



Sport Across Staffordshire and Stoke-on-Trent Board

AGENDA

**19 October 2016 at 2.00pm (light lunch at 1.15pm)
Craddock Room, Stafford Borough Council**

1. Apologies
2. Declarations of Interest
3. Minutes from last meeting (18 May 2016)
4. Matters arising
5. Vision 2020 Group report – Sue Finnigan (Enc 1)
6. Financial report to 30th Sept 2016 – MT (Enc 2)
7. Risk Assessment – MT (Enc 3 - to be tabled)
8. CSP Future – Sue Finnigan (Enc 4 - to be tabled)

Items for information:

9. Sport England Six-Monthly Performance Report – MT (Enc 5)
10. Q2 Delivery Plan progress report for 2016-17 – MT (Enc 6 – to follow)
11. Move More in May – Jane Kracke / Naomi Bird (Enc 7)
12. Sportshire Update – Ben Hollands (Enc 8)
 - Impact from Ironman
13. Date and time of future meetings

Sport Across Staffordshire & Stoke-on-Trent
Board Meeting
18 May 2016, 2.00pm, Training Rm, Stafford Borough Council



Meeting Minutes


Present Attendees	Apologies	Also Distributed To:
Sue Finnigan (SF) Chair Adam Hill (AH) Andy Weston (AW) Angela Dale (AD) Caroline Holder (CH) David Pinnock (DP) Katrina Hull (KH) Michelle Adams (MA) Peter Jones (PJ) Russell Turner (RT) Simon Dickie (SD) Tilly Flanagan (TF) Tony McGovern (TM) Mark Thornewill (MT) Leigh Morton (LM) notes	SASSOT Chair Stafford Borough Council English Schools' FA Keele University Entrust Voluntary Sector Stoke-on-Trent PH City of Stoke-on-Trent Council Staffordshire University Sport England British Rowing Public Health Staffordshire Cannock Chase Council Partnership Director, CSP Admin Officer, CSP	Janene Cox Malcolm Duncan Andrew Donald Mark Deaville Sajid Hasmi Jonathan Pace Alistair Fisher
In attendance: Ben Hollands, Sportshire Coordinator, Staffordshire County Council		



Summary of Issues and Action

No.	Item Topic	Action	Date Due						
1.	Apologies – as above								
2.	Welcome to new Board Member(s) – Katrina Hull, Senior Health Improvement Specialist / Alistair Fisher, Strategic Manager, Primary Prevention - Public Health - City of Stoke-on-Trent - SF Katrina joined the meeting during agenda item number 4 and was welcomed by the Chair.								
3.	Declarations of Interest – none								
4.	Minutes of meeting on 27 Jan 2016 – agreed. Matters arising. <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%; text-align: center;">6.1</td> <td>SASSOT's new 'who we are, what we do' video is now live on the SASSOT's website and was viewed at the start of the meeting</td> </tr> <tr> <td style="text-align: center;">9.3.1</td> <td>New director appointed at Tamworth BC – SF & MT to meet with him regarding re-engagement with the Partnership</td> </tr> <tr> <td style="text-align: center;">7.2</td> <td>Spelling mistake - Carol Bennett should read Carl Bennett</td> </tr> </table>	6.1	SASSOT's new 'who we are, what we do' video is now live on the SASSOT's website and was viewed at the start of the meeting	9.3.1	New director appointed at Tamworth BC – SF & MT to meet with him regarding re-engagement with the Partnership	7.2	Spelling mistake - Carol Bennett should read Carl Bennett	SF/MT	June
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4.	<table border="1"> <tr> <td data-bbox="178 85 316 360">5.</td> <td data-bbox="316 85 1217 360">SASSOT Board Member Self-Assessment Review – issued to 3 Board Members on a trial basis, 2 responses received followed by in-depth discussion with the Chair. The process and principle was found to very good. Action: Chair and Vice Chair to condense the self-assessment review and incorporate it as part future Board development programme.</td> </tr> <tr> <td data-bbox="178 360 316 472">11.</td> <td data-bbox="316 360 1217 472">Get To Know You – SASSOT Board & Team session – next session to take place early December 2016</td> </tr> </table>	5.	SASSOT Board Member Self-Assessment Review – issued to 3 Board Members on a trial basis, 2 responses received followed by in-depth discussion with the Chair. The process and principle was found to very good. Action: Chair and Vice Chair to condense the self-assessment review and incorporate it as part future Board development programme.	11.	Get To Know You – SASSOT Board & Team session – next session to take place early December 2016	SF/PJ	June
5.	SASSOT Board Member Self-Assessment Review – issued to 3 Board Members on a trial basis, 2 responses received followed by in-depth discussion with the Chair. The process and principle was found to very good. Action: Chair and Vice Chair to condense the self-assessment review and incorporate it as part future Board development programme.						
11.	Get To Know You – SASSOT Board & Team session – next session to take place early December 2016						
5.1	<p>Year 2015/16 reporting – MT</p> <p><u>Sport England Annual Performance Report – MT (Enc 1)</u> Vice Chair and Director attended a meeting with Sport England where SASSOT received an overall ‘green’ rating for the period Apr 15-Mar 16 (subject to final moderation). Positive feedback was also received in terms of SASSOT’s performance and impact.</p> <p>DP expressed congratulations to the Director and SASSOT Team.</p> <p>Active People results due in June were anticipated to be static with no increase. This was thought to primarily be because a lot of SE’s programmes are aimed at 14+ years.</p> <p>Proposal through CHAD to research why Active People results in Staffs & SoT are flatlined is still to be signed off by CHAD Board – outcome expected next week. Action: TF to forward details to KH</p>	TF	May				
5.2	<p><u>Q4 Delivery Plan progress report for 2015/16 – MT (Enc 2)</u></p> <p>Report containing highlights for Q4 and Delivery Plan presented and accepted.</p> <p>Partner Satisfaction Survey – achieved a local partner net promoter score of 91% and an overall net promoter that includes national, regional and local partners score of 55% against 38% which was the national average for CSPs. The Delivery Plan and the Partner Satisfaction Survey presents a good picture of where we are at the moment and is a credit to the relationships/work with partners.</p> <p>MA expressed thanks to the Director and SASSOT Team noting particular help with Stoke’s Built Facility Strategy and representation on the ECoS LOC.</p> <p>DP pointed out that two ‘straight faced’ symbols in the Delivery Plan tended to be in relation to capacity issues and this needed to be taken into account in the future Business Plan development.</p>						

5.3	<p><u>Financial report to 31st March 2016 – MT (Enc 3)</u></p> <p>Report of accounts presented that had been reviewed by the Finance Champions (MD & DP).</p> <p>Overall healthy financial position in terms of the budget. Have submitted evidence of spends to Sport England and are awaiting signoff.</p> <p>There were no exceptions to report - report accepted.</p>		
6. 6.1 6.2 6.3	<p>2016/17 Delivery Plan, Budget and Risk Register – MT (Enc 4)</p> <p><u>2016/17 Delivery Plan</u> In line with SE’s core contract, and the final year of SE’s current strategy, the Delivery Plan for 2016/17 highlighting key tasks, milestones, timescales and performance measurement was presented. Plan accepted.</p> <p><u>Draft Budget – 2016/17</u> Report presented</p> <ul style="list-style-type: none"> • The reserve fund of £260k covered for current liabilities • Confirmation of funding to support extension of School Games, Youth Sport and NGB & Volunteer Coordinators posts and delivery of programmes anticipated early summer • Since the presented report had been written SASSOT had received confirmation of an £8k grant for volunteering support which will go towards extending the post <p>The draft budget for 2016-17 that had been approved by the Finance Champions (DP&MD) was accepted by the Board.</p> <p><u>Risk Register</u> The Risk Register presented in January 2016 had been reviewed. No further amendments had been made as the risk rating remained the same. The Risk Register was endorsed.</p>		
7.	<p>Safeguarding Delivery Plan – MT on behalf of Lee Booth (Enc 5)</p> <p>2016-17 Safeguarding Action Plan that had been developed and reviewed with the support of the CPSU and Board Safeguarding Champion (AW) was presented. Action Plan contained priorities for the coming year.</p> <p>AW expressed thanks to SASSOT’s lead safeguarding officer Lee Booth.</p> <p>Plan endorsed.</p>		
8.	<p>Sport England’s Emerging Strategy 2016/2021 – RT</p> <p>RT provided a verbal update on the impending publication of Sport England’s new strategy as follows:</p> <ul style="list-style-type: none"> • Investment will focus on 5 social outcomes: physical health, mental health, individual development, social and community development and economic development • Age range is likely to be broader but funding available will be the same 		

8.	<ul style="list-style-type: none"> • CSP review consultation is complete and report being prepared by Andy Reed. Focus will be on role of CSPs going forward. • Have to deliver differently - customer centred to get to different people to do different things in different ways • Information about whether we can deviate from the list of SE traditionally funded sports will follow in the detail that sits behind the strategy • Talent support - signs are that it's still really important • Measurement - Active Lives survey age range is 14+. Discussions taking place on how to capture data relating to 5-13 years. Action: LM to share SASSOT's old year 6 and year 9 survey information with CH • SE engagement planning events will follow the release of the strategy 	LM	May
9.	<p>Results - Collective SASSOT Board Appraisal Survey 2016 – SF (Enc 6) Report and anonymous survey responses presented.</p> <p>Discussion focused around the Board being appropriate for now but having to be clear about how to provide strategic direction, advocacy and what Board Members can bring to the table moving forward.</p> <p>It was recommended and agreed that the Vision 2020 group be extended to look at the summary of issues within the Board appraisal as well as future business development planning. Group members currently are: SF, PJ, MT, AH & TF. Board Members who volunteered to join the group are: KH, AD, AW, DP & SD. Action: LM to arrange a late June meeting for the group.</p> <p>The Chair welcomed any more feedback – suef@rockfarmresourcing.co.uk</p>	V2020 LM	June May
10.	<p>2017-2021 Business Development Plan Process and Timeline and initial Board discussion on local priorities - SF/MT (Enc 7)</p> <p>Report and proposed business development plan process and timeline presented to inform/map out how we develop the new business plan by April 2017.</p> <p>Copy of Business Development Plan ‘What We Know’ issued that sets out an overall county, city and private sector picture and individual priorities. See attached.</p>  <p>What We Know.ppt</p> <p>Action: V2020 Group in consultation with Board Members and Partners to develop the new business plan.</p> <p>Report, methodology and timescale endorsed by the Board.</p> <p>Next Board meeting (13 July) to be a dedicated business planning development session – 1pm working lunch, workshops 1.15pm-4.00pm.</p>	V2020	2016-17

11.	<p><i>Items for information:</i></p> <p>SASSOT Partner Satisfaction Survey 2015/16 – MT on behalf of Naomi Bird (Enc 8)</p> <p>Report, key results and an overview of how SASSOT compares to national benchmarking across the CSP network presented. Overall very pleasing results.</p>										
12.	<p>SASSOT Staff Satisfaction Survey 2016 – MT on behalf of Jane Kracke (Enc 9)</p> <p>Report and overview of results presented. Positive overall – looking to put together a TNA and suggested improvements.</p>										
13.	<p>Sportivate Year 5 Results & Year 6 Plan– MT on behalf of Claire Greenwood (Enc 10)</p> <p>Report presented highlighting successful year 5 results that had exceeded Sportivate targets and retention rates. Commenced year 6 delivery and, based on performance, SASSOT had received the 5th highest funding award in the country from SE's incentive fund. Claire Greenwood and Nicola Hill-Gregory congratulated on the success of the programme.</p>										
14.	<p>Sportshire Update – Ben Hollands (Enc 11)</p> <p>Report presented to update on progress and activities across the Sportshire agenda.</p>										
15.	<p>AOB</p> <p>MA - ECoS16 - £3.5m funding to develop a programme of sustainable community activities over 3 years. Secured extra £750k from GOGA and ParkLives. Invited all partners to develop/promote an activity and have a role.</p> <p>Action:</p> <ul style="list-style-type: none"> • ECoS aims and objectives attached together with an activity EoI proforma. MA happy to talk/visit interested partners who wish to get involved • MA to share Q1 report when available <p> </p> <p>ECoS16 Aims and Objectives - short vers ECoS16 SASSOT Ideas Form.docx</p>										
16.	<p>Date of next meeting(s)</p> <table border="1" data-bbox="194 1742 1203 1899"> <tr> <td>Weds 13 July 2016, 1.00pm</td> <td>County Buildings, Staffs County Council</td> </tr> <tr> <td>Weds 19 Oct 2016, 2.00pm</td> <td>Stafford Borough Council</td> </tr> <tr> <td>New – SASSOT Board & SASSOT Team – ‘Get To Know You’ session</td> <td></td> </tr> <tr> <td>Thu 8 December 2016, 2.00pm</td> <td>Walton Rm, Stafford Borough Council</td> </tr> </table>	Weds 13 July 2016, 1.00pm	County Buildings, Staffs County Council	Weds 19 Oct 2016, 2.00pm	Stafford Borough Council	New – SASSOT Board & SASSOT Team – ‘ Get To Know You ’ session		Thu 8 December 2016, 2.00pm	Walton Rm, Stafford Borough Council	All	13.07.16
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Prepared By:	Date	Checked By	File Code
Leigh Morton	19.05.16	Sue Finnigan	Board Minutes 18.05.16.doc



Report to the Board - Enclosure 1

Report Title	Vision 2020 Group Report to Board
Date	19 October 2016

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

Contact Officer	Name:	Sue Finnigan
	Tel:	01785 619349

For Information	
For Decision	X

1. Purpose of Report

To advise the Board of recommendations from the Vision 2020 Group meeting held on 23 August 2016.

2. Recommendation(s) from the Vision 2020 Group

Board Assessment Review

Whole Board Evaluation Review

- I. Retain the whole Board evaluation review; ensure that it is completed annually and that an action plan is developed to implement required developments.

Board Member Self-Assessment Review

- II. Amend the process to be much more time efficient for the Board Member completing the form and the review by the Chair and Vice Chair.
- III. That the Chair and Adam Hill review the competencies and behaviours that are required for the future for inclusion in a final report for the Board to consider.

Strategy and Business Plan Review

- i. That the Vision for the Partnership should be “Everyone More Active More Often”
- ii. That the purpose of the Partnership should be “Working together to create active and healthy lives through sport and physical activity”
- iii. That SASSOT should produce a short pictorial strategy to highlight our vision, purpose, targets and priority work areas.
- iv. The overarching strategy should then be underpinned by a detailed Business/Delivery Plan.
- v. That items iii and iv above should be developed in consultation with local partners following confirmation of the details in the forthcoming Sport England CSP Core Specification.

3. Executive Summary

The Vision 2020 Group met on 23 August to consider the following items:

- Board Self-Assessment Review
- DCMS CSP Appraisal
- Strategy and Business Plan 2017

The Vision 2020 Group’s recommendations to the Board are shown above.

4. Report

Board Self-Assessment Review

Members agreed that the whole Board Evaluation review had been useful and provided a focus for future improvement and development. The Board Member Self-Assessment pilot had been more challenging due to the amount of detail required to be completed and the time needed by the Chair, Vice Chair and Board Member to liaise and finalise.

The Vision 2020 Group recommendations to the Board are:

Whole Board Evaluation Review

- I. Retain the whole Board Evaluation review; ensure that it is completed annually and that an action plan is developed to implement required developments.

Board Member Self-Assessment Review

- II. Amend the process to be much more time efficient for the Board Member completing the form and the review by the Chair and Vice Chair.
- III. That the Chair and Adam Hill review the competencies and behaviours that

are required for the future for inclusion in a final report for the Board to consider.

Suggestions for the review from the Vision 2020 Group are:

1. Keep section 1 of the form and add an additional element about what individual Board Members can offer the Partnership in terms of skills, experience and roles that they can play.
2. Section 2 – The Business Plan should be completed first in order to be able to identify competencies that will be required in the future. A section on expected behaviours should also be added to section 2.

DCMS – CSP Appraisal

The Group received a detailed summary of the recent DCMS Appraisal (Appendix 1) and considered this in terms of our future Strategy and Business Plan development which is covered in more detail below.

Strategy and Business Plan Review

Members considered key areas to address. These included:

- Identifying key partners and what our offer is to them. Adopting a “what do you need from us” approach, taking into account that the landscape is changing and our offer may well need to be different in 5 years’ time.
- The Business Plan should take account of how we support partners deliver to the different target groups including:
 - i. Core market
 - ii. Contemplators
 - iii. The inactive
- The need to utilise technology and social media to greater effect.
- Linking into work currently being carried out on the development of the Local NHS Sustainable Transformation Plan.
- Recognising the increasing financial pressures that our local authorities and other partners are under and the impact this may have on contributions to the partnership and if this occurs what impact it will have on our ability to work with and support partners locally
- The need to urgently explore greater collaboration in sharing staff and service provision including with local partners and other CSPs.
- The need to keep our governance arrangements under regular review. It was proposed that the Chair, Vice Chair, Host representative and Director meet to review the pros and cons of our current hosted status compared with becoming independent and prepare a paper for further consideration.

Recommendations to the Board

1. That the Vision for the Partnership should be “Everyone More Active More Often”

2. That the purpose of the Partnership should be “Working together to create active and healthy lives through sport and physical activity”
3. That SASSOT should produce a short pictorial strategy to highlight our vision, purpose, targets and priority work areas.
4. The overarching strategy should then be underpinned by a detailed Business/Delivery Plan.
5. That items 3 and 4 above should be developed in consultation with local partners following confirmation of the details in the forthcoming Sport England CSP Core Specification.

#cspfuture

APPRAISAL OF THE FUTURE ROLE OF CSPS

ANDY REED OBE

An Appraisal into the Future of CSPs in the context of the new government strategy *Sporting Future* and Sport England strategy *Towards an Active Nation*

Dear Minister,



Thank you for asking me to appraise the future role of CSPs in light of the new government and Sport England strategies. Given that CSPs have evolved over a number of years in their roles and responsibilities and given that the government strategy points to a very different set of outcomes it is important that CSPs are refreshed to meet this new challenge. Throughout this appraisal I have been single-minded in my forward-looking approach, working with the single lens of the new sport strategy and what CSPs can do to help deliver your objectives. This has not been a look back at past performance but specifically an attempt to align the new strategies, local delivery and creating strategic partnerships at local level.

I am grateful for administrative assistance from Sport England and your DCMS officials throughout the exhaustive process, but I take full responsibility for the recommendations. I was keen to engage with the sector and consulted as widely as possible. I held 6 open sessions in London, Loughborough and Manchester as well as a series of individual sessions with senior stakeholders. I received over 180 formal representations via the website we established and I met with over 200 people. As you will imagine there were a wide variety of views expressed and I have tried to take on board as many of these as possible.

I have taken the series of questions you have posed in the terms of reference and answered them in my recommendations with a short narrative of the responses received and outlined below in this abbreviated format.

I look forward to working with you in reshaping the sector to meet the challenges of delivering *Sporting Future* and *Towards an Active Nation*.

Yours,

A handwritten signature in black ink that reads "Andy Reed". The signature is written in a cursive, slightly stylized font.

Andy Reed OBE

Terms of Reference

A headline high-level contextual understanding of what roles are played by different organisations at a local level and will need to be played to deliver the new sport strategy. This should also consider organisations which are not CSPs but which undertake similar roles locally. An understanding of this context will help to frame the future role of CSPs.

2. The role and responsibilities of CSPs, including:
 - a. Are their current roles and responsibilities clear? Do any of these now not fit with the new strategy? If so, in what way?
 - b. What role should CSPs have in delivering the new sport strategy?
 - c. Should there be a one size fits all approach or should there be flexibility for different CSPs to play different roles in different places?
 - d. What should CSPs' role be in relation to school sport (including, but not limited to, use of the Primary Premium, supporting the transition from primary to secondary provision, supporting the transition from school to community sport, and the School Games)? This will link across to the ongoing review of the School Games and SGOs - ensuring the two reviews are complementary.
 - e. What should CSPs' role be in relation to local authorities and other local provision - both sporting and non-sporting organisations (including local healthcare trusts, LEAs, and other local funding opportunities)?
 - f. What should CSPs' role be in delivering national policy and programmes?
 - g. How much central control (e.g. from Sport England) should there be over CSPs, given their sometimes complex funding arrangements with a variety of income sources?
3. The current CSP structure and set up, including:
 - a. Are CSPs appropriately set up and resourced to help them deliver their functions?
 - b. Is poor performance being addressed, what is the approach to self-improvement / self-regulation and how can best practice be shared?
 - c. Which of the requirements expected of funded bodies in the new sport strategy should be applicable to CSPs? (e.g. in terms of governance, open data, etc)
 - d. How can economies of scale be driven across the network to ensure the maximum amount of resource is targeted at frontline delivery and support?
4. The role of the CSP Network (CSPN) in serving CSPs, both in terms of influencing CSPs at a local level (e.g. through sharing best practice, etc) and at a national level by engaging on behalf of CSPs in relations with Sport England, Government and national partners.

