



Herts Sports Partnership Improvement Plan 2017

Herts Sports Partnership – Improvement Plan

Principle 1: Continuous Improvement

REQUIREMENTS	Proposed Action	Timescale – by	Lead	Progress on Actions
There is a balanced scorecard of Key Performance Indicators /measures in place across finance, quality, people and customers/stakeholders which are outcome based and clearly show improvement and alignment with the core purpose, vision and business objectives.	The KPI's need to be tailored to HSP	Sept14th	JS	Draft KPIs to be submitted to the board for approval
The organisation can demonstrate there is a culture of capturing and sharing learning to deliver change that strengthens the organisation's health and results in service improvement for the benefit of customers/end users and partners/stakeholders.	Sharing and show casing our achievements.		Jdoc JS	UH showcasing event discussed with Ian Campbell Voluntary and Community Sector Conference agreed Partner Forums Quest Assessment
The organisation can demonstrate there is a culture of capturing and sharing learning to deliver change that strengthens the organisation's health and results in service improvement for the benefit of customers/end users and partners/stakeholders.	Need to be more proactive in stating what didn't go well.		All team	Networking meeting schedule produced, to include as part of update sessions

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Principle 2: Active Community Outcomes

REQUIREMENTS	Proposed Action	Timescale – by	Lead	Progress on Actions
Community objectives are embedded in business planning process and relate directly to local/national priorities, commissioner priorities, engagement with health and well-being boards, clinical commissioning groups, head teachers and key local stakeholder/funder requirements and are being measured/delivered to plan.	Promote the use of the Sport England Research and Evaluation resources which were published in May 2017. Use these resources to produce an evaluation framework for the team and partner organisations to use which is suitable for a range of project types. Continue to work with Herts Public Health Intelligence to develop the framework.	November 17	FD	New insight and impact material written for new HSP website. Planning of content / outline of county evaluation framework document has been completed.
Community objectives are embedded in business planning process and relate directly to local/national priorities, commissioner priorities, engagement with health and well-being boards, clinical commissioning groups, head teachers and	Run training sessions to use Herts evaluation framework for the HSP team and partner organisations. Training will continue on from series of evaluation workshops delivered last summer (2016).	November / December 17 and ongoing	FD	A series of training sessions to be provided to the team and wider partnership delivered in partnership with Herts Public Health Intelligence

key local stakeholder/funder requirements and are being measured/delivered to plan.				HSP have met with Herts Public Health Intelligence to discuss workshops and county evaluation framework.
There is a strong Theory of Change model / Community Outcomes Framework and good evidence of how projects and programmes contribute to personal and social development.	Put in place checklists for projects with key considerations as part of planning and reviewing phases.	November 17	FD / AH	
There is a clear line of sight that identifies the link between local actions/interventions and intermediate and long term strategic outcomes.	Improve outcome measures captured across all of partnership and wider partnerships work. It is excellent for some projects but weak for SE output focussed projects.	December 17	FD	Project officers trained how to complete logic models. Project officers seek guidance when developing new projects to ensure validated tools are used to capture outcomes. Existing projects have remained output focussed if change was not viable. Spreadsheet detailing validated tools for SE outcomes part-completed to be used as a reference point when planning projects.
There is a process to provide evidence of impact built into planning processes.	Improve quality of evidence gathered through use of validated tools and pre and post data capture, and where resource allows to collect follow up data capture.	March 18	FD	Measuring impact has been built into the planning of new projects that have begun in 2016/17. Continue to include robust evaluation methods when developing new projects.

	Share impact reports with other organisations.			Measuring impact and sharing impact reports features on new HSP website under “insight’ section.
There is commitment to move towards higher standards of evaluation.	Continue to develop relations with University of Hertfordshire researchers, University of East Anglia and University of Bedfordshire. Continue to work with Public Health Intelligence team to encourage organisations in Herts to adopt county evaluation framework.	ongoing	FD	Member of the UH/PH liaison group. Employ PhD student as research assistant on Active Herts project. Continue to build relations with Masters in Research methods Programme lead and pilot having one masters student on an evaluation placement (Oct 17 – March 18).
There is extensive use of data, local networks and insight and clear evidence that this has improved outputs, outcomes and impact around reducing inactivity, promoting physical and mental health and well-being, strengthening other community, social, economic and environmental outcomes.	Improve sharing across the team. A wide range of sources are used to capture insight but these are not always shared across the team. Produce list of insight data sources available and where to go to find them. Identify team members to champion insight areas and identify key partners/organisations who can assist with different types of insight.	October 17 and ongoing	FD - Lead Officers to be nominated as champions	Work has begun putting together sources of insight. Insight section written for new website signposting to wide range of data sources and documents to enable evidence based approach to planning.

