p> <p>SID</p>	<p>4</p> <p>Immediate</p> <p>Immediate</p> <p>Immediate</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Documentation revised and completed by all Board members Jan 19</p>
	1.5 Ineffective organsational structure	3	4	15	<p>Board and Team Structures recently reviewed and documented. Job / Role Descriptions in place</p> <p>Internal Controls summary in place</p>	<p>Continue to clarify roles of team members regarding PBA through 1-2-1s, PDRs etc.</p> <p>Annual 'health check' of Board and Team Structures to ensure remain fit for purpose</p> <p>Review Board Delegated Decision form and ensure it is used consistently</p>	<p>I.Dir/I.SL</p> <p>GAG/I.Dir</p> <p>AOM</p>	<p>10</p> <p>Mar 19</p> <p>April 19</p> <p>Dec 18</p>	<p>Ongoing</p> <p>Annually</p> <p>Ongoing</p>	<p>New structure to be introduced 01.04.19 following Youth Sport Manager leaving</p>
	1.6 High Board turnover	2	3	8	<p>Succession plan in place</p> <p>Board at capacity so unlikely to drop below minimum numbers</p>	<p>Ensure Succession Plan is embedded -annual review by Governance and Appointments Group</p> <p>Include opportunity for Board members to raise concerns as part of annual self-assessment process</p> <p>Maintain register of Board terms. Chair to liaise with individuals towards end of term to confirm if they intend to continue</p>	<p>GAG</p> <p>GAG/Chair</p> <p>AOM/Chair</p>	<p>8</p> <p>July 19</p> <p>April 19</p> <p>Immediate</p>	<p>Annually</p> <p>Annually</p> <p>Ongoing</p>	<p>Board Effectiveness Review carried out and analysed. Results to be discussed at April Board</p>
	1.7 Reporting to Board (accuracy, timeliness and relevance)	2	3	8	<p>Board reports submitted 7 days prior to meetings</p> <p>'Staff Showcase' slots on Board Meeting and Annual Delivery Plan update / Dashboard</p> <p>Governance / Finance Sub Groups meet two weeks prior to Board to discuss / approve relevant information</p>	<p>Embed culture of Board members being fully prepared for meetings</p> <p>Keep 'for approval / information' discussion to a minimum in Board meetings and focus on key items for Board input</p>	<p>Chair</p> <p>Chair/I.Dir</p>	<p>4</p> <p>Immediate</p> <p>Immediate</p>	<p>Ongoing</p> <p>Quarterly</p>	<p>Board Agenda re-ordered to put key items at beginning to allow time for discussion</p>

	1.8 Current governance arrangements no longer best option for organisation or Host	5	5	30	Hosting agreement in place to 30.09.20, with annual review	Governance and Appointments Group to lead on investigation of pros / cons of various alternative arrangements and on presenting options to Board (link to 3.4)	GAG	24	Oct 19	Ongoing	£20,000 offered by Sport England to procure professional support. ITQ circulated and preferred contractor decided
2. Operational	2.1 Non-delivery of agreed outcomes	4	5	24	Clear KPIs for Sport England programmes Clear actions / performance measures in place in Annual Delivery Plan, linking directly to Strategy. Quarterly reporting process to Board Agreements in place with funding partners, with six-monthly meetings	Ensure any risk of non-delivery is identified through quarterly reporting process. Utilise expertise of Board and Team for solutions Produce and monitor log of support agreed for each funding partner Work with the team to ensure everyone is confident regarding the process for the Place-Based Approach and their role within it.	I.Dir/I.SL/Board I.Dir I.Dir	18	Immediate Oct 18 Dec 18	Quarterly Quarterly Ongoing	Ongoing Log pdated with a more detailed template for 2019-20 inc. timescales and lead officer
	2.2 Poor evidence of impact	4	4	20	Clear measures of impact for programmes Impact Reports produced for funding partners; Annual Report produced, focusing on impact	Evaluation Framework for PBA work to be developed and embedded Consult funding partners ref preferred format for impact reporting	IMM IMM	10	Feb 19 Oct 18	Ongoing Annually	Evaluation Framework being tested by team and identified partner Impact Reports produced and circulated
	2.3 Lack of partner satisfaction	3	4	15	Annual Partner Satisfaction Survey carried out and analysed Four Stakeholder Events to be delivered annually	Consult with partners through PMIF process Ensure key areas for improvement from Partner Satisfaction Survey and PMIF process are included in Improvement Plan with appropriate actions.	I.SL/I.Dir I.SL/I.Dir	10	Immediate Nov 19	Every Two Years Annually (Survey)	Stakeholder Satisfaction Survey analysed at Team Meeting 15.01.19 and key agreed actions included in Improvement Plan or Annual Delivery Plan
	2.4 Insufficient capacity and resources	4	4	20	Team fully involved in developing Annual Delivery Plans and their own budgets Regular 1-2-1s and twice-yearly PDR meetings held with individuals, where capacity / key work areas is discussed	Ensure team are consulted on every Partner Funding Agreement before signing Identify opportunities to work with local partners to secure funding from external sources for PBA areas and wider	I.Dir/I.SL I.SL/CM	15	Jan 19 Immediate	Annually Ongoing	Funding agreement log updated with a more detailed template for 2019-20 inc. timescales and lead officer £20,000 provided by Staffordshire Moorlands DC
	2.5 High staff turnover or loss of key staff	2	5	12	Succession plan in place Annual Staff Satisfaction Surveys carried out and analysed, plus additional Temperature Check work during 2018 All staff involved in PMIF self-assessment	Ensure Succession Plan is embedded -annual review by Governance and Appointments Group Ensure key areas for improvement from Staff Satisfaction Survey and PMIF process are included in Improvement Plan with appropriate actions. Cross reference to actions in 1.5 and 2.4	GAG I.Dir/I.SL	12	July 19 Nov 18	Annually Annually (Survey)	Staff Satisfaction Survey circulated, closing 29.03.19
	2.6 Inadequate identification or understanding of target audiences	2	3	8	PBA process: desktop analysis and community engagement stages Regular analysis of sub-regional statistics	Continue to ensure PBA community consultation is comprehensive. Ensure action plans are based on this.	IMM/ PBA Lead	8	Immediate	Ongoing	Desktop analysis provided for Lichfield

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	Amendment to staffing structure from 01.04.19 has allowed for additional reserves to be built up to 31.03.22
	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	South Staffordshire Council not funding SASSOT in 2019-20
	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	£20,000 offered by Sport England to procure professional support. ITQ circulated and preferred contractor decided
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 Oct 18 Immediate	Quarterly Annually Ongoing	See 2.1 See 2.2 See 2.3
	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 Mar 19 Immediate	Quarterly Quarterly Ongoing	See 1.2 Stakeholder Event for decision makers planned for 28.11.19
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 Mar 19 Dec 18	Annually Annually Annually	Good' Quest / PMIF rating achieved Sport England not currently requiring APs to achieve this Action Plan signed off by Inclusive Boards March 19

	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	
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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 06

Report Title	Strategy Advisory Group Report
Date	9 th April 2019

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

Contact Officer	Name:	Jane Kracke / Ben Hollands
	Tel:	01785 619187 / 01785 619693

For Information	
For Decision	X

1. **Purpose of Report**

To update the Board on the following:

- Quest / PMIF
- Stakeholder Event
- SASSOT's Products and Services Offer
- Improvement Plan
- 2019-20 Annual Delivery Plan

2. **Recommendation(s)**

- That the Board endorses the final version of the Improvement Plan and the 2019-20 Annual Delivery Plan

3. Executive Summary

Key headlines from the last quarter include:

- Strategy Advisory Group meeting held on 12th February
- 'Good' Quest / PMIF Rating confirmed
- Positive Round Table meeting with Sport England and Active Partnerships
- Successful Stakeholder Engagement Event held, introducing SASSOT's Products and Services Offer to partners
- Improvement Plan and 2019-20 Annual Delivery Plan final drafts produced incorporating feedback from above

4. Report

4.1 Quest / PMIF

- We received the formal report from our Quest / PMIF assessment on 23rd January, which confirmed the verbal feedback we'd received immediately after the assessment (reported to last Board meeting)
- Our 'Round Table' discussion with Graham Macpherson (Mac) from Sport England took place on 7th March. Charlie Crane from Active Partnerships (formerly CSPn) was also present.
 - This focused on progress over the past 12 months and priorities for the next 12 months
 - The following areas were identified as a key focus:
 - Bring to fruition the relationships and work that you have put the ground work in over past 12 months (e.g.):
 - Relationship with STP and health partners
 - Relationship with Stoke City Council
 - Develop the story telling ability of the core team, to enhance credibility with partners, to raise potential of attracting investment, and to raise team morale through celebrating successes and raise profile locally and nationally
 - Mac's follow-up email stated "SASSOT have clearly been going through a Laying Foundations stage over the last 12 months and this looks to be bedding down now. You are clearly still in part in transition, going from an organisation that 'delivers' to one of influencing and as Malcolm articulated, one that has the ability to work with and push other partners on the sport and PA agenda. It feels to me you are now finding the balance between delivery / strategic influencing that is right for your locality.