This work will conclude with a vision for CSPs of the future, clearly showing how they will help to deliver the Government's new sport strategy, as well as the forthcoming Sport England strategy. The report will set out a number of roles and responsibilities we expect CSPs to deliver going forward whilst recognising the reality that different solutions may be required in different locations. It may also include recommendations for the CSPN, Sport England and other interested bodies. The report will have regard to the constraints on both national and local funding and will not seek to recommend any un-funded new or additional burdens.

THEME	RECOMMENDATION	LEAD	TIMESCALES	LINK TO 'SPORTING FUTURE'
CSP roles and responsibilities				
<p>1. Core role</p> <ul style="list-style-type: none"> • Are their current roles and responsibilities clear? • Do any of these now not fit with the new strategy? If so, in what way? • What role should CSPs have in delivering the new sport strategy? 	<p><i>There is a clear role for a network of local partnerships in the new strategies and CSPs can be at the heart of these new structures. The landscape is changing and CSPs will need to adapt and change to match these new circumstances.</i></p> <p><i>From the consultation CSPs mainly feel clear on what they are required to do for Sport England funding and what their role should be. In contrast other stakeholders in the main are not clear of their purpose, functions and expectations.</i></p> <p><i>I believe there is a continued, but evolving role for CSPs or other local strategic partnerships in the context of the new strategies, but the core tasks of CSPs need to be updated to maximise the impact against the five strategic outcomes set by 'Sporting Future' and carried through into 'Towards an Active Nation'. Not least the shift to focusing greater effort and resource on those who are inactive or do not have a resilient sporting habit.</i></p> <p><i>New partnerships and other new and existing partners will be playing an increasing role in the delivery of the strategy. This is reflected in my recommendations. This will be a process of evolution not revolution but change is inevitable.</i></p> <p><u>Recommendations:</u></p> <p>1.1 Sport England should update and consult on a revised core specification of services for CSPs which deliver the outcomes of <i>Sporting Future</i> and <i>Towards an Active Nation</i>. When agreed the specification should be published and promoted widely and CSPs measured against it, with the results published to ensure greater transparency and accountability. For Sport England funding, agreement and publication of a tightly specified list of requirements that all CSPs can deliver, will give greater confidence to the sector about the roles and expectations and about the positive impact CSPs can achieve with their investment.</p> <p>1.2 CSPs will also be in receipt of other funding locally and through other national programmes. It is likely for example that local authorities may contract some CSPs to deliver services. They should be accountable for this funding through their Boards. Sport England should agree with the sector some broad guidelines and expectations of how CSPs should do this, to give confidence to the sector moving forwards.</p>	Sport England	Dec 2016	5. The framework: focusing on the outcomes

	<p>1.3 CSPs' core purpose in delivering <i>Sporting Future</i> and <i>Towards an Active Nation</i> should include supporting the local sport and physical activity infrastructure (clubs, coaches and volunteers and local government).</p> <p>1.4 Given the new ways of working that will be required to meet the outcomes of <i>Sporting Future</i> and <i>Towards an Active Nation</i>, CSPs will be required to work with or support a wider range of local bodies including those in the health and private sector and LEPs. Local circumstances will determine how each CSP should work with these groups and there will be some CSPs for whom this is a more important role than others (see below recommendations on local flexibility).</p> <p>1.5 A great deal of capacity has been taken out of the sports development network over the last decade – so CSPs should support (and sometimes, where appropriate, lead) new and existing partners in developing physical activity and sports strategies. In some areas this will be led by local government or other agencies and CSPs should support appropriately in these cases (see 2.4).</p> <p>1.6 CSPs should ensure they are able to demonstrate the effectiveness of their work with the new partnerships and wider networks in their area, which for some CSPs may require different approaches and skill sets. Many new partners will not be from the traditional 'sports' sector so CSPs should be able to demonstrate these new working partnerships are in place and effective.</p> <p>1.7 CSPs should seek to influence emerging devolved structures with a sport and physical activity agenda, and use their strategic leadership role to ensure that devolution and decentralisation policies do not allow sport and physical activity to be removed as local priorities.</p>	Sport England	Dec 2016	
	<p>1.8 Branding of CSP and CSPN websites and materials should clearly show that CSPs are part of a network and home pages should include common core information. The home pages should also prominently display both Sport England's and the CSPN logos. This will assist CSPs in clarifying their position and role, and stakeholders to understand who their local CSP is and what level of consistent service to expect.</p>	CSPs / CSPN	Mar 2018	

	<p>1.9 Sport England should be clear that their funding for CSPs is an investment to achieve the five strategic outcomes set within <i>Sporting Future</i>, with the level of funding driven by the quality of each CSP's plans and the outcomes to be achieved. Their investment should ensure that CSPs demonstrate local knowledge, strong leadership and effective partnership working.</p> <p>1.10 The new strategies are very much 'outcome focused' and measurement of the performance of CSPs should reflect this change in emphasis.</p>	Sport England	Dec 2016 & ongoing	
<p>2. Local flexibility</p> <ul style="list-style-type: none"> Should there be a one size fits all approach or should there be flexibility for different CSPs to play different roles in different places? What should CSPs' role be in relation to local authorities and other local provision - both sporting and non-sporting organisations? 	<p><i>As outlined above, there are some core things that all CSPs should be asked to do in the future, to deliver the outcomes of the government's and Sport England's strategies. Some CSPs can also play a wider and varied role based on local needs and in collaboration with local partners. The key to success is in working in collaboration and not only where the CSP is required to do so. Other partners are clearly capable of taking a lead in many circumstances.</i></p> <p><i>CSPs are not solely Sport England delivery partners – they are locally-led, cross-sector partnerships in themselves and will retain local flexibility and locally determined priorities. So variance needs to be understood and celebrated. But this does not mean underperformance and inconsistency is ignored or not addressed.</i></p> <p><i>To ensure continued confidence in the network CSPs will need to consistently deliver nationally contracted outcomes, meet agreed standards and create an efficient and effective national network. This has been the key challenge of this appraisal – to strike the balance of national consistency and local flexibility.</i></p> <p><u>Recommendations:</u></p> <p>2.1 CSPs should have the freedom to work beyond the core specification of services to reflect the needs of their local area where there is local agreement to do so. The clarity of the core specification / core purpose is vital. Their standing will derive from their leadership, collaboration and quality of work.</p> <p>2.2 CSPs should be aware of their publicly funded status and act sensitively with partners like local government and the private sector if finding themselves in competition. This will affect the confidence of partners to see them as 'neutral' strategic partners. Sport England should consult with these other sectors and provide guidance on the parameters within which CSPs should operate with their core funding.</p>	CSPs	Dec 2016 & ongoing	4.2 Local government: local delivery

	<p>2.3 As locally led organisations / partnerships / social enterprises, the extent of local plans, strategies and priorities of CSPs will vary across the country. This is an inevitable consequence of their independence and to be welcomed.</p>			
	<p>2.4 All CSPs should have a clear understanding of what the support needs are of all local authorities in their area and have a rationale for how they are working with them. They should develop and agree plans in partnership with strategic local bodies including all local authorities in their areas and should not be in competition where there is no consensus amongst the partnership. It is expected that genuine collaboration and partnership with local authorities will be the norm alongside their Trust and other Leisure providers. Local authorities, despite increasing financial pressures will have a massive impact on sport, leisure and active lifestyles through all of their services.</p>	CSPs	Dec 2016 & ongoing	
<p>3. Leadership</p> <ul style="list-style-type: none"> Is poor performance being addressed, what is the approach to self-improvement / self-regulation and how can best practice be shared? What role should CSPs have in delivering the new sport strategy? 	<p><i>It became clear during the consultation that leadership at Director, Chair and Board level is one of the most significant factors influencing a CSP's performance. Leadership is strong in a good number of CSPs but for a significant number leadership still needs to be developed.</i></p> <p><i>Some CSPs fail to provide strategic leadership in their locality. Any network is as weak as its weakest part. Poor leadership in some areas undermines confidence in the overall network. Therefore, leadership in weak or coasting CSPs needs to be strengthened and improved as a priority.</i></p> <p><u>Recommendations:</u></p> <p>3.1 Each CSP, supported by the CSPN and Sport England, should review their strategic leadership annually to ensure it is fit for purpose and effective.</p> <p>3.2 Sport England should develop and consult on a more effective way of measuring CSP performance in relation to strategic leadership and then robustly hold CSPs to account.</p> <p>3.3 CSP Boards and management teams need to better demonstrate the skills and experience to be able to work across diverse, non-sport sectors (for example health, education, the private sectors).</p> <p>3.4 CSPN have a vital role in leading the work within the network – sharing best practice and providing programmes of improvement. Swift action needs to be taken to improve the quality of leadership across the network where it falls short of the new measures set (3.2).</p>	Sport England, CSPs & CSPN	Dec 2016 & ongoing	8.5 Leadership & administration

	<p>3.5 There are various areas where CSPs can assist in helping others deliver aspects of the new strategies and these should be set out in the new core specification where they are requirements. But the automatic default does not require a CSP to lead on everything. Working strategically means sometimes being the glue, advocating and linking up others to work effectively with little formal recognition. Mature CSPs understand this.</p>			
<p>4. School Sport</p> <ul style="list-style-type: none"> What should CSPs' role be in relation to school sport? 	<p><i>There are a good number of CSPs working well with schools and the value they add to physical education and school sport is recognised. CSPs have responded to the School Games and Primary School PE and Sport Premium. However, the consultation confirmed there are inconsistencies and some lack expertise or capacity for some aspects of this important area of their work.</i></p> <p><i>Much stronger local partnerships with education experts need to be developed to maximise the investment into schools. On the wider agenda the DfE need to refocus their attention on the whole school sport and PE offer in light of the new levels of investment likely as a result of the Sugar Levy. Schools and a positive first experience of sport and physical activity are vital. At present it is too fragmented and ineffective – but this is beyond the scope of this CSP appraisal work.</i></p> <p><i>It is essential that School Sport is developed as an integrated element of sport and physical activity for young people, not as a separate strategy or system. The primary objectives, as set out in the government strategy, are about reducing inactivity and increasing activity levels, delivering the personal and wider social outcomes for young people, improving physical literacy and young people's attitudes towards sport and active lifestyles. Schools are also an essential route for engaging children and young people.</i></p> <p><u>Recommendations:</u></p>			
	<p>4.1 CSPs should continue to support the School Games (focused around the level 3 county festivals) and their work in the Primary PE and School Sport Premium supported by Sport England. However, they should not seek to expand their remit further into educational elements or duplicate the effort of other local school sport partners - but ensure the complex system, network and market works for schools. This can be achieved through helping with primary premium in conjunction with other partners and the private sector for example.</p> <p>4.2 CSPs should draw on the expertise in the school PE and Sport sector from major organisations as best practice shows where CSPs work in genuine collaboration with these agencies there is greatest impact.</p>	<p>CSPs</p>	<p>Ongoing</p>	<p>6.3 Children & young people: the school games and Primary PE & Sport Premium</p>
	<p>4.3 Given the increased investment from the Sugar Levy the Department for Education should consider what more could be done to share best practice and more robustly hold schools</p>	<p>HM Gov't (DfE)</p>	<p>Autumn 2016</p>	

	<p>to account for their use of their share of the Primary PE and School Sport Premium. Fragmentation is leading to ineffective use of the substantial resources being invested over the coming years. The DfE need to establish a robust plan for the proposed secondary school day extension.</p>			
	<p>4.4 CSPs should implement in full the recommendations of the School Games and SGO Review.</p> <p>4.5 CSPs should take into consideration the outcomes of the School Swimming Review and, where appropriate, agree with local partners what their role could be to support the outcomes of that review.</p> <p>4.6 For many people College sport has become increasingly important. This needs to be integrated into local strategic planning alongside the role of the Universities work funded by Sport England.</p>	<p>CSPs & Sport England</p>	<p>Dec 2016</p>	
<p>5. National programmes</p> <ul style="list-style-type: none"> What should CSPs' role be in delivering national policy and programmes? 	<p><i>Sport England recognises the value in maintaining a national network which does a consistent set of core functions including coordinating delivery of national programmes. In line with the new strategies however Sport England may choose to work with CSPs in different ways – using knowledge of their areas to assist new partners navigate their locality, for example.</i></p> <p><i>The delivery of national programmes should, in keeping with the new strategies, be organisational neutral. Where CSPs are best placed to deliver a programme they should but that won't be the default position in the new strategy. This transparency will be welcomed by many stakeholders engaged in the consultation</i></p> <p><u>Recommendations:</u></p> <p>5.1 Sport England should ensure that, where CSPs are funded to deliver national programmes, CSPs do so based on good insight and through effective local partnerships. This may include working with new, 'non-traditional' partners.</p> <p>5.2 CSPs (along with any other funded partners) will apply and be awarded funding to deliver any national programmes on the strength of their plans rather than 'by right' as in line with the new strategies and based on outcomes, as well as outputs. The locality based partnerships will be more important in future and CSPs will have a role in creating, supporting, assessing and adding insight.</p>	<p>Sport England</p> <p>Sport England & CSPs</p>	<p>Ongoing</p> <p>Dec 2016 & ongoing</p>	<p>5. The framework: focusing on the outcomes</p>

	<p>5.3 CSPs will need to understand and respond to national priorities from Sport England that are included in an updated core specification. CSPs may not be the lead in all places or in all policy areas but where they are funded to deliver national priorities locally, they should be working to ensure uniformity of delivery across the country.</p> <p>5.4 There needs to be a professional workforce to align to the new strategic priorities and new groups of participants</p>			
CSP structure				
<p>6. Legal Status</p> <ul style="list-style-type: none"> Are CSPs appropriately set up and resourced to help them deliver their functions? 	<p><i>There are a range of successful different CSP models and this is not normally the key determinant of performance. This flexibility should continue. Devolution deals amongst other changes means that the local picture and the boundaries of partnerships are evolving and changing.</i></p> <p><i>CSPs should also be mindful of Sport England preference for the independent rather than hosted model unless there are reasons why hosting is right. Independence does create a different relationship with Sport England and allows flexibility. Hence the need for greater transparency on the new core specification / contractual arrangements with Sport England.</i></p> <p><i>Given the financial constraints most consultees accepted that CSPs were adequately resourced. A series of technical questions need to be addressed over the Sport England funding formula, but these should be addressed in the further work on the core specification or contract.</i></p> <p><u>Recommendations:</u></p>			
	<p>6.1 CSPs should proactively review their legal status to ensure they are fit for purpose, deliver the maximum value for money and reflect any local changes for example resulting from devolution deals.</p> <p>6.2 Whilst Sport England prefers incorporated charitable status, under the right conditions the hosted model works. Boards should assess this and test the right model on an annual basis.</p> <p>6.3 Hosted status can offer benefits and be effective and can be supported where the Board and Leadership team assess this is the best local arrangement</p> <p>6.4 CSPs should be open and transparent about their finances and sustainability to local landscape partners and willing to look at alternative arrangements, rationalisation, shared</p>	<p>CSPs</p>	<p>Dec 2016 & ongoing</p>	<p>8.1 Financial sustainability</p>

	services and other efficiencies.				
<p>7. Performance management</p> <ul style="list-style-type: none"> How much central control (e.g. from Sport England) should there be over CSPs, given their sometimes complex funding arrangements with a variety of income sources? Is poor performance being addressed, what is the approach to self-improvement / self-regulation and how can best practice be shared? 	<p><i>The strategies emphasise ‘public funding is a privilege not a right’. Therefore, Sport England should hold CSPs to account for their use of their public funding.</i></p> <p><i>The current performance regime should be updated and evolve to ensure the maximum impact against the strategic outcomes set in Sporting Future. There should be greater transparency and openness for the sector to have confidence in the Sport England investment into the network.</i></p> <p><i>CSPs in many cases are independent and the management of the Sport England contract need to be proportionate. Local CSP Boards are ultimately responsible for their performance across all their portfolio of funding.</i></p> <p><u>Recommendations:</u></p>				
	7.1 Sport England should simplify their performance measurement processes to further reduce the administrative burden while retaining its robustness.	Sport England	Dec 2016		5. The framework: focusing on the outcomes
	7.2 Where a CSP is constantly high performing the measurement and performance management needs to be lighter touch and Sport England should intervene in inverse proportion to success.	Sport England	Dec 2016 & ongoing		9.1 Measuring sport’s contribution to the outcomes
	7.3 Where CSPs are failing or underperforming, Sport England needs to be able to step in more quickly to resolve matters and use a clear and transparent set of sanctions. The strategy makes it clear that funding should go to those best placed to deliver not based on who the organisation is. Sport England should have a final sanction to remove funding and find alternative partners to deliver strategic leadership or programmes.	Sport England	Dec 2016 & ongoing		
	7.4 Sport England should consult both CSPs and their stakeholders on the produced new performance regime so it is widely understood and effective.	Sport England	Dec 2016 & ongoing		
<p>8. Governance</p> <ul style="list-style-type: none"> Which of the requirements expected of funded bodies in 	<p><i>Some CSPs are unlikely to meet the ‘Governance Code for Sport in the UK’ which is a precursor to being eligible to receive public funding. During the consultation there was almost unanimous agreement that CSPs should be exemplars of good practice. Because of their special relationship with Sport England and their funding model they should comply with new funding requirements being placed on other partners.</i></p>				

<p>the new sport strategy should be applicable to CSPs? (e.g. in terms of governance, open data)</p>	<p><u>Recommendations:</u></p>			
	<p>8.1 All CSPs should be subject to and meet the requirements of the ‘Governance Code for Sport in the UK’.</p>	<p>CSPs</p>	<p>Dec 2016 & ongoing</p>	<p>8.4 Governance: UK Sports Governance Code</p>
	<p>8.2 Where a CSP is non-compliant their board must draw up a time limited action plan to move towards compliance as quickly as possible. Where they do not or where Sport England deems that insufficient progress is being made the individual CSP should be subject to the same sanctions as other partners in future.</p> <p>8.3 In other matters like ‘open data’ CSPs will be expected to comply with the new rules established by Sport England for their public funding. Further work is required in this area as there are many commercial organisations also in this field.</p>	<p>CSPs</p>	<p>Ongoing</p>	
	<p>8.4 Whilst the proportion of Sport England funding to CSPs varies across the network their receipt of public funding sets them apart. Therefore CSPs should set a high standard of transparency and reporting in governance, data, contracts, commerciality etc.</p>			
<p>9. Efficiency</p> <ul style="list-style-type: none"> How can economies of scale be driven across the network to ensure the maximum amount of resource is targeted at frontline delivery and support? 	<p><i>There is significant scope for CSPs to drive further efficiencies across and beyond the network of partnerships. For example, reducing back office costs and greater sharing of resources in key business areas (e.g. insight and marketing) will drive down costs and return scarce resources to the frontline.</i></p> <p><i>Whilst local connectivity is essential to the success of CSPs this shouldn’t mean every function is duplicated in every CSP and some could be nationally or regionally co-ordinated. This increased collaboration and coordination should apply to Sport England and its landscape partners too.</i></p> <p><i>I have not addressed the specific number of CSPs but this should remain a live question across the network – using opportunities that arise to assess new opportunities to replicate the positive experience of London, South and West Yorkshire CSPs collaborations. All CSPs need to remain ‘locally focused’ but this does not mean external management structures and collaboration prevent new models emerging.</i></p> <p><u>Recommendations:</u></p>			
	<p>9.1 Annually CSPs board and management teams should assess the efficiency savings it can make including but not restricted to sharing services, working across boundaries and reflecting the CSP’s roles and responsibilities alongside other local partners and the opportunities for rationalisation, considering the evolution of the local landscape. They should publish their plans and conclusions.</p>	<p>CSPs</p>	<p>Dec 2016 & ongoing</p>	<p>8.1 Financial sustainability</p>