<p>There is extensive use of data, local networks and insight and clear evidence that this has improved outputs, outcomes and impact around reducing inactivity, promoting physical and mental health and well-being, strengthening other community, social, economic and environmental outcomes.</p>	<p>Make use of Moves tool and research options for Social Return on Investment tools that could be used. Explore option of buying countywide licence for partners to use as well to strengthen the evidence base.</p>	<p>December 17</p>	<p>FD</p>	<p>MOVES tool will provide ROI for Active Herts project.</p> <p>Agreed with Andrew Anastasiou for Boxcleve project to be assessed for SROI using Social Value UK model during Autumn 17.</p>
<p>The organisation can demonstrate that it is helping to increase participation amongst targeted population groups and communities and involves collaboration/co-production with partners to develop new markets. There is excellent evidence that all staff reflect on and improve practice through access to high quality information.</p>	<p>Put together brief factsheets for the team and partners to use to include key facts and figures about the contribution sport and PA makes to the wider agenda. Produce briefing sheets for local councillors to help champion the contribution sport and PA makes to the local community. All information will be posted on the HSP website for partners to use.</p>	<p>October 17</p>	<p>JDOC</p>	<p>Draft 'killer stats' document in place (Tim Amoss). Need to finalise and publish for HSP Team/key stakeholders (including SDO's) and advocates.</p>
<p>The organisation can demonstrate that it is helping to increase participation amongst targeted population groups and communities and involves collaboration/co-production with partners to develop new markets. There is excellent evidence that all staff reflect on and improve practice through access to high quality information.</p>	<p>Promote new Behaviour Change training courses to partners to encourage a large number to attend. Hold follow up sessions to try and increase awareness and learning and provide support as needed.</p>	<p>Ongoing</p>	<p>FD</p>	<p>April 17 Partner forum focused on SE Inactivity insight pack.</p> <p>Bespoke Behaviour change training courses have been written by Dr Angel Chater and will be delivered by her to ensure high quality training.</p> <p>Two training courses have taken place (summer 17),</p>

				next set of workshops scheduled for Jan/Feb 18)
There is good evidence of high quality impact and use of nationally recognised outcome frameworks and measurement tools. There is a culture of reporting the outcomes attributed to interventions. The benefits achieved are evidenced and not overstated.	Produce a county Evaluation framework and further training – as mentioned in the “Plan” section. All HSP team to attend training sessions.	October 17	FD	Health projects have been using evaluation frameworks. Learning is being shared across the team. PhD student with a Masters degree in Research Methods has been employed by HSP and is helping to improve quality of evaluation captured across HSP projects.
Staff are proactively increasing their capability in this field and there is a commitment to align measurement and reporting with national outcomes and emerging KPIs and to contribute to the creation or strengthening of shared evidence bases nationally and locally.	To ensure logic models are completed for all projects.	September 17	FD	Logic models completed for most ‘live’ projects.
The organisation can provide a line of sight and make a compelling case that can point out how and where it’s direct and indirect work has contributed to intermediate/ longer term outcomes and is impacting on local priorities. The organisation can produce an assessment of the social value of its work.	Research options for Social Return on Investment tools and adopt one to use for partnership. Try to encourage partner organisations to use the same SROI tool for their projects.	February 18	FD	Social Value UK SROI method will be piloted on Boxcleve project. Lots more research to be undertaken.
The organisation can provide a line of sight and make a compelling case that can point out how and where it’s direct and indirect work has contributed to intermediate/ longer term	Produce menu of recommended validated tools to pick and choose from to measure a wide range of outcomes.	December 17	FD	Spreadsheet detailing validated tools for SE outcomes part-completed to

outcomes and is impacting on local priorities. The organisation can produce an assessment of the social value of its work.				be used as a reference point when planning projects.
The organisation can provide a line of sight and make a compelling case that can point out how and where it's direct and indirect work has contributed to intermediate/ longer term outcomes and is impacting on local priorities. The organisation can produce an assessment of the social value of its work.	Train team to use qualitative methods to capture meaningful information to complement the quantitative findings i.e. to elaborate on how involvement in initiatives has made a difference to peoples.	November 17	FD	
Evaluation is being used to scale up interventions and informing the design of 'model ready' and 'system ready' standards.	Build the evidence base from local initiatives to demonstrate the impact investment in sport and PA can have on a range of outcomes. Make better use of Return on investment tools to make the case for cost savings.	March 18	FD	Active Herts includes Process evaluation which is being undertaken by University of East Anglia to help enable intervention to be scaled up. Additional evaluation being undertaken by Neil Howlett to quality assure intervention to understand what elements of Behaviour Change taxonomy contribute to the success of the intervention.