You clearly had some very good examples of impact too, which the team shared. It feels very clear to me that you know what you are planning on doing in the next 12 months and the key phases and deadlines. I am comfortable with the Improvement Plan you shared and we will use this as our reference to continue discussing progress."

- All Active Partnerships will have a formal Annual Directional Review meeting with Sport England, and we have requested an informal six-month catch up with Mac too.

4.2 Stakeholder Engagement Event

- Our latest Stakeholder Engagement Event took place on Thursday 7th February
- Based on feedback from the PMIF Assessment and Stakeholder Satisfaction Survey, we used the event to highlight our progress and successes this year.
- We also used the event as an opportunity to introduce our new Products and Services offer, which was well received. This articulates the support and expertise the team can provide, and is a tool to support discussions with partners or potential partners. The text is shown in Appendix 1, and is now with our Designer.
- There were 26 attendees, with 100% agreeing / strongly agreeing that the event was good use of their time and that they now have a better understanding of SASSOT's current work
- Based on feedback from the event, we have confirmed our next three Stakeholder Events:
 - Monday 13th May – Themed Stakeholder Event: Behaviour Change
 - Thursday 12th September – Themed Stakeholder Event: Insight
 - Thursday 28th November – Stakeholder Event targeting strategic decision makers: Update on SASSOT's work / consultation on future priorities

4.3 Improvement Plan / 2019-20 Annual Delivery Plan

- At the SAG meeting on 12th February, the Quest Report and feedback from the Stakeholder Engagement Event were discussed in terms of key priorities. These were then incorporated into the Improvement Plan (Appendix 2) and also used to inform the 2019-20 Annual Delivery Plan (Appendix 3)
- The three strategic priorities for 2019-20 as identified in the Improvement Plan are:
 - Become more effective at measuring and demonstrating impact
 - Improve understanding and ownership of our strategy and the Place-Based Approach
 - Enhance SASSOT's reputation locally and nationally through sharing our learning and successes
- The Annual Delivery Plan was drafted by the Leadership Team, with input from the full team and feedback from SAG being solicited
- Most actions are a natural progression from 2018-19, with an increased emphasis on funding support and open data / digital information tool

SASSOT's Products & Services

Developing Your Workforce

- Physical advocacy training for health professionals
- Introductory training on the principles of behaviour change
- Sports Leaders UK training courses
- CPD and training for schools to support the improvement of their school sport and PE offer
- Bespoke advice from a PE and school sport specialist for individual primary schools to produce whole school action plan for PE and school sport
- Training on the use and application of key insight resources
- Guidance and training on how to monitor and evaluate services and interventions
- Basic awareness and policy development training
- Training Needs Analysis for organisations
- Club Matters workshops

Developing Your Marketing & Communications

- Advice and guidance on developing social marketing campaigns
- Guidance on developing marketing plans and strategies
- Raising awareness of your organisational impact
- Advice and guidance on landing national sport and health campaigns

Developing Your Insight & Shaping Policy

- Using insight to inform service delivery and policy development
- Community consultation and data analysis
- Sharing research and insight resources from local and national sources
- Designing tender specifications to procure external expertise
- Providing objective consultative advice and guidance to review and evaluate strategic plans and policies

Developing Your Activity Provision

- Advice and guidance on funding opportunities
- Bespoke support to providers to develop funding applications
- Co-ordinating larger multi agency applications
- Brokering relationships to improve the strategic fit of applications
- Support to agencies to deliver funding fairs

Our Wider Offer

- Providing strategic leadership for the sport and physical activity agenda through lobbying and influencing key networks/organisations. (This includes promoting the interest of our sector to the STP, Health & Wellbeing Board, Families Partnership Executive Group and VCSE forums).
- Recruiting, training and deploying volunteers to support school games
- Helping Sport England recruit schools to take part in the Children & Young People's Active Lives survey
- Delivering the School Games County Festival and co-ordinating the 2019/20 calendar of events
- Facilitation and management of networking opportunities to support knowledge transfer and strategic collaboration
- Delivering the SASSOT Sports Awards and event management of the West Midlands Community Sports Awards

APPENDIX TWO

SASSOT Draft Improvement Plan

December 2018 – March 2021

Background

This improvement plan has been developed in line with the requirements of the Performance Management and Improvement Framework (PMIF). This has included a significant period of iterative consultation with the core team, Board and Key Partners to reach a clear consensus on our self-assessed position across the five core Quest modules of the PMIF, a summary of which can be seen in Appendix 1. The Board and the core team have used the self-assessment process to identify strategic priority areas for improvement in order to agree a clear plan of action to address these. Implementation of the plan will both further develop our strengths and address our perceived weaknesses. Ahead of its submission to our Quest Assessor this plan has been formally endorsed by the Board on 3rd December 2018.

Governance

Internal oversight and governance for the improvement plan will be provided through the Strategy Advisory Group (a Board sub group) and through direct reporting to our Board on a quarterly basis. The improvement plan will be embedded into the wider SASSOT delivery plan and will be reviewed annually in line with the requirements of the PMIF process. These governance arrangements were formally adopted by the Executive Board on 22nd October 2018 and are summarised in Appendix 2.

Priorities (broaden)

Our three strategic priorities to achieve by March 2020 are to:

1. Become more effective at measuring and demonstrating impact;
2. Improve understanding and ownership of our strategy and the Place Based Approach;
3. Enhance SASSOT's reputation locally and nationally through sharing our learning and successes

APPENDIX TWO

PMIF Module	What are we trying to achieve?	How are we going to do it?	Lead(s)	When	How will we evaluate our progress	What will success look like
Team & People Development	The SASSOT team, Board and partners have an improved understanding of SASSOT's strategy and are clear about its approach to achieving its objectives.	<p>Ensure the core team can articulate how we can deliver Place Based Approach (PBA) and why, including their individual role in this and why partners, places, target groups etc. have been selected for PBA interventions</p> <ul style="list-style-type: none"> Round table discussions with core team to reach consensus view; SASSOT team to produce a concise written products and services offer that has clear line of sight to SASSOT strategy and the delivery of PBA. Process to include clear articulation of who has responsibility for each part of our offer. 	Jane/Naomi/Ben	<p>Dec 2018</p> <p>Jan 2019</p>	<p>Additional questions in:</p> <p>Staff Satisfaction Survey and Partner Satisfaction Survey</p>	Self-reported confidence levels amongst core team in relation to PBA have improved
		Core team briefings are given on the content of partner Service Level Agreements (SLA) through team meetings and reporting against their outcomes is incorporated into quarterly reports to the board. SLA content incorporated into delivery plan reporting and is aligned to our wider strategic priorities.	Jane/Ben/Jude	Dec 2018 – ongoing		Raised awareness amongst core team on SLA content
		<p>SASSOT will annually deliver four stakeholder engagement events and use these to:</p> <ul style="list-style-type: none"> Report on progress against our strategy and highlight impact; 	Jude/Jane	April 2020	Stakeholder Event Feedback	<p>Four events delivered annually</p> <p>Evidence of</p>

APPENDIX TWO

PMIF Module	What are we trying to achieve?	How are we going to do it?	Lead(s)	When	How will we evaluate our progress	What will success look like
		<ul style="list-style-type: none"> Check alignment of our strategic priorities with those of our key partners by conducting a mapping exercise; Gain an informal <i>temperature check</i> of partner understanding of our work. 				partner feedback from events shaping SASSOT's delivery
Team and People Development	SASSOT will make the most of the skills and experience in the team to develop and deliver a workforce development offer that plays a direct role in achieving its strategic priorities, adds significant value to the work of its partners and is recognised as being outstanding by local and national partners.	SASSOT will produce a clearly defined 'bite size' training offer by: <ul style="list-style-type: none"> Identifying and agreeing the scope of the training we can offer with lead officers identified for each training area; Develop training resources as appropriate; Proactively promoting our training offer in line with our strategic priorities and communications plan. 	Lee	April 2019	Training offer developed Number of people trained Evaluation Framework used to assess impact of training against SASSOT's strategic objectives	Evidence of training influencing partner delivery
		SASSOT will produce a high level workforce development plan that identifies and prioritises roles from across different sectors (i.e. health, education etc.) that we need to influence to deliver the 'People' aspects of our strategy.	Lee	Dec 2018	Workforce Plan developed and monitored	
		Action the findings from regional Training Needs Analysis work through individual PDRs and core team training plan.	Jane	Dec 2018 - Ongoing	PDRs and Team Training Plan	Higher levels of competency reported in future

