



QUEST ASSESSMENT REPORT

Sport Across Staffordshire and Stoke-on-Trent (SASSOT)

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Right Directions
quality and safety



Leisure-net
Solutions Ltd



SPORT
ENGLAND

sportwales
chwaraeon cymru

sportscotland

sport
Northern Ireland

OVERALL ASSESSMENT SUMMARY

OVERALL

GOOD



EXECUTIVE SUMMARY

STRENGTHS

Sport Across Staffordshire and Stoke on Trent (SASSOT) has a unique role as it is the only umbrella body for physical activity and sport across Staffordshire and Stoke, and is 'a network of local agencies committed to working together to increase the number of people taking part in physical activity and sport'.

The team has established good links to the 'Observatory' which holds a vast amount of up-to-date information for the area. SASSOT is regarded as the expert and lead for physical activity and the team ensures that their role is complementary and does not duplicate, thus ensuring best use of resources locally. Processes are in place to start to gather and use insight and the team has commissioned an 'Evaluation Framework' to develop a more robust approach. Partners feel that 'cracking impact measurement' is critical moving forward'.

SASSOT has a clear idea of where the organisation wants and needs to go, maintaining a focus on addressing inactivity and delivering the strategic priorities through a place-based approach, and it is developing the culture, the people and the collaborations needed to get there. The 'Everyone More Active More Often' Strategy (2018 to 2021) illustrates (logic model) how the mission and vision will be delivered and there are examples of where physical activity has been heightened in other agendas, for example with Staffordshire Health and Wellbeing Board, Staffordshire Public Health and The Police and Crime Commissioner. Nine of the ten Local Authorities and the two universities have maintained their funding commitments to SASSOT. Partners are supportive of the new focus and feel 'inactivity is the right thing to be doing',

The Board has been restructured, creating positions and appointing representatives and independent Board members who are connected to the networks which need to be influenced and through which insight can be gathered. This includes direct links to the Local Authority Chief Executives, Higher Education, Councillors, Public Health, and to the re-focused Leisure and Cultural Officer Forum. The structure enables external input and challenge.

The SASSOT team has also been restructured to align with the Strategy and the staff have a considerable amount of knowledge, experience and competencies to deliver the priorities, and have the drive, passion and determination to make a difference through the new place-based approach.

SASSOT has a very inclusive collaborative approach. Leadership is evident and the team feel empowered to engage with relevant networks, develop new partnerships and make decisions. There is evidence of change, for example their contribution to the Public Health Prevention Programme is praised with the following feedback 'I am 100% confident that with SASSOT part of the implementation group this has raised the profile of physical activity and other partners are now thinking of physical activity within their work'. The place-based approach is identifying the partners and organisations with a wider/deeper reach into local deprived communities, who understand the 'patch' and the target audiences. There are also examples of existing partners changing their approach and focussing on those who are inactive.

Continuous improvement has been embedded and there are examples of bringing in expertise and capturing learning to improve the health of the organisation and its delivery. The results from the staff survey in February 2018 highlighted some concerns and led to the Board undertaking an 'Interim Temperature Check' six months later to understand the concerns in more detail and identify actions.

AREAS FOR IMPROVEMENT

Partners have indicated that they would like SASSOT 'to raise awareness of physical activity in the area' and on occasions to be firmer and bolder in advocating its value at a strategic level to influence other agendas. Establishing consistent and

robust impact measures (Evaluation Framework), developing strong outcome focussed case studies and making best use of national resources/information could help.

SASSOT has widened and deepened its reach and engagement with partners (existing and new) and developing a more in-depth understanding of their objectives and motivations may help ensure high level ownership and understanding of the Strategy and identify new innovative ways to to deliver against shared outcomes. Developing the physical activity and sport workforce to equip them to work in other service areas is likely to help address inactivity.

Although there have been advances in how SASSOT engages with Stoke-on-Trent, ongoing work could be considered to enable influencing at the highest level and across other agendas.

The Board and team could consider raising the team's profile by celebrating success, achievements and learning, 'they could be more outward facing and shout louder about what they do and the value of sport and physical activity'. This will need to be considered with regard to the wider understanding of SASSOT which includes partners. Processes to share successes and learning locally, regionally and nationally could also be considered. Developing a 'high performance' culture including benchmarking may have benefits for SASSOT.