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Principle 3: Insight and Marketing

REQUIREMENTS	Proposed Action	Timescale – by	Lead	Progress on Actions
Values based marketing principles that focus on a functional behavioural change model are enshrined in the marketing strategy/plan and its delivery, which is fully embedded within the organisation. All staff are proud to be contributing to its delivery and to be associated with its brand.	Recognise use of behaviour change in the work we do with marketing.		JOC/SW	Team attending training course on 6 th Sept to understand how to use social media to target inactive people.
Innovative marketing techniques and tools are being used to reach target population groups and communities. There is evidence of the positive impact this work is having on engagement levels and lifestyle behaviours within the targeted population groups and priorities.	Better awareness from certain markets such as Volunteer, Clubs and Charities. Work to map these and identify which ones we can work with going forwards.		JS CC	Voluntary and community sector conference – October 17 Hertfordshire Sports and Physical Activity Conference (CVS theme) November 17.
There is evidence of internal organisational development and change as a result of data and insight.	Emphasis on shared learning is beginning to be embedded in the organisation but still room for improvement, formalised resource hub to be created.	January 18	FD	
Knowledge is well managed and applied internally to shape the structure and culture of the organisation as well as inform the development of services, messages, action planning and tactics.	Including our own insight from project feedback and results to be included in insight from our own work for internal and external use.	March 18	FD	New website to provide platform for sharing. Content for Insight and impact section has been written.
Staff are highly skilled and able to convert knowledge into action through the use of social media, digital advertising, innovation and the	Insight training on validated tools and what is available to use.		FD	

effective use of best practice. The effect on behaviour change can be evidenced.				
There is creative and proactive use made of social media and digital marketing techniques to extend the organisation's reach and influence.	Connect with partners on social media to extend reach and influence		GR/SW	
External communication to both business and consumer groups is highly regarded and improving.	CRM system to be developed to track engagement with external partners to improve awareness of communication and up-to-date information available to all in team.		SW	
The improving return on investment is clear to see in terms of market development/penetration, income generation or cost recovery, attendances/participation/activity levels and influence/awareness.	Evidence through CRM programme in process of development			
The organisation can show what works to best effect in reaching, engaging and retaining target population groups and communities.	Certain groups such as Faith groups and BAME groups are not involved in work done so lack of expertise in reaching and engaging these markets is less than others.			
The organisation can show a direct link between marketing action planning and increased participation/activity levels by targeted population groups and communities and customers over a sustained period of time. There are indications of a reduction in inequalities and wider access to opportunities and services provided.	Inclusion of where you found the event/course in Eventbrite bookings where possible and relevant.	ongoing	FD	Active Herts marketing is sub contracted to a specialist company with expertise in behaviour change. Active Students – focus groups have informed marketing.

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Principle 4: Increasing Participation and Reducing Inactivity

REQUIREMENTS	Proposed Action	Timescale – by	Lead	Progress on Actions
There is evidence that the work of the organisation is informing and helping shape commissioned services and local community, education, NGB/club provision.	Over the next year we will run more evaluation framework workshops as well as more sharing events.	Evaluation workshops – Nov/Dec 17, Feb/Mar 18 Sharing events – Jan – Mar 18	FD	Public Health Intelligence agreed to partner with HSP to deliver workshops and re-inforce message for organisations to use county evaluation framework.
Physical activity and sport is well positioned and valued for its contribution to local well-being priorities as a result of efforts made.	More work can be done to demonstrate the value of physical activity – this is a focus within the new strategic plan. Increase usage of ROI, SROI and Economic Value of Sport tools with HSP and partner organisations.	March 18	FD	
Local people from targeted population groups and communities are fully involved in shaping the development and delivery of the organisation’s plans and services with robust targets/KPIs that reflect local priorities.	We need to build in sufficient planning time to allow for co-design. Another area for development is that we involve participants from the outset.	March 18	ALL PROJECT OFFICERS	A number of projects are shaped by target population.
The organisation can evidence increasing levels of participation population groups and communities that are being targeted.	We are currently seeking to improve the measurement of our outcomes.	November 17	FD	Work has begun writing county evaluation framework.