APPENDIX TWO

PMIF Module	What are we trying to achieve?	How are we going to do it?	Lead(s)	When	How will we evaluate our progress	What will success look like
						TNA's
Partnerships and Brokering	SASSOT will strengthen the depth and breadth of its local relationships and show more evidence of how its influence leads to changes in policy and practice. SASSOT is recognised as providing strong advocacy for sport and physical activity	SASSOT will foster a direct relationship with Health and Wellbeing Board(HWBB) & Sustainability and Transformation Partnership that recognises the lead role that SASSOT plays in tackling inactivity and that makes effective use of SASSOT board member involvement with the HWBB.	Ben/Tim/Jon	April 2019	SASSOT recognised as a partner by the HWBB	Evidence of physical activity being embedded into HWBB strategy and influencing other policy development
		<p>We will improve our awareness of partners' strategic priorities and we will use these to influence and guide SLA discussions. We will achieve this by:</p> <ul style="list-style-type: none"> • Using feedback from stakeholder events (see action above) mapping exercise; • Annually reviewing our impact against partner corporate plans and strategies and formally report back to partners through an agreed medium i.e. impact document, presentation to cabinet etc.; 	Jane/Jude/N aomi	Feb 2019 - March 2021	Stakeholder events delivered and feedback from consultation gathered and acted upon	<p>Evidence of partner feedback from events shaping SASSOT's delivery</p> <p>Improved Net promoter score from stakeholder satisfaction survey</p>

APPENDIX TWO

PMIF Module	What are we trying to achieve?	How are we going to do it?	Lead(s)	When	How will we evaluate our progress	What will success look like
		<p>The SASSOT team takes a focused approach relationship management and development. This will be achieved by:</p> <ul style="list-style-type: none"> SASSOT team and board will complete an annual stakeholder mapping exercise using our strategy to guide where and how we maintain, strengthen or develop relationships both now and in the future; Closely aligning our communications strategy to reflect the findings of the stakeholder mapping. 	Jane/Malcolm/Naomi	March 2019	<p>Mapping exercise complete</p> <p>Board presented with findings of stakeholder mapping</p> <p>Communications strategy more visibly aligned with key partner objectives</p>	Improved self-assessed position against relevant criteria within Quest modules
		SASSOT will use its relationships with key strategic bodies such as the HWBB, STP and FPEG to raise awareness of the impact the work of our partners has on broader agenda's such as health and wellbeing	Tim Clegg/Jon Topham/Ben	March 2020		Physical activity reflected in relevant plans from HWBB, STP Prevention Strand and FPEG
		<p>SASSOT will continue to strengthen its relationships with the CITY Council so it is more broadly recognised across the organisation as a strategic partner. We will:</p> <ul style="list-style-type: none"> Work with the city council SASSOT board representative to facilitate engagement with relevant departments within the 	Alistair Fisher/Ben/Jude	June 2019		

APPENDIX TWO

PMIF Module	What are we trying to achieve?	How are we going to do it?	Lead(s)	When	How will we evaluate our progress	What will success look like
		council i.e. public health team				
Continuous Improvement	SASSOT can consistently evidence the impact of its work and relate this back to its strategic priorities and those of its partners.	<p>Develop and implement a robust evaluation framework informed by nationally recognised best practice. This will be achieved by:</p> <ul style="list-style-type: none"> • Working with Tiller Research to ensure that our contract to develop the framework is satisfactorily delivered; • Work collectively to implement and embed the evaluation framework across all work areas team – PBA and non-PBA; • Cascade learning to our partners from our experience of using the evaluation framework and encourage them to adopt its use where appropriate; • Explore the use of standard KPIs across all work areas (along with more tailored measurements), i.e. linked to reducing inactivity, so that comparison is possible; • Proactively publicise the impact of our work (both PBA and wider work) by building better relationships with key local media contacts. 	Jane/Jude/Naomi	April 2020	Evaluation Framework developed and implemented	SASSOT can present a greater range of evidence that shows its impact through annual reporting

APPENDIX TWO

PMIF Module	What are we trying to achieve?	How are we going to do it?	Lead(s)	When	How will we evaluate our progress	What will success look like
		<p>Develop more effective mechanisms for reporting on impact to local funding partners. To do this we will:</p> <ul style="list-style-type: none"> Consult with partners around our current Impact reports and annual report format– what do partners want and need, and who needs to see it? Use feedback to change our current tools for reporting impact. 	Naomi/Jane/Ben	Mar 2019	Partner consultation has been completed and changes made to impact reporting as appropriate	Improved levels of partner satisfaction and Net Promoter Scores
		Improve internal sharing of information about successful work and its impact by introducing the use of Successes, Issues and Priorities (SIP) log at the start of all team meetings.	Ben	April 2019	Team feedback on use of SIP log	
Understanding People and Place	SASSOT is more effective at gathering and sharing learning to improve how both it and its partners operate.	<p>We will take a more structured approach to capturing and sharing learning by:</p> <ul style="list-style-type: none"> Introducing Project Initiation Documents (PID) for new work strands which incorporate specific sections on impact, learning objectives and who and how information will be shared. There will be line of sight from PID's through to our delivery plan and our quarterly reporting framework; Producing Executive Summary 	Jane/Derek	April 2020	<p>PID developed and employed by team</p> <p>PID's reviewed by Board</p> <p>All PBA work has a PID</p> <p>Post project executive summaries and learning evaluations available, shared and explored</p>	Evidence of insight and evaluation work produced by SASSOT influencing policy and practice

APPENDIX TWO

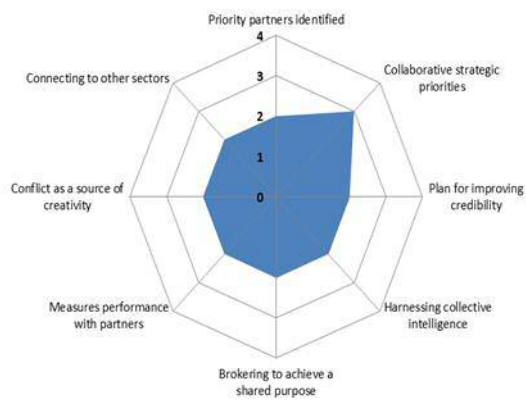
PMIF Module	What are we trying to achieve?	How are we going to do it?	Lead(s)	When	How will we evaluate our progress	What will success look like
		<p>summarising impact at the end of each project and a process Learning Evaluation;</p> <ul style="list-style-type: none"> • Arrange post-project debriefs for each work area for partners, Board and Team as appropriate; 	Jane/Jude/B en	July 2019	<p>2019/20 funding agreements incorporate these requirements</p> <p>Explicit 'learning dissemination' at events</p> <p>Evidence from partner websites/communications/documents</p> <p>Examples of SASSOT work being disseminated across the CSP network</p>	<p>Evidence of insight and evaluation work produced by SASSOT influencing policy and practice</p> <p>Formal acknowledgement of SASSOT's contribution within partner policies and plans</p>
		<p>We will develop more effective processes for sharing learning with partners – ensuring this is embedded into our communications strategy. This will include:</p> <ul style="list-style-type: none"> • Incorporate evaluation into new partner SLA's and embed in 6 monthly review meetings as a standing agenda item; • Showcase work at Partner Events; • Encourage and support funding partners to showcase our impact (and their involvement) within their organisations and to service users. • Share learning with the regional and national networks of CSP's and national partners including Sport England 				
		<p>Provide Board with a twice-yearly briefing on key insight and ensure Insight is a key agenda item for discussion on these Board meetings.</p>			<p>Board meeting minutes</p>	

APPENDIX TWO

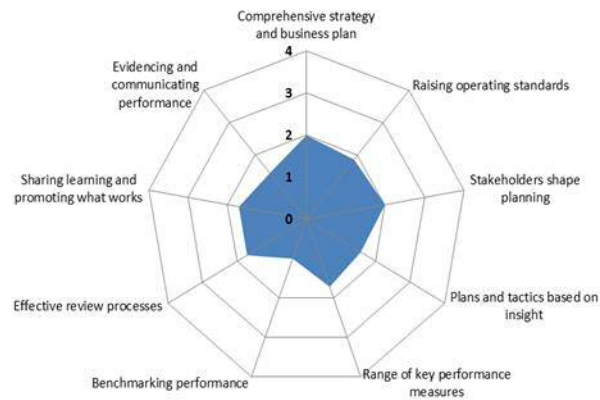
PMIF Module	What are we trying to achieve?	How are we going to do it?	Lead(s)	When	How will we evaluate our progress	What will success look like