SASSOT may wish to consider how to improve partner and staff satisfaction levels to address concerns and improve the net promoter scores. Aligning existing programmes and activities (re-focussed) to the new Strategy may help staff see how they contribute to the priorities more clearly. Managing partner expectations and team capacity could also be considered.

The outcome of the hosting/independence review is likely to provide a clear direction for SASSOT and reviewing the current name and/or brand to ensure it is 'fit' for the new agenda and Strategy may be useful.

ASSESSMENT PERFORMANCE

MODULE	ELEMENT	BAND
GENERAL	Collaborative Leadership	Good
GENERAL	Continuous Improvement and Learning	Good
GENERAL	Partnerships and Brokering	Good
GENERAL	Team and People Development	Good
GENERAL	Understanding Place and People	Good
BAND >		GOOD

GENERAL - Collaborative Leadership

SECTION	BAND
Plan	Good
Do	Good
Measure	Good
Review	Good
Impact	Good

GENERAL - Collaborative Leadership

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Plan	The CSP leadership is self-aware of its leadership role and style and is committed to strengthening this to enhance its impact on others. The relationship between the CSP Board and its Executive is built on mutual respect and trust.	<p>Continuing to explore opportunities to develop and strengthen leadership capabilities of the Board, team and partners is likely to benefit the health and performance of SASSOT.</p> <p>The Board may wish to consider ways in which they can encourage team and partner challenge as part of their Board reviews.</p> <p>Partners would like SASSOT 'to raise awareness of physical activity in the area' and be able to have greater influence on other agendas. Finalising the Evaluation Framework could help provide evidence of impact.</p> <p>SASSOT may wish to analyse the partner survey in greater detail and consider actions to continue to improve the net promoter score.</p>	G
Do	The CSP Leadership is distributed across teams inside and outside the CSP and not held by a single person or limited by hierarchy. The CSP leadership can tackle conflict, detractors and challenging situations in a positive and constructive way. The CSP leadership focuses on building authentic relationships based on mutual trust.	<p>SASSOT could consider embedding a 'high performance' culture across the organisation (setting challenging targets, benchmarking, achieving awards and standards).</p> <p>Once the Evaluation Framework is finalised it should be possible to identify and set robust measures with partners.</p>	G
Measure	The CSP leadership assesses and understands the assets of the place and its people.	<p>Providing the team with development opportunities, such as spending time with other teams, shadowing and working in partner organisations may lead to a greater understanding of each others work/priorities and lead to more effective collaborative work.</p> <p>SASSOT may wish to consider how to communicate the results from the surveys more widely.</p>	G
Review	The CSP leadership embraces risk through resilience and promotes the case for change through continuous improvement and learning. The CSP leadership support the creation of opportunities for innovation and new ways of working. The CSP leadership explores the perspectives of other people / organisations and is able to modify its approach based on feedback as an agile collaborator.	<p>Although there have been advances in how SASSOT engages with Stoke-on-Trent Local Authority, such as the support provided in developing their built facility strategy and communications work, ongoing work could be considered to enable influencing at the highest level and across other agendas.</p> <p>SASSOT may wish to consider how the existing programmes and activities, which have been re-focussed, can be better aligned to the new Strategy to ensure the staff and partners working on them can see their contribution to the priorities more clearly.</p> <p>Greater collaborative and influence may be possible once the impact measurements are confirmed.</p>	G