There is cause and effect which can be tracked and recorded to show impact and growth.	Over the next year HSP will be ensuring that more projects conduct pre and post assessments.			
The emphasis is on ensuring all activities are fully inclusive (not only specialist programmes for different groups such as disabled young people, girls and young women, NEETs etc.).	Implement and adopt our EFDS Improvement Plan.			
There is evidence of behavioural change amongst inactive people from targeted population groups and communities including those who are considered to be hard to reach or at risk of a long term health condition or criminal activity. The organisation can demonstrate it is co-owning/producing interventions with providers from other sectors to enhance service provision for targeted beneficiaries.	Continue to develop and put behaviour change at the core of our programmes.	March 18	Project Officers	

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Principle 5: Partnership and Collaboration

REQUIREMENTS	Proposed Action	Timescale – by	Lead	Progress on Actions
The organisation can demonstrate it is co-owning/co-producing interventions with providers from other sectors to enhance service provision for target audiences and beneficiaries.	New partnerships to be formed with voluntary and community sector organisations to assist with reaching the inactive population.	March 18	FD	New project being co-designed with Herts Independent Living Service (meals on wheels) which is enhancing the service they offer to their service users.

Principle 6: People and Skills Development

REQUIREMENTS	Proposed Action	Timescale – by	Lead	Progress on Actions
<p>All staff profiles are clear and skills profiles exist. There is excellent evidence and documentation of development, continuous professional/individual development and appraisal and this is underpinned by clear policy.</p>	<p>One to one meetings with line manager could be logged for reference especially if targets and goals are being set.</p> <p>Record all training and development on the Core portal (currently only UH training courses are on there).</p>		DT	
<p>Excellent systems are in place, as well as all relevant policies and procedures and there is good evidence that staff understand how to use them. Staff are able to analyse data within the systems to collect evidence of the outputs and outcomes of their work.</p>	<p>We will be putting together an evaluation framework which will work towards standardising what is measured across all our projects to encourage outcomes to be measured for each project.</p>			

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Principle 7: Quality Assurance

REQUIREMENTS	Proposed Action	Timescale – by	Lead	Progress on Actions
There is evidence of value for money, social return on investment, and added value of services with year on year measurable improvements in performance across finance, people, customers/partners and equality/quality dimensions - all aligned to the organisation's purpose, vision, values and strategic objectives.	Through Strategic Plan, objective 4: Demonstrate the Economic and Social Value of Sport and Physical Activity – lead on the greater and more consistent use of validated tools.	March 18	FD	
The organisation is committed to achieving the highest level of the Equality in Sport Standard* (or the equivalent local standard).	Review the work with BAME groups in the county and support targeted work.	March 20	JS	HSP has reviewed the plan against the next level of the Equality in Sport Standard
Review process can evidence significant improvements through trend analysis and external benchmarking.	Sharing failures – we don't tend to do this.			

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Principle 8: Health and Wellbeing

REQUIREMENTS	Proposed Action	Timescale – by	Lead JS	Progress on Actions
A wider stakeholder group manages plans and agrees actions designed to address local H&W priorities.	Recognise that we don't work closely with enough Charitable or Voluntary Orgs in Herts, so we are undertaking a mapping exercise to identify opportunities. Some work done on this already (Fit & Fed, Rhodeswood Hospital, Families First, Targeted Youth Support Groups).		JS	The voluntary and community sector organisations are being reviewed and will inputted into a CRM system. A voluntary and community sector conference is being organised for 23 rd November to engage with this stakeholder group.
The organisation's leadership team remain informed about what is being done to improve the health and wellbeing of the local populations and communities.	Plans to increase efforts to share best practice, and also what doesn't work. Partner showcase events.		SLT	
The local Health & Wellbeing Board have been made aware of your H&W objectives.	Aim to capture Health and Wellbeing objectives in all our projects and partners.		FD LEAD ALL PROJECT OFFICERS	
The DPH is copied into any communication about your H&W commitment and this is shared more widely across the local health system.		ongoing	FD / JDOC	Close working relationship established between HSP, DPH and Consultant in Public Health. PH are represented on HSP Board
A wider stakeholder group decides what measurement tools/approaches will provide the	Ensure key stakeholders are involved in project planning and	ongoing	FD	

<p>best data and information appropriate to the interventions we offer. Measurement insight is collated and shared with an evaluation organisation/s. The data and information we collect contributes to the local strategic drivers for change.</p>	<p>their input is included when developing logic models and evaluation plans. County Evaluation Framework will provide guidance. Stakeholder involvement will be on project by project basis.</p>			
<p>A wider stakeholder group decides what measurement tools/approaches will provide the best data and information appropriate to the interventions we offer. Measurement insight is collated and shared with an evaluation organisation/s. The data and information we collect contributes to the local strategic drivers for change.</p>	<p>Using students (MSc etc.) to inform evaluation as part of research projects.</p>	ongoing	FD	<p>Meeting held with Masters in Research Methods pilot Apprentice placement with HSP during 2017/18. The student will work with stakeholders to embed sound research methods into evaluation design. If successful, offer option to other organisations in Herts to help them improve quality of their evaluation.</p>
<p>A wider stakeholder group decides what measurement tools/approaches will provide the best data and information appropriate to the interventions we offer. Measurement insight is collated and shared with an evaluation organisation/s. The data and information we collect contributes to the local strategic drivers for change.</p>	<p>Ensure funding bids include sufficient resource to undertake robust evaluation.</p>	ongoing	FD	
<p>A wider stakeholder group decides what measurement tools/approaches will provide the best data and information appropriate to the interventions we offer.</p>	<p>Starting project boards with the wider stakeholder group where viable.</p>	December 17	FD	<p>Belbin profiling undertaken with HSP team to help inform skills mix of project boards.</p>