Appendix 1 SASSOT Self Assessment Summary

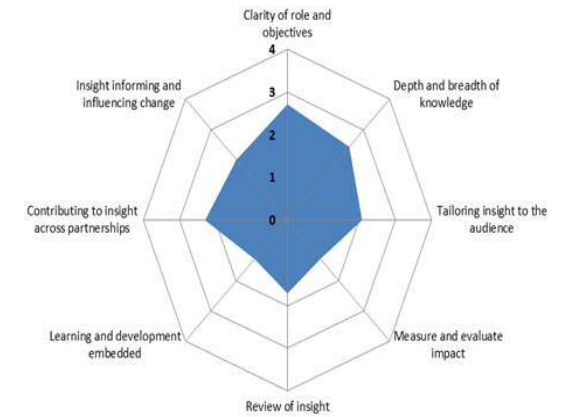
APPENDIX TWO



Partnerships and Brokering



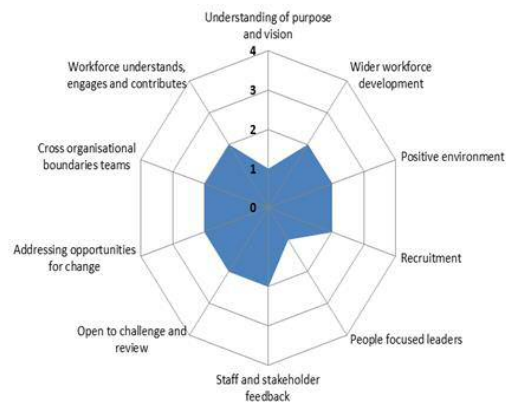
Continuous Improvement



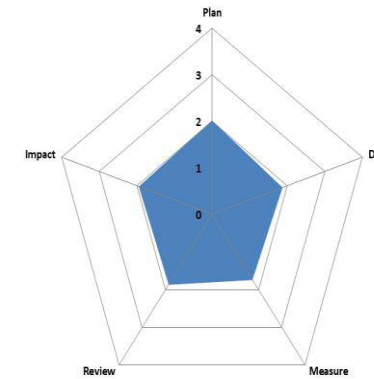
Understanding People and People



Collaborative Leadership



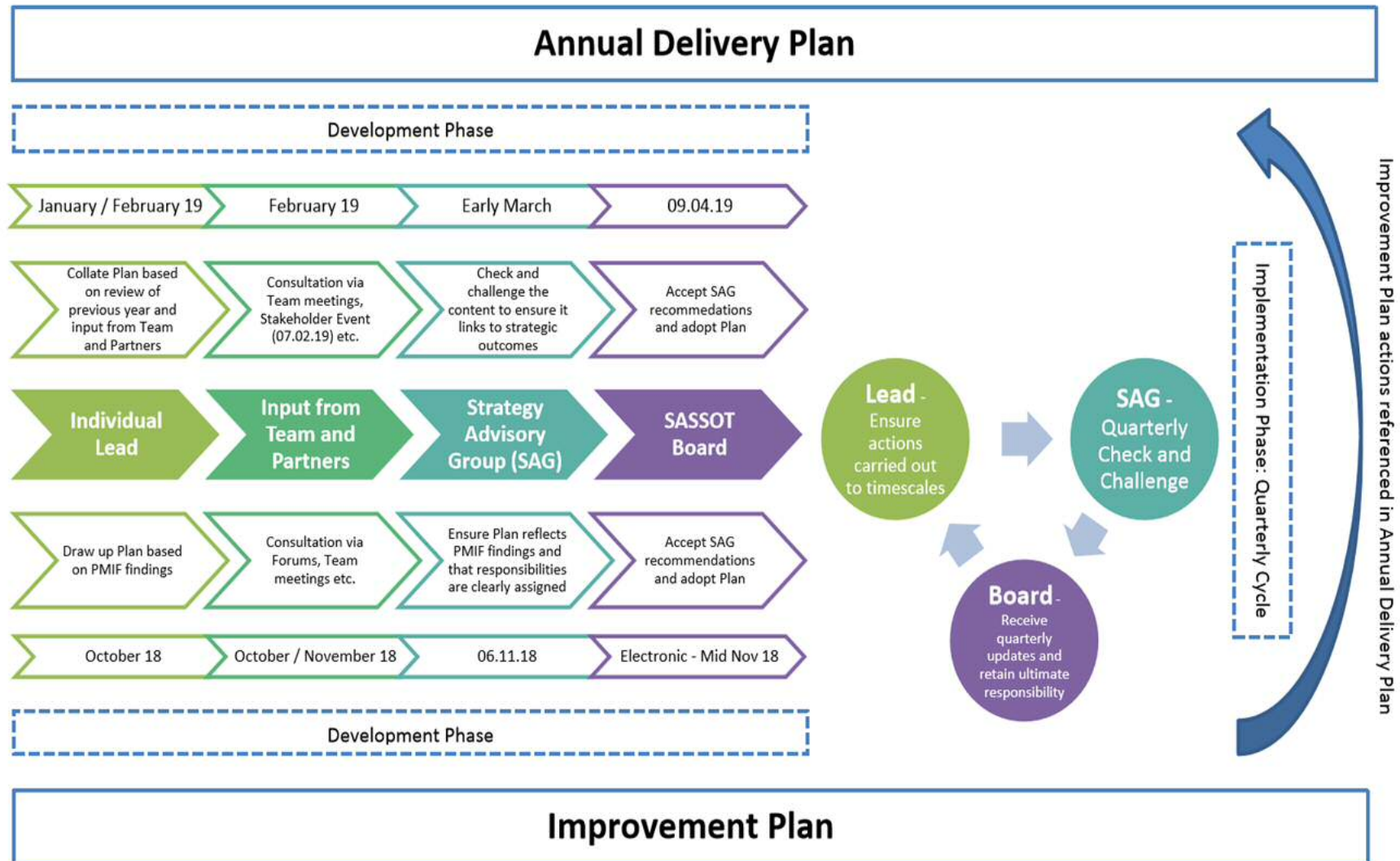
Team & People Development



Performance Summary

Appendix 2 Governance of PMIF process

APPENDIX TWO



Sport Across Staffordshire and Stoke-on-Trent
Annual Delivery Plan 2019-20
Quarter One Review



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

	Strategic Outcomes	Priorities	Actions	Performance Measure / Target	Lead	Rating	Trend	Previous Quarters (Q4, 2018-19)	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 Implement workforce plan in line with Sport England workforce investment requirements	Ongoing funding secured from Sport England and successful implementation of plans	LB				
			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				
			A1.3 Deliver behaviour change training to the leisure facilities workforce. Implement actions plans with the workforce as a result of the behaviour change training	Deliver 4 workshops and associated action plans	LB				
		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	LB				
			A2.2 Determine needs and package of support for the workforce as a result of PBA. To include Behaviour Change (see A1.3) and Customer Services	Support delivered to workforce resulting in positive impact on PBA	LB				
			A2.3 Deliver Sports Leadership courses based on partner need linking in with the PBA where appropriate	3 courses run	CDW				
			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 porcess	CG				
Place	B: Our communities are places where being physically active is the easy choice	B1: Focusing on our most inactive communities	B1.1 In conjunction with partners design a Place Based Intervention in - Cannock Chase (exact locality tbc)	Project plan & PBA performance framework	CG				
			B1.2 In conjunction with partners design a Place Based Intervention in - Haregate Estate, Staffordshire Moorlands	Project plan & PBA performance framework	BH				
			B1.3 In conjunction with partners design a Place Based Intervention in - Kidsgrove Newcastle Additional Places to be identified during 2019-20	Project plan & PBA performance framework	LB				
		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				
			B2.3 Support and develop appropriate Information, Advice and Guidance tools and resources to connect communities to local services and opportunities. Support local deliverers to 'open' their data and develop a county-wide activity finder digital solution	Partner feedback & locally agreed action plan for site	NB				
			B2.4 Develop local insight to support localised planning and interventions, primarily aligned to our PBA offer	Partner feedback & locally agreed action plan for site	NB				
			B2.5 Provide an improved service offer to support local organisations secure external funding, including clearer signposting to funding opportunities, training for local partners to improve the quality of funding applications and signposting to other agencies that can provide additional capacity and expertise	Number of people trained. Evalue of funding secured	BH / CG / DR				
		B3: Focusing Sport England-funded programmes in areas of greatest need	B3.1 Ensure that programme-based work and resources 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				
my	C. Our Sporting economy is thriving,	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				

Econo	providing employment to an active workforce	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				
			C2.2 Support the Forestry Commission to secure the best possible legacy outcomes for mountain bike population and the Birches Valley site	Legacy plan	JT				
System	D: Strong strategic leadership ensures that physical activity and sport become a core feature in local policy, creating places which are inherently active	D1: Providing strategic leadership and advocacy	D1.1 Deliver four stakeholder engagement events aimed at raising organisational profile & credibility.	Attendance Session feedback	JK				
			D1.2 Work with SLCOF to ensure that LAs which have outsourced their provision, and contracted leisure providers, are both fully-integrated into our strategic leisure networks, ensuring that physical activity remains a priority across both sub-sectors	SLCOF membership and priorities SLAs with funding partners	JK / JT				
			D1.3 Develop formal links with Staffordshire Families Partnership Executive Group	Membership status Identification of shared priorities	BH				
			D1.4 Continue to maintain a strategic relationship with Staffordshire Public Health Team. Positively influence commissioning and external funding applications from a variety of sectors to incorporate physical activity such as Social Prescribing, NDPP and the Healthy Life Styles programme.	Minutes of meetings Partner feedback	JT/BH				
		D2: Lobbying for physical activity to become an integral policy feature	D2.1 Maintain reporting to HWBB on current basis but formally review the relationship between SASSOT and HWBB to consider a more direct and accountable relationship on behalf of partners.	Partner feedback & HWBB reports	JT/BH				
			D2.2 Continue to provide leadership on behalf of the STP for the physical activity element of the Prevention work programme . Attend STP implementation group and conform to project reporting requirements as appropriate.	STP PID & Project plan and risk log	JT/BH				
		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. £value of funding secured	BH				
		D4: Demonstrating the impact of our work using robust methodology	D4.1 Embed the PBA Evaluation Framework across all of our work and support partners to utilise the framework where appropriate	Methodology and implementation	NB				
			D4.3 Design and implement methodology to demonstrate impact to our funding partners and key stakeholders. Including production of an annual report	Annual Report Impact Docs	NB				
Programmes	E: Our programme delivery has maximum impact within our area	E1: Satellite Clubs	E1.1 To establish 12 new clubs and support 25 existing clubs to deliver the new Satellite Clubs core principles and target Girls and Women, BME and disability	12 new clubs and 25 existing clubs realigned and sustained 50% + women and girls 15 % disability 35% BME	CG				
			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	CG				
			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	CG				
			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	CG				
			E1.5 To ensure that Satellite Clubs are delivered in the right places including SASSOT's PBA areas of priority	Target 75% of our participants in wards in the top 40%IMD and PBA areas	CG				
		E2: School Games	E2.1 Successfully deliver the remainder of the 2018/19 School Games Calendar. Successfully gain delivery funding for 2019-20 (funding has been agreed in principle but will need to satisfy certain criteria to gain it). Followed by revision and delivery of the 2019/20 School Games Calendar to better reflect the Towards an Active Nation Strategy	2019/20 Calendar formulated and agreed by LOC	CDW				
			E2.2 Successful implementation of DfE Volunteer Fund to support the School Games and successful application to the fund for 2019-20	30 volunteers recruited, trained and deployed	LB / CDW				
			E2.3 Continue to build on the development of the Staffs & Stoke Local Organising Committee (LOC) in conjunction with the LOC Chair	Future LOC remit and purpose agreed	CDW				
			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	LB				

