



# Safeguarding Implementation Plan 2023-2024

The Herts Sports Partnership (HSP) was established in 2003 as one of 43 Active Partnerships in England, as part of the long-term plan for delivering sport across the nation. It is led by a Board and has a core team of full and part-time sports professionals, all of whom are passionate about the Partnership's work.

**VISION:** More people, more active, more often.

**MISSION:** Working strategically and collaboratively to improve the lives of the people of Hertfordshire, by using the power of sport and physical activity to tackle inequality and disadvantage.

**CORE VALUES:** Proactive, Reliable, Inclusive, Collaborative, Environmentally Sustainable.

**STRATEGIC OBJECTIVES:** We will work with our partners to:

1. Community Sport & Physical Activity Sector - In partnership with schools, and those involved in community sport to provide opportunities for the people of Hertfordshire to start, continue and thrive in their chosen sport or physical activity.
2. Covid Recovery - Support the community sport and physical activity sector and individuals to recover from the impact of the Covid pandemic using sport and physical activity to improve health and wellbeing and community resilience.
3. Physical Activity for Health and Wellbeing - Positioning movement, sport, and physical activity at the heart of how we think about people's health and wellbeing in Hertfordshire.
4. Sport for Social Change - Use sport and physical activity to drive social change to enhance the lives of Hertfordshire's residents by supporting community cohesion, social inclusion, economic prosperity, crime and anti-social behaviour reduction, educational attainment, and employability.
5. Stronger Communities - Taking a place-based approach to tackling inequalities and reducing inactivity, by concentrating limited resources and empowering local communities from target areas, for maximum impact.
6. Active Environments - The development of inclusive and sustainable places and spaces to encourage participation in sport and physical activity for all our residents - particularly those from inactive and disadvantaged communities.

The following Enablers of Change, are threads running throughout the strategy that are key to driving transformational:

- Fit for purpose workforce - a diverse and welcoming workforce with the skills and behaviours to be able to offer fun, safe and progressive activities that attract and retain individuals in sport and physical activity.
- Fit for purpose organisation - robust governance with distributed leadership, a commitment to continuous improvement, equality, diversity and inclusion, and operational agility to respond to changing needs.
- Insight led - an in depth understanding of the factors influencing activity levels, inequalities and the impact of sport and physical activity, and using this insight to make customer-led and evidenced-based decisions.
- Systems change - understanding the key systems in place, coalescing around our shared purpose, and delivering interventions that will shift the conditions holding the problem (inactivity, inequality) in place.
- Embracing technology & innovation - creating the conditions where we are constantly exploring new ways to achieve our strategic objectives, using technology and innovation to improve impact and efficiency.

Actions	Outcomes	By whom	2022-2023 Targets	Completion date	Progress
The Board of Herts Sports Partnership show commitment to safeguarding.	Safeguarding policies adopted for both children and adults at risk.	MR / JOC / AL	Share Safeguarding policies with the Board annually to refresh their knowledge of these documents.	01/12/23	
		MR / JOC / AL	Share Safeguarding policies with any newly appointed HSP Board members as part of their induction.	As required	
		TH / MR / CB	Review Safeguarding Adults policy and gather approval from the board on any changes.	01/10/23	
		TH / AL	Update Child Protection and Safeguarding Adults at Risk policies to include links to HSP's EDI action plan.	01/10/23	
		TH / MR	Update Child Protection Policy in line with any new guidance that is issued and needs addressing.	As required	

	Safeguarding features on the Board agenda	MR / JOC / AL / MM	Maintain safeguarding as a standing item on the agenda at Board meetings, where updates shall be provided on progress against the implementation plan.	Ongoing / as required	
		MR / MM	Keep the Board updated on national and local safeguarding announcements.	Ongoing – update at every Board meeting	
		MR / MM	Board Champion and Safeguarding Lead to continue to provide progress updates against safeguarding plans at Board meetings.	Ongoing / as required	
	Training provided for Board members	MR / JOC / AL	All Board members to be fully up to date with safeguarding training. Any new Board members must undergo safeguarding training as part of their induction.	Review this 01/06/24	
		TH	Arrange for the CPSU/ACT to deliver safeguarding training to the HSP Board every 3 years.	16/06/23	
	Safeguarding update's regularly given to the Board outside of Board meetings	MR / TH / MM / HB	Board Champion and Safeguarding Leads to meet 4 times a year to maintain regular dialogue.	07/23, 10/23, 01/24, 04/24	