Impact	The CSP leadership create teams and ways of working that operate across organisational boundaries with a mutual commitment to shared outcomes.	<p>As highlighted earlier in this report, SASSOT may wish to consider actions which could lead to higher levels of partner satisfaction.</p> <p>It may be helpful to continue to develop ways in which support can be strengthened between the Board, team, partners, and across CSP's.</p> <p>The place-based approach is still evolving and ongoing review could be considered to support continuous improvement.</p>	G
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SECTION	QUESTION	STRENGTH	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
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Plan	The CSP leadership is self-aware of its leadership role and style and is committed to strengthening this to enhance its impact on others. The relationship between the CSP Board and its Executive is built on mutual respect and trust.	<p>SASSOT has a clear idea of where the organisation wants and needs to go, maintaining a focus on addressing inactivity and delivering the strategic priorities through a place-based approach, and it is developing the culture, the people and the collaborations needed to get there.</p> <p>An agreed vision and mission is communicated and understood by the Board, team and partners and there are examples of where physical activity has been heightened in other agendas, for example with Staffordshire Health and Wellbeing Board, Staffordshire Public Health and the Police and Crime Commissioner. The local authorities can see a clear alignment with their priorities, and nine out of the ten, have been able to maintain their funding commitment to SASSOT, even though the financial situation for them is challenging and budgets have been scrutinised by some on a line-by-line basis. The two universities have also maintained their funding commitments.</p> <p>Following an external review, the Board has been restructured to clearly define responsibilities and functions and to discharge them effectively. The Chair is supported by a Chair's Advisory Group, and a Strategy Advisory Group and sub-groups (finance and audit, and governance and appointments) have been set up. The Staffordshire Leisure and Cultural Officer Forum feeds formally into the Board. The Board comprises of a mix of representatives from influential networks and open appointments based on expertise and skills, which have clearly enhanced the leadership capabilities within SASSOT.</p> <p>There are examples of the Board and team working together to agree the organisations culture, and where Board members are helping 'to open doors' and provide mentoring support to senior staff. Reporting processes provide an overview of progress against the strategic priorities and there is the opportunity at each Board meeting for a team member to showcase their work.</p> <p>SASSOT demonstrates a very inclusive collaborative approach which is resulting in some changes, such as their work: the Health and Wellbeing Board to raise the profile of physical activity; with local authorities to agree the priority communities to deliver the place-based pilots; with CSPs regionally to deliver training needs analysis and consider common areas for development; and with Streetgames to deliver a national pilot in the area.</p>	G
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Do	The CSP Leadership is distributed across teams inside and outside the CSP and not held by a single person or limited by hierarchy. The CSP leadership can tackle conflict, detractors and challenging situations in a positive and constructive way. The CSP leadership focuses on building authentic relationships based on mutual trust.	<p>There is commitment to continuous improvement and actions have been identified to raise levels of performance. A training needs analysis has been undertaken in collaboration with the other CSPs in the West Midlands and common areas of development are being considered along with ways in which the skills and expertise of Board members can be shared and used more widely.</p> <p>The Board is committed to work collaboratively with the team and partners and brings new skills, expertise, experiences and access to wider networks to enhance the influence and capability of SASSOT. As previously highlighted there are examples of where physical activity is being adopted by others. A core set of values have been agreed (integrity, purpose, accountability, collaboration, objectivity, inclusivity, ambition) which are starting to become evident in how the Board and team plan and deliver their work.</p> <p>Leadership is evident at all levels and staff feel empowered to engage with relevant networks, develop new partnerships and make decisions. There is evidence of staff being role models, taking the initiative with stakeholders and leading and supporting change, such as re-focussing current activity such as satellite clubs and initiating new delivery, such as the place-based approach.</p>	G
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Measure	The CSP leadership assesses and	Leadership competencies and practices are tested through programmed	G
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understands the assets of the place and its people.

reviews including a Board review, staff survey and partner survey. There is evidence of the results being analysed and shared, and examples of where results have been acted on, such as the Interim Temperature Check undertaken by the Board following concerns raised in the staff survey and the subsequent actions which are being implemented to drive improvement.

The development of tailored Service Level Agreements with each of the funding partners were also developed as a result of feedback from the partner survey and follow up feedback from meetings. Impact reports are provided quarterly to outline progress. Reviews and updates are built into the business planning cycle.

Performance management is proportional to the need to innovate and manage risk in order to achieve sustainable change.

Review

The CSP leadership embraces risk through resilience and promotes the case for change through continuous improvement and learning. The CSP leadership support the creation of opportunities for innovation and new ways of working. The CSP leadership explores the perspectives of other people / organisations and is able to modify its approach based on feedback as an agile collaborator.