<p>9.2 There should not be a national target for rationalisation but inertia cannot be accepted either. There is a complex and evolving local landscape and so it is expected that during the life of the strategy CSPs will look very different in some parts of the country. These should be locally determined.</p>				
<p>9.3 Sport England should continue to set CSP efficiency targets and increase the transparency of funding in localities. Every opportunity should be taken to measure the most effective and efficient use of resources and using incentives to push new methods of working across boundaries. Sport England should share best practice through CSPN with the network and incentivise new methods of working. However, perverse unintended consequences of the general desire to be efficient should be addressed.</p> <p>9.4 CSPs should be encouraged to develop broader funding streams but need to remain aware of the sensitivity of the possibility of competing with strategic partners.</p> <p>9.5 Further collaboration at local level with partners can lead to more co-hosting, shared services and new networks. Resources shouldn't be used to constantly reorganise but structures created by CSPs to remain agile and responsive to the changing landscape and new opportunities.</p> <p>9.6 Sport England should use its expertise in a coordinated way when working with CSPs and their local partners. They should help any other national funded partners maximise their impact at local level with their insight and resources.</p>		<p>Sport England</p>	<p>Dec 2016 & ongoing</p>	

Role of CSPN

<p>10. CSPN</p> <ul style="list-style-type: none"> What is the role of the CSP Network (CSPN) in serving CSPs, both in terms of influencing CSPs at a local level 	<p><i>There continues to be a need for the CSPN as the umbrella organisation representing the network of individual CSPs. Its role should be focused on supporting the network to improve, sharing best practice and becoming even more efficient.</i></p> <p><i>There is some duplication of roles and responsibilities between Sport England and CSPN for example where CSPN have sought to develop approaches to the use of insight and the development of policy in areas like public health, volunteering and workforce.</i></p> <p><i>The consultation highlighted an appreciation of the difficult role CSPN tries to play. In general stakeholders (including the network of CSPs themselves) wanted greater clarity about what role and function CSPN carries out to avoid duplication, and feel CSPN should be a coordinator of the network rather than another national "landscape partner."</i></p>
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<p>(e.g. through sharing best practice, etc.) and at a national level by engaging on behalf of CSPs in relations with Sport England, Government and national partners?</p>	<p><u>Recommendations:</u></p>			
	<p>10.1 CSPN should continue to prioritise supporting the network to improve, sharing best practice, being a voice for the network and acting as a central point of contact into the network of partnerships from external organisations and partners. Sport England should use CSPN to prioritise improvement and efficiency.</p>	<p>CSPN</p>	<p>Ongoing</p>	
	<p>10.2 The relationship between CSPN and Sport England should be revisited and clearly articulated to avoid duplication of effort. It should be communicated to the sector to offer clarity to all stakeholders in the new strategy periods. The partnership is strong and can be enhanced with a refreshed and carefully articulated understanding of boundaries for both parties. This will give confidence to the sector. It should be carried out simultaneously with the new core specification work.</p>	<p>CSPN & Sport England</p>	<p>Dec 2016</p>	
	<p>10.3 CSPN does not need be an advocacy body or policy-maker. It should provide an access point for national partners to the network to facilitate a single conversation, but it doesn't need to proactively engage, lobby or advocate at a national level.</p> <p>10.4 CSPN should coordinate the dissemination of work and expertise from Sport England and other national organisations where this adds value to the work and supports the improvement of the network of CSPs. This will include current partners as well as many new entrants to local delivery models.</p>	<p>CSPN</p>	<p>Ongoing</p>	



Report to the Board - Enclosure 2

Report Title	Financial Report - 1 April 2016 to 30 September 2016
Date	19 October 2016

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

Contact Officer	Name:	Mark Thornewill
	Tel:	01785 619896

For Information	X
For Decision	

1. **Purpose of Report**

To advise the Board on the financial position from 1 April 2016 to 30 September 2016.

2. **Recommendation(s)**

Not applicable.

3. **Executive Summary**

The report has been produced to compare the actual financial performance for the period 1 April 2016 to 30 September 2016 against the budget. The Board Finance Champions have been consulted on the preparation of the report.

The budget summary is as follows:

	Budget to 30 Sept 16	Actual to 30 Sept 16	Variance
Expenditure	£506,962	£512,030	+ £5,068
Income	£814,484	£848,581	+ £34,097

4. Report

The attached figures (Appendix 1) show a detailed breakdown of the financial performance against the budget from 1 April 2016 to 30 September 2016.

Overall operational expenditure is showing a net overspend on the estimated budget for the period by a £5,068.

This primarily relates to the jointly funded Sportshire Co-ordinator's post which is currently being provided via a secondment of a member of the SASSOT Team to cover for maternity leave of the substantive post holder. The overspend will be balanced by receipt of the County Council's 50% contribution to the post which has now been invoiced to coincide with the return to work of the Sportshire Co-ordinator on 1 November following her maternity leave.

Overall income is above the estimated budget by some £34,097 primarily as a result of successful funding application to Sport England's Sportivate Innovation Fund, together with match funding from the Office of the Police and Crime Commissioner and Staffordshire County Council Looked After Children's Service.

Exception reports for each budget heading are shown below.

1. Partnership Services

Expenditure

Employee costs are currently overspent by £14,976. This relates to the Sportshire Co-ordinator secondment arrangement highlighted above. This will be balanced off by receipt of the 50% contribution to the secondment arrangement from Staffordshire County Council.

Income - No exceptions to report.

i. **Equity** - No exceptions to report

ii. **Research and Insight** - No exceptions to report. Work has now been commissioned and phase 1 will begin in the 3rd quarter.

iii. NGB Activation and Volunteer Co-ordinator

Expenditure

Employee costs are underspent due to the NGB Activation and Volunteer Coordinator's role now being part time. Originally the post was funded to Sept 30th but with the recent departure, due to emigration, of the School Games Coordinator /Club Development Officer the NGB Activation Officer will now pick up the part time SGO and Club Development Manager role. The post holder will continue to work on a part time basis as the NGB Activation/Volunteer Coordinator until we receive details of Sport England's future core specification requirements for this area of work. This budget will have to be re-profiled from October to take account of the receipt of additional income from DfE for volunteer support to the School Games and transfer of Club Development/Club Matters funding from the club development budget.

Income

Grant income from the Bowls Development Alliance has reduced by £2,250 to reflect delivery challenges. This will be compensated for by a similar reduction in the grants to clubs/partners.

2. Club Development

Expenditure

Expenditure is underspent by £3,135 due to the original post holder recently emigrating. As explained above, the remaining budget will be transferred to the NGB Activation Volunteer Co-ordinator budget to oversee elements of this work for a temporary period pending full details of the new Core Specification requirements.

Income - No exceptions to report

3. Sportivate

Expenditure - No exceptions to report

Income

£36,647 above estimated budget due to a successful funding application to Sport England's Sportivate Innovation Fund, together with match funding from the Office of the Police and Crime Commissioner and Staffordshire County Council Looked after Children's Service.

4. Coaching Development - No exceptions to report

5. Youth Sport and Satellite Clubs

This budget will now need to be re-profiled due to confirmation that we are to receive an additional 1 year's funding to continue our work supporting the Primary School PE and Sport Premium. The original Youth Sport budget only allowed for the Youth Sport Manager's post to be in place to end Sept 16. With the Primary funding now

confirmed the post can be extended to March 31 2017. We require further details of Sport England's programmes and Core Specification requirements before we can commit to posts beyond March 17.

6. Level 3 School Games

This budget was originally set to cover the period April 16 – August 16 to allow for the organisation of the Level 3 Summer Festival. Our School Games Coordinator (SGC) decided to emigrate following the successful delivery of the Summer Festival. In order to close this budget down we are awaiting invoices relating to facility hire and hospitality at the event. Once received expenditure will be underspent by an estimated £1,000. We have recently received confirmation from Sport England that we will receive an additional 1 years funding to support the organisation of winter and summer Level 3 Festivals. The £1,000 underspend on the current budget will be carried forward to support the events. The Level 3 Festivals will now be organised by our NGB Activation Officer/Volunteer Co-ordinator who will pick up the part time SGC role and will also work on the NGB Activation, Volunteer Co-ordinator and areas of club development on a part time basis for a temporary period until we receive details of Sport England's future Core Specification requirements for these areas of work.

The Level 3 School Games budget will be re-profiled to cover the period September 16 to August 17.

**Sport Across Staffordshire and Stoke-on-Trent
1st April 2016 - 30th September 2016 Budget**

1. Partnership Services

Description	Work Area	Budget 16/17	Budget 01/04/16 - 30/09/16	Actual 01/04/16 - 30/09/16	Variance
Expenditure		£	£	£	£
Employee costs		247,120	123,560	138,536	14,976
Premises costs & Insurance		31,000	28,000	27,806	-194
Clothing & uniform		250	0	-	0
Equipment		600	200	-	-200
Printing, stationery and postage		2,520	1,260	602	-658
Telephones		1,500	750	457	-293
Computer Services		1,500	750	83	-667
Conferences, Training, Subsistence		4,000	1,000	800	-200
NGB Activation	NGB support & vol dev	16,350	16,350	16,350	0
Professional Fees	Sportshire & Renaissance	22,850	3,840	3,840	0
Coaching Services	Coaching support	2,940	2,940	2,940	0
Marketing		8,000	4,000	3,500	-500
Subs to Outside Bodies		4,500	2,000	2,000	0
Young Persons Sports Awards		2,000	0	-	0
Professional Services	Multi Sports Hub Project	8,000	4,800	4,737	-63
Contingency Fund		258,900	0	-	0
	Total	612,030	189,450	201,651	12,201
Income					
Grants		289,030	141,520	141,520	0
Partnership Funding		99,250	75,725	75,402	323
Balance C/Fwd		223,750	223,750	223,750	0
	Total	612,030	440,995	440,672	323

2. Equity

Description	Work Area	Budget 2016/17	Budget 01/04/16 - 30/09/16	Actual 01/04/16 - 30/09/16	Variance
Expenditure		£	£	£	£
Employee Costs		14,190	7,690	7,904	214
Telephone		260	130	53	-77
Printing and Stationery		250	125	20	-105
Grants	Access Across Staffordshire/Aiming High	39,500	16,000	15,941	-59
	Total	54,200	23,945	23,918	-27
Income					
Grants	Aiming High	40,200	18,400	18,400	0
Joint Financing Contributions		14,000	14,000	14,039	-39
	Total	54,200	32,400	32,439	-39

3. Research and Insight

Description	Work Area	Budget 2016/17	Budget 01/04/16 - 30/09/16	Actual 01/04/16 - 30/09/16	Variance
Expenditure		£	£	£	£
Professional Fees		14,740	0	0	0
	Total	14,740	0	0	0
Income					
Joint Financing Contributions		14,740	14,740	14,740	0
	Total	14,740	14,740	14,740	0

**Sport Across Staffordshire and Stoke-on-Trent
1st April 2016 - 30th September 2016 Budget**

4. NGB Activation and Volunteer Coordinator

Description	Work Area	Budget 2016/17	Budget 01/04/16 - 30/09/16	Actual 01/04/16 - 30/09/16	Variance
Expenditure		£	£	£	£
Employee costs		17,780	17,780	16,093	-1,687
Grants	NGB Delivery and Volunteer dev	12,000	2,500	2,339	-161
Telephone		70	70	53	-17
Printing and Stationery		100	100	-	-100
Travel and Subsistence		50	50	79	29
Subscriptions	Coach Web system	1,000	1,000	225	-775
	Total	31,000	21,500	18,789	-2,711
Income					
Joint Financing Contributions		26,500	26,500	26,500	0
Government Grants		4,500	4,500	2,250	2,250
	Total	31,000	31,000	28,750	2,250

5. Club Development

Description	Work Area	Budget 2016/17	Budget 01/04/16 - 30/09/16	Actual 01/04/16 - 30/09/16	Variance
Expenditure		£	£	£	£
Employee costs	Club Development	11,660	11,660	9,405	-2,255
Grants	Club Development Grants	5,470	500	320	-180
Professional Fees		6,600	3,300	2,600	-700
	Total	23,730	15,460	12,325	-3,135
Income					
Government Grants		10,000	10,000	10,000	0
Joint Financing Contributions	Balance b/fwd	13,730	13,730	13,730	0
	Total	23,730	23,730	23,730	0

6. Sportivate

Description	Work Area	Budget 2016/17	Budget 01/04/16 - 30/09/16	Actual 01/04/16 - 30/09/16	Variance
Expenditure		£	£	£	£
Employee Costs		35,830	17,919	17,376	-543
Rents & Event Hospitality		1,200	1,200	1,212	12
Telephone		200	100	52	-48
Promotions		2,800	2,800	2,800	0
Travel & Subsistence		200	100	6	-94
Grants		170,690	72,000	71,823	-177
	Total	210,920	94,119	93,269	-850
Income					
Government Grants	Sportivate	206,430	103,215	139,862	-36,647
Joint Financing	C/Fwd	4,490	4,490	4,482	8
	Total	210,920	107,705	144,344	-36,639

**Sport Across Staffordshire and Stoke-on-Trent
1st April 2016 - 30th September 2016 Budget**

7. Coaching Development Support Network

Description	Work Area	Budget 2016/17	Budget 01/04/16 - 30/09/16	Actual 01/04/16 - 30/09/16	Variance
Expenditure		£	£	£	£
Employee Costs	Coach Dev Manager	43,880	23,000	22,775	-225
Telephone		150	75	54	-21
Travel and Subsistence		190	95	114	19
Grants	Coach CPD and Bursaries	4,820	500	385	-115
	Total	49,040	23,670	23,328	-342
Income					
Sport England Grant		40,000	20,000	20,000	0
Joint Financing Contributions		9,040	9,039	9,039	0
	Total	49,040	29,039	29,039	0

8. Youth Sport and Satellite Clubs

Description	Work Area	Budget 2016/17	Budget 01/04/16 - 30/09/16	Actual 01/04/16 - 30/09/16	Variance
Expenditure		£	£	£	£
Employee Costs		61,640	33,000	34,396	1,396
Training		500	250	210	-40
Clothing and Uniform		100	50	-	-50
Telephone		200	100	112	12
Printing, stationery and postage		750	375	10	-365
Professional Fees	Primary School Contract	9,000	9,000	9,000	0
Travel and Subsistence		750	375	31	-344
Rents		250	125	-	-125
Hospitality		50	25	33	8
Contingency		6,270	5,993	5,993	0
Grants		112,660	70,500	70,234	-266
	Total	192,170	119,793	120,019	226
Income					
Sport England Grant		164,650	82,325	82,325	0
Joint Financing Contributions	Balance C/f	27,520	27,520	27,515	5
	Total	192,170	109,845	109,840	5

9. Level 3 School Games

Description	Work Area	Budget 2016/17	Budget 01/04/16 - 30/09/16	Actual 01/04/16 - 30/09/16	Variance
Expenditure		£	£	£	£
Employee Costs	School Games Coordinator	11,090	11,090	10,681	-409
Premises costs	Facility hire	4,000	0	0	0
Telephone		60	60	47	-13
Equipment		4,800	4,800	4,740	-60
Printing, stationery & post		550	550	85	-465
Professional Fees		1,780	1,780	2,560	780
Grants		1,000	0	0	0
Hospitality		1,250	245	245	0
Clothing & uniform	Competitor and vol T shirts	500	500	373	-127
	Total	25,030	19,025	18,731	-294
Income					
Grants		18,750	18,750	18,750	-
Joint Financing	Balance C/f	6,280	6,280	6,277	3
	Total	25,030	25,030	25,027	3

**Sport Across Staffordshire and Stoke-on-Trent
1st April 2016 - 30th September 2016 Budget**

Note:

Expenditure - a minus sign indicates an underspend on budget
Income - a minus sign indicates an increase on budget



Report to the Board – Enclosure 5

Report Title	Sport England Six Months Performance Report
Date	19 October 2016

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

Contact Officer	Name:	Mark Thornewill
	Tel:	01785 619896

For Information	X
For Decision	

1. **Purpose of Report**

To provide a copy of SASSOT's quarter 2 performance report as submitted to Sport England.

2. **Recommendation(s)**

For information.

3. **Executive Summary**

Sport England introduced a new Performance Management system for CSPs in April 2012. We are now formally monitored on a six monthly basis rather than quarterly.

The Performance Management system involves two sections:

- Delivery
- Infrastructure

Participation rates, as provided by the latest Active People Survey results, are also taken into consideration as an indicator but the CSP is not performance managed on this.

Delivery ratings for Q2 include the following:

- NGB Delivery
- Satellite Clubs
- School Sport
- Sportivate
- Strategic Networking

Coaching services has been excluded from this quarter as the delivery of the new Coaching Strategy is in a pilot phase. An annual performance ranking will be included at Q4 once the test period has completed.

Infrastructure includes the following:

- Board Effectiveness
- Administration Target
- Diversification Target
- Equality
- Leadership
- Continuous Improvement
- Risk Management
- Safeguarding

Sport England also include an item on Delivery Intelligence for discussion and where appropriate findings of the Audit which each CSP receives over the course of the funding cycle.

CSPs carry out a self-assessment against the criteria for green, amber or red ratings in each of the sections apart from Sportivate which is ranked according to data taken from the central information portal.

Each section of the performance review has specific criteria attached to the green, amber and red ratings and CSPs have to evidence their performance against these.

Sport England assesses the evidence provided, including a meeting between the Sport England CSP and local Government team, and SASSOT's Director and Chair. A moderation exercise is then undertaken by Sport England to ensure that the assessments are consistent across the CSP Network.

An individual green, amber, red rating is then confirmed for each theme and this is used to identify any necessary improvements over the next review period.

For the period April 2016 to September 2016, SASSOT has provisionally received (subject to final moderation) the following performance rating for each of the sections:

Delivery:

NGB Delivery	- Green
School Sport	- Green
Satellite Clubs	- Green
Sportivate	- Green
Strategic Networking	- Green

Infrastructure:

Board Effectiveness	- Green
Administration	- Green
Diversification	- Green
Equality	- Green
Leadership	- Green
Continuous Improvement	- Green
Risk Management	- Green
Safeguarding	- Green

Overall feedback from Sport England was extremely positive in terms of our performance and impact particularly in the areas of strategic networking, programme delivery and research and insight.

A copy of the full initial Performance Report can be found on the Board Member area of the SASSOT website and a copy will be available at the meeting.



Report to the Board – Enclosure 5

Report Title	Sport England Six Months Performance Report
Date	19 October 2016

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

Contact Officer	Name:	Mark Thornewill
	Tel:	01785 619896

For Information	X
For Decision	

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To provide a copy of SASSOT's quarter 2 performance report as submitted to Sport England.

2. **Recommendation(s)**

For information.

3. **Executive Summary**

Sport England introduced a new Performance Management system for CSPs in April 2012. We are now formally monitored on a six monthly basis rather than quarterly.

The Performance Management system involves two sections:

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Participation rates, as provided by the latest Active People Survey results, are also taken into consideration as an indicator but the CSP is not performance managed on this.

Delivery ratings for Q2 include the following:

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- Satellite Clubs
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- Strategic Networking

Coaching services has been excluded from this quarter as the delivery of the new Coaching Strategy is in a pilot phase. An annual performance ranking will be included at Q4 once the test period has completed.

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- Leadership
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- Risk Management
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Sport England also include an item on Delivery Intelligence for discussion and where appropriate findings of the Audit which each CSP receives over the course of the funding cycle.

CSPs carry out a self-assessment against the criteria for green, amber or red ratings in each of the sections apart from Sportivate which is ranked according to data taken from the central information portal.

Each section of the performance review has specific criteria attached to the green, amber and red ratings and CSPs have to evidence their performance against these.

Sport England assesses the evidence provided, including a meeting between the Sport England CSP and local Government team, and SASSOT's Director and Chair. A moderation exercise is then undertaken by Sport England to ensure that the assessments are consistent across the CSP Network.

An individual green, amber, red rating is then confirmed for each theme and this is used to identify any necessary improvements over the next review period.

For the period April 2016 to September 2016, SASSOT has provisionally received (subject to final moderation) the following performance rating for each of the sections:

Delivery:

NGB Delivery	- Green
School Sport	- Green
Satellite Clubs	- Green
Sportivate	- Green
Strategic Networking	- Green

Infrastructure:

Board Effectiveness	- Green
Administration	- Green
Diversification	- Green
Equality	- Green
Leadership	- Green
Continuous Improvement	- Green
Risk Management	- Green
Safeguarding	- Green

Overall feedback from Sport England was extremely positive in terms of our performance and impact particularly in the areas of strategic networking, programme delivery and research and insight.

A copy of the full initial Performance Report can be found on the Board Member area of the SASSOT website and a copy will be available at the meeting.