Measurement insight is collated and shared with an evaluation organisation/s. The data and information we collect contributes to the local strategic drivers for change.				
A wider stakeholder group decides what measurement tools/approaches will provide the best data and information appropriate to the interventions we offer. Measurement insight is collated and shared with an evaluation organisation/s. The data and information we collect contributes to the local strategic drivers for change.	Little use of ROI tools within projects – recognised that we need to shape the data collected to fit the tools that we choose to use – consideration during planning phase of the project.	March 18	FD	
A wider stakeholder group decides what measurement tools/approaches will provide the best data and information appropriate to the interventions we offer. Measurement insight is collated and shared with an evaluation organisation/s. The data and information we collect contributes to the local strategic drivers for change.	Continue carrying on the learning from these partner workshops and deliver further training on validated tools. Promotion of the SE M&E toolkit to partners.	December 17	FD	Training planned to take place Nov/Dec. This will be repeated in Feb/Mar 18
We use recognised tools, processes and people with expertise to help us review what we do.	No formal process in place, however recognised that we are willing to implement a “critical friend” to check and challenge our approach. Some projects have Steering groups which take this approach.			
Our review processes are understood by all staff and we regularly feedback our findings to staff and external stakeholders.	Project boards to help steer the direction of the project – Formality relative to the size and scope of the project. Some projects have Steering groups which provide this function.	March 18	FD	Projects are reviewed on an ongoing basis to ensure they are on track to meet KPIs.

We use robust evaluation approaches to help validate our impact.	Use of validated tools has been introduced. All staff to work to guidance set out in the county evaluation framework.	December 17	FD	
We use robust evaluation approaches to help validate our impact.	More independent evaluation where feasible to cover costs of this. Continue to link with academic institutions to capitalise on Masters students as a free resource.	ongoing	FD	Relationships established with University of East Anglia, University of Bedfordshire and University of Hertfordshire. Relationships also established with Herts Public Health Intelligence team to provide evaluation support and guidance.

Herts Sports Partnership – Governance Improvement Plan

Principle 1 : STRUCTURE

Organisations should have a clear and appropriate governance structure, led by a Board which is collectively responsible for the long-term success of the organisation and exclusively vested with the power to lead it. The Board shall be properly constituted, and shall operate effectively.

REQUIREMENTS	Proposed Action	Timescale – by	Lead	Progress on Actions
<p>Boards</p> <p>1.1-The Board of the organisation shall:</p> <p>(A) Be the ultimate decision-making body and accordingly exercise all of the powers of the organisation.</p> <p>(B) Be responsible for setting the strategy of the organisation; and</p> <p>(C) Maintain and demonstrate a clear division between the Board’s management and oversight role and the executive’s operational role.</p>	<p>Discussions to take place with Head of Legal within the University regarding the delegation of powers to the Board.</p> <p>Review of the current Strategic Plan</p> <p>Terms of Reference updated for the Board to reflect the division between Strategic and Operational Roles.</p>	<p>March 2017</p> <p>November 2017</p> <p>March 2017</p>	<p>HSP SLT</p> <p>HSP SLT / Board</p> <p>HSP SLT / Chair</p>	<p>Response received from Sport England Head of Governance</p> <p>Strategic Plan launched June 17</p> <p>Governance Framework document</p>
<p>Boards</p> <p>Board size and composition</p>				