SASSOT has been proactive in identifying how they can position themselves on various networks and forums to have the greatest strategic influence as well as finding ways to gain trust and respect from those organisations who they can work with collaboratively to address inactivity and achieve their priorities. They have commissioned expertise to assist them when required and have built in external involvement and scrutiny into their structures, for example the Chair's Advisory Group and Strategy Advisory Group. The approach they have taken has clearly led to increased capacity and capabilities within SASSOT and there are examples of where it has supported service development and provided new skills and insight.

Collaboration is evident across all areas of their work and there are examples of where they are influencing change. For example SASSOT recognised the need to maintain strong links with the Local Authority Chief Leisure Officers Forum (who were no longer on the Board) and brought in external support to help review their role. They now focus on what they can do together to achieve the strategic priorities and the Forum is integrated into the Board structure, an away-day is planned to review arrangements and consider improvements. A session is also planned at a political level for SASSOT to advocate the role of physical activity and sport in addressing local authority priorities, and the value of continued investment. Involvement of SASSOT on the Health and Wellbeing Board and engagement with partners such as the Police and Crime Commissioner reflects the influence they are having.

The work the team has undertaken, in collaboration with other partners, to re-focus existing activity to better fit with the new Strategy and to develop new innovative activity clearly shows how they are driving change and improvement. As one local authority said 'there is strong collaboration, we talk, share ideas, co-create products and programmes of work'.

Impact

The CSP leadership create teams and ways of working that operate across organisational boundaries with a mutual commitment to shared outcomes.

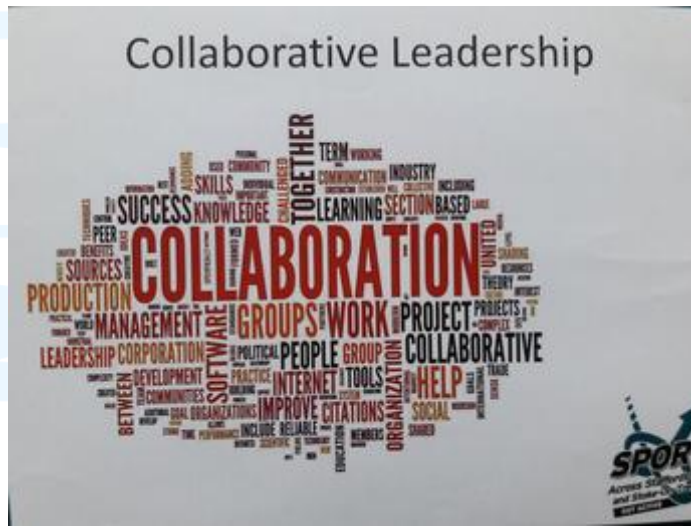
There is evidence that SASSOT is engaging with and having influence on other agendas, at all levels, through their new structures and approaches.

The new Strategy and priorities and inclusive collaborative approach is helping to change behaviours (internally and externally) and levels of partner satisfaction has improved.

SASSOT has a clear focus on 'creating the future', delivering on the primary role, and addressing local needs/priorities. There is evidence of more effective engagement with key stakeholders and of greater collaboration, driven by the recognition that system change will require robust insight, new approaches and a focus on developing the measures to demonstrate impact.

"GENERAL - Collaborative Leadership" STRENGTH IMAGES

Q: The CSP leadership is self-aware of its leadership role and style and is committed to strengthening this to enhance its impact on others. The relationship between the CSP Board and its Executive is built on mutual respect and trust.



Q: The CSP Leadership is distributed across teams inside and outside the CSP and not held by a single person or limited by hierarchy. The CSP leadership can tackle conflict, detractors and challenging situations in a positive and constructive way. The CSP leadership focuses on building authentic relationships based on mutual trust.