		E3: Primary Premium	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	LB				
			E3.3 To capture intelligence on schools' 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	LB				
		E4: Active Lives (Children and Young People)	E4.1 Succesfully gain funding from Sport England to pay for officer time to administer this piece of work	Funding succesfully gained and delivery arrangements confirmed	CDW				
			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	CDW				
		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				
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				
			F1.2: Secure on-going funding from local funding partners and implement SLA actions	£90,000 per annum secured	JK				
			F1.3 Maintain Sport England funding and fulfil ongoing requirements of Performance Management and Improvement Framework. Complete actions from Improvement Plan within stated timescales	Sport England Funding received, Improvement Plan actions completed	BH/JK				
		F2: Understanding and responding to our partners' and customers' needs	F2.1 Clearly define our partners and customers and develop appropriate messaging and communication channels. To complete other actions from the Marketing and Communications Plan within stated timescales	Communication strategy Partner feedback	NB				
			F2.2 Complete the brand refresh and revist a brand review inline with hosting review	Existing or new brand	NB				
			F2.3 Raise the profile of the role SASSOT plays in supporting national and local agendas and celebrate local success	Partner feedback? Increased coverage at local and national level	NB				
			F2.4 Complete additional actions from Marketing and Communications plan within stated timescales	MarComms Plan delivered	NB				
		F3: Meeting industry-recognised standards	F3.1: Achieve and maintain compliance with Tier Three of 'A Code for Sports Governance'	Compliance with Tier Three confirmed	JK				
			F3.2: Re-accredit and maintain the Foundation Level of the Equality Standard for Sport	Reaccredited with Foundation Level	CG				
			F3.3: Ensure our Safeguarding policies and procedures meet statutory requirements and those of the CPSU and Ann Craft Trust. Implement Safeguarding annual implementation plan in line with CPSU requirements.	Policies and procedures in place	BH/LB				
		F4: Nurturing and developing staff	F4.1: Carry out appropriate TNA and PDR processes and implement individual and team training & development plans, working collaboratively with other West Midlands CSPs where appropriate	Training and Development Plans in place for all staff and team	JK/JT				
			F4.2: 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				
Headline			Measure		Baseline (at 31.03.18)		May 2017-May 2018		Next Results Due
Increasing the % of the population taking part in sport and			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			Active Lives		13.60%		13.10%		
Increasing the GVA of sport in Staffordshire and Stoke-on-			Economic Value of Sport Local Model						



Report to the Board – Enclosure 07

Report Title	Interim Director's Report
Date	9 th April 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:

- The work of the team (via the Annual Delivery Plan)
- Changes to Staffing

2. **Recommendation(s)**

- None

3. **Executive Summary**

Key headlines from the last quarter include:

- Annual Delivery Plan and summary templated produced and populated, with the majority of work areas / actions Green
- Several staff changes have come into effect from 01.04.19

4. Report

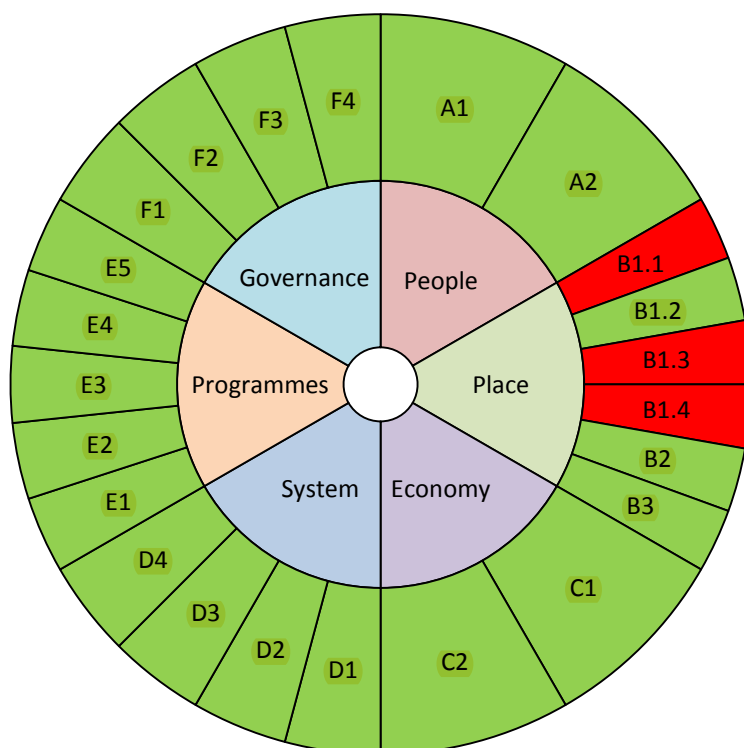
4.1 Annual Delivery Plan

- The Quarter Four update is attached (Appendix One), as is the Annual Delivery Plan Dashboard for Q4 (Appendix Two), which summarises progress, highlights and challenges for the quarter

4.2 Staff Changes

- As outlined in a recent email to Board members, several changes to staffing have come into effect as of 01.04.19
- Our Youth Sport Manager, Chris Milward, has recently moved on to a new role with Staffordshire Cricket. This gave us the opportunity to review our current staffing needs. We decided that, given the skills and experience within the remaining team and the fact that our programmes are now well established, we would look at other options rather than re-recruiting to the Youth Sport Manager role:
 - Lee Booth will continue in his role as Workforce Manager, but will also manage the Primary Premium programme – given that we don't receive the full amount of his employment costs from Sport England's workforce funding, this safeguards his role, and the programme work has a workforce focus so fits with his existing role.
 - Claire Greenwood will move across to a new Satellite Clubs Manager role from her current Communities Manager role, and will continue to lead on our work with Youth Offending. Claire has a great track record of managing programme delivery, and was previously our Sportivate Manager (a former Sport England-funded programme)
 - Camilla Denham-White will move into a full-time role as Programme Manager (Children and Young People), managing the School Games, Active Lives and DfE Volunteering work areas. We also welcome Camilla onto the Leadership Team
 - This leaves the current Communities Manager role vacant. We will be recruiting into this or a similar role in the near future – we are currently reviewing the role's purpose and are amending it in light of learning and progress from our work over the past year, and our evolving work priorities.
 - On a separate note, we will also welcome Georgia Phillips, formerly our Digital Marketing & Social Media apprentice, into the role of Digital Marketing Officer as she is due to complete her apprenticeship in the very near future
- The new structure is shown in the attached Organogram (Appendix Three) The Primary Premium and Satellite Clubs capacity funding is being used to contribute towards other posts across the core team, reflecting the principle that programmes contribute towards our strategic priorities, and that everyone has a role to play in supporting their delivery. This frees up some Primary Role and Partner funding, which means we can now look seriously at developing an online Information, Advice and Guidance tool (including an Open Data Activity Finder database) and provide the necessary capacity and marketing budget to make this a success. This is something we've been trying to resource for a while, and is a great opportunity to offer a tangible product to partners and, of course, impact on inactivity levels.