		TH / MM / HS / SS	Invite Board Champion and Deputy Champion to all Safeguarding Subgroup meetings.	Ongoing	
Herts Sports Partnership promotes safeguarding principles as good practice that should be embedded at all levels of sport	Information for Clubs, Coaches and Participants provided on the Herts Sports Partnership website.	TH / CD	Ensure Safeguarding webpages are built into the new HSP website, and this is kept fully up to date with relevant information available.	01/07/23 / Ongoing	
		TH / CD	Monitor content and make amendments as necessary to Safeguarding pages on website.	Ongoing	
	Safeguarding updates and good practice as part of Herts Sports Partnership e-zines / newsletters, etc.	AV / CD	Include safeguarding updates in at least two 'general HSP' newsletters yearly. Additional safeguarding newsletters also to be distributed if there is an identified need.	01/06/23 / 01/03/24 And as required	
	Local information provided to all participants at UK Coaching <i>Safeguarding and Protecting Children</i> workshops	CM / EC / TH	Provide local information to course tutors for safeguarding courses we coordinate. This should include reference to making referrals in Hertfordshire and HSCP's process of requiring parental consent for referrals.	As required	
Safeguarding embedded within Herts Sports Partnership's projects and funded work, as part	All Service Level Agreements and funding agreements state	MR / TH	Continue to embed use of safeguarding clause in grant award template, as a condition of funding.	As required	

of a wider 'quality assurance' agenda	safeguarding as a condition of funding.	LGS	Work with HCF to ensure all providers delivering on the HAPpy programme have adequate safeguarding policies in place as per a condition of them receiving funding.	Ongoing	
		CS / TH / ALO's	Conduct audits to ensure Together Funding recipients have adequate safeguarding procedures that their staff are familiar with as a minimum operating standard.	As required	
		CS / TH / ALO's	Provide support to Together Fund recipients that require assistance to develop more robust safeguarding policies and procedures. Utilise partnerships with local Community Voluntary Services to support this process.	As required	
	Quality assurance monitored on projects HSP deliver/fund to maintain good standards.	CM / TH / ALO's	Use our check & challenge audit process to assess standards at HSP delivered projects.	01/11/23	
	Quality assurance of the Holiday and Food activity programme.	MR / LGS / POs	Check and challenge HAPpy deliverers' safeguarding procedures as part of mandatory sites visits.	08/23, 12/23, 04/24	

	Quality assurance of the wider sector in Hertfordshire.	TH / MR / PO's	Utilise check & challenge tool to support the sports clubs and groups we work with in our Active Local areas to develop their safeguarding processes.	01/11/23	
	Processing DBS checks and Risk Assessments.	TH	Designated Safeguarding Lead to complete the CPSU Safe Recruitment and Risk Assessment training. Infiltrate knowledge gained from this to the wider team.	01/10/23	
		PL's / MR / CS / DT	Process DBS checks through UH for all staff and volunteers if directly delivering projects.	As required	
		TH / POs	All HSP projects to have a risk assessment completed.	As required	
		TH / POs	Project risk assessments to continue to be updated annually/ when changes deem necessary.	01/03/24 / as required	
		TH / POs	Safeguarding considerations to be included in all risk assessments.	Ongoing	



<p>Improve communication around the work of the team with the CPSU, Hertfordshire County Council, local authorities and national governing bodies of sport. Investigate and signpost impacts around, for example, the numbers attending training.</p>	<p>Herts Sports Partnership's safeguarding work incorporated into communications plan, and regularly promoted to partners.</p>	TH / CD / MR	Create a safeguarding specific communication plan covering a 12-month period, outlining campaigns, newsletters and dates this information shall be shared to guide marcomms for the coming year.	01/07/23	
		TH / CD	Promote impact and outcomes through newsletters, social media, etc. to be included in the communication plan.	Ongoing	
		TH / CM / CD	Build information clubs and coaches into the annual communication plan.	Ongoing	
		MR / TH	Continue to maintain contact with Hertfordshire Safeguarding Children Partnership, Ann Craft Trust and CPSU.	Ongoing	
		TH / MR / SSG	Attend CPSU / ACT Lead Safeguarding Officer Forums/	Ongoing	