GENERAL - Continuous Improvement and Learning

SECTION	BAND
Plan	Good
Do	Good
Measure	Good
Review	Good
Impact	Good

GENERAL - Continuous Improvement and Learning

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Plan	The CSP has a comprehensive 3-5 year Business Strategy and annual delivery plan with objectives that are clearly aligned to both national and local priorities. The CSP is committed to and can evidence it is raising its operating standards.	<p>SASSOT may wish to consider approaches to continue to develop a higher level of ownership and understanding of the Strategy, priorities, and place-based approach by the Board, team and partners.</p> <p>Finalising and implementing the Evaluation Framework should provide a consistent and robust approach to measure impact against the strategic priorities.</p> <p>Finalising the workforce and marketing and communications plans may help to further raise awareness of the priorities amongst partners and identify collaborative activity.</p>	G
Do	Stakeholders help shape planning and thinking from the outset. They are involved throughout in determining priorities and standards, in service development, in the design of interventions and the allocation of resources. The CSP has plans and tactics in place based on strong insight and manages its resources effectively to achieve its strategic priorities.	<p>There may be benefits of involving partners in the SASSOT continuous improvement and learning processes.</p> <p>The Evaluation Framework is likely to provide a clear line of sight from service delivery (impact measurement) back to the Strategy (vision and priorities) when finalised.</p>	G
Measure	The CSP has a balanced range of key performance measures which are directly relevant to its purpose, primary role, business objectives and priorities. The CSP benchmarks its performance and uses data/trend analysis pro-actively with partners to inform learning, service development and self improvement.	<p>SASSOT may wish to consider benchmarking as a means of improving performance.</p> <p>Developing case studies to the next level so they can clearly demonstrate impact against strategic and partner priorities will be helpful when advocating the role of physical activity and sport with influencers.</p> <p>Ensuring performance information and case studies are easily accessible, for example through the website, may help in raising awareness of the value of physical activity and sport.</p>	G
Review	The CSP has effective review processes involving both staff and stakeholders that helps shape and inform what it does and how it does it. The CSP shares its learning across the organisation, with stakeholders and other CSPs so it learns from others and actively promotes more of "what works"	<p>SASSOT may wish to consider how to embed a culture of capturing learning more strongly within the team, particularly in relation to check and challenge processes, peer reviews, and themed reviews. A structure for this could be considered.</p> <p>Partners could be engaged more fully in 'learning' once SASSOT has developed an understanding of 'what works' and can measure and demonstrate impact.</p>	G
Impact	The CSP effectively evidences and	Finalising the marketing and communications plan is likely to provide a clear	G

communicates its performance, achievements and impact locally. It can show the difference it is making.

approach for effectively communicating with partners. Internal communications could also be considered, although there are examples of new approaches being introduced.

Influencing change is important and how this can be best achieved through effective engagement and communications could be considered on completion/implementation of the Evaluation Framework.



SECTION	QUESTION	STRENGTH	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
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Plan	<p>The CSP has a comprehensive 3-5 year Business Strategy and annual delivery plan with objectives that are clearly aligned to both national and local priorities. The CSP is committed to and can evidence it is raising its operating standards.</p>	<p>The 'Everyone More Active More Often' Strategy (2018 to 2021) provides a logic model through which the mission and vision can be delivered, predominantly through a place-based approach. It has been informed by national and local priorities/insight and aims to address the high levels of inactivity and key issues affecting Staffordshire and Stoke. The SASSOT Board and team have led the process, but in consultation with key partners who have helped inform it and agree the strategic priorities. A workforce plan and marketing and communication plan are being finalised to support its implementation. Following external review the Board has been restructured, and new team structure implemented which aligns position and posts to the new Strategy.</p> <p>The SASSOT Board and team have embraced continuous improvement and have dedicated time to discuss and agree an improvement plan which identifies three priority actions to be achieved by April 2019: to develop and implement the Evaluation Framework; improve understanding and ownership of the Strategy and place-based approach; and complete the stakeholder mapping exercise and develop the communications strategy using the findings from this exercise.</p> <p>An annual delivery plan is aligned to the Strategy and clearly identifies team responsibilities. Progress is monitored and reported quarterly to the Board and partners through the various forums and networks which they link to.</p>	G
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Do	<p>Stakeholders help shape planning and thinking from the outset. They are involved throughout in determining priorities and standards, in service development, in the design of interventions and the allocation of resources. The CSP has plans and tactics in place based on strong insight and manages its resources effectively to achieve its strategic priorities.</p>	<p>There is an inclusive culture in the approach SASSOT take to planning and delivering their work. In relation to health, their influencing and advocacy work at a strategic level with the Health and Wellbeing Board and with the Public Health Preventative Programