



Governance Statement

2017-18

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

1. Introduction

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

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

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

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

2. Governance and Structure

2.1 A Code for Sports Governance

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

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

2.2 External Evaluation

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

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

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

2.3 Constitution

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

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

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

2.4 Board Membership

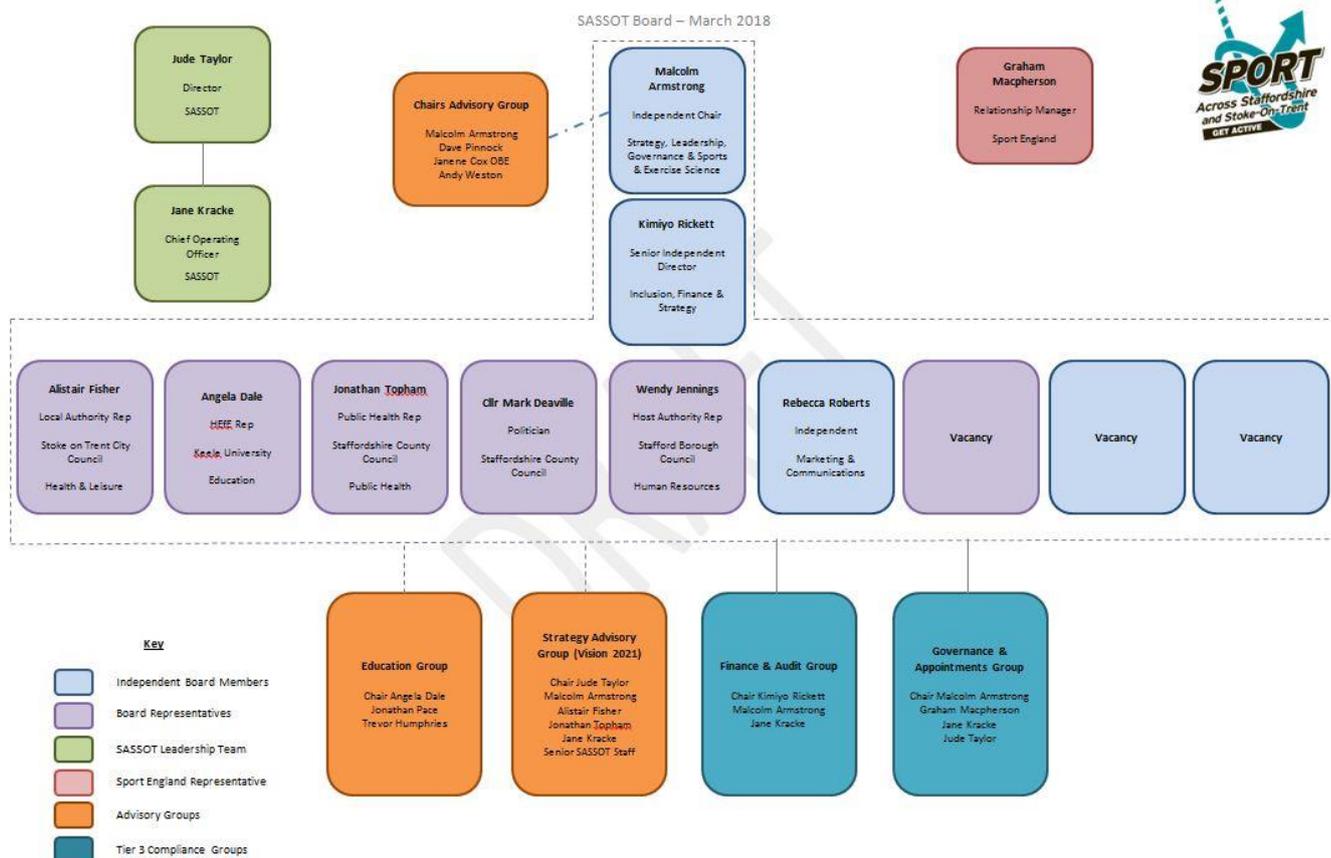
Board members who have served during 2017-18 are listed below:

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

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

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

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



2.5 Sub Groups

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

2.5.1 Education Group

This is in the process of being established.

2.5.2 Strategy Advisory Group (formerly Vision 2021 Group)

Key work areas during 2017-18 include:

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

2.5.3 Finance and Audit Group

Key work areas during 2017-18 include:

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

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

2.5.4 Governance and Appointments Group

Key work areas during 2017-18 include:

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

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

2.6 Remuneration of Board Members

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

3. 2017-18 Delivery

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

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

4. Strategy

4.1 Introduction

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

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

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

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

4.2 Consultation

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

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

4.3 Strategy Overview

Logic Model



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

5. Finance

5.1 Annual Accounts

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

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

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

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

5.2 Four-Year Financial Forecast

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

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

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

6. Diversity in Governance and Leadership

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

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

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

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

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

Details of how we plan to do this are included in our [‘Diversity in Governance and Leadership’ plan](#).”

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

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

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

7. Risk Register and Internal Controls

7.1 Risk Register and Risk Management Plan

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

7.2 Internal Controls

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