Report to the Board – Enclosure 6

Report Title	Delivery Plan Progress Report – Quarter 2 2016-17
Date	19 October 2016

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

Contact Officer	Name:	Mark Thornewill
	Tel:	01785 619896

For Information	X
For Decision	

1. **Purpose of Report**

This report provides details of the work of the Sport Across Staffordshire and Stoke-on-Trent Core Team for the second quarter of 2016/17 against the agreed Delivery Plan

2. **Recommendation(s)**

N/A

3. **Executive Summary**

In order to provide the Board with an overview of the work of the Core Team across all work areas, the achievements for the period April 2016 to September 2016 have been summarised in the attached document. These achievements have been mapped against the Partnership's 2016-17 Delivery Plan to illustrate the progress the Core Team has made against the Partnership's core functions of:

- i. National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity
- ii. Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to 'grow', 'sustain' and 'excel' in sport and physical activity and providing the intelligence to enable partners

to make evidence-based decisions

- iii. Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes. To increase investment in sport, PE and physical activity within the sub-region by advocating their value
- iv. Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.
- v. Facilities – Supporting NGBs to access appropriate facilities, advocating for access to educational facility sites, knowledge of asset transfer and strategic facility development needs for the sub region.
- vi. Marketing and Communications – Supporting the promotion of community sport programmes
- vii. Governance - To manage and operate the CSP to ensure sound governance arrangements and compliance with funding conditions are in place

4. **Report**

It is pleasing to report that good progress has been made against the Delivery Plan targets with the majority of areas on or above target levels.

A summary of progress against the milestones for each area of the plan is shown below. Further detail is provided in the attached Delivery Plan update Appendix 1.

Progress Summary

NGB Delivery	- Green
School Sport	- Green
Satellite Clubs	- Green
Sportivate	- Green
Providing Local Insight	- Green
Coaching Services	- Green
Strategic Networking	- Green
Marketing and Communications	- Green
Governance	- Green



Increasingly Active, Healthy and Successful Communities

Sport Across Staffordshire and Stoke-on-Trent

Delivery Plan

April 2016 – March 2017

Quarter 2

Objective 1 - 😊 = 55 😐 = 6 😞 = 1	Objective 3 - 😊 = 30 😐 = 11 😞 = 0
Objective 2 - 😊 = 20 😐 = 6 😞 = 0	Objective 4 - 😊 = 9 😐 = 0 😞 = 0

Introduction

The tables below provide a summary of the achievements of the Core Team for 01.04.16 - 30.09.16. These achievements are outlined in the 'progress to date' column, with the 'key tasks' and 'milestones' columns taken from the Annual Delivery Plan 2016/17. The 'face' ratings reflect actual progress against expected progress. Where progress is behind what was expected by this point in time, brief notes regarding remedial actions have been included.

www.sportacrossstaffordshire.co.uk

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
- Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.
- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
SASSOT to review individual groups as and when necessary	SASSOT to support SLCOF, SDO & Facility Managers Forums, Disability Sport Forums, Staffordshire University Sports Board, Aiming High Short Breaks, Sport Specific Development Groups, sub-regional NGB Forum, Central Rivers Initiative Board, Equality Group, Marketing & Communications Group, Sportivate Leads Events and Steering Group, Safeguarding Group, Regional CSP / NGB Engagement Meetings, SGO Meetings, Regional Coaching Leads Meetings, School Games Local Organising Committee and sub-groups, FE / HE Networking Meeting	On-going	All	Core Team	☺	☺	Meetings held	All meetings attended as relevant and arranged where SASSOT's responsibility. SDO and Facility Managers Forum work plans being developed in conjunction with SLCOF.

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
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- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
SASSOT to influence and act as an advocate for sport and physical activity	Maintain and further develop effective working relationships with Staffordshire and Stoke partnership networks, Leaders & CEO networks, Public Health and Clinical Commissioning Groups, Children & Young People partnerships	Ongoing	All	MT & Core Team	☺	☺	Strategic groups aware of SASSOT's role and agenda. Sport & physical activity recognised in LA Community Plans and Health Strategies.	<p>Thinking Active early onset dementia project delivery to commence September in 4 areas.</p> <p>Sportivate innovation funding of £10,000 secured to match local funding from the OPCC and Staffordshire County Council Looked After Young Peoples Service. Project delivery to commenced</p> <p>New Board Member recruited to represent CCG's, involvement with the NHS Sustainable Transformation Plan.</p>
	Proactively develop and maintain new high level strategic partnerships with external agencies such as the Police and Clinical Commissioning Groups that will assist SASSOT to drive the local participation agenda and secure new investment into sport.	Ongoing		MT	☺	☺		See above.

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
- Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.
- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
Support the development and coordination of a Staffordshire wide Physical Activity 'Framework'	Work with the Staffordshire and Stoke-on-Trent public health teams to develop Physical Activity Strategies and engage with the Health & Well-being Boards.	3/17	3	Staffordshire County Council/SASSOT	N/A	N/A	Strategy developed	
SASSOT support for and representation on the "Sportshire" Development Group	Support the continued development of the "Sportshire" Strategy and Implementation of the agreed Plan	On-going	All	Staffordshire County Council/SASSOT	☺	☺	Strategy completed Implementation plan prepared and acted upon. Number of major events attracted to the sub region	Successful Staffordshire Ironman 70.3 held. Evaluation report produced. Application to host 2018 UK corporate games in development. Discussions taking place with WM Swimming re Open Water event.

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
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- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
SASSOT support for and representation on the Stoke -on -Trent Sport In PASS Project	Supporting delivery of the PASS Project Manager in line with the brief and agreed Action Plan Management of grant budget to support consultants work Attendance at PASS Management Group meeting. Attendance at PASS Board meetings. Attendance at ECoS LOC meetings	On-going	All	Stoke-on-Trent City Council/ Sport England / SASSOT / Staffs Uni	☺	☺	Outputs detailed in the PASS and ECoS Delivery Plan achieved	SASSOT is a member of the PASS Board and European City of Sport Local Organising Committee which considers applications for programmes. Ongoing support provided by SASSOT to development of the PASS and ECOS programmes
Engagement, consultation and partnership working with key delivery agencies to delivery high	Delivery of relevant programmes eg. Sportivate, School Games, Satellite Clubs, Primary School Links programme, number of accredited clubs, increasing volunteering in			CD	☺	☺	Level 3 School games held	A summer School Games festival was held which saw a total of 1243 young people participate in 15 competitions across 6 sports, and a further 300 take part in a Change4Life festival. In this quarter 5 satellite competitions in 3 sports also took place involving 223 participants.

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
- Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.
- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
quality, successful programmes	sport, Disability Sports Clubs programme.			CG	😊		2064 young people completed on Sportivate prog	234 participants reached with 212 completing their respective Sportivate course. 114 participants were inactive prior to embarking on the course. 24% aged 19+; 62% female; 10% of non-white British ethnicity and 35% have a disability. 765 participants reached and 708 completing the course (target 680). 328 participants were inactive prior to embarking on the course. 33% aged 19+; 54% female; 8% of non-white British ethnicity and 30% have a disability.
				NBa	😐		Increase in number of accredited clubs to 300	The Clubmark process has gone through a National over-haul and has been 'on hold' whilst this process has taken place, so no additional clubs have become accredited. The new system has now moved online and should be a much easier system.
				CP	😊		49 new Satellite Clubs operational with 87 existing satellite clubs sustained	At present there are 52 satellite clubs operational with 560 participants and 61 clubs being sustained with 1427 participants.

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
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- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
				CD		😊	Nos volunteering Active People 13%	Results from APS10QT2 2015/16 show that Staffordshire and Stoke-on-Trent have 17.7% people volunteering. (West Midlands has 12.5% and England has 12.6%).
				CM	😊	😊	200 Primary Schools attending briefings. 25 schools receiving bespoke one-to-one support	<p>We have completed 5 separate Head Teacher briefings which have attracted around 200 head teachers where we have shared the latest national messages as well as providing solutions to common challenges and sharing best practise case studies and resources that schools have used in conjunction with support received from entrust. entrust have provided in depth support to 25 primary schools that were in need of support as identified through a previous web review and information gained whilst building an area picture.</p> <p>Over 200 schools have attended briefings and network meetings are ongoing. We continue to use these opportunities to share practise and key messages about effective use of the PE Premium. A new quotation brief has been sent to entrust with a view to refreshing the type of support available to schools to ensure best value for money and effectiveness of offer</p>

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
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1.1 Strategic Influencing & Networking

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
Advocacy re Sport England's new Towards An Active Nation Strategy	Promotion and advocacy of "Creating a Sporting Habit for Life" strategy at all sub regional forums	On-going	All	RB	☺	☺	6 Inspire Disability Sports Clubs	Clubs operating as per delivery plan.
		On-going	All	MT	☺	☺	Update presentations presented to relevant sub regional groups and partners	Presentations made to Board, Vision 2020 Group and Team. Information disseminated to SLCOF and other Network Groups. Presentation made to "Castle Sport"

- **National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.**
- **Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.**
- **Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.**

1.2 Connecting Partners

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
To develop working relationships between partners and to ensure an effective signposting	Develop and support regional networks where appropriate and disseminate information across the sub-region. eg. Workforce, CSP/NGB regional/national engagement days, marketing & comms, investment, C&YP, CDM, PA, Coaching, Regional NGB Forum, CSP Directors, SGO's	On-going	All	Core Team	😊	😞		Forum held 14.06.16, with Stoke-on-Trent City Council and Engage Communities presenting. FE/HE NGB meeting held 22.04.16 with 4 NGBs attending. No autumn event to be held due to transition to new Sport England strategy and funding cycle. Impact of May event being measured
Facilitate links between primary schools and community sports clubs	Maintaining links between primary schools and sports clubs	Ongoing	All	NBa	😊	😞	Annual club directory produced and distributed	Annual Club Directory distributed at the School Games to schools, parents and teachers. Annual Club Directory distributed at the Summer School Games to schools, parent and teachers. Club Directory to be updated and resent to schools
Quality assurance of satellite clubs	Create and implement a plan to measure the quality and impact of satellite clubs	Ongoing	All	NBa	😊	😞	Visit 2 clubs per quarter	Ongoing Visits to Satellite Clubs to be given priority over the next quarter and advice is to be given as to how best to sustain Satellite Clubs alongside quality assurance

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
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1.2 Connecting Partners

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
Connecting NGBs with CSP and local partners	Organise six-monthly Engagement Events and measure their impact	May 16 Nov 16	1 3	JK	☺	☹	2 events held	Event held 23.05.16 – 34 attendees from 24 organisations No autumn event to be held due to transition to new Sport England strategy and funding cycle. Impact of May event being measured
	Ensure the NGB Forum continues to operate effectively, with appropriate external attendees when required	¼ly		JK	☺	☺	4 forums held	Forum held 14.06.16, with Stoke-on-Trent City Council and Engage Communities presenting Forum held 26.09.16 with focus on Behaviour Change
	Facilitate FE / HE Networking Meetings, and ensure NGBs can access them	April 16 Oct 16	1 3	JK	☺	☺	Min 2 events	Meeting held 22.04.16 with 4 NGBs attending In process of setting convenient date for end Nov / early Dec.



- **National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.**
- **Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.**
- **Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.**

1.3 National Governing Body Support

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
Identify and carry out actions with NGBs that reflect the Core Offer and Enhanced Services offered by CSP	Review three Tiers of NGBs at least annually	Mar 17	4	JK			Tiers reviewed	No progress expected
	Green RAG-rating (in Sport England six-monthly report) for all Tier One NGBs as a minimum	Sept 16	2	JK		😊	9 Green RAG ratings	No progress expected All Tier One NGBs rated Green at Q2
	Maintain overall Green RAG-rating for NGB Delivery	Mar 17	4	JK		😊	Green RAG rating	No progress expected SASSOT one of only a few CSPs to receive a 'soft touch' pre-meet for NGB and Coaching Delivery. Provisional Green RAG for NGB Delivery (no RAG for Coaching in Q2)
	All team members recording agreed support and outcomes in the NGB Tracker	Sept 16 Mar 17 Ongoing	2 4	JK	😊	😊	Tracker populated regularly	2016-17 Tracker set up and being populated on an ongoing basis
	Attend Regional CSP / NGB Engagement Meetings or arrange one-to-one meetings with appropriate NGBs on a regular basis	Ongoing		JK	😊	😊	6 regional meetings	Three regional meetings attended (six NGBs) plus individual meetings held with seven NGBs Two regional meetings plus individual meetings held with five NGBs

- **National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.**
- **Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.**
- **Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.**

1.3 National Governing Body Support

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
	Develop 'Introducing Staffordshire and Stoke-on-Trent' e-document to support NGBs and other partners	June 16	1	JK			E-document produced	No progress due to capacity – to prioritise over summer No progress

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
- Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.
- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

1.3 National Governing Body Support

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
Effective support of individual NGB projects	NGB Activation Officer work programme developed in consultation with local partners and NGBs.	March 2017	4	JK/BH/LB/CD	☺	☺	Work programme in place 6 NGB participation projects delivered	<p>Badminton- Final competition held in April 10 competed and Badminton Young Officials umpired. Due to the success of engaging non active students the Colleges/Uni involved have requested to repeat the tournament and official training next academic year. Meeting set for September 2016 to confirm this.</p> <p>Meeting held September 2016 to continue the recreational tournaments. 12 Badminton Young Officials due to be trained on 7th November 2016.</p> <p>Bowls project continues until December 2016.</p> <p>Volleyball-Out of the 10 Volleyball activators who were trained, 6 have completed 10 hours of volunteering and 4 will finish their hours in September. The Colleges/Uni's involved will also nominate their Volleyball Activator of the year in December 2016.</p> <p>Volleyball Activator of the Year Award nomination form distributed and nominations due in by 2nd December 2016.</p> <p>Handball £1330 awarded from England Handball to deliver an FE / HE recreational project with 5 institutions. Planning in progress</p>

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
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1.3 National Governing Body Support

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
Effective generic support for NGBs	Review and re-circulate NGB Offer document	Dec 16	3	JK			Document updated	No progress expected
	Deliver outcomes of 2016-17 Good to Great Improvement Plan	March 17	4	JK		😊	See Plan	Ongoing – to formally review at end of Q2 Plan reviewed
	Review and revise Good to Great Improvement Plan	April 16 Mar 17	1 4	JK	😊	😊	Revised plan in place	2016-17 Plan in place
Provide hosting arrangements for NGBs as required	Provide hosting arrangements for NGB staff as required, reviewing annually Provide occasional hot-desking for other NGB staff as required	On-going	All	JK, NGB Officers & Host	😊	😊	4 NGB Officers Hosted 5 NGB Officers accessing hot-desking	4 Officers hosted and income received
Support the Staffordshire Athletics Network	Employment of Co-ordinator and management of budget to 30.04.16. Ensure current contracts are completed successfully. Work with Network to support the transfer of assets and responsibility for resources (including capacity)	May 16	1	JK Network Coord- inator	😊	😊	5 Contracts completed Funding transferred	Three of four Public Health contracts completed. Final activity for fourth contract finished 30.06.16 Fourth Public Health contract completed, England Athletics contract completed

- **National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.**
- **Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.**
- **Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.**

1.3 National Governing Body Support

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
	Support the Network to apply for additional funding	Ongoing			☺	☺		£10,000 secured from Sport England Small Grants Ongoing support provided, attended September Committee meeting and presented on new Sport England strategy / opportunities

- **National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.**
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- **Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.**

1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
To implement the Equality & Diversity Action Plan	To implement SASSOT's 'LEAD Improvement Plan' supported by EFDS	Mar 17	4	NBi	☺	☺	Relevant training delivered.	SASSOT attended EFDS AGM as an associate board member to contribute to the development of the new EFDS 'Making Active Lives Possible' strategy
	To review SASSOT's Equity Policy	Dec 16	3	NBi	☺	☺		Policy to be developed in line with the equality and diversity delivery plan in Q3
	Review SASSOT Equality & Diversity Plan and develop clear outcomes linked to LEAD	Dec 16	3	NBi	☺	☺		Plan to be developed in line with the equality policy in Q3
	Develop an 'Ability Sport' vision and key outcomes, embedding actions across all work areas	June 16	2	NBi	☺	☹		Initially discussed at the County Disability Sport Forum, and initial outcomes established. Final vision and actions to be developed once. Progress temporarily on hold whilst SE and EFDS priorities are communicated
To support the development of targeted programmes through the ACCESS Across Staffordshire fund	Support and monitor the implementation of current ACCESS projects	Oct 16	3	NBi	☺	☺	50 participants	All projects initiated data to be collected in Q2 Boccia Project (Staffs Moorlands) – 24 weekly participants, sessions have been sustained beyond the life of the project Ladies Veterans Project (South Staffs) - 15 new women attending weekly, competitive3 opportunities being developed Stoke F.I.T – Waiting for data return

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- Strategic Networking – Brokering relationships between NGBs and other partners with local stakeholders including Local Authorities, Further Education and Higher Education.
- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
	Implementation of an additional round of ACCESS funding	Dec 16	3	NBi	☺	☺		<p>ACCESS Across Staffordshire fund launched 22 applications requesting a total of £36,000 funding received. Four projects were awarded a total of £4,000</p> <ol style="list-style-type: none"> 1) Walking Cricket (55+) 2) Ladies over 30's football league 3) Brazilian Dance (Older People) 4) Fit Fans - Port Vale (55+) <p>SASSOT were able to fund a further 7 of the applications through Sportivate funding. SASSOT were able to fund an adult's disability multi-sport club application through under-spend of the 'Inclusive Sport FEST'.</p>
Using the 'This Girl Can' campaign to promote and develop local opportunities	Support local delivers to access the campaign branding and insight to shape activity development	Mar 17	All	NBi	☺	☺	Increased participation by women (APS9)	Social media engagement with the campaign Distribution of TGC t-shirts via Sportivate projects Project to be re-launched in Jan 2017
	Support the promotion of 'Women Make Coaching' regional project	Mar 17	All					Increased social media engagement

- **National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.**
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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
To develop the local disability sport and physical activity offer	Implement the Staffordshire County Council Inspire Disability Multi Sport club Aiming High contract including Staffs FA holiday delivery	March 17	All	RB	☺	☺	220 disabled children engaged	FA Holiday programme is now part of the Aiming High Contract combining figures from the Inspire Club and the FA programme into the Q1 report. 101 attendees in Q1 Q2 report is due 17 th October.
	Produce service level agreement with partners and manage Aiming High budget.	On going	All	RB	☺	☺		Service Level Agreements have been produced and issued to all providers Programme on track
	Co-ordinate 'Inspire Leads' meetings	April 16/ Oct 16		RB	☺	☺	Agreements signed and budget managed successfully	Meetings held and Aiming High team invited to attend to address concerns regarding the new AH systems Monday 11 th April 2016 Monday 4 th July 2016 Future date has been set – confirmation to attend is required from the leads. Date set: 17/10/2016 , 18/10/2016 , 7/1/2016
	Collate club attendees, child outcomes and submit reports to Aiming High	July/Oct /Jan/ April	All	RB	☺	☺		First Q1 report was sent on 12/07/2016 obtaining 101 attendees. Q2 report is due: 17/10/2016
	Conduct quarterly Inspire Club quality assurance checks	May/Au g/Nov/ Feb		RB	☺	☺		Visits scheduled for Q3

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- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
	Promote and advocate the Inspire programme and demonstrate impact	Mar 17	All	RB	😊	😊		<p>World Autism Day – 02/04/2016 Autism Event – 02/06/2016</p> <p>Local services available to the public, both days were attended by the Disability Sport Officer to promote the Inspire and FA programme.</p> <p>Upcoming event to attend: Staffordshire Blind – Family Fun Day (23/07/2016)</p> <p>SCC Local adult services networking meeting – 28/09/2016. Attended the meeting, despite it was for adult provision, information about Inspire was shared.</p> <p>Ongoing promotion using Social Media.</p>
	Develop links with non-sporting disability groups, organisations and services and facilitate networking opportunities	On-going	All	RB	😊	😊	On-going	StaffsASD Support Group, connected with them during the Autism Event – 02/06/2016. Further involvement to hopefully attend their next parents group which should take place in September.
	Maintain ‘Service & Reach’ database and communicate to partners							20 organisations engaged with

- **National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.**
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- **Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.**

1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
	Map sport and physical activity opportunities and update and maintain the Disability Sports/ Activities Directory	March 17	4	RB	☺	☹	Directory produced & live on SASSOT website	Limited work has been initiated on this due to capacity and changes to the roll out of the Aiming High contract
	Provide information and support to parents and disabled children	On-going	All	RB	☺	☺	All identified parents and children offered information and support	Regular updates to previous Inspire attendees have been provided with information regarding the new Aiming High System, attending events to help support and provide information.
	Continued development of Countywide Disability Sport Forum inviting NDSOs, NGBs and disability focused charities.	On-going	All	RB	☺	☺	One County Forum meeting per quarter	Meeting held on 15/06/2016, with presentations from CP Sport and EFDS Next meeting scheduled for 16/11/2016 – LimbPower will be attending
	Support local disability sport forums		All	RB	☺	☺	Attend Stafford / Tamworth & Lichfield Forums	Discussions have been raised to ask which local disability sport forums are still running. Requested to attend the forum that takes place in East Staffs.

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
	Work with EFDS on the development of key projects and advocate examples of 'Best Practice' <ul style="list-style-type: none"> - Active Kids For All Training - Physiotherapy pilot projects - Inclusive Club Toolkit 	Mar 17	3	RB LB	☺	☺	Additional 10 clubs to have completed the toolkit	Physiotherapy project has been shared nationally by CSPN, EFDS and Association of Paediatric Chartered Physiotherapists. AK4A – Meetings planned with Staffordshire University to build on last year's approach
	Support NGBs to start up delivery in priority areas including Goalball, Wheelchair Basketball, Football, Cricket	Mar 17	4	RB	☺	☺		Discussions held with Goalball with plans for a club to be developed in Newcastle-under-Lyme
	Delivery of Rio inspired celebration festival, building on the success of 'Staffordshire Inclusive Sport Fest'.	Sept 17	4	RB	☺	☺		Planning initiated and campaign date set 10-18th September Sport Fest 16 used existing providers and their current sessions that were taking place during the 10-18 th September. With the additional activity from Gartmore Riding School. Sport Fest went well, and was heavily relied on Social Media to reach out.
	Develop Disability Training opportunities for coaches, staff and volunteers	Mar 17	4	RB	☺	☹	50 coaches received training	To be reviewed at the next Inspire leads meeting Nothing specific planned to date due to capacity and available funding

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1.4 Equality and Diversity

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
	Support Stoke –on-Trent City Council and EFDS to implement the ‘Get Out Get Active’ project Attend the project steering group meetings	Mar 17	4	NBi	☺	☹		SASSOT have helped to put together a job description for the project officer and are working with both EFDS and Stoke-on-Trent City Council to pull together a project steering group. Support provide to Stoke-on-Trent City Council, attendance at various meeting as well as national conference. Sign off on funding agreement and recruitment of officer still outstanding.

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1.5 Safeguarding & Protecting Young People in Sport

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16	
		Date	Qtr						
Ensure SASSOT meets safeguarding requirements of the Sport England CSP core specification	Develop safeguarding action plan. Board to endorse.	05/16	1	LB	☺	☺	Green RAG rating in quarterly report	Board has endorsed Plan	
	Implementation of actions referenced in Safeguarding Plan	Ongoing	All					☺	Progress against actions being completed as planned Progress against actions being completed as planned
	Monitor implementation	Sept 16 Mar 17	2 & 4					☺	Implementation of Plan on track
	Review progress against safeguarding action plan and cross reference to national safeguarding children in sport framework	03/17	4	LB	☺	☺	Revised action plan in place	Being continuously monitored in preparation for CPSU reporting	
Deliver the outcomes of SASSOT's annual safeguarding action plan	Deliver the following priority actions: <ul style="list-style-type: none"> • Ensure SASSOT's safeguarding policies and procedures reflect current best practice and are fit for purpose 	Ongoing	1	LB	☺	☺	Action Plan Priority actions delivered	Policies in place and reviewed when required. EG recently reviewed School Games Policy for the summer event	

- National Governing Body of Sport Delivery – Taking clear action to support the delivery of NGB plans at local level and developing and maintaining strategic alliances and local networks for the development of sport, PE and physical activity.
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- Increasing investment in sport, PE and physical activity within the sub-region by advocating their value.

1.5 Safeguarding & Protecting Young People in Sport

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
	<ul style="list-style-type: none"> • Undertake a robust re-evaluation of SASSOT's safeguarding work using the Self-Assessment Tool. Ensure both core team and wider partners are engaged in this process 	03/17	4	LB	☺			No action required at this stage
	<ul style="list-style-type: none"> • Ensure all SASSOT led delivery involving young people and vulnerable groups meets the safeguarding standards outlined in our safeguarding procedures 	03/17	4	LB	☺	☺		Actions being followed as per Delivery Plan
	<ul style="list-style-type: none"> • Undertake team safeguarding TNA and address training needs identified through this process 	09/16	2	LB	☺	☺		No action required at this stage Internal Safeguarding TNA has been conducted with the team
	<ul style="list-style-type: none"> • Maintain links with LSCB's and statutory services 	Ongoing	1	LB	☺	☺		Dialogue continues regarding training and any referrals should they arise

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1.5 Safeguarding & Protecting Young People in Sport

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
	<ul style="list-style-type: none"> • Ensure that safeguarding is embedded into contracting and commissioning arrangements for delivery involving young people and vulnerable adults 	Ongoing	4	LB	☺	☺		Policies and procedures continue to be checked
	<ul style="list-style-type: none"> • Provide partners with the opportunity to learn about safeguarding through sharing information resources and through the provision of an education and training programme 	Ongoing	4	LB	☺	☺		Continued implementation of education and training programme in partnership with Sport Structures and NUL College

- Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.
- Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes

2.1 Children & Young People

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
<u>Sportivate</u> Manage the Sportivate programme to ensure effective delivery across the sub-region	Year 6 plans in place, all funding drawn down and KPIs met, with a wide range of delivers included	03/17	4	CG / NHG	☺		2064 Complete 40% Inactive (826) More than 5% increase in Sustain	Year 6 delivery has started with over 60 deliverers listed on this year's plan. 23 projects completed on the portal so far with 212 reached (engaged) and 212 completed (retained). 64% of participants have been female 23% of participants have been aged 19-25years Over 36% of participants have been classed as inactive £69,000 of funding has been paid out to deliverers/ local leads to pay for capacity and delivery payments Portal freeze saw us exceed the mid-year target with 67 projects completed, 765 participants reached and 708 completing the course (target 680). 54% of participants have been female 33% of participants have been aged 19-25years 30% have a disability Over 42% of participants have been classed as inactive
	Steering Group continues to operate effectively	On-going	All	CG / NHG	☺		1 meeting	No meeting held however 3 members of the Steering group contributed to decision making regarding the Sportivate Awards.



	Review 6 years of Sportivate in Staffordshire & Stoke on Trent and plan processes to 'complete' the Sportivate grant	01/17	4	CG / NHG	☺	☹	All reconciliation approved by SE	<p>Delivery training has taken place with over 40 deliverers attending. This workshop has reviewed Sportivate, introduced new admin practices and KPIs and assisted deliverers with marketing and This Girl Can materials and targeting.</p> <p>Collating mid-year reconciliation for the end October. TGC T-shirts being provided for female activity during October and 'Women in Sport Week in particular'</p>
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- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes.**

2.1 Children & Young People

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
<u>School Games</u> Ensure successful deliver of Level Three with effective links to Levels One and Two	Ensure the Local Organising Committee and its sub-groups operate effectively, with appropriate membership	On-going	All	CM/CD	☺	☹	All meetings attended	All meetings attended and sub-groups achieved their purpose. LOC and sub groups are to be put on hold for the foreseeable future due to the ongoing school games review. Working group has been established to assist in decision making in relation to level 3 events
	Ensure Project Delivery Plan is followed to deadlines	03/17	All		☺			Project delivery plan followed, and deadlines met leading to the delivery of a successful summer festival
	Deliver a successful 2016 Level Three summer festival and 2017 Level Three winter festival (if funding is extended) support identified satellite events	03/17	All		☺		Summer festivals with 1500 participants	A summer School Games festival was held which saw a total of 1543 young people participate in 15 competitions and a Change4Life festival. In this quarter 5 satellite competitions in 3 sports also took place involving 223 participants.
	Review 2016/17 calendar, processes etc. in conjunction with partners / stakeholders	06/16	1		☺			Process for formulating 2016/17 calendar has been agreed but not undertaken due to the ongoing school games review.
	Develop a Project Delivery Plan for 2017, incorporating review findings	09/16	2		☺	☹	Plan agreed by LOC	Provisional plans have been made for 2017 but nothing has been finalised due to the ongoing review. 2016/17 Calendar has been agreed and budget is currently being formulated



<p><u>SGO Support</u></p> <p>Effective support of SGOs, and links to NGBs where appropriate</p>	<p>Support the SGO Meetings through attendance, leading on agenda items linked to SASSOT work areas (i.e. Level 3, Satellite Clubs, Primary PE & Sport Premium etc.)</p>	<p>On-going</p>	<p>All</p>	<p>CM</p>	<p>☺</p>	<p>6 meetings</p>	<p>All meetings attended and planning for 2016/17 has been led on with national context provided</p> <p>First meeting attended and presentation given on the School Games Review with discussion held on the best approach for Staffs & Stoke</p>
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- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes.**

2.1 Children & Young People

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
<u>Primary Sport Offer</u>	Support primary schools to use their Primary School Sport Funding effectively	08/16	All	CM	☺	☺	Delivery mechanism agreed and offer to schools produced	<p>Work to support schools with the effective use of their spend ongoing. Staffs PE Conference held with 110 attendees. One-to-one work with schools still taking place.</p> <p>Work ongoing as part of current contract with entrust. A new quotation brief has been sent to entrust with a view to refreshing the type of support available to schools to ensure best value for money and effectiveness of offer.</p>
<u>Satellite Clubs</u> Manage the Satellite Clubs programme to ensure effective delivery across the sub-region	Submission of year 4 Satellite Club Link Makers Delivery Plan	04/16	1	CM/CP	☺		49 new Satellite Clubs	Satellite Club plan agreed, signed off and funding received.
	Delivery of year 4 Satellite Club Link Makers Delivery Plan	03/17	All	CM/CP	☺	☺	operational with 87 existing satellite clubs sustained	<p>To date £63,938.00 distributed to clubs to plan and start to deliver their satellites. Supporting new clubs with their set up and developing support package to enable clubs to become sustainable beyond March 2017. Sustainability workshop delivered in conjunction with the Black Country CSP.</p> <p>At present there are 52 satellite clubs operational with 560 participants and 61 clubs being sustained with 1427 participants.</p>

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2.2 Club Development

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
Update Club Support Plan	Implement review & consultation process. Update as required. Communicate updated plan to partners	09/16	2	NBa	😊	😞		Ongoing Superseded by Club Matters Innovation programme which is nearing completion
Maintain and promote SASSOT's club database	Maintain SASSOT's web-based sports club database to include all Clubmark/NGB accredited/SASSOT QualityMark	On-going	All	NBa	😊	😞	Comprehensive database updated and promoted	New database is now online which also allows people to sign up directly Updates made as and when informed by NGBs
Raise the profile of club accreditation	Promotion of Clubmark under the 'Club Matters' umbrella' and SASSOT QualityMark to partners and clubs. Maintain Clubmark license and training to assess the new online process	On-going	All	NBa	😐	😊	SASSOT Website / e-newsletter / social media highlighting club accreditation	Clubmark has been on hold whilst Nationally the programme is updated and moved online Clubmark licence maintained despite loss of Lead officer. Clubmark now relaunched nationally
Increase the number of accredited clubs and enhance the support network available to them	Continue to provide 'SASSOT Sports Club Accreditation Funding Scheme' and ensure that the Funding Scheme includes awards for coaching qualifications	On-going	All	NBa	😐	😞	10 clubs financially supported to achieve accreditation by 31/03/17	Clubmark accreditation promoted but as Clubmark accreditation has been on hold, has had an impact on the number of clubs applying for funding. One Club has applied for funding in this quarter Two clubs funded so far this year

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- **Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes.**

2.2 Club Development

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
Develop a planned and coordinated programme of club development training opportunities in line with Club Matters resources	Identify appropriate Club Development workshops programme to be delivered by Club Matters tutors	On-going	All	NBa	☺	☺	Comprehensive club and volunteer training programme implemented, promoted and communicated	In consultation with clubs a programme of workshops were put together and have covered all 5 themes of the Club Matters resource. A Business planning workshop took place in this quarter which 11 people attended. Feedback from these workshops has been very positive. 5 workshops delivered so far this year, with an average of 10 attendees on each one
Work with Club Matters Advisors to help clubs use the online resources	Identify clubs to work with Club Matters Advisors and help them work through the club improvement tool and work through their subsequent development plans	On-going	All	NBa/CD	☺	☺	Number of clubs supported to use the club improvement tool	Club Matters Advisors are working with their clubs and are over halfway through the programme. There has been some drop-out from clubs as expected Programme has now finished with evaluation sent to SE. Extension has been given until end of December 2016 to do some market research on clubs and why people stop going to clubs.
Promote and support Community Amateur Sports Clubs	Raise awareness via positive promotion and advocacy of the benefits of being a Community Amateur Sports Club and signpost to expertise and develop local case studies	On-going	All	NBa	☺	☺	Clubs signposted to become CASC	Ongoing Ongoing

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2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
Provide local strategic coordination for workforce development activity for the sports sector	Launch and implement new Coaching Development Plan as per new Core spec requirements from Sport England	June, March	1, 4	LB	☺	☺	New plan in place	Plan signed off by Sport England Progress against Plan accepted by Sport England at Q2 'health check'
Support the development and growth of the sports volunteer workforce	Recognise volunteers and their work through supporting volunteer awards e.g. Community Sports Volunteer of the Year Award	On-going	4	NBi/LB	☺		At least 1 volunteer award supported	SASSOT Sports Awards and West Midlands Sports Awards taking place in November
	Through direct provision and effective signposting provide sports volunteers with access to education and training that meets their training needs, including disability sport CPD as shaped by the County Disability Sport forum and including the training and deployment of the Active Kids for All workforce.	On-going	4	LB	☺	☺	500 attendees on workshops	Total of 133 attendees on the education and training programme in Q1 Total of 247 attendees on the education and training programme in Q1 and Q2
	<ul style="list-style-type: none"> • Undertake annual planning and partner consultation exercise in order to prepare a programme for 2016/17 	On-going	1	LB	☺	☺		Completed and helped formulate plans.

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- **Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes.**

2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
Work with partners and local training providers to ensure workforce training needs are met	Signpost and promote NGB courses for the 46 Sport England funded sports and the SASSOT Education and Training programme via the SASSOT website, and social media	On-going	All	LB	😊	😊	Links visible	Links are visible and proactively shared
	Maintain and review regional female coaching project across the six West Midlands County Sport Partnerships aimed at recruiting, developing and supporting female coaches	Ongoing	All	LB, CD	😊	😞	20 female coaches supported by SASSOT and 100 across the region	35 SASSOT registrations and 201 across the region. Determining needs of these coaches locally in order to shape support package There are now 39 registrations. An initial get together was set up as feedback from the female coaches had requested this. However, due to lack of numbers (5 booked to attend, 7 responded to say they couldn't attend) the event was cancelled. A Facebook group is in the process of being created (again following feedback from the coaches) and it is hoped another get together can be run later in the year.
Deliver Outcomes of the Coaching Delivery Plan	Facilitate a Community of Learning for coaches within the CSP area	Ongoing	All	LB	😊	😊	Produce Monthly e-newsletter to reach 1,250 by Q2 and 1,300 by Q4	E-Newsletter continues to be sent out on the first Friday of each month New monthly 'Coach to Coach' e-newsletter has been sent out to targeted group of 19 identified coaches as per the Coaching Delivery Plan, with aim to pilot this year and potential to scale up next year
Deliver Outcomes of the Coaching	Facilitate a targeted cross-sport talent development coaching	March	4	LB/CD/ JK		😊	10 coaches developed	Progress being made against actions in Plan West Midlands ASA Regional Coaching Development

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes.**

2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
Delivery Plan as per Sport England Core Spec requirements	network for NGB's and other key delivery partners				😊			programme has been identified as a key partner and conversations are ongoing
	Using local insight, identify two projects with an appropriate local delivery partner(s) to recruit and develop frontline coaches to provide meaningful activity experiences to under-represented groups in the local community	March	4	LB	😊	😊	10 coaches recruited and developed	Plans are currently being developed and agreed to implement interventions to recruit coaches and deliver activity to the female Muslim population in Shelton, low Socio-Economic population in Cross Heath and female workforce of the NHS Trust Plans are on track to be delivered against timescales
	Ensure that the design principles of the Coaching Plan for England are applied to all Sport England programmes which the CSP has co-ordinating responsibility for	March	4	LB/CM/CP/CG	😊	😊	Principles applied to Sportivate and Satellite Clubs activity	18 coaches have been recruited that deliver on these programmes to ‘test’ the implementation of these principles as per Sport England requirements Now 19 coaches are involved and continue to ‘test’ these principles
	Implementation of at least one national coaching campaign (detail to be confirmed by sportscoachUK)	March	4	LB/CD	😊	😊	One national campaign implemented locally	‘Reach’ campaign being landed locally and linked to WM Coaching CD- Initial feedback from the female coaches requested a get together to share ideas. However, 12 coaches responded and only 5 could make the event so it was cancelled. There has also been a request for a closed Facebook group to be set up to share ideas and ask questions. This will be created over the next few months.
	Identify and promote funding schemes / grants that will aid coaches in accessing CPD at reduced cost	Quarterly	All	LB	😊	😊	‘Funding Opportunities for Coaching’ guide produced	Guide launched in partnership with CSPN and SCUK

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Coaching – Supporting an appropriate, skilled coaching workforce for the delivery of NGB, Sport England and local programmes.**

2.3 Workforce Development (including Volunteering and Coaching)

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
							quarterly	
SASSOT Volunteering and Leadership programme	Provide on-going support to volunteers trained in Year 1-5 of the programme.	On-going		LB/CD	😊	😊	Contact maintained with previous leaders and opportunities offered.	Volunteers kept up to date with Coaching and Volunteering e-newsletter. Volunteers supported with advice if they get in touch.
	30 volunteers (aged 16+) recruited and deployed to support levels 1 and 2 of the school games. This information is valid for the academic year Sept 2015-July 2016.	July 2016	2- for first results 4- for 2 nd results	LB/CD	😊	😞	30 volunteers recruited and deployed by July 2016.	110 volunteers recruited, trained and deployed. CD- New target set in July 2016 for academic year 2016/17 to recruit, train and deploy 30 volunteers. In the process of recruiting volunteers.
	School games workforce audit completed in conjunction with SGO's. For the academic year Sept 2015-July 2016.	September 2016	2	LB/CD	😊	😊	Workforce audits completed by September 2016.	Audits completed for next academic year 2016-2017.
	SGO's supported to address needs identified in school games workforce audit through the provision of training	Ongoing	All	LB/CD	😊	😊	Courses organised and tutored as and when needed for the SGO's.	Through the recent audit SGO's have highlighted courses they intend to run to train volunteers and we will support and coordinate this for them where needed. CSLA course planned for October 2016 to train 16 volunteers who will then be deployed into Level 2 and 3 competitions.

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Marketing and Communications – Supporting the promotion of community sport programmes.**
- **Facilities – Supporting NGBs to access appropriate facilities, advocating for access to educational facility sites, knowledge of asset transfer and strategic facility development needs for the sub region.**

3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
Marketing Planning & Development	Review the MarComms Plan for 2016-18 Review CRM systems / tools and develop accordingly	Jan 17	Q4	NBi/LM	☺	☺	Plan produced, distributed and in operation	To be developed in line with the CSP review
Website Maintenance and Development	Maintain website content and continue to develop key plug ins including e-news, searchable databases, event calendar, media library	March 17	1	NBi/LM	☺	☺		Content and news constantly updated.

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Marketing and Communications – Supporting the promotion of community sport programmes.**
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3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
	Review Google analytics and other development tools	Ongoing	2	LM	☺	☺		Google analytics reviewed 10,010 sessions, 7,898 unique users. Top pages viewed were: 1.Move More In May 2.Club Finder 3.Funding pages Google analytics reviewed 10,976 sessions, 8,388 unique users. Top pages viewed were: 1. Club Finder 2. Funding 3. Jobs and Careers
Maintain and organise a comprehensive meeting and network structure	Meeting networks implemented to service all areas of sport, PE and physical activity eg. NGB Forum, SDO/Facility Managers Forum, SLCOF etc	Ongoing	All	All	☺	☺	Meetings held	Meetings held
Production of e-newsletters	Production of SASSOT monthly sport-e newsletter	Monthly	All	LM	☺	☺	12 editions of e-newsletter released 26% open	6 editions of e-newsletter with a total of 269 articles 24% open rate for all publications. Distributed to 1,946 subscribers.