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

- **Securing Funding:** Sport England awarded £37,500 per year for two years for Workforce and verbally awarded £20,000 to procure professional advice around independence. Funding Agreements for 2019-20 signed with four LAs, and one continuing with the agreement signed in 2018-19. Meetings held with majority of other LA funding partners.
- **Attracting Investment:** £100,000 secured from Sport England to pay for a comprehensive building survey of Kidsgrove Sports Centre. A further £20,000 granted by Newcastle-under-Lyme Borough Council for the Sports Centre Community Group to procure an architect. A project steering group, with SASSOT as a member, is being established
- **School Games:** Four successful satellite events have taken place, with 20 young leaders trained and deployed. Summer Games to include a 'This Girl Can' festival targeting inactive Year 9 girls – detailed consultation with target audience has taken place.
- **Safer Together Through Sport:** SASSOT is a key member of the Staffordshire Youth Justice and Sport steering group. Successful speed dating session for Newcastle Early Interventions team and community sport providers organised, with referrals starting to be made
- **Local Authority Facilities Support:** SASSOT has supported four Local Authorities with the tender process to appoint consultants to develop Built Facilities Strategies and / or Playing Pitch Strategies, then commented on draft proposals and input into steering group processes. Stoke BFS and Cannock BFS / PPS drafted and due to go to SMT.
- **Standards:** Confirmed 'Good' rating on Quest / PMIF with Improvement Plan signed off by Sport England. Green annual RAG-rating from Child Protection in Sport rating, and Diversity in Governance and Leadership Action Plan signed off by Inclusive Boards
- **Stakeholder Engagement:** Successful Stakeholder Event held to introduce SASSOT's offer for partners. 26 attendees, with 100% agreeing / strongly agreeing that the event was good use of their time and that they now have a better understanding of SASSOT's current work.
- **Evaluation Framework:** Draft model being trialled with team and piloted with a funding partner.

Challenges – areas not progressing as planned

- **PBA:** Progress is still slower than expected across all PBA areas.

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

- Staffordshire Moorlands: Departure of Head of Leisure has led to elements of the SLA, specifically the work in relation to marcomms, being placed on hold temporarily. Struggling to agree dates for delivery of key training to leisure facility staff.
- Lichfield: The LA have requested that PBA work in their area is put on hold as unable to identify significant areas where SASSOT can add value
- Relationship with Health and Wellbeing Board: SASSOT needs to consider a more direct relationship with HWBB and to review function and purpose of physical inactivity sub group. Meeting scheduled for April to agree future direction of this group and SASSOT's relationship with the HWBB.

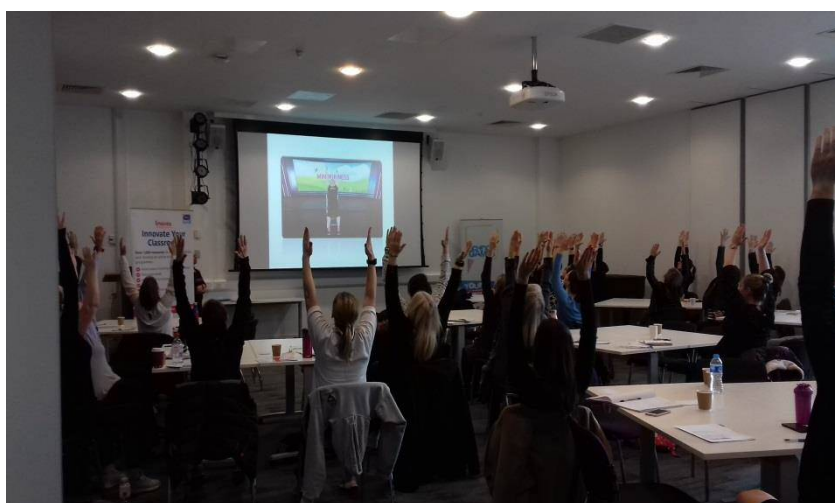
Achieving Our Vision – Physical Activity and Mental Health in Young People: Making the Connection

The Staffordshire and Stoke-on-Trent School Games LOC (Local Organising Committee) brought together over 50 schools on 13th February at Entrust in Stafford. The aim of the workshop was to explore the relationship between physical activity levels in young people and the positive effects that this can have on their mental health, and offer some practical ways to use physical activity to influence this increasingly important agenda.

Schools were welcomed to the workshop with an engaging opening address from Simon Ascroft (Head Teacher, Biddulph High School and Chair of the LOC).

Today was very good and insightful, so thank you. I was very surprised how many schools are doing so much more than mine and the very different attitudes to the topic from the various schools represented.

Secondary School Teacher



Caroline Siddell (Director, Via Vita Health Ltd & The Sunday Times PE Teacher of the Year 2009) gave an interesting introduction to the topic. Caroline leads on wellbeing for all PiXL schools nationally and has created a huge framework of health and wellbeing resources, mental health ambassador training and staff wellbeing programmes. She has lead successful mental health campaigns and developed employee resources and toolkits for the workplace.

Schools then participated in a primary or secondary-focused workshop. The primary workshop was led by Gaye Holmes from 'imoves' and involved practical ideas for how to use physical activity to improve mental health for Primary pupils. 'imoves' works across the UK to support teachers to become more confident in getting their children active and to educate them on the benefits they will

I found Caroline's session very helpful and pitched really well. Some great stats and ideas to take back to school.

Primary School teacher

see as a result; not just fitness levels but also academically, behaviourally and an improved mental health too. The secondary school workshop was led by key note speaker Caroline Siddell and included practical ideas of how to use physical activity to improve mental health in Secondary Pupils.

It is hoped those schools who attended will now be able to take some of these practical ideas back to their school environment to use and the impact of this workshop will be followed up at a later point in the year.

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

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



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

	Strategic Outcomes	Priorities	Actions	Performance Measure / Target	Lead	Rating	Trend	Previous Quarters (Q1-3)	Current Quarter (Q4)
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 application for 2019-21 submitted to Sport England and awaiting outcome. Implementation of 2018-19 plan on track as expected.	Successful application to Sport England to continue workforce investment for 2019-21 at £37,500 per year. Additional application to the workforce innovation fund unsuccessful due to high demand of applications.
			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	→	A total of 8 briefings have been delivered with positive feedback and continued consultation with partners to help inform bids to workforce investment applications.	No further briefings delivered. Initial dialogue has begun with SCC to expand this work in to health and care teams
			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 and formal report have been presented. Wider county approach to follow driven by the Facility Managers Forum.	This work has stalled with South Staffs but is being developed with local community organisations as outlined in the workforce operational plan
		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	→	Minimum standards training package continues to be in place and there has been 212 attendees. Club Matters workshops scheduled in for Feb/March onwards	Club Matters workshop - Business Planning delivered in Stoke with 15 attendee. 2 further workshops currently being planned. Wider minimum standards package has seen 281 attendees. Participant feedback averages at 9.5 out of 10.
			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	Red	↓	Insight gathered to determine the workforce needsPilot Behaviour Change 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.	We seem to be hitting a blockage with actually getting dates agreed and the training off the ground with a few partners. Dialogue is continuing to try to address this and the next SASSOT stakeholder event in May is themed around this behaviour change training to help us try to get this off the ground.
			A2.3 Deliver Sports Leadership courses based on partner need linking in with the PBA where appropriate	3 courses run	CDW	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 ran 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 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	L2 Course for LDC in Feb 2019 did not run as they could not get any young people to attend. They have decided itwould work better to run the course in the Summer holidays so it is now scheduled for July/Aug 2019. Next course due to run is the Level 1 Sports Leaders for LDC in April 2019.
			A2.4 Drive and facilitate the pilot referral process for the 'Safer Together through Sport' StreetGames programme with Youth Offending Teams and Early Help Teams	Successfully delivery of Pilot referral porcess	CG	Green	→	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, Tamworth 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.	Support to SE YOT team continues with support to young people from YOT and PRU to attend a session and Team England promotion by Frazer Clarke England Boxer on Friday 14th February. Speed Dating session for NuL EI Team and Community Sport providers arranged for 26th March with 8 deliverers currently attending. 7 referrals have already been made into community clubs. Monday night sessions at Uttoxeter supported by Satellite Clubs funding. Supporting Staffordshire FA to work up FIFAWWC Female Innovation Fund delivery projects around the Youth Offending / prevention sessions with known /trusted deliverers.
			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. 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 cohension between those primary schools requiring support (Ensuring Caroline Holder is aware of PBA priorities) and the IHL extra curricular support that can be phased in.	PBA meetings attended. Support to IHL team to draft Satellite Club proposals. Insight from Sport & Youth Justice Steering group pilot projects discussed with IHL and Community Safety lead for new ASB appointment.