		TH / MR / CD / POs	Attend Hertfordshire Safeguarding Children Partnership Learning Hubs where appropriate. Promote these learning opportunities within both internal and external communications.	Ongoing	
		CM / EC	Record the number of attendees and capture feedback from the safeguarding courses run by HSP	Ongoing	
Internal and external staff at all levels will have clearly identified roles and responsibilities.	To develop individual team members' responsibilities within their projects.  Accountabilities will be set out with all key projects, events and partnerships linked to effective risk assessments.  Outreach staff - whether deployed directly or indirectly through partners - are aware of thresholds and procedures around referrals.	POs	All Project Officers to keep project risk assessment up to dates, ensuring safeguarding is considered within these.	01/10/23	
		PLs / POs	Conduct checks to ensure Herts Sport Partnership's contracted partners to have updated and correct safeguarding training and valid DBS'.	01/09/23	
		PLs / POs	Conduct check and challenge of HSP projects/those we commission, ensure all delivery staff are aware of the welfare plan/organisation's policy and procedures they should be	Current projects 01/11/23	

		TH / POs	working to for that specific project.  Lead Safeguarding Officer to review welfare plans with relevant POs annually.	01/03/24	
		TH / POs / PL	All events/new projects must have a welfare plan in place specific to the procedures that must be followed. All staff working on the events/projects must be familiar with the welfare plan and aware of the safeguarding procedures.	As required	
		AL	Include Safeguarding within the internal PID document that must be completed for all new HSP projects.		
There will be reviews of policy and practice with partners as part of service planning.	To develop partners' responsibilities within their projects and involvement in the Partnership's work.	MR	Give Safeguarding updates that come through from CPSU, ACT, Sport England and HSCP at Local Authority Liaison meetings.	As required	
		TH / MR	Share HSP's Safeguarding Implementation Plan and	01/06/23	

			safeguarding policies with Local Authorities to enable them to input.		
Staff to be annually surveyed for satisfaction around the support and training provided to them.	Provide annual training for staff around safeguarding policies and procedures.	TH / MR	Recirculate HSP Staff Safeguarding Satisfaction survey (to be completed by all staff). Use the information to plan team safeguarding sessions and respond accordingly to any matters arising.	01/10/23	
Meet the training needs of Herts Sports Partnership staff and the wider sport and physical activity sector in Hertfordshire.	Ensure all staff employed by HSP or delivering on funded projects have undertaken requisite safeguarding training.	TH / JH	Ensure all Herts Sports Partnership team members (including outreach staff) are up to date with their mandatory safeguarding training, to be updated within every 3 years and updated this in our internal training log. Any new staff members must complete training as part of their induction.		
	All Herts Sports Partnership team members have a basic understanding of safeguarding and what the local procedures are for reporting a concern.	TH	Deliver team safeguarding sessions using a variety of learning methods – videos, scenarios, prompt sheets, etc. Content to be directed by staff safeguarding survey.	01/10/23 and as required.	
	Provide access to relevant safeguarding	TH / JG	Deliver a session for our 'core market' around capturing youth voice and involving CYP in decision	01/09/23	

	<p>training to the wider sector throughout Herts.</p> <p>Training to include induction training, initial and refresher safeguarding training, specialist training (e.g. risk assessment, Time to Listen) as appropriate.</p>	<p>TH / JG</p> <p>TH / PLs</p> <p>TH / CM / RC</p>	<p>making based on the CPSU training the Lead Safeguarding Officer undertook.</p> <p>Deliver a session for HAF providers around capturing youth voice and involving CYP in decision making.</p> <p>All staff delivering on HSP projects must undertake relevant safeguarding training.</p> <p>Deliver enough Safeguarding Adults at Risk courses each year to meet local demand.</p>	<p>01/11/23</p> <p>Ongoing</p> <p>As required</p>	
<p>Continue to develop relationships with significant local partners, e.g. Hertfordshire County Council, schools, National Governing Bodies of Sport (NGBs)</p>	<p>Closer work with Partners around safeguarding.</p> <p>Work with local organisations in the county to explore potential common</p>	<p>CM / TH</p>	<p>Continue to engage the club advocate group around safeguarding issues, using the group to develop the ways we can support clubs in the County.</p>	<p>Ongoing</p>	

	ground and local safeguarding issues.	LGS / MR	Work alongside HAF coordinating partners (HCC and HCF) to ensure high safeguarding standards are embedding through the project.	Ongoing	
		MR / TH	Aim to develop a stronger relationship with HSCP. See if we can facilitate them to deliver a session for the HSP team and HAF providers.	01/10/23	
Maintaining minimum operating standards.	To ensure standards of safeguarding are being met by partners.  Check & challenge HSP funded programmes to ensure at least minimum operating standards are being met.	POs / TH / MR / PLs	Continue to conduct check and challenge for: HAF programmes, HSP funded programmes, programmes HSP deliver and among groups/clubs we work with through Active Local.	Ongoing	
		PLs / POs / TH / MR	Conduct check and challenge of commissioned partners to ensure they are working to the approved policies and procedures which meet the minimum operating standards as outlined in contracts.	01/09/23	
		POs / TH / MR	Ensure clear information/guidance about minimum safeguarding requirements is available and is provided to organisations	Ongoing	

			commissioned or funded to provide programmes/activities for children on HSP's behalf.		
Promote good practice across the county and among other Active Partnerships.	To provide case studies of good practice for local partners.  Communicate good practice as part of a wider communications strategy.	JG	Create a case study on the use of 'thought trees' to capture CYP views on Fit, Fed and Read to be shared and promoted to highlight best practice internally and to partners.	01/09/23	
		TH / MR	Attend regional Active Partnership safeguarding meetings and share best practice within these.	Ongoing	
		POs / MR / TH	Share best practice with HAF providers and Together Fund recipients to help them develop their safeguarding procedures.	01/08/23	
		CM / TH	Include Safeguarding within HSP's Clubs Conference, looking to share best practice within this.	01/09/23	

		LGS	Develop a HAF case study to highlight best practice to other deliverers.	01/09/23	
		CD / TH	Share best practice as part of communications, including campaigns and newsletters. Build this into communication plan.	Ongoing	
Advice and information from, e.g., CPSU and HSCP to be signposted on website, publications and social media.	All appropriate safeguarding communication to be made available to partners.	TH / MR / CD	Continue to signpost towards information the HSCP shares with us, both internally to the HSP team and to the wider sector.	Ongoing	
		CD / TH	Support CPSU communication campaigns. Keeping Your Child Safe in Sport, Anti-bullying Week and the Ann Craft Trust campaigns will all be supported on social media and through newsletters.	Ongoing	
		CD / TH	Continue to promote any new materials circulated by CPSU, HSCP and the Ann Craft Trust to HSP team and wider sector.	As required	
		CD / TH	Ensure new HSP website directs traffic to specialist agencies such	01/07/23	



			as CPSU for guidance and relevant safeguarding materials.		
Review and maintain safeguarding checklist for project work	Establish procedures that gives consistency across Herts Sports Partnership	TH / PLs / POs	Safeguarding and welfare to continue to underpin existing programmes and be at the forefront of developing new projects.	Ongoing	
		TH / POs	Safeguarding Lead to go through every project's welfare plan annually with relevant project officers. Ensuring these remain fit for purpose and all staff with a responsibility for respective projects are comfortable with the safeguarding policies and procedures.	01/12/23	
		TH / MR / AL	Monitor for any changes in policy or advice and make changes to our procedures accordingly.	As required	
Establish, as part of a Quality Management System, an internal folder on the shared drive, holding all child protection / safeguarding procedures.	More streamlined approach to processes for all office / remote staff.	TH / All	Utilise Teams Channels 'quick links' for important safeguarding documents all staff need to accesses. Including Safeguarding Policies and Implementation Plan.	Ongoing	
		All	Utilise safeguarding folder on SharePoint, so all HSP staff can access relevant documents easily.	Ongoing	

		All	Ensure password protected files are used for documents containing sensitive information.	As required	
Apply DBS procedures.	Defined accountability and responsibility throughout Herts Sports Partnership and projects.	TH / PLs	Project Leads to ensure all delivery staff employed by HSP have undertaken a DBS through UH prior to working on HSP projects.	Ongoing	
			Project Leads to ensure commissioned projects undertake DBS checks of their delivery staff.	Ongoing	
Extend safeguarding work to include additional vulnerable groups	Improved links and training with a greater range of vulnerable groups	TH / MR /CB	Continue to work closely with the Ann Craft Trust to ensure our safeguarding adults at risk policies and procedures are appropriate.	Ongoing	
		EC	Include courses around working with young people with additional vulnerabilities as part of the HAF training programme.	Ongoing	
		TH / CD	Include communication around additional vulnerabilities within the communications plan. Include a newsletter article and social media posts around this subject.	Ongoing	

		TH / MR / POs	Continue to work alongside partner organisations as part of the 'Crime Reduction Through Sport Group', 'Family First Meetings' and other relevant working groups to ensure we have the most appropriate policies and procedures in place. Ensure these consider relevant information about the nature of the additional vulnerabilities the young people we are working with may have.	Ongoing	
		PLs	Ensure all staff delivering on HSP projects have undertaken appropriate training to understand some of the challenges additionally vulnerable groups face and are confident managing any situation that may arise as a result.	Ongoing	
Conduct staff training on Codes of Ethics and Conduct for Herts Sports Partnership staff and other partners	Increase understanding by Herts Sports Partnership staff and others of their responsibility within Codes of Conduct	MR / TH	Create Codes of Conduct for children and young people we are working with.	01/09/23	
		MR / TH	Create Codes of Conduct for parents/carers of the children and	01/09/23	

		MR / TH	young people we are working with.  Create Codes of Conduct for coaches and volunteers working on HSP projects	01/09/23	
		TH / MR	Make sure the newly developed Codes of Conduct are referenced and linked to within the Partnership's safeguarding policies.	01/09/23	
		TH / MR / JOC	Continue to adopt UH Codes of Conduct for HSP employees where appropriate, but if there are gaps in line with our work develop our own Codes of Conduct	As required	
Identify alternative methods of consulting with young people about development of resources and messaging	Access to advice from young people re: child friendly resources, website messages etc.	CM / TH	Utilise UH Ambassador programme to capture the views of young people on resources we produce and website functionality.	01/11/23	
		TH / AV / POs	Continue to distribute child friendly resources (a variety of age-appropriate material) both at our projects and online.	Ongoing	

		AV / POs	Ensure relevant resources are readily available at all HSP projects to make participants aware of the numbers to contact if they have a safeguarding concern.	Ongoing	
		AV / TH	Develop HAPpy (HAF) branded resources to make available to HAF deliverers to use at their camps.	01/07/23	
Ensure Safeguarding is included in all new marketing & communication work and strategies.	Team automatically to check any new communication work with Herts Sports Partnership Safeguarding policy.	CD / TH	Develop an annual communication plan specifically for safeguarding.	01/07/23	
Engage with a Board champion for Safeguarding	Board Champion for Safeguarding supports and adds value to the safeguarding self-assessment process.	MM / TH / MR	Ensure the HSP Board Champion contributes to discussions around our safeguarding. Champion to continue to meet Safeguarding Leads at least quarterly.	Ongoing	
		MM / TH / MR	Invite the Board Champion to all Safeguarding Subgroup meetings.	Ongoing	

		MR / TH / HB	Continue to engage with the Deputy Board Safeguarding Champion and have them fill in when the Board Champion is unavailable.	Ongoing	
Include safeguarding as a discussion item in team meetings.	Reinforce strategic importance of safeguarding to Herts Sports Partnership	TH / MR	Maintain safeguarding as a standing agenda item on team meeting agendas.	Ongoing	
		TH / MR	All team members to continue to be updated on safeguarding issues via internal communication and team briefings.	Ongoing	
		TH	Progress against implementation plan to be given within monthly team meetings.	Ongoing	
Adopt a communication strategy around advocacy and the positioning of Herts Sports Partnership as a leader in the field of safeguarding work.	Communications plan promotes best practice and identifies key partner groups for safeguarding work.	TH / CD	Review the Partnership's approach to communication around safeguarding over the last year. Use this to facilitate development of the Safeguarding Communications Plan for 23/24	01/07/23	
		TH / MR / CD	Map out the partners we want to engage and design a plan to	01/01/23	

			communicate with these for the coming year.		
Continue to use CPSU and Ann Craft Trust logos as part of branding of Herts Sports Partnership, across projects and Partnership as a whole.	Greater promotion of the 'quality mark' of the Partnership's work	TH / CD	CPSU and ACT branding to feature on the new HSP website where appropriate, as well as within our various communication channels as part of the campaigns we run.	Ongoing	
		TH / CD	Include promotion of CPSU and ACT within the safeguarding messaging communicated to the wider sector.	Ongoing	
Identify and promote 'best practice' models for safeguarding inside and outside of sport.	Best practice is shared across Herts Sports Partnership and with other partners.	TH / CD	Continue to promote relevant campaigns (as per the Communication Plan) sharing safeguarding messages across the sporting landscape.	Ongoing	
		TH / CD / POs	Develop and utilise safeguarding case studies to highlight best practice that could be employed wider.	01/09/23	
		JG / AV / TH	Develop a case study of capturing youth voice within Fit, Fed and Read to be shared with other HAF delivers.	01/09/23	