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
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3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
	Production of SASSOT Coaching and Volunteering e- newsletter			LB/CD	☺	☺	rates for all publications	6 editions successfully produced. E-newsletter goes out to 1,900 approx and average open rate is 20%.
	Production of Disability monthly e newsletter			RB	☺	☺		3 editions produced and circulated via MailChimp with an average open rate of 22%. Distributed to 613 subscribers.
	Production of NGB/SGO newsletter			JK	☺		6 editions circulated	1 edition circulated Next edition due mid Oct
NGB Support	Publicise NGB products, programmes and media campaigns as appropriate	Ongoing	All	NBi	☺	☺		National Table Tennis Day Back to Hockey Give Horses a Go 30 days of Snowsport Go Tri #Rio Ready EFDS Together We Will Xplorer Orienteering C4Life 10 minute Shake Up Women's Outdoor Week Paralympic Carnival (Stoke)

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Marketing and Communications – Supporting the promotion of community sport programmes.**
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3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
	Implement ‘Move More In May’ campaign - Develop local offer in partnership with NGBs - Engage local media Assess the impact	May 16	1	NBi/LM/J K/CD	☺	☺	Programme to offer sessions in 10 sports. Media coverage gained	Campaign implemented with over 900 activities listed on the SASSOT website. Engagement of 3 radio stations and use of social media channels which saw a 50% increase in engagement. Marketing impact data collated and campaign evaluation report in progress. Campaign evaluation report completed – average of 13% of attendees found out about activities via the campaign
Produce Annual Report	Annual Report produced 04/15 to 03/16	Jun 16	1	LM/NBi	☺		Articles from all funding partners achieved	2015-2016 ‘Celebrating 10 Years of Working In Partnership’ Annual Report produced that included a very complimentary article from Mike Diaper at Sport England, ‘infographics’ to highlight work of the Core Team and a comprehensive snapshot of work with NGBs. Contributions received from 16 different partner agencies that informed of specific projects where they’ve worked in partnership with SASSOT..
Implement a partner satisfaction survey	Implement the Stakeholder Satisfaction Survey	Nov 16	3	NBi			To maintain satisfaction level from last year’s survey	

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
- **Marketing and Communications – Supporting the promotion of community sport programmes.**
- **Facilities – Supporting NGBs to access appropriate facilities, advocating for access to educational facility sites, knowledge of asset transfer and strategic facility development needs for the sub region.**

3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
	Analyse and communicate the results		4	NBi				
	Implement Staff Satisfaction Survey	March 17	4	NBi				
Social Media Development	Development of Social Media including Facebook and Twitter <ul style="list-style-type: none"> - Team to develop social media priorities / action - Develop benchmarking and monitoring process 	Ongoing	All	NBi/LM Core Team	☺	☺	700 FB Likes 2000 Twitter Followers Use of You Tube	1,891 Twitter followers 659 Facebook Likes 8 Move More In May videos uploaded to You Tube with a total of 149 views. 1,950 Twitter followers 76 additional followers / 129k Impressions /203 Mentions 683 Facebook Likes / greatest post reach 693
SASSOT Community Sports Awards	Implement county Community Sports awards: <ul style="list-style-type: none"> - Community Club of the Year - Community Coach of the Year - Newcomer of the Year - Community Project of the Year - Volunteer of the Year - Aspiring Athlete 	Aug-Nov 16	Q3	NBi	☺	☺	Winners selected and awards event held with S&SoT nominees	Award categories agreed and awards to be launched on 1 st August. SASSOT awards evening to be held on 1 st November 2016. 30 nominations received. Judging panel met with winners and runners up for each category agreed.

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3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
	Organisation of a presentation event and relevant media	Nov 16	Q3		☺	☺		Venue, trophies, guest, speakers etc confirmed.
West Midlands Community Sports Awards	Work with the West Midlands Marcomms Group to coordinate the WMCSA (Website / Budget)	Nov 16	Q3	NBi	☺	☹	Awards evening held	Principle sponsor secured and formal launch of the West Midlands Community Sports Awards took place on 7 th July. SASSOT has supported the development of a new website and continues to manage the budget. SASSOT continues to manage the budget however the consultancy responsible for securing sponsorship have been unable to secure the final three sponsorship deals.
Producing Media Releases To Advocate The Work of the CSP	Distribution of Media Releases Build relationships with 4 new media, including south couth coverage	Mar 17	All	NBi Core Team	☺	☺	Min of 10 News Releases per year	School Games Level 3 Press Release Issued Move More In May Press Release Issued Great British Tennis Weekend Press Release Issued
School Games Support	Deliver media training to young School Games volunteers	Jun 16	Q1	NBi	☺		Programme produced	Training Delivered
	Develop event programme	Jun 16	Q1		☺			Event programme lanyard produced

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3.1 Marketing & Communications

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
	Support development and maintenance of School Games website	Ongoing	All		☺	☹	Website updated	Website updated and maintained
	Co-ordinate media hub at School Games event	Jun 16	Q1		☺		Media report produced	Media hub co-ordinating at the event working with pupils from Ormiston Horizon Academy

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
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3.2 Research & Insight

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
Create a hub of local information and resources	Collate data to provide intelligence on the follow: <ul style="list-style-type: none"> ▪ Current levels of participation ▪ Current levels of provision ▪ Local demographics ▪ Lifestyle / needs and influences 	Mar 17	4	NBi Stafford-shire University		☺	Data collated and ‘Info Hub’ available	All information available on the ‘Insight Hub’ on the SASSOT website Locality Sport & Physical Activity Reports (Cannock, Stafford, Lichfield, Moorlands) mad available upon request
	Continue to develop a central resource of information hosted on both the SASSOT website and Insight Hub	March 17	4					
Additional analysis	Analyse data sourced to establish the following <ul style="list-style-type: none"> ▪ Differs to national / population norms ▪ Identify gaps ▪ Identify opportunities ▪ Map local priorities 	Ongoing	All	NBi Stafford-shire University		☺	Insight recommenda tions established and communi- cated to key partners	Brief developed and provider sourced. Locality Sport & Physical Activity Research to be initiated in South Staffordshire in October.

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
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3.2 Research & Insight

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
Consult with partner organisations to expand current data sources	Source any additional relevant data sources held by non-sporting organisation that can support insight	Ongoing	All	NBi			Additional data sourced	
Localised Sport & Physical Activity Research <i>(Understanding of local demand and supply)</i>	Develop a Brief and procure a provider to deliver the localised Sport & Physical activity research programme.	June 16	1	NBi	😊	😊	Reports produced	Staffordshire University no longer have the capacity to for SASSOT to commission further localised reports. SASSOT are currently reviewing alternative options. Following a quotation process SASSOT has established a new research provider ‘Know Research’.
	Work with Stoke, N-U-L and South Staffs to establish local need for implementation of the research	July 17	2		😊	😊		Initial meeting held with South Staffordshire to establish insight needs and develop a research brief. Project initiation meeting planned for 18th October
	Develop bespoke briefs with each locality and agree timescales for roll out with Staffordshire University	Aug 17	2		😊	😊		Meeting held with South Staffordshire and initial scope of the research developed Project initiation meeting planned for 18th October
	Implement research , produce and communicate reports	1 st Report Sept	2		😊	😊		Research programme to commence in South Staffordshire in October

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
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3.2 Research & Insight

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
Monitor and evaluate the impact of appropriate programmes	Sportivate, Satellite Clubs, Primary School Sport Premium, Aiming High, School Games, Community Games programmes	Quarterly	All	All program managers	☺	☺	M&E reports produced and provided to funders and Exec	Monitoring completed and targets met
Review the role and allocation of ‘Relationship Managers’	Review value of process and organise meeting accordingly	June 16	1	MT/NBi Core Team	☺		Mgrs / Officers allocated roles Review meetings held and actions agreed	Meeting held with Inspiring Healthy Lifestyles to ensure that SASSOT supports key organisational priorities. Inspiring Healthy Lifestyles attended SLCOF to provide an organisational overview
Collate and report Active Lives Survey data	Provide a gateway to the Active Lives data and provide further analysis upon request	Ongoing	All	NBi	☺	☺	LA Sports Profiles produced	APS10 Q2 results published via e-news and presented at SLCOF. Information on the new ‘Active Lives’ survey provided to SLCOF. Full APS10 data to be published in Dec 2016

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3.2 Research & Insight

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
Support Staffordshire and Stoke Public Health in the development of relevant research projects	If application to CHAD on the Sport and Physical Activity Participation research across Staffordshire and Stoke is successful support implementation of the project and development of appropriate Action Plan based on findings	Mar17	All	MT/NBi Public Health Board Members	.		Research completed and Action Plan developed	Application unsuccessful
Advocacy and promote Sport England’s data tools and insight	Maintain and develop knowledge of SE data tools	Ongoing	All	MT/NBi	☺	☺	Support 5 partners directly	
	Communicate developments to partners and provide training where appropriate	Ongoing	All					
Demonstrate impact of local partner investment	Collate data to produce localised documents	Oct 16	3	NBi Core Team		☺	11 Impact documents produced	Data to be collated in October with final documents to be completed by the end of November
	Produce 11 localised partner impact documents and distributed to partners	Nov 16	3					

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
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3.3 Facilities

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
Hold up to date knowledge of and understand the sport, PE & physical activity facility requirements for the CSP area	Sub Regional Sports Facilities Framework to be available on request by partners and advice provided to support appropriate facility developments	Mar 17	All	MT/NBi/ BH	☺	☺	Sub-regional Facilities Framework available to partners.	Framework is available to relevant partners through password protected area on web site.
Asset Transfer & Club Matters	Promote and advocate the use of the Community Sport Asset Transfer toolkit with local partners and signpost partners to expertise where required.	Ongoing	All	MT/NBi			Number of community groups supported to use the Asset Transfer toolkit	No requests received this quarter.
	Promote the new Sport England Club Matters club resource.	Ongoing	All	MT/NBi	☺	☺		Pilot programme involving 37 clubs continues to be implemented. Training and development courses on organised. Programme completed and clubs being signposted to the resource.

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3.3 Facilities

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
To be an advocate for sport on education sites	Advocate and promote Sport England’s “Win Win” toolkit to local partners.	Ongoing	All	MT	☺		Increase in NGBs / sports groups accessing school sport facilities	2 schools signposted to the web site.

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3.4 Funding and Investment

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
Provide a comprehensive range of support services that will assist partners, clubs and community groups to access funding and new investment	To support partners, clubs and other community groups in the development of appropriate funding applications.	Ongoing	All	BH	☺	☹	Partners supported & feedback via Satisfaction Survey	Information provided to rugby, football and cricket clubs during the quarter. Awaiting announcement from Sport England on future investment funding opportunities.
	Core Team							
	To identify and promote funding opportunities (local/regional/national), to partners, clubs and other community groups to support their projects	Ongoing	3	SDOs & NGBs			Production of funding information pack	Awaiting announcement from Sport England on future investment funding opportunities.
	Maintain an up to date list of local, sub-regional, regional and national funding schemes and opportunities for sports clubs on the SASSOT website and e-newsletter	Ongoing	All	BH	☺	☺	On-line information is accurate & up to date	Funding section is up to date. Awaiting announcement from Sport England on future investment funding opportunities.

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3.4 Funding and Investment

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
	To advise Sport England and other external funding organisations on the merits and local fit of applications for funding	Ongoing	All	MT/BH/	☺	☺	Response times re feedback achieved	Director is in regular dialogue with Sport England Strategic Facilities Lead and Planning Manager re several developing projects.
	To proactively advocate at a strategic level the value of local projects with Sport England and other funding bodies							
	Develop SASSOT data and insight guide to assist partners in developing strong funding applications.	09/16	All	BH	☺	☺	Intelligence Data Support Guide is up to date and available for partners	Data packs available for each LA area.
	Provide one to one support to partners as required to help them evidence the need for specific projects.	Ongoing		NBi				Reviewing the commissioning of SASSOTs local Sport and Physical Activity Insight Research programme. Contract awarded for work to commence in South Staffordshire in October.
	Continue to develop resources and strategic documents that will that will assist partners when applying for funding i.e. facility plan							

- **Providing Local Insight – Demonstrating high levels of understanding of the local area and applying the insight to the delivery of services and programmes to ‘grow’, ‘sustain’ and ‘excel’ in sport and physical activity and providing the intelligence to enable partners to make evidence-based decisions.**
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3.4 Funding and Investment

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
Identify and apply for additional funding that will support the SASSOT and its partners to deliver sport and physical activity objectives	Continue to engage with Staffordshire Public Health to influence the development of the Active Staffordshire Plan and commissioning of Physical Activity services linked to a wider strategic plan for an integrated sport and physical activity offer.	Ongoing	4	MT/BH/			New investment into sport from Public Health or CCG sources	
	Engage with locality commissioning leads to positively influence the positioning of sport and physical activity within locality commissioning prospectuses							
	Proactively identify and apply for funding to sustain and develop SASSOT's local delivery offer such as locality commissioning opportunities	Ongoing	4	BH			Applications made to relevant external funding pots	


Governance - To manage and operate the CSP to ensure sound governance arrangements and compliance with funding conditions are in place.

4.1 CSP Governance

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
Regular Board meetings held	Meetings held quarterly	On-going	All	Chair / MT	☺	☺	Partner satisfaction rating of good achieved for governance	May Board meeting held. July meeting used as an initial Board/Team Business Development Workshop Sport England six month assessment of Board Effectiveness and leadership Green.
Publish minutes	Minutes published	On-going	All	MT/LM	☺	☺	Minutes published on time	18 May minutes published on 24 May 2016. 13 July workshop SWOT notes presented together with Core Team feedback at V2020 group meeting on 23.08.16
Board Development	Continue to implement Board Development update sessions as agreed.	On-going		Chair / MT	☺	☺	Programme of updates implemented	Collective Board evaluation results collated and report presented to May meeting. Vision 2020 Group to develop an Action Plan to address development areas. Individual Board member Appraisal system pilot to be reviewed by Vision 2020 Group. Vision 2020 report prepared for consideration at October Board meeting
Prepare reports for Board as required	Reports presented to Board	¼ly	All	MT	☺	☺	Meetings held & reports produced	Reports prepared and presented to Board.


Governance - To manage and operate the CSP to ensure sound governance arrangements and compliance with funding conditions are in place.

4.1 CSP Governance

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
Business Plan development	New 2017-2021 Business Plan to be developed	April 2017	All	Board, Vision 20/20 Working Group Members, Director, Team, Partners			Report with recommendations produced and presented to the Board	Board/Team Business Development Workshop held July. Vision 2020 Group considering information and preparing recommendations for future actions. Vision 2020 Group recommendations to be presented to the October Board.

Governance - To manage and operate the CSP to ensure sound governance arrangements and compliance with funding conditions are in place.

4.2 CSP Operations

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
Manage individuals and team	Work programmes agreed for core team	4/16	1	MT Supported by JK & Chair			Partner satisfaction rating for team – to achieve good	Board agreed Delivery Plan and Budget for 2016/17 at May Board meeting. Team progressing agreed work programmes.

Governance - To manage and operate the CSP to ensure sound governance arrangements and compliance with funding conditions are in place.

4.2 CSP Operations

Key Tasks	Milestones	Timescales		Who	Q1	Q2	Target	Progress update 01.04.16-30.09.16
		Date	Qtr					
Invest in team building	Carry out individual Training Needs Analysis with team and compile into organisations needs analysis. Use to compile an annual training / development programme	June 16	1		☺	☺	Training plan developed & implemented	Training Needs Analysis process underway – briefing given to Line Managers TNA process completed, results being collated / analysed
	Analyse results of 2016 CSPn Staff Satisfaction Survey and action plan based on results	April 16	1		☺	☺		Results discussed at April Team Meeting and actions agreed. 'Quiet Area' / meeting corner created in main office PDR documents being reviewed in line with Team's suggestions for improvement
	Carry out 2017 CSPn Staff Satisfaction Survey with team	March 17	4					
Invest in personal development	See above	March 17	1		☺	☺		Training Needs Analysis process underway – briefing given to Line Managers TNA process completed, results being collated / analysed
Review structure of CSP as appropriate to emerging agenda and priorities	Team meetings held	Monthly	All		☺	☺	Team meetings held	Monthly meetings held. Team workshop to review PESTEL and SWOT analysis organised. Monthly meetings held.
	Support and mentor team members	On-going	All		☺	☺		High levels of job satisfaction and satisfaction with working for SASSOT evident from the Staff Satisfaction Survey.



Report to the Board – Enclosure 7

Report Title	Move More in May
Date	19.10.16

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

Contact Officer	Name:	Jane Kracke / Naomi Bird
	Tel:	01785 619187 / 01785 619585

For Information	X
For Decision	

1. Purpose of Report

To update the Board on year two of the 'Move More in May' marketing campaign run by SASSOT

2. Recommendation(s)

That the Board endorses the repeat and expansion of the campaign in 2017, and that Board members commit to support the campaign as appropriate through their use of social media

3. Executive Summary

During May, SASSOT ran the 'Move More in May' marketing campaign for the second year running, encouraging inactive people to try something new by allaying their natural fears about trying a new sport, and by providing them with information about a wide range of beginner 'come and try' sessions taking place locally. In total, we promoted 998 events (compared to 91 in 2015) via a dedicated section of our website, media promotion and a social media campaign.

During 2015 the activities that were given detailed radio coverage reported an average of 50% increase in attendance compared to previous similar events. This year we measured attendances at events that were only promoted as part of the general ***Move More in May*** coverage, and on average 13% of attendees found out about the activity through our campaign advertising.

4. **Report**

Please see attached document for further details of the campaign and its reach.



Move More in May Campaign Summary 2016



What is *Move More in May*?

Move More in May is an annual campaign run by Sport Across Staffordshire and Stoke-on-Trent (SASSOT) to encourage inactive people to try something new. It aims to allay peoples'

natural fears about trying a new sport by focusing on activities targeting beginners and by promoting the message that these activities are fun, easy to do and will improve your sense of wellbeing. We trialled the campaign in 2015 on a small scale and, given it's success, we are now running it on an annual basis with the aim of increasing the impact year on year.

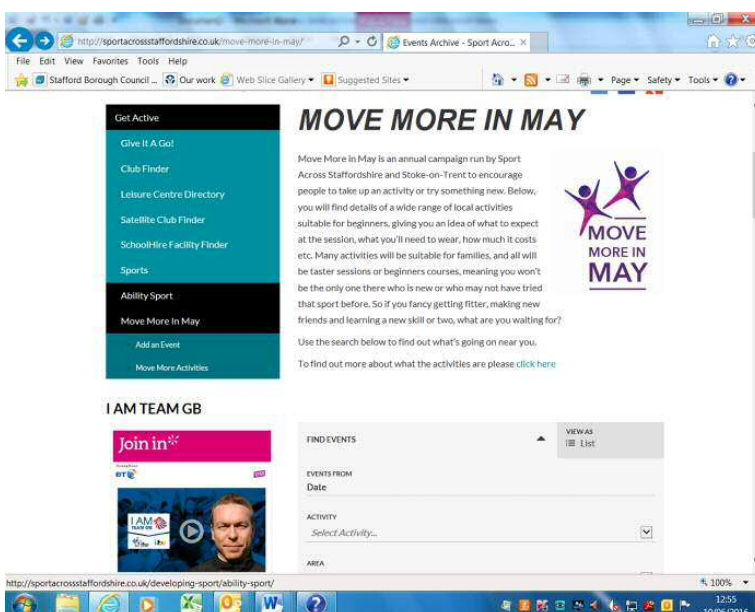
Why *Move More in May*?

Throughout the year, various National Governing Bodies run campaigns to encourage more people to take up or get back into that sport. Supporting these campaigns is a key priority for SASSOT, as data shows that 57.5% of people in Staffordshire and Stoke-on-Trent currently take part in no sport or physical activity at all, but 53.3% of people would like to do more activity, 28.4% of whom are currently inactive.

The month of May sees more than its fair share of these NGB campaigns so, rather than try to promote them all individually, SASSOT decided to use the overarching strapline ***Move More in May*** to promote activities locally. It was felt that this would be a more effective use of staff time, it would be a more attractive offer to local media and, most importantly, it would be a better way of getting the public to actually attend one of the sessions, as they would be given one set of clear messages and could then decide which sport was right for them. NGBs were wholly supportive of this approach, as we retained their individual branding in the sport-specific information, e.g. we mentioned Great British Tennis Weekend in all the tennis-related information / promotion.

What Did We Do?

The backbone to ***Move More in May*** is the website pages. These were part of the SASSOT site, but were easy to find via google, from our homepage or via www.sportacrossstaffordshire.org.uk/movemoreinmay (the page is not currently live). New for this year, we added a searchable database to the pages, meaning people could find activities near them, or search by sport, date etc. As well as listing essential information such as date, time, venue and contact details, we contacted event organisers to find out more and to answer questions that potential attendees might ask, such as What do I wear?, How much does it cost? and Can I bring the kids too? We also made sure we listed details of whether the sessions were accessible for people with disabilities.