1.10 - Each organisation must maintain an up-to date matrix detailing the skills, experience, independence and knowledge required of its Board.	Board skills mix matrix compiled <ul style="list-style-type: none"> • Short term • Revised matrix in line with new core funding 	Initial matrix Jan 17 Revised Matrix Oct 17	HSP SLT / Chair	Initial Matrix completed on 19 th January with Board members
Term limits 1.13 - Subject to the exceptions set out in Requirement 1.14 below, a director may serve on the Board for a maximum of either: (A) Four terms of two years; (B) Two terms of four years; or (C) Three terms of three years.	Update constitution for the organisation to meet requirement 1.13	June 2017 adopt changes of constitution at AGM	HSP SLT / Chair/ Vice Chair	Completed - Governance Framework
1.15 – When a director has completed their maximum term, at least four years must elapse before they can be eligible to stand as a director for that organisation again.	Update constitution to reflect this action.	June 2017 adopt changes of constitution at AGM	HSP SLT / Chair/ Vice Chair	Completed - Governance Framework
1.19 At least 25% of the Board shall be independent non-executive directors.	Adopt code definition and then reassess existing board members to confirm number of INED as defined in the code.	Approval at September 14th Board Meeting	SLT / Board Members	
Independent non-executive directors 1.20 - Each Board shall appoint one of its independent non-executive directors to be the Senior Independent Director.	Discussion to be held at meeting in Nov 16	Jan 2017	HSP SLT / Chair/ Vice Chair	Vice Chair appointed at Board Meeting 18 th November 2016
Board conduct 1.21 - Boards shall adopt policies and practices that: (A) foster openness and debate			HSP SLT / Chair – Senior Board	

amongst directors; and (B) Set out clear expectations with respect to the running of Board meetings and director behaviour.	Policies drafted and circulated in consultation with Senior Director and chair/vice chair. the Board to adopted policies and practices that foster openness and debate amongst Board members and set out clear expectations with respect to the running of Board meetings and Board member behaviour.	To be adapted by the Board. March 17 Approved at September 14th Board Meeting	Member / Vice Chair	
Board committees 1.23 - The Board shall maintain an audit committee and (either on a permanent or an ad hoc basis) a nomination committee unless the particular circumstances of the organisation are such that it is appropriate for the Board to act as the nomination committee.	Terms of reference produced for audit committee and nomination committee.	Drafts agreed by Board. Jan- ratified March 2017	HSP SLT	TOR produced
1.26 - A majority of the members of the nomination committee shall be independent non-executive directors and it shall be chaired by the chair (except when it is dealing with the appointment of a successor to the chair, when it shall be chaired by an independent non-executive director).	Terms of reference produced for audit committee and nomination committee.	Drafts agreed by Board. Jan- ratified March 2017	HSP SLT / Board	TOR produced
Principle 2: PEOPLE Organisations shall recruit and engage people with appropriate diversity, independence, skills, experience and knowledge to take effective decisions that further the organisation's goals.				
Requirements – Diversity 2.1- (A) Adopt a target of, and take all	2.1 (This should be read in conjunction with 2.2 and 2.3)	March/April 2017	HSP SLT / Board Equality Champion	

<p>appropriate actions to encourage, a minimum of 30% of each gender on its Board; and</p> <p>B) Demonstrate a strong and public commitment to progressing towards achieving gender parity and greater diversity generally on its Board, including, but not limited to, Black, Asian, minority ethnic (BAME) diversity, and disability.</p>	<p>(A) Requires the formal adoption of a target of at least 30% of each gender on the Board and to demonstrably take all appropriate actions to achieve and then maintain this. If 30% is not a whole number of people, you are required to round upwards the number of each gender to meet this requirement.</p> <p>(B) Requires a strong and public commitment (statement) from the Board, normally as a standalone on the web site or clearly identifiable within the general diversity policy, to demonstrably progressing towards achieving gender parity and greater diversity generally (includes BAME, disability, LGBT etc).</p> <p>2.2 Requires a specific plan to be published on the web site for the Board and from 2.3 requires this plan, also to include the leadership of the sport or sports which may be a much wider group than just the Board (Senior staff, performance directors, branches, county organisations, team management, club</p>	<p>All actions to be undertaken by the Board and approval required by the Board at their meeting on 14th September and uploaded to website within one month of the meeting.</p> <p>Equality action plan to be reviewed and agreed by the board. To be published on the HSP website.</p>		
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	<p>management, centre management etc) and the annual updates towards achieving that plan to be published on the web site.</p> <p>NB 2.1 to 2.3 require the board to demonstrate its commitment which is about action, and publically demonstrating or publishing that action and the results of the actions taken.</p>			
<p>2.2 - Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Requirement 2.1.</p>	<p>Review of HSP Equality plan following EIA action as required</p>	<p>April - June 2017</p> <p>All actions to be undertaken by the Board</p> <p>Approval required by the Board at their meeting on 14th September and uploaded to website within one</p>	<p>HSP SLT / Board Equality Champion</p>	