Place	B: Our communities are places where being physically active is the easy choice	B1: Focusing on our most inactive communities	B1.2 In conjunction with partners design a Place Based Intervention in - Haregate Estate, Staffordshire Moorlands	Project plan & PBA performance framework	BH	Red	↓	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. 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. Plans now in place for bespoke marketing and communications support to launch Active Staffordsire 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.	Depature of Head of Leisure has led to elements of the SLA, specifically the work in relation to marketing and communication, being placed on hold until their replacement starts. BH/JK have since met in CEO and Director of finance and there was some assurance regarding SMDC committment to this work given. In the early stages of piloting the evaluation framework for new projects. Still no dates agreed for the behaviour change training depite efforts to agree this with Parkwood Leisure. Additional projects agreed by steering group for delivery in summer term.New boxercise and health and fitness offer is attracting c45 cyp per week at Leek High
			B1.3 In conjunction with partners design a Place Based Intervention in - Kidsgrove Newcastle	Project plan & PBA performance framework	LB	Green	→	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 parners: NULBC, Kidsgrove Sports Centre Community Group and Sporting Communities. Dialogue continues with key partners regarding the future of the Centre.	Further to the Q3 update, the wheels are now in motion to agree a process on the comprehensive survey of the building to determine renovation costs. Multiple steering groups are being set up / are in place to manage this. A working group across SASSOT and NULBC has been set up to explore implementing 'Our Say' software as an online tool for community consultation and asset mapping with a particular focus on the Kidsgrove area
			B1.4 In conjunction with partners design a Place Based Intervention in - Lichfield (exact locality tbc)	Project plan & PBA performance framework	TBC	Red	↓	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. 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 behavioir in Chasetown and working with primaries in Curborough and Chasetown in terms of creating a partnership approach to addressing childhood obesity.	Lichfield DC have requested that PBA work in their district is put on hold as currently struggling to identify where SASSOT can add value. District-level actions agreed through funding partner SLA instead, including piloting our evaluation framework at a local level
		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. Draft BFS produced for Stoke. PPS delivered by KKP for Staffordshire Moorlands. Advice and guidance provided to KKP ref Stafford and Cannock BFSs. 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.	Stoke BFS is now at draft stage and is due to go to SMT at the end of March. Cannock BFS and PPS at draft stage and due for review by SMT in April
			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. 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. SCC have proposed a fundig package to NULBC (c400k) subject to the leisure centre being transfered into their ownership. Detailed local insight and consultation work has been undertaken / commissioned by SASSOT. 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. 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).	£100k secured from Sport England to pay for comprehensive and invasive building survey. Further £20k has been granted by NULBC to the Community Group to procure an architect to produce a detailed scheme of work for the project. Porject steering group is being setup to manage this process. SASSOT will be invited to join this.
			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	Green	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 further	Conversations held with Played, that will enable SASSOT to pilot V2 of their Activity Finder platform for 12 months whilst also receiving support and advice on how local partners can open their data. Funds have also been identified to support IAG as part of the recent team responsibility changes. We are currently waiting to recieve the detailed pilot proposal.

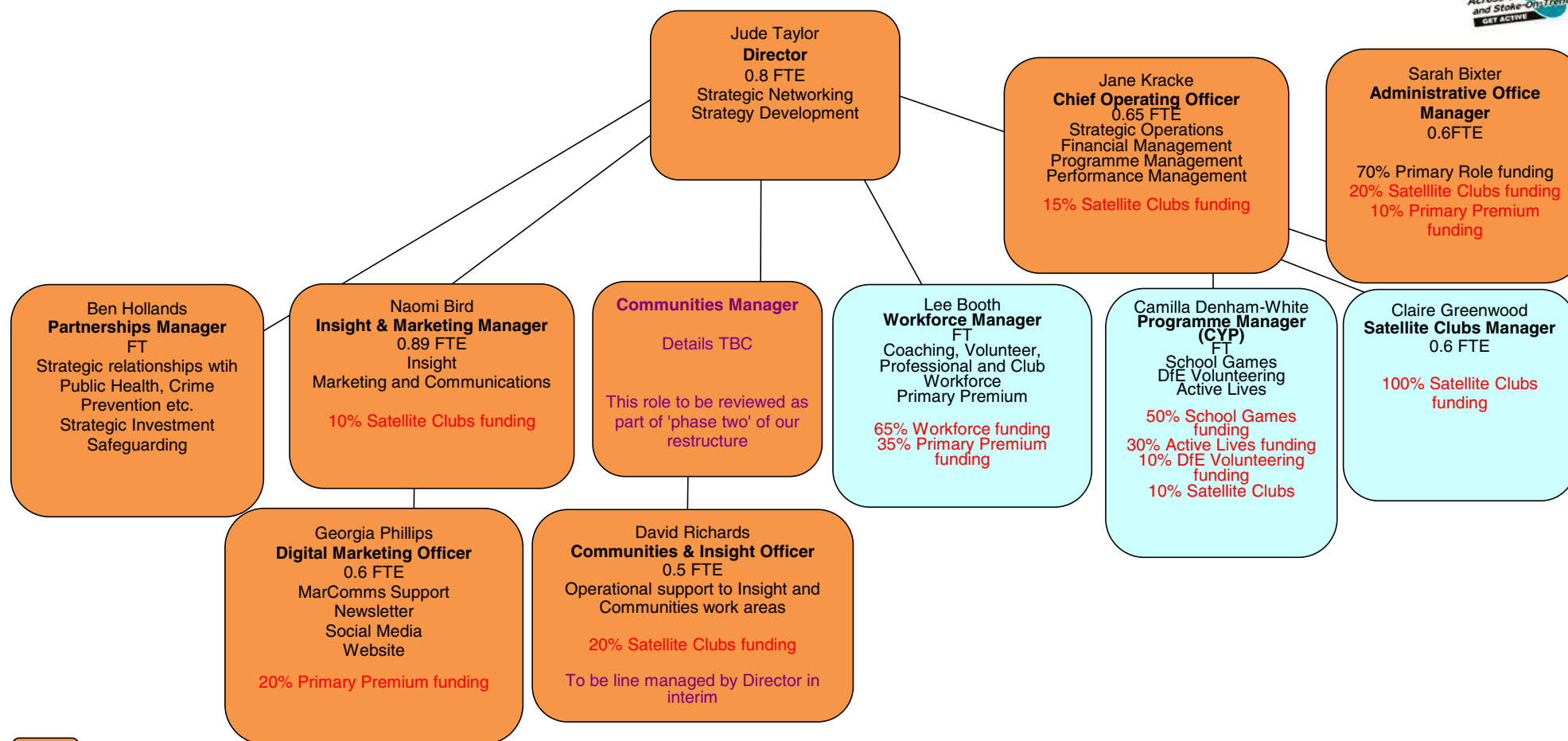
		B3: Focusing Sport England-funded programmes in areas of greatest need	B3.1 To ensure that programme based work and resource can be fully considered and incorporated into Place Based Approach work and plans	Resources ring fenced and programme based work referenced in PBA plans	CDW / CG / LB	Green	→	Primary 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. 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. 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 objective. 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.	Satellite Clubs have been established in Lichfield, Newcastle and in response to ASB activity in Burton. Clubs in Cannock and Leek are due to start in April.
Economy	C. Our Sporting economy is thriving, providing employment to an active workforce	C1: Supporting sporting events which stimulate our visitor economy	C1.1 Fulfil SCC commission to deliver the Ironman 70.3 contract	Economic impact survey	BH	Green	→	Event successfully delivered, initial athlete stakeholder feedback positive. Economic Impact evaluation for 2018 event presented to SCC SLT. As a result commitment from SCC for 2019 event has been secured. Contract now agreed with Ironman. Discussions ongoing regarding securing a new run route for the event. SAG reformed with new Chair appointed.	New Safety Advisory Group arrangements working well. Event now sold out with 2650 competitors. New run course agreed with Highways and local stakeholders.
		C2: Ensuring Birmingham 2022 Commonwealth Games has a positive legacy	C2.1 Collaborate with West Midlands CSPs to ensure regional legacy plans are reflective of the needs of our population	Legacy plan	JK	Green	↑	Regional Directors yet to reach an agreement regarding legacy priorities. CWG reception not included as part of West Mids Community Sports Awards, as originally planned	Attended inaugural Physical Activity and Wellbeing – Commonwealth Games Benefits and Legacy Work Stream Group, along with other West Mids Active Partnership. Second meeting to be convened shortly.
			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 mountain biking venue. No progress in Q2-3	No progress in Q4
System	D: Strong strategic leadership ensures that physical activity and sport become a core feature in local policy, creating places which are inherently active	D1: Providing strategic leadership and advocacy	D1.1 Deliver four stakeholder engagement events aimed at raising organisational profile & credibility.	Session feedback Attendance	JK	Green	→	Strategy launch event successful delivered. 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)	Successful Stakeholder Event 07.02.19, introducing SASSOT's offer for partners. 26 attendees, with positive feedback received via post-event survey (100% agree / strongly agree that the event was good use of their time and that they now have a better understanding of SASSOT's current work). Dates and themes set for three more events in 2019
			D1.2 Develop formal links with Staffordshire Families Partnership Executive Group	Membership status Identification of shared priorities	BH	Green	→	SCC SLA names SASSOT as expert advisor for Families Executive Partnership Group regarding physical activity and sport. SASSOT is attending FPEG meetings to provide strategic leadership in relation to physical activity within their framework. Co presented childhood obesity funding application with Public Health colleagues at last meeting	SASSOT working with MPFT, Staffs Uni and SCC to develop proposals for new approach to Childhood Obesity work which is referenced in the FSP Framework
			D1.3 Act as expert advisors to Staffordshire Public Health Senior Manager Forum. Positively influence commissioning and external funding applications from a variety of sectors to incorporate physical activity	Minutes of meetings Partner feedback	JT/BH	Green	→	Attending SMT on a monthly basis. Physical Activity remains embedded in their wider work programme.	Following an internal restructure SASSOT will no longer attend Public Health SMT but will now attend monthly team meetings. SASSOT remains the recognised lead for physical activity
		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 remains engaged and supportive of work. The HWBB's new strategy now reflects Physical Activity as priority area. 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	Meeting now scheduled with Tim Clegg, Jon Topham and Glynn Luznyj for 5th April to agree future direction of this group and SASSOT's relationship with the HWBB.
			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 remains rated as Green by PMO within STP project management system for physical activity strand. New work emerging in relation to Social Prescribing with SASSOT invited to join Social Prescribing Steering Group	SASSOT is still STP physical activity lead for Staffordshire and is continuing to report its work through to this group. Also now a member of the STP Social Prescribing Advisory Group providing the opportunity to influence this emerging workstream and associated investment from CCG's/NHS England
		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. £ value of funding secured	BH/CG/DR	Green	→	SASSOT have helped Midland Psychology secure £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 (unsuccessful).	Nothing significant to report this quarter