A screenshot from the Move More in May Homepage

We invited NGBs, Local Authorities and other partners to provide information about their activities, then promoted the campaign via local media, our own social media channels and via community facebook sites. We decided to extend the campaign to 5th June to include the whole of the half term holiday, and targeted partners to promote their holiday offers. Members of the SASSOT team took part in some of the activities, sometimes with their families, to take photos and videos of attendees to bring our social media promotion to life and illustrate to the public that ‘people like me’ can take part .

Campaign Reach

Move More in May promoted 998 sessions (compared to 91 in 2015). This included events organised for Back to Hockey, Go Tri, Xplorer Orienteering, Push the Boat Out week, the Great British Tennis Weekend, Go Canoeing Week and Archery GB Big Weekend, plus Local Authority and other partners’ activities. Staffordshire University’s Sir Stanley Matthews Sports Centre offered all of their fitness classes for free during the whole of May as part of the campaign.

The Media coverage we secured is shown below:

Date	Media	Activity
29 th April Onwards	Staffordshire Living Magazine	Two-page feature plus quarter page advert in the magazine, advert on homepage of website throughout May. Audience of 100,000 readers plus 40,000 visitors per month online
1 st May	Signal One Radio	Pre-recorded interview with SASSOT on website featuring campaign overview and walking football feature. Mention in half-hourly news bulletin all day (260,000 reach)
3 rd May	Stafford Express and Star	Short article printed
3 rd May	BBC Radio Stoke	Campaign Launch – interview with SASSOT (130,000 reach)
4 th May	BBC Radio Stoke	Back to Netball – interview with Regional Netball Officer, Local B2N Organiser and local participant (130,000 reach)
11 th May	BBC Radio Stoke	Push the Boat Out – interview with local organiser and NGB officer (130,000 reach)
12 th May	Stafford FM	Live interview with SASSOT introducing the campaign and detailing local activities.
12 th May	Cannock Chase Radio	Live interview with SASSOT introducing the campaign and detailing local activities
27 th May	BBC Radio Stoke	Archery GB Big Weekend – interview with local club Six Towns Company of Archers (130,000 reach)

During 2015 the activities that were given detailed radio coverage reported an average of 50% increase in attendance compared to previous similar events. This year we measured attendances at events that were only promoted as part of the general **Move More in May** coverage, and on average 13% of attendees found out about the activity through our campaign advertising.

“Thank you so much, I never would have thought to take my daughter to something like this and she has loved it. We would definitely like to do this again”.

Parent attending Chase Sailing Club Open Day

“Having just recently retired and having been interested in having a go at Bowls for some time, I thought it would be a good opportunity to take up.”
 “We have been made to feel very welcome.”

Participants at Amasal Bowls Club Play Bowls for Fun session

The Google Analytics for the SASSOT website during May show a clear increase in site visitors compared to our average (3147 in May compared to 2318 in June). There was a 246% increase in the unique visits to the campaign homepage compared to 2015, with spikes in visits following the Radio Stoke interviews. 72.2% of visitors to the website during May were new visitors. Visits to the campaign's individual activity pages were fairly evenly spread, with Go Tri, Spinning, Back to Netball and Sailing being the most popular. SASSOT sent out 118 tweets during May, most linked to **Move More in May**, creating 47,600 impressions. We linked with several key partners' media teams to ensure our posts and tweets were reposted / retweeted, with the top retweet earning 2882 impressions.



Great British Tennis Weekend activity at Barton Tennis Club

Our campaign posts via our own Facebook account averaged a reach of 200, and the highest audience reach was achieved on 10th May reaching over 650 people. Our posts across a range of local community Facebook sites had a potential reach of almost 190,000, and the videos we posted on YouTube and promoted via social media were viewed 159 times.

What Next?

Given the proof of impact, **More in May** is now an annual campaign for SASSOT. We built on the learning from 2015 to make 2016 a much better, more effective campaign but have identified the following improvements for next year:

- Encourage NGBs who don't have a 'campaign' in May to get their clubs or partners to start their beginners / returners sessions in May, i.e. beginner running groups, Get into Golf courses etc.
- Ask Local Authorities and other providers to promote *Move More in May* when promoting their half term events
- Increase newspaper coverage, focus on lifestyle sections rather than sports pages
- Secure better radio coverage in the south of the county
- Further improve ways to measure the direct impact on the campaign on activities, i.e. number of participants compared to previous events, asking participants about how they heard about the event etc.
- Improve links to Staffordshire County Council and Stoke-on-Trent City Council Public Health
- Use the 'real life' pictures, videos etc. taken by the team this year to promote the campaign in the run up to May in 2017, and repeat team visits in 2017 to build up archive
- Ensure involvement from the SASSOT Board, for example attendance at events, use of Twitter etc.



Amasal Bowls Club Open Day

MOVE MORE IN MAY

Trying something new doesn't have to be daunting, we have something on offer for you, your family or friends!



There are a range of activities that have been specifically designed as part of 'Move More In May' to provide a sociable and gentle introduction to different sports. Activities are informal, free or low cost and don't require specific equipment or clothing - it is all about enjoyment for all ages and abilities. Come on take a look...

For more information visit www.sportcrossstaffordshire.co.uk

#MMIM16

SPORT

GET GOING A LIVE LIFE TO THE FULLEST

WHAT IS ON OFFER FOR 2016?
This year the campaign activities will include:

GET INTO GOLF (ONGOING)
The national campaign to get more people playing. Run by England Golf, it is delivered locally by golf clubs and PGA professionals. Offering taster sessions and beginner courses, all activities are free or low cost and are a fun and relaxed environment.

PUSH THE BOAT OUT (14-22.05.16)
Last year saw a whopping 24,000 people 'push the boat out'. Whether you're on the water or simply want a day out with the family, we've got you covered. It's the perfect opportunity to get out on the water and have a great day out.

GO CANOEING WEEK (28.05-05.06.16)
This week is a celebration of canoeing. Paddling and stand-up paddleboarding, its aim is to encourage people of all ages and abilities to pick up a paddle and get out on the water.

GREAT BRITISH TENNIS WEEKEND (14-15.05.16)
This weekend provides a chance to get

WALKING FOOTBALL (ONGOING)
Adults interested are being encouraged to take off their shoes and get playing again. The slower version of the game is designed to give people who may no longer be able to play regular football the opportunity to join in.

BACK TO HOCKEY FESTIVALS (09.05-19.06.16)
These sessions are fun, sociable and informal and aimed at people who either haven't played hockey for a number of years or who are looking to play for the first time. With the promise not to be anything like the school days of muddy pitches or standing around waiting for a knock at the hall, these sessions look to offer something everyone can enjoy.

VOLLEYBALL GO SPIKE BIG WEEKEND (TBC)
Go Spike gives you the chance to get involved in volleyball in a fun, sociable environment. Whether you've never played before and want to give it a go or you haven't played since you were at school - or on holiday - Go Spike gives you the opportunity to come and try. Aimed at 16+, anyone can come along on their own or with friends to get involved in a game.

The advertisement and feature in Staffordshire Living

Resource Implications

Quarter-page advertisement in Staffordshire Living (which also gained us a two-page feature) - £295
 Plug-in for website, allowing a search-by-postcode function - £70

Contact

Jane Kracke, Sports Manager
 01785 619187 / jkracke@staffordbc.gov.uk

Naomi Bird, Knowledge, Communications and Equalities Manager
 01785 619585 / nbird@staffordbc.gov.uk

It was really good to see so many families coming along, especially those with younger children who were amazed that archery was something they could all do together as a family. This resulted in at least four full families signing up for beginners courses together in the next week.

We also saw a number of returning archers who had either given up, drifted away from their clubs or completed beginners courses elsewhere coming along and signing up as new members which is a fantastic plus point for our club.

We believe that this was from the advertising through Move More in May, especially those returning to sport or those who came along saying they don't usually do any sport but wanted to do something as a family.

Julia Brooks, Six Towns Company of Archers, who ran an Archery GB Big Weekend event



Report to the Board – Enclosure 8

Report Title	Sportshire Update
Date	19 October 2016

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

Contact Officer	Name:	Ben Hollands
	Tel:	01785 276637

For Information	X
For Decision	

1. Purpose of Report

Provide the Board with an update on the Sportshire work area.

2. Report

IRONMAN

IRONMAN will be taking place on the 17th/18th June 2017. This is a change from previous years. Additional communications activities are being planned (as part of a wider joint communications plan with IRONMAN) to ensure that residents and partner agencies are fully aware of this change. The event will be delivered at Shugborough under license from the National Trust. This license is for 1 year only. As part of discussions with IRONMAN about the long term future of the event SCC are exploring options for alternative venues for 2018 onwards.

SCC surveyed over 400 participants post event to understand the impact of the 2016 race. A report summarising the findings of this survey is attached as Appendix 1.

Highlights from this report are:

- Overall economic impact of IRONMAN increased from £955k in 2015 to £1.3m in 2017 (this excludes IRONMAN spend on local supply chain)
- Inward investment estimated to be £920k in 2016
- Estimated spend on training in Staffordshire increased from £575k in 2015 to £740k in 2016
- More than 80% of competitors were from outside of Staffordshire and 70% of these stayed at least 2 nights
- 43% of competitors said their visit had positively changed their perception of Staffordshire
- 86% of competitors agreed that taking part had help them make positive changes to their lifestyle

UKCG 2017

SCC and Stoke City Council are exploring the possibility of an early bid to host the 2018 UKCG. Subject to having the support of local stakeholders and having sufficient finance in place it is likely that an early bid will be submitted to UKCG in November with a view to securing a decision on the outcome of this tender within the same month.

Looked After Children

Working in partnership with the Office of the Police and Crime Commissioner and SASSOT, a range of activities have been identified for Looked After Children (LAC). Referral criteria have been agreed with Through Care Teams and the Youth Offending Service.

This is a pilot project which will test the effectiveness of a sport as tool to deliver improved outcomes for children leaving the care system. An integral part of testing this delivery model is the impact it has on whether it will deliver meaningful cost savings to the public sector by reducing the drain on resources that is associated with children in care and care leavers achieving poor outcomes. As previously reported outcome measures for the project have been agreed and these include:

- Level of placement stability
- Being the subject of a police protection order
- Being the subject of a child protection plan
- Criminal behaviour

The first referrals into the scheme were made in September but the response from Through Care Teams to date has been limited.

Thinking Active

Two of the five pilot groups are due to start delivery in October; these will be in Cannock and Penkridge. Dates are being agreed with the other groups with delivery expected during the autumn. Recruitment activities are under way working with local NHS memory clinics, the dementia advisory service and a number of third sector dementia support groups.

Further Mental Capacity Act/Dementia Awareness training has been coordinated for the recruited providers. This will help the providers with delivery but also has given assurance to the mental health trust that they will be signposting to quality provision.

Other Events

SCC is exploring hosting options with Tough Mudder UK and the ASA for the Midlands Open Water Swimming Championships. These events will make a contribution to the outcomes of the Sportshire Strategy but unlike UKCC or IRONMAN do not require high levels of investment to secure a license agreement.

IRONMAN Briefing

Insight, Planning & Performance Team



August 2016

1.1. Introduction

A total of 1825 people participated in IRONMAN Staffordshire 70.31 and 22% (404 people) of these shared their views about their experiences post event¹. Respondents were encouraged to comment on the health and economic impact of participation and to share their overall perceptions of Staffordshire as a place to visit.

1.2. Methodology

Views were collected through an e survey sent to all participants post event. The survey was sent out on the 30th June and competitors were asked to respond by the 1st August giving respondents over four weeks in which to share their views. To encourage involvement, entry into a free prize draw with the opportunity to win a free place in next years IRONMAN competition was offered.

1.3 Respondent profile

- 42% of survey respondents were first time competitors and 58% were experienced.
- The majority of respondents were male (78%), 22% were female.
- 71% were between the ages of 35-54.
- 13% of survey respondents identified that they were from Staffordshire.

The demographic profile is broadly reflective of competitors/IRONMAN contestants in general.

2. Key headlines

This years IRONMAN event has had a positive impact on the Staffordshire tourism economy with overall spend by all participants and their families/friends estimated to be in the region of £1.1 million². Around £920,000 of this is estimated to be inward investment from competitors and their family and friends who visited Staffordshire to compete. This years event also saw increases in average spend for all competitors in the following areas; travel and accommodation (up by 22%) and food and drink (up by 19%).

First time participation in the event declined slightly between 2015-2016 from 61% to 58%³. This does not necessarily mean that fewer people have benefited health wise from the event. Most likely, first time participants in last years IRONMAN competition now class themselves as experienced athletes with this year's event seeing more new participants taking on the challenge.

¹ In statistical terms, the 95% confidence level has been applied to the survey results. This means that if the survey was repeated, in 95 out of 100 cases, the same response would be achieved. Residents responses have an overall confidence interval of +/-4% meaning that the percentage responses they have given to any questions could fall in the range of 4% higher or 4% lower than their actual response. A confidence interval of +/-3-4% is fairly typical for a statistically robust survey.

² Estimated spend has been calculated using the average spend per competitor (taken from the survey responses) and multiplying this by the overall number of competitors who registered and participated in the event.

³ Overall participation by first time/experienced competitors has been calculated using the IRONMAN competitors database.

Key headlines continued...

The majority of respondents felt participation in the event had encouraged positive lifestyle changes (86%) with first time competitors slightly more likely to agree with this (90%) than experienced competitors were (84%). Continuing with positive lifestyle changes including maintaining fitness levels was particularly important for first time competitors (96%).

Views on the location of the event were positive; the estate was described as “a fantastic venue”, in “a great location” and with “an excellent backdrop”.

Perceptions of Staffordshire as a place to visit were also positive and have improved over time; since last year, there has been an eight percentage point increase in the proportion of respondents rating their stay as good with 95% now rating their stay as good.

This year 92% said they would visit Staffordshire again and 93% would recommend it to others. People attending the event spoke positively about Staffordshire in their comments and indicated that they would be keen to return either to attend a similar event or to explore the area.

3. The economic impact of IRONMAN

3.1. Monies spent during the event

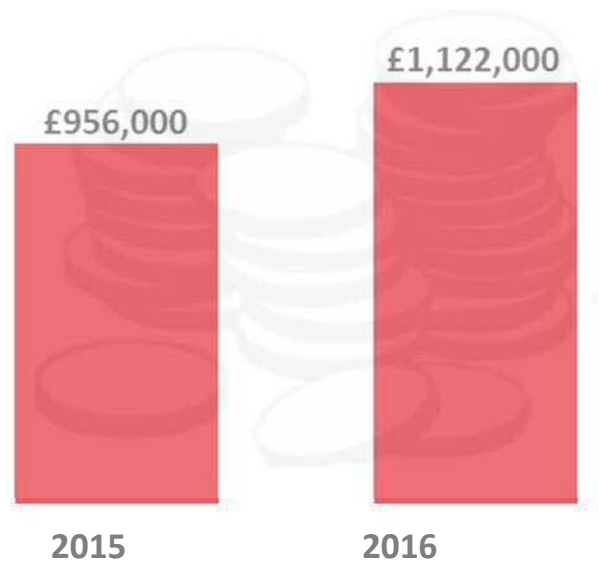
Overall average spend per competitor stands at £615 and this has increased by 22% since last year. Overall spend for 2016 is estimated to be around £1.1 million. Of this spend, £920,000 is estimated to be inward investment, coming from competitors who visited Staffordshire to compete.

Fig 3.1: Average spend per participant over time (£)*



*Average spending includes both those who did and did not spend. Individual spend did vary between £0 & £9,300.

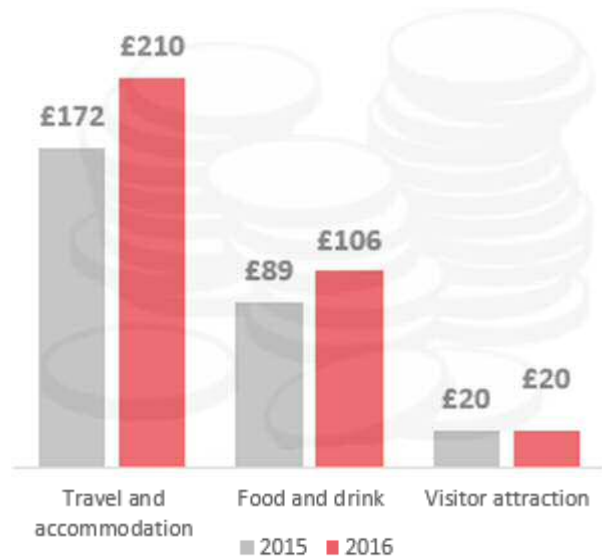
Fig 3.2: Estimated spend over time (£)



Please be aware that estimated spend is calculated based on the numbers of known participants who registered in advance AND participated on the day. Actual attendance on the day may have been higher. Last years trend data has been revised downwards based on additional data provided by IRONMAN on ‘actual’ rather than ‘expected’ attendance at the event.

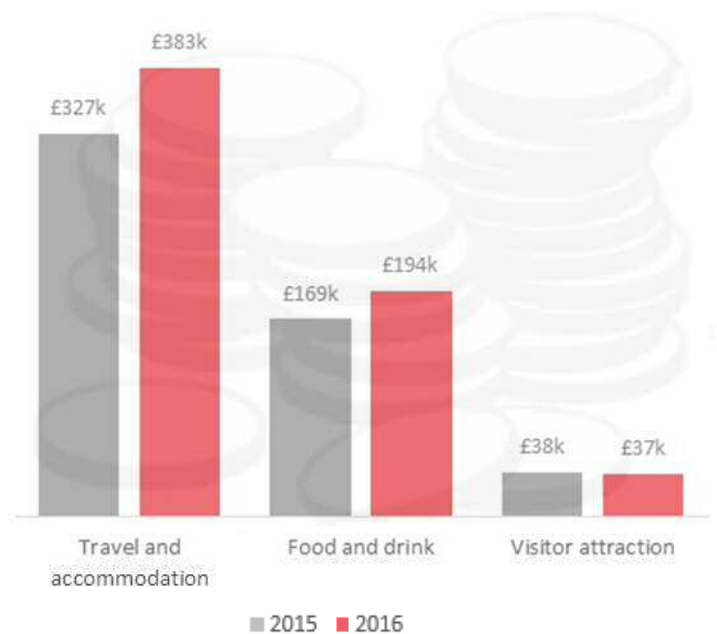
Overall average spend per competitor has increased in two of the three categories since last year. Travel and accommodation has increased by 22% and food and drink by 19%. Average spend on visitor attractions (which includes those who did and did not spend) has remained static and overall estimated spend in this category has decreased minimally since 2015.

Fig 3.3: Average spend by category over time (£)*



*Average spending includes both those who did and did not spend for all three categories.

Fig 3.4: Estimated spend by category over time (£)



3.2. Monies spent on training in Staffordshire

Participants were asked to identify their overall spend on training, equipment, clothing and sports club fees. Overall spend varied greatly, ranging between £0 and £25,000. Average spend per competitor was £2250, an increase of 13% or £250 since last year. Overall estimated spend on training and equipment from all Staffordshire based competitors is estimated to be around £740,000.

Fig 3.5: Average spend per participant on training over time (£)



Fig 3.6: Estimated overall spend on training over time



4. The health impacts of IRONMAN

4.1. Reasons for participation

These were primarily focused on completion and target times. This was particularly the case for experienced athletes who were more than twice as likely to be focused on target times than first time competitors. First time competitors were more likely to want to feel fitter and healthier.

