



The Council, 22 February 2016

Annual Report of the Sport Sheffield Board

1. Introduction

The Sport Sheffield Board was convened in Autumn 2011 in response to the development of a new strategy for sport at the University.

Sport Sheffield will looking to review and evaluate its current strategy and develop, consult and Implement a new strategy for sport 2016-2020.

The role of the Board is to monitor the implementation of the new strategy and report on its progress; advice on its development; and lend support at a senior level, serving as a collective champion for sport.

The Board's Terms of Reference are to:

- (a) Advise the University on implementation, review and future development of the strategy for Sport Sheffield;
- (b) Advise staff and students responsible for Sport Sheffield's component activities and operations how best the strategy might be effected and sustained; and
- (c) Champion the role of Sport Sheffield in the University and in particular to foster it as an important element within the student experience.

The Board membership comprises both senior staff and students. The current membership of the Board is as follows:

| | |
|--|--|
| Pro-Vice-Chancellor (in the Chair) | Professor Anthony J Ryan |
| A member appointed by Council | Vacant |
| Head of Sport | Mr Andrew Cox |
| President of the Students' Union | Mr Christy McMorrough |
| Students' Union Sports Officer | Miss Felicity Wilbraham |
| Director of Estates and FM | Mr Keith Lilley |
| Head of Student Support and Guidance | Mrs Audrey Leadley |
| Chief Executive of the Students' Union | Ms Jaki Booth |
| Up to three co-optees | Mr Miles Stevenson, Vacant, Vacant |
| Secretary | Ms Madelaine Taylor/Ms Elisabeth Whiting |

The Board meets three times a year in Autumn, Spring and Summer.

Overview of the year

It is fair to say that through the course of 2015 the Sport Sheffield board has not met as often as per our normal schedule due the availability of key staff available to attend. However progress has been made against the key findings of the Sport Sheffield review which led to the significant changes to its senior management team in summer 2014.

The appointment of Andrew Cox as the Interim Head of department in November 2014 led to his full appointment in January 2015. In consultation with the HR department and Sport Sheffield staff an immediate restructure of the department was put into place and has

been ongoing throughout 2015 with very positive results and improved efficiency's throughout. The structure is lean, effective and in good shape to deliver a new strategy 2016-2020.

Cultural change was very much needed and I'm pleased to say this has happened at a rapid pace, an external facilitator was appointed to drive through the changes and a "Road Map" strategy exercise was adopted to support the process and ensure a fully inclusive approach from staff, students and stakeholder's occurred, this has been a key catalyst for change.

After a very turbulent period for Sport Sheffield and acting upon the key findings and recommendations it is very much evident that the winds of change have had an immediate effect and engagement across Internal departments and connections externally across the City and Nationally are having a very positive effect on the business and its reputation.

The changes in the way Sport Sheffield is working has also led to changes to the membership of the Sport Sheffield board and two external members from the City Council and the County Sports Partnership (CSP) have been asked to join the board as well as the welcome addition of Audrey Leadley from Student Support.

The national landscape of sport is changing and we recognise the need for the board to adapt accordingly and in line with national sporting policy, there is a strong focus towards sport and whole physical activity with a clear focus on the health and wellness of our population, with this in mind the new appointments to the board will be very welcome.

I believe there will be a need to review the terms of reference during 2016 to ensure the board is fit for purpose moving forward to help shape a new sport and physical activity strategy.

2. Sport Sheffield Key Financial Performance Statistics and Financial Summary 2014/15

Staff Total 46 FTE (contracted staff)

| Centre | 2014/15 | | 2013/14 | |
|------------------------------|------------------|---------------------------------|------------------|---------------------------------|
| | Revenue £'000 | Surplus/ (Deficit)* £'000 | Revenue £'000 | Surplus/ (Deficit)* £'000 |
| Goodwin Site | 2,448 | (573) | 2,567 | (374) |
| Norton Site | 22 | (155) | 22 | (157) |
| Total Sport Sheffield | 2,470 | (728) | 2,589 | (531) |

*The above results are after depreciation

In 2014/15 before depreciation Sport Sheffield showed an operating surplus of £108k compared with an operating surplus of £247k in 2013/14. Depreciation charges in 2014/15 were £836k (£778k 2013/14), giving an operating deficit after depreciation of £728k in 2014/15 (£531k deficit 2013/14).

Sport Sheffield Finance – Current Activity

The S10health fitness centre and the synthetic pitches still continue to generate the largest proportion of income and customer numbers for Sport Sheffield. These facilities are well attended as demonstrated below:

- Fitness membership represented 58% of the total income during 2014/15 generating £1.4 million for Sport Sheffield. Outdoor synthetic playing surfaces continued to perform well despite a period of bad weather causing disruption to the programme, contributing just under £500k (21%) of our total income
- During summer 2015 Sport Sheffield developed and launched its new online Fitness membership and removed all compulsory inductions.

- During its first three months of operation the online system processed over 5,200 transactions and generated £500k income.

3. Sport Sheffield – Activity Overview

- Andrew Cox was appointed Interim Head of Sport in November and subsequently appointed to the post in January 2015.
 - Sport Sheffield staffing restructure undertaken and implemented (ongoing)
 - A “Road Map” consultation exercise was undertaken with staff, students and key stakeholders to drive cultural change
 - The changes have allowed the formation of a wide ranging spectrum of existing and new student sport experiences from grass roots opportunities to Elite Sport.
 - Sport Sheffield teams were the most successful ever in our history finishing ranked 20th in the national British Universities leagues.
 - Varsity Victory 2015 the University of Sheffield were victorious against Sheffield Hallam University for the 3rd consecutive year. The event provided an opportunity for mass participation events with a 1000 students attending Varsity Boxing and 8,300 students attending the Ice Hockey final at the Sheffield Arena, this was officially the highest attended student Ice Hockey game outside of North America.
 - Sport Sheffield has achieved the Customer First Award for customer service by achieving full compliance assessment, this is the second time we have achieved this award.
 - Sport Sheffield introduced its “Active” brand and continued growing its programme of Kids multi-sport camps during Easter and summer 2015. It also introduced more swimming lesson programmes for kids and adults, first aid courses and national pool lifeguard programmes.
 - After a successful Norton Pavilion £360k capital investment in summer 2014 Sport Sheffield has been able to recruit the professional sports teams to utilise its facilities including Sheffield United FC and Chesterfield FC.
 - Sheffield Eagles Rugby League club moved its training programmes to Sport Sheffield for the season 15-16.
 - Through the Performance Sport brand and Elite Athlete programme Sport Sheffield has supported the highest number of high performance athletes this year, with 83 athletes registering for the scheme.
- As part of the strategic changes at Sport Sheffield there is an enhanced focus towards our student programmes. Sport Sheffield has made an additional £80k available to support student clubs and programmes. This will support student transport, internal and external bookings and provide additional support towards the athlete and team performance programme

4. Next steps

- Sport Sheffield will be setting out its Strategic Plan for 2016-2020. This is hoped to be launched in spring taking into account the new University Strategy and new strategy from Sport England.
- Capital Developments – Sport Sheffield will be hoping to develop its business activity at its Norton facility with the development of a new 3G artificial grass pitch, car parking.
- Sport Sheffield will also be looking to refurbish its existing Hockey AGP to enable the development of hockey business to meet latent demand.