		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. They 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 skillsand confidence levels in implementing effective M&E.	Second draft of the framework has been reviewed, all team members have trialled Figure 3 of the model and received direct support from Tiller. Third draft of the model has now been received and will now be trailled over the next 6-8weeks with mentoring support from Tiller. NB has supported Lichfield DC to review their M&E practices and is currently supporting them to work through the elements of the framework.
			D4.2 Design an M&E approach which effectively measures the outcomes of our CYP Programmes		NB/CDW/CG/LB	Green	→	Participant questionnaire developed and implemeneted to measures key outcomes of the Satelite Club programme including behaviour change and well-being. 212 questionairres completed and analysed over the Summer (74.3% female, 60.4% BAME). Results of the questionnaires have shown positive impact on young people and these results have been cited in the 2019-2021 Satellite Clubs application to Sport England to demonstrate our track record. A further 65 questionnaires have been received to measure the outcomes of the Satellite Club Programme which are currently being analysed.	No progress expected in Q4
			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. 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.	Content and case studies currently being collected for the 2018/2019 Annual Report
nes	E: Our programme	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	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.	New clubs have started in Lichfield, Uttoxeter, Newcastle under Lyme and Tamworth.
			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	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 postive experiences talioed effectively to young people	Applications currently being accepted and assessed for 'sustainability funding' for 2019/20. The deadline for receiving applications for NEW Satellite Clubs is 29th March 2019.
			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	CG	Green	→	212 questionairres completed and analysed over the Summer (74.3% female, 60.4% BAME). A further 65 questionairres have been received. Succesfull application to Sport England for 2 further years worth of Satellite Clubs funding.	Not due for reporting this Quarter
			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	CG	Red	↓	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 Fundng application to Sport England. Sport England no longer offers the original workshops so alternatives being arranged	Nothing to add here. Still trying to source a replacement for the workshop that Sport England now don't offer!
		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	CDW	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.	Futsal, Sportshall Athletics, Handball and Netball County Finals successfully delivered. Calendar meeting scheduled for June 2019 to decide on the competitions for the next academic year in partnership with our School Games Organisers. The summer festival will also see us trial a 'This Girl Can' festival which targets Year 9 girls that do not currently take part in sport or physical activity.
			E2.2 Successful implementation of DfE Volunteer Fund to support the School Games and successful application to the fund for 2018-19	30 volunteers recruited, trained and deployed	CDW	Green	→	Plan succesfully implemented and targets excecceeded for 2017/18. Funding secured for 2018/19 delivery. 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.	Approximately 20 Sportshall Athletics leaders from Stoke College trained in January 2019. Aprroximately 49 volunteers recruited, trained and deployed so far with more training scheduled in between April- July 2019.
			E2.3 Confirm the purpose and personnel of the Staffs & Stoke Local Organising Committee (LOC)	Remit and personnel of LOC agreed	CDW	Green	→	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.	Mental health event successfully ran with a mix of both primary and secondary schools attending. Around 50 schools attended the event in Feb 2019. We will now look with the LOC to possibly follow this up with something else at the summer festival.

Program	delivery has maximum impact within our area		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	CDW	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. First LOC event is happening on 13th February 2019. This event is aimed at 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).	YST DC has got a few more hours allocated to the CSP and is happy to be used as and when this is appropriate.
		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	LB	Green	→	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. 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.	Contracts are being delivered as expected with KPIs on track to be delivered
			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	LB	Green	→	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.	Identified schools are receiving advice and guidance as agreed. Phase 7 web reviews due to commence over the summer
			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	LB	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.	Phase 7 mapping has been agreed and is due to take place over the summer. Invitations for the Staffs primary awards will be going out to schools in April 2019 with the winner announced at the Staffs PE Conference in June.
		E4: Active Lives (Children and Young People)	E4.1 To consider and find solutions to the potential lack of resource associated with this work area from September 2018 onwards to ensure service delivery is maintained	Available resource considered and delivery arrangements confirmed	CDW	Green	→	Funding application to Sport England has been successful, with funding for 2018-19 academic year confirmed	We haven't been updated by Sport England as yet as to whether this will continue in September 2019.
			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	CDW	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 share with local partners, SDOs, SGOs and LAs.	We have completed term 1 and term 2 is due to finish soon. 14 schools across the County have taken part so far. Although, this strand of work is becoming more well known and I have been asked to speak at a few things in order to get more schools involved and make them more aware of the benefits. One event I will be doing this at will be the East Staffordshire Primary School Conference which Burton Albion CT have asked me to attend.
		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 / CG / LB CDW	Green	→	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.	Satellite club participants journey profiled to support monthly theme of 'women and girls' from Burton RFC and Burton Bears Dodgeball Club.
		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	Green	↑	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.	Draft 2019-20 and 4-year forecast to 2022-23 produced. Deficit reduced due to staff restructuring. £20k offered by Sport England to procure professional advice around pension, employment law etc. ITQ circulated and quotes assessed.
			F1.2: Secure on-going funding from local funding partners and implement SLA action	£90,000 per annum secured	JK	Green	→	2018-19 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	Funding Agreements for 2019-20 have been signed with Staffordshire Moorlands DC, Stafford BC, East Staffordshire BC and Lichfield DC. South Staffordshire Council have confirmed they will not be funding SASSOT during 2019-20, and the two universities fund on the academic year (with funding for 2018-19 received). Staffordshire CC's funding agreement remains in place as per 2018-19. Meetings have been held with Newcastle-under-Lyme BC and Stoke-on-Trent CC, with funding agreements in development. A meeting with Cannock Chase Council is outstanding
			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. 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.	Formal PMIF report received, confirming 'Good' rating and recommendations incorporated into Improvement Plan, which was endorsed by Sport England at our Round Table meeting. Workforce funding of £37,500 confirmed for 2019-20 and 2021-22

Governance	F: Our work is underpinned by impeccable standards of corporate governance and operations	F2: Understanding and responding to our partners' and customers' needs	F2.1 To clearly define our partners and customers and develop appropriate messaging and communication channels	Communication strategy Partner feedback	NB	Green	→	Stakeholder mapping process completed with team. Stakeholder Communications Survey developed and circulated, the response data will be used to inform a Stakeholder Communications Plan. Marcomms review for Stoke City Council completand 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.	Feedback gained at the Stakeholder event in Feb and improvements built into future planning and thematic events. South Staffs marcomms support continues slowly as they have been focusing on the launch of their new website. Marcomms review date agreed with Stoke City Council. Monthly themes implemented as part of Marcomms activity with case studies being sourced. 'How I Became A Mental Health Champion' was the most engaged post last month, demonstrating the increasing need for this type of content.			
			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 delivered 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.	Shared national This Girl Can camapign updates and learnings with key partners. Supported partners to access the digital toolkit where appropriate. Support provided to Burton Albion Community Trust to review their Marcomms activity and develop a new marketing plan with additional focus on B2B communication activities			
			F2.3 To conduct a brand review and implement recommendations	Existing or new brand	NB	Green	→	Rebranding paper to be presented to the board following initial feedback from stakeholders	Refreshed SASSOT logo to be presented at the next board meeting for approval. Full rebrand to be considered once the hosted v independent review has been completed			
		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.	Diversity in Governance and Leadership Action Plan signed off by Inclusive Boards. Board Effectiveness self assessment completed and analysed.			
			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	Awaiting written confirmation from Sport England that this is now not required			
			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.	Green RAG rating given by CPSU for this period. Minor amendments to SASSOT's safeguarding policy were required. These to be submitted to the board for endorsement in April			
			F3.4: Ensure SASSOT complies with GDPR	Assessed as compliant by Host Lead	JK	Green	→	Key docments, 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	Ongoing actions 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. Full SASSOT report received. Regional TNA to be revisited by WM Directors once all PMIF reports received. Six-monthly PDRs held / booked with team. Appraisal trainging for line managers arranged for 26.02.19	Appraisal training delivered to Leadership Team (external tutor). West Midlands Active Partnerships learning event to be held in June			
			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 delevivered 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	Active Partnerships Staff Satisfaction Survey sent to team, with results to be collated, analysed and actioned. Staff consultation include in ITQ for independence evaluation			
		Headline			Measure		Baseline (at 31.03.18)		May 2017-May 2018		Next Results Due	
		Increasing the % of the population taking part in sport and			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			Active Lives		13.60%		13.10%					
Increasing the GVA of sport in Staffordshire and Stoke-on-			Economic Value of Sport Local Model									

Sport Across Staffordshire and Stoke-on-Trent 2019-20



- Posts highlighted on Orange are up to 75% funded through Sport England Primary Role Funding with the remainder funded through local partner funding and / or Programme funding