Gathering the views of young people in key stakeholders to guide future approach to safeguarding	Input by young people through use of feedback cards, project evaluation etc., for Herts Sports Partnership projects	TH / POs	Look to develop alternative approaches to obtaining intelligence and insight through consultation with young people.	Ongoing	
		JG / TH	Continue to capture youth voice within Fit, Fed and Read, utilise thought tree and other engaging approaches with this.	Ongoing	
		TH / MR / PLs	All project evaluation of CYP projects to include a safeguarding element unless a reason can be provided as to why it is not appropriate. This will include getting feedback from key stakeholders - including children participating in the projects - their parents and delivery staff.	Ongoing	
		TH / CM / PLs / POs	Further insight to be gathered through project evaluation including consultation with young people and their parents which will then be compiled in a report.	Ongoing – report completed 01/04/24	



		TH / CM	Conduct an in-person session with the UH Ambassadors to get them to feed into our approaches to safeguarding. Write up their suggestions and use it to guide our work.	01/10/23	
		TA / TH	Reach out to the Headteacher Advocate group to find out the approaches they take to capturing the views of young people.	01/08/23	
		CM / TH / MR	Speak about capturing youth voice within the Club Advocate group to see if they have any best practice examples to share with other clubs.	01/02/24	
Continue to offer Safeguarding and other relevant workshops (e.g. Positive Behaviour Management) as part of the comprehensive workshop programme.	Supply workshops to meet demand and provide the local information to trainers / participants.  Offer a variety of training opportunities to partners.	CM	Maintain delivery of enough Safeguarding courses to meet training requirements of coaches and volunteers.	Ongoing	
		CM / TH	Continue to offer a range of safeguarding courses including;	Ongoing	

		CM	<p><i>Time to Listen, Safeguarding Children and Safeguarding Adults at Risk</i> workshops.</p> <p>Include a variety of safeguarding courses as part of the annual Coach Education Week programme.</p>	01/02/24	
Promote relevant safeguarding training and development opportunities for Hertfordshire through the Herts Sports Partnership's website	Promote available safeguarding CPD to the sector in Hertfordshire.	CM / CD  TH / CD / CM / EC	<p>Safeguarding training to continue to be promoted via website, newsletters and social media.</p> <p>Have a plan for safeguarding courses to run for the next year which shall be promoted in advance.</p>	Ongoing  01/08/23	
Continue to work through local partners to put on safeguarding workshops	Organise supply of relevant courses to meet local demand	CM / TH  CM / TH / EC	<p>Continue to refer workshop requests from clubs and other relevant bodies directly to local Coaching UK training providers if we do not have appropriate courses running.</p> <p>Ensure that the HSP courses and workshops programme reflects and meets local demand.</p>	Ongoing  Ongoing	

Continue to develop staff training opportunities for Herts Sports Partnership team	Increased knowledge of safeguarding by Herts Sports Partnership team	TH / MR	All team members to be kept up to date on safeguarding issues via bespoke and bitesize training within team meetings.	01/10/23 / and as required	
		TH	Promote any available training opportunities internally so HSP staff have the chance to develop their understanding.	Ongoing	

**The Herts Sports Partnership (HSP) staff responsible for delivery of the plan:**

MM - Mervyn Morgan - HSP Board Chair - Safeguarding Board Champion

HB - Hester Brierley - Deputy Safeguarding Board Champion

JOC - John O'Callaghan - Partnership Director

TH - Tom Horey - Safeguarding Lead

MR - Matt Rayner - Deputy Safeguarding Lead / Strategic Lead People, Places and Programmes

SSG - Safeguarding Subgroup - Tom Horey, Matt Rayner, Charlotte Bird, Jess Baird, Joe Gamble

AL - Adrian Ledbury - Strategic Lead Transformation

ALOs - Active Local Officers

AV - Alex Varran - Communications Children & Young People

CB - Charlotte Bird - Active Aging Project Officer

CD - Chris Dodd - Marketing & Communication Lead

CM - Charlie Mann - Programmes Lead and Workforce

CS - Chris Samways - Together Fund and OSF

DT - Davina Thakkar - Governance and Finance

EC – Emma Catlin – HAF Training Lead

LGS - Louise Gallagher-Smith - Children & Young People Team Lead

JB - Jess Baird - Project Officer Active Local

JG - Joe Gamble - Project Assistant CYP

JH - Jane Hanna - Administration Assistant

PL - Project Lead - Specific to a project

POs - Project Officers

RC - Ros Cramp - HSP Associate - Disability Sport Officer

TA - Tanya Angus - HSP Associate - Education Lead

WS - Will Slemmings - Strategic Lead Health