		month of the meeting.		
2.3 – The Board shall ensure that the organisation prepares and publishes on its website information (approved by the Board) about its work to foster all aspects of diversity within its leadership and decision making, including an annual update on progress against the actions identified in Requirement 2.2.	Update Equality section on website to include EIA Equality Action plan	June 2017 All actions to be undertaken by the Board Approval required by the Board at their meeting on 14th September and uploaded to website within one month of the meeting.	HSP SLT / Board Equality Champion	
Board recruitment 2.5 In exceptional circumstances a director may be Co-opted onto the Board if this is necessary to ensure that the Board has the skills and/ or experience necessary to fulfil its role.	Co-option policy approved by the Board	Sept 2017	HSP SLT	
2.7- The Board shall have in place succession plans for orderly appointments to the Board and to key positions within senior Management.	Succession/continuity plans to be devised and agreed by Board	Approval at September Board Meeting	HSP SLT / Board	

2.8 - The nomination committee shall lead the process for Board appointments on behalf of the Board (unless, as set out in Requirement 1.23), the organisation does not have a nomination committee, in which case the Board shall be responsible for the appointment process).	Review the timescale for nomination process in light of extension funding. Provide timetable and nomination process	June – Dec 2017	HSP SLT / Board	Nomination committee appointed
2.10 -No individual shall be appointed as a director until he or she has provided to the organisation a declaration of good character.	Ensure references are taken as part of nomination process	Dec 2017	HSP SLT / Board	Completed
Induction of new directors 2.11 - On appointment, each director shall be given a written statement of their responsibilities.	Revision of Board induction process to include role descriptions	Jan 2017	HSP SLT	In place
2.12 - Each organisation shall ensure that new directors receive a full, formal and tailored induction on joining the Board.	Induction process for new Board	Jan 2017	HSP SLT	In place
Principle 3 -Communication Organisations shall be transparent and accountable, engaging effectively with stakeholders and nurturing internal democracy.				
3.1 Each organisation shall publicly disclose information on its governance, structure, strategy, activities and financial position to enable stakeholders to have a good understanding of them.	Information supplied on HSP website	September 2017	HSP SLT	In place
3.3 Any information disclosed shall be fair, accurate and presented in an understandable manner.	Confirmation of this added to the Governance Framework.	Amendments approved by the Board at the September 14th Meeting.		
3.4 Each organisation shall develop a strategy for engaging with, and listening to, its stakeholders (including elite athletes where appropriate)	Stakeholder engagement plan Stakeholder communications plan			Completed To be reviewed January 2018

which the Board shall contribute to and review at least annually.				
3.5 Each organisation shall be expected to carry out a regular staff survey (including their volunteers) at least once a year and: (A) act on the results internally, communicating clearly to their employees and volunteers how such actions are to be taken; and (B) make topline data available to Sport England to collate the results for the purpose of developing a greater understanding of the sport workforce.	Staff Survey	Results reported to the Board May 17	May 2017	Completed
Principle 4 - Standards and conduct				
Organisations shall uphold high standards of integrity, and engage in regular and effective evaluation to drive continuous improvement.				
4.1 -The Board, led by the chair, shall undertake, and maintain in writing a record of, an annual evaluation of its own skills and performance and of individual directors, and that of its committees (committee evaluation need not be undertaken annually).	Annual evaluation of Board process to be undertaken. Annual Training plan produced.	Oct-Dec 2017 Between September and December.	HSP SLT / Board Campbell Tickle to be invited to conduct this evaluation with the Board.	
4.2 -External evaluation of the Board shall be facilitated at least every four years or at the request of UK Sport / Sport England.	External Board evaluation to be arranged and date promulgated to interested parties including SE by end 2017 and external evaluation completed by Mar 18. The external evaluation contract is extended to also act as a training vehicle for the Board so that they are better able to carry out future internal evaluations.	March 18	HSP SLT / Board Campbell tickle	

4.3 -The Board shall agree and implement a plan to take forward any actions resulting from the evaluations.	Board actions to be adopted as part of HSP continuous improvement plan	Dec 2017	HSP SLT / Board	
Integrity 4.4- Each organisation shall adopt a mandatory directors' code that, amongst other things, requires all directors to act at all times, with integrity, in a forthright and ethical manner and in accordance with their organisation's conflicts policy.	Policy written and adapted by the Board- form part of induction process.	Jan 2017	HSP SLT / Board	In place
4.5 -The directors' code, terms of reference and other policies of the Board and its committees shall be reviewed at least every four years to ensure compliance with current laws.	Review process and cycle identified	Jan 2021	HSP SLT / Board	
Conflicts of interest 4.6 -The chair shall proactively address and manage conflicts of interests amongst the directors. No director may participate in the discussion of, or vote in respect of, a matter in which they have a material conflict of interest.	Policy written and adapted by the Board- form part of induction process.	Jan 2017	Chair	In place
Principle 5: Policies and Processes Organisations shall comply with all applicable laws and regulations, undertake responsible financial strategic planning, and have appropriate controls and risk management procedures.				
Legal Compliance and Control 5.1- the Board shall ensure that: (A) Both individually and collectively it understands the key legal and regulatory obligations (including those which are specific to governing bodies)which affect the Board and the organisation; and (B) The organisation has appropriate policies and procedures in respect of these obligations.	Revised HSP Governance Framework to be drafted in agreement with UH Legal (1.1)	March 2017	HSP SLT / Board	Sent to legal for consultation