Fig 4.1: Reasons for participation in IRONMAN (%)

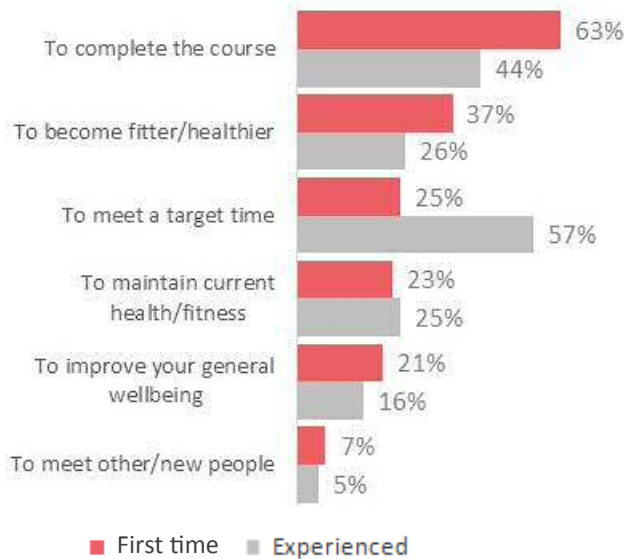


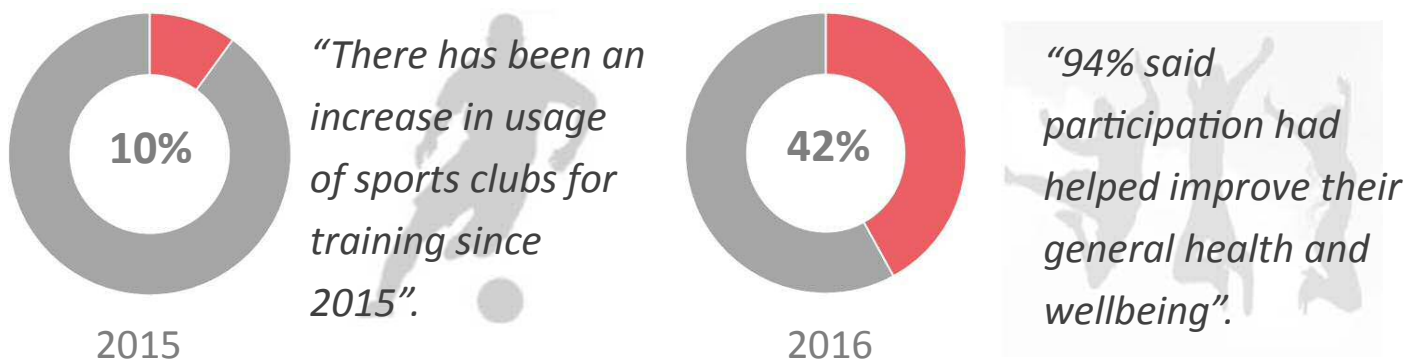
Fig 4.2: Changes in reasons for participation 2015-2016 (%)



4.2. Training through sports clubs

4 in 10 survey respondents undertook training through sports clubs and there has been a considerable increase in the usage of these for training since last years event. Sports clubs helped with the provision of necessary facilities for example "swimming pools", "open water facilities" and "gyms for winter training". Also for "structure", "support" and the "company of others".

Fig 4.3: Using sports clubs for training (%)



4.3. Health and wellbeing

86% agreed participation had encouraged them to make positive lifestyle changes. First time competitors were slightly more likely to agree with this (90%) than experienced competitors were (84%). Participants commented that they had "gained confidence", seen improvements in their "physical and mental health", developed "new friendships", eaten "healthier", "drunk less alcohol" and "inspired others" to participate in future events.

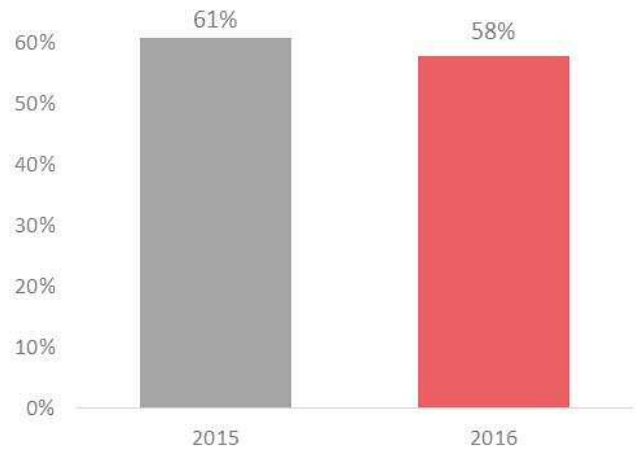
4.4. First time participation

First time participation declined slightly in comparison to last year.

This does not necessarily mean that fewer people have benefited health wise from the event.

Most likely, first time participants in last years IRONMAN competition now class themselves as experienced athletes with this year's event seeing more new participants taking on the challenge.

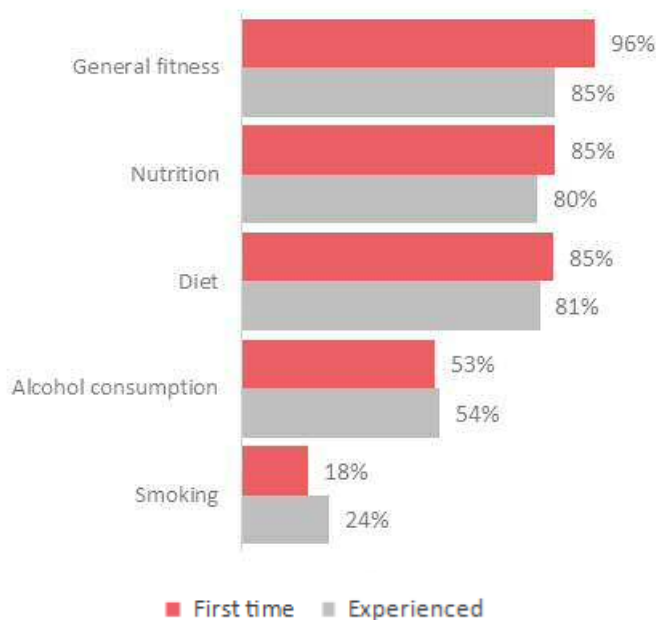
Fig 4.4: % who were first time participants



4.5. Continuing with positive lifestyle changes

Most participants wanted to maintain the positive changes they had made to their general fitness, nutrition and diet. Maintaining fitness levels was particularly important for novices.

Fig 4.5: % who plan to continue with positive lifestyle changes they have made by experience



“The majority (97%) would take part in future events and this has increased by 5% since last year”.

As a result of participating in IRONMAN, post event, there has been an increased take up in joining sports clubs and becoming a trainer/coach since last year.

Fig 4.6: Change in take up over time



5. The Visitor economy

5.1. Inward investment

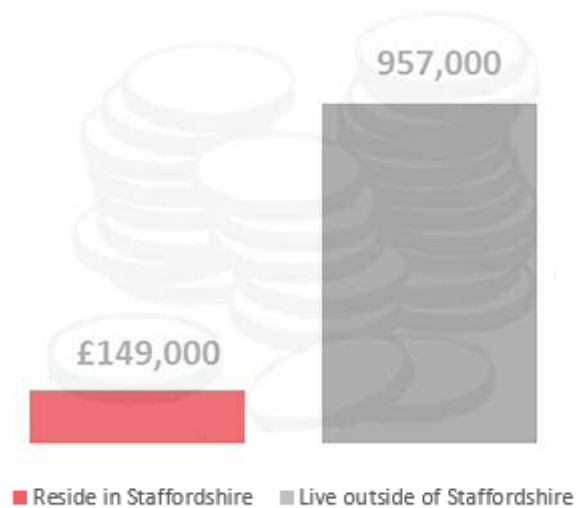
87% of survey respondents and 82% of competitors overall, were visitors to Staffordshire. Average spend for visitors was 41% higher than for residents. Estimated overall average spend from visitors to Staffordshire was estimated to be around £1.1 million.

5.1: Average spend for visitors and residents (£)*



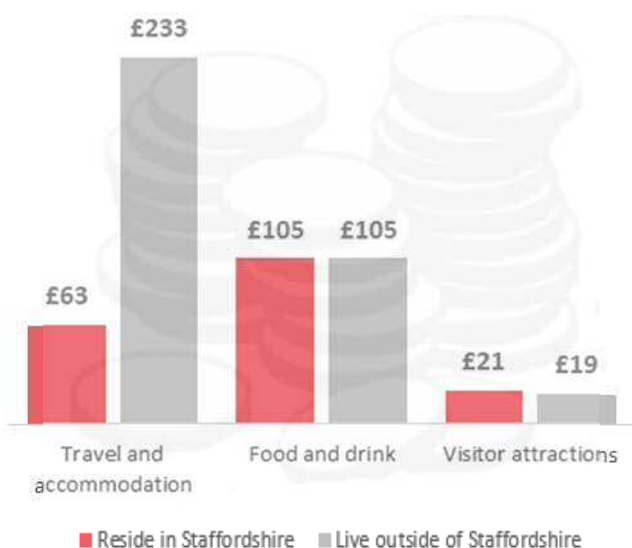
*Average spending includes both those who did and did not spend.

5.2: Estimated overall spend for visitors and residents (£)



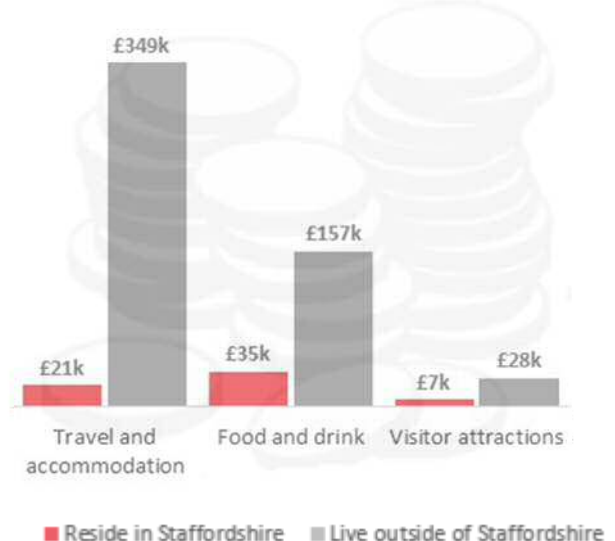
The biggest difference in spend between residents and visitors to Staffordshire was for travel and accommodation. It is estimated that visitors spent nearly four times more than residents of Staffordshire.

5.3: Average spend for visitors and residents by category (£)*



*Average spending includes both those who did and did not spend.

5.4: Estimated spend for visitors and residents by category (£)



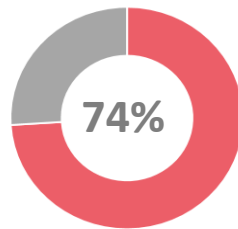
5.2. Length of stay in Staffordshire

70% stayed over and the majority staying over did so for two nights (71%). Two nights was also the average length of stay last year. Those that stayed overnight this year, did spend on average, 22% more on travel and accommodation.

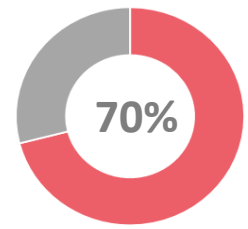
Fig 5.5: Length of stay (%)

“The majority staying over in Staffordshire did so for 2 nights (71%)”.

Fig 5.6: Staying over in Staffordshire (%)



“The overall percentage staying over has experienced a minor decline”.

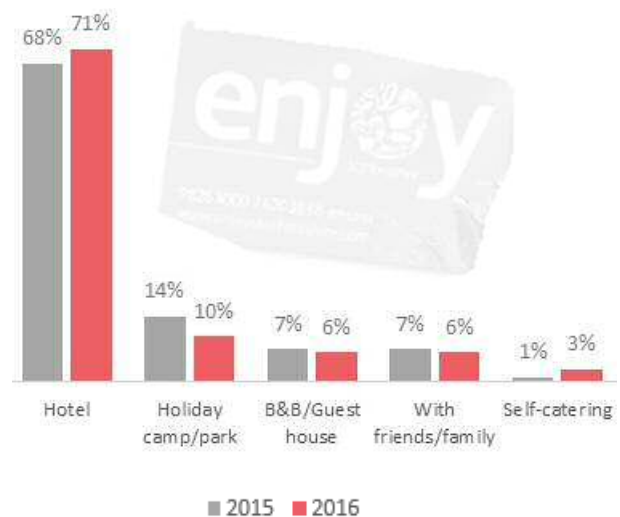


2015 2016

5.3. Accommodation type

The majority staying over, lodged in hotels. Since last year, there has been a minor increase in the percentage staying in hotels. Over three quarters (76%) found out about their accommodation themselves for example via google or direct through a range of online booking sites.

Fig 5.7: Accommodation type over time (%)



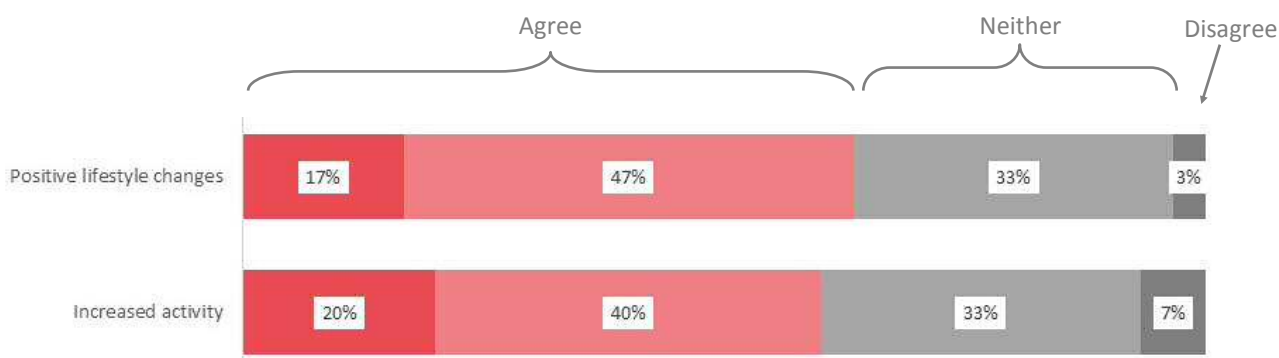
5.4. Visiting attractions

44 (or 11%) of respondents had visited other attractions whilst they were in Staffordshire. These included visits to the countryside such as the Chase and Chasewater, an exploration of towns and villages and visits to the national memorial arboretum.

6. IRONKIDS

- 93% found out about IRONKIDS through the IRONMAN website.
- 8% or 30 respondents had a child or children who had participated in IRONKIDS.
- The largest proportion of respondents felt that IRONKIDS had encouraged positive lifestyle changes and increased activity amongst their children.
- Positive changes included “*increased confidence*” and improved “*self esteem*”, seeing “*exercise as part of life*” and “*fuelling up on healthy food*”.
- Increases in activity included “*taking part in more exercise*” including “*running clubs*”, “*park runs*”, generally “*feeling stronger*” and wanting to “*participate in events when older*”.

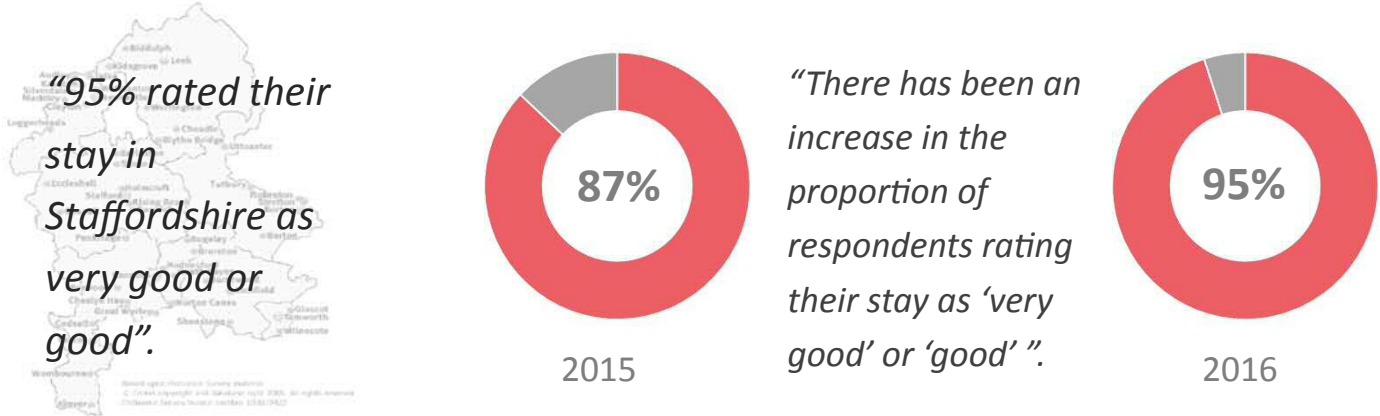
Fig 6.1: Impact of IRONKIDS on the children who were participating (%)



7. Perceptions of Staffordshire

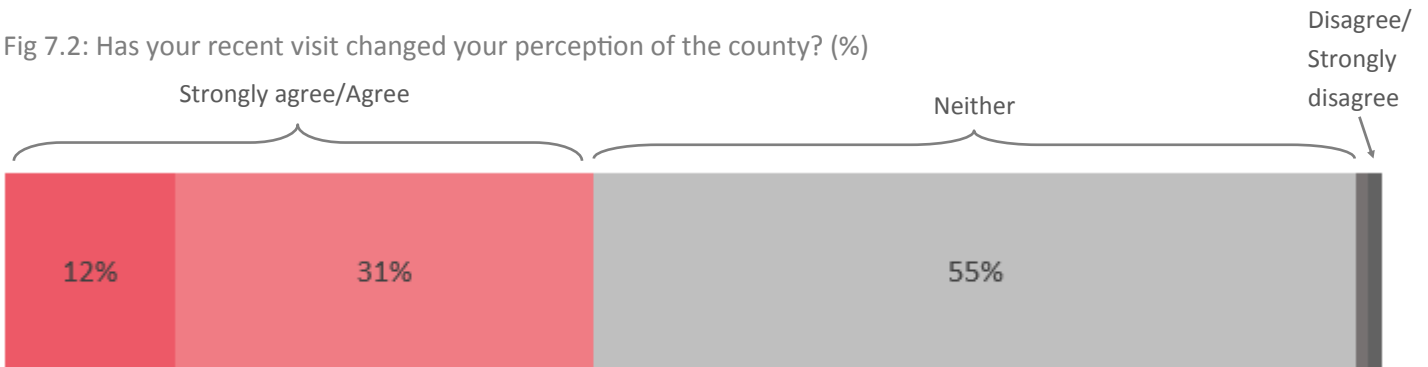
As a place to visit, respondents described Staffordshire as *"a great place"*. Common descriptions included *"it's nice, it's good, it's lovely and it's beautiful"*.

7.1: Rating of stay over time (%)



43% of respondents agreed that their recent visit to Staffordshire had changed their perception of the County. The majority of those had travelled from out of Staffordshire said their perceptions had changed for the better. Comments included, *"I didn't realise it was so picturesque"*, the *"countryside is beautiful"*, *"it's greener/more rural than I expected"*, *"there's more to it than I realised"* and *"it's nicer than I perceived"*. Those whose view hadn't changed were generally *"local"* or *"had been to Staffordshire before"*.

Fig 7.2: Has your recent visit changed your perception of the county? (%)



- Respondents felt Staffordshire was *"nicely situated between rural area and the big cities"*.
- Respondents would visit Staffordshire again either *"to race"* or to *"visit the County"*.
- For visitors, the countryside was a big attraction for outdoor activities including *"cycling, walking, hiking and fishing"*.
- Staffordshire would also be popular to visit and explore *"the great history, towns and villages, farms and Shugborough"*.

8. Overall perceptions of the event

8.1. How would you describe your overall experience

93% described their overall experience as either 'excellent' or 'good'. The event had an *"excellent atmosphere"* and was *"extremely enjoyable"*. It was described as well run and there was lots of support, both from the public and from marshalls. Some respondents did feel there was some room for improvement to the event management. These suggestions have been included in Section 6, Perceptions of the event.

8.2. Views on event location/management

The estate was described as *"a fantastic venue"*, in *"a great location"* and with *"an excellent backdrop"*. The setting for both *"the start and finish was nice"* and *"the scenery for running in was lovely"*. The estate was generally regarded as *"good for both spectators and athletes alike"* with *"ample parking"*. Though parking was considered to be *"too expensive"* by some.

Some individual respondents commented on aspects of the event management which they felt could be improved. Whilst these views are not reflective of respondents overall, they could provide some useful feedback for future event planning and management.

Individual responses included: *"the grass was a little long in transition"*, *"I would like the start and finish to be in the same place"*, *"the spectator access could be better"*, *"collecting the bags was difficult"* and there was a need for *"more toilets"* and *"seating"*.

8.3. Future visits to Shugborough

Comments reflect that the majority of participants would be keen to visit Shugborough in the future. Either for a future event or for a leisure break. Some respondents lived too far away and would only visit Shugborough for *"a future event"* whilst others were making plans to return with their *"family"* and to use their *"national trust membership to visit Shugborough"*.

9. Profile—Survey respondents and participants

Are you male or female?

	Survey responses	All competitors
	%	%
Male	78%	80%
Female	22%	20%

Are you a first time or experienced competitor?

	Survey responses	All competitors
	%	%
First time	42%	58%
Experienced	58%	42%

Are you from Staffordshire or outside of Staffordshire?

	Survey responses	All competitors
	%	%
From Staffordshire	13%	18%
Outside of Staffordshire	87%	82%

What age group are you?

	Survey responses	All competitors
	%	%
18-24	1.20%	3%
25-29	7.00%	11%
30-34	13.70%	16%
35-39	19.70%	20%
40-44	23.40%	22%
45-49	19.40%	17%
50-54	8.70%	7%
55-59	4.00%	3%
60-64	2.00%	1%
65-69	0.70%	0%
70-74	0.20%	0%
75-79	0%	0%