<p>Financial control 5.3 - The Board shall adopt appropriate and proportionate finance policies and procedures. The organisation shall take all reasonable steps to ensure that these policies and procedures, where appropriate, are communicated to, and understood and followed by, its directors, staff and volunteers (where relevant). The Board must review and update them at least once every two years.</p>	<p>Board to adopt the appropriate policies of the host organisation</p>	<p>Jan 2017</p>	<p>HSP SLT/ Board</p>	<p>In place</p>
<p>Financial strategy 5.6 - The Board must actively plan and monitor the financial position and performance of the organisation against an annually approved budget and at least a four year financial forecast.</p>	<p>Annual budget and operational plan to be agreed by the Board</p>	<p>March/April 2017</p> <p>Business plan and four year forecast to be approved by the Board.</p> <p>14th September Board Meeting.</p>	<p>Board</p>	
<p>Risk Management and Internal Control 5.8 - The Board shall conduct an annual review of the effectiveness of the organisation's risk management and internal control systems to ensure that they provide reasonable assurance.</p>	<p>Risk Register reviewed by the Board every 6 months</p>	<p>March/April 2017</p> <p>October 2017</p>	<p>HSP / SLT</p>	<p>Reviewed April 2017</p>

HSP LEAD Improvement Plan

Improvement Area	Description of work and impact	HSP Lead	Start date Finish date	Action Plan (include the 'quick win' actions here)		
				Action	Who	When
Stakeholder Mapping To improve, prioritise and systematise the way HSP engages its stakeholders	HSP to continue to broaden the range of stakeholders engaged with, especially in third sector and non sport areas. The way this work is recorded will also be examined in order to allow this intelligence to be systematically captured as part of a wider CRM project	FD	Sept 17 – Mar 18	Arrange voluntary and community sector conference Continue to engage with Sported Explore how stakeholder engagement can be formalised as part of a CRM project	JS JS JS	November 2017 Capture system requirements and spec by December 2017 Stakeholder mapping and review completed by Dec 2017 Conference planned for November 23rd
Disability Strategy To draft, consult and publish a county wide disability strategy, gaining buy in from key local partners	Follow up consultation to build on initial feedback. Strategy to be released in November, with initial 'pledge' / memorandum of understanding to seek buy in of partners	JS	Aug 17 – Nov 17	RC and CW to facilitate strategy sessions	RC & CW	November conference

<p>Governance Ensuring compliance and diversity in governance arrangements</p>	<p>To comply with the provisions of the Code for Sports Governance by ensuring the makeup of the HSP board is of the required composition</p>	<p>FD</p>	<p>Sept 17 – December 17</p>	<p>Appoint an Equality Champion on the Board Establish a robust recruitment process to ensure equality of access to board positions</p>	<p>FD</p>	<p>Appointment of an Equality Champion on the board (September 17) Establish a ‘two tick’ recruitment process to increase equality of access</p>
<p>Health and Long Term conditions Ensure that the CSP continues to be well placed in terms of this emerging marketplace</p>	<p>Continue to engage with a range of partners (see also stakeholder work, above) to establish and maintain effective, productive working relationships</p>	<p>FD</p>	<p>Sept 17 – Mar 18</p>	<p>Actively promote the parkrun PROVE project and try to engage with relevant charities to support and promote it. Identify charities and vol sector charities to establish relationships with to promote benefits of participation in PA to its members/service users.</p>	<p>FD</p>	<p>Meetings with parkrun and other local providers Initial meeting held August 17</p>
<p>New website development Oversee the production of a new website which is fit for purpose and inclusive in design</p>	<p>Ensure that the new CSP website meets the evolving needs of HSP and that inclusive design is embedded within it</p>	<p>FD</p>	<p>Aug 17 – Oct 17</p>	<p>CW to send EFDS resources and guides around inclusive communications HSP to appoint a website designer with experience and skills to design an inclusive website. EFDS marketing team to provide feedback on HSP website design to ensure it complies with guidance.</p>	<p>FD</p>	<p>Aug 17 Sept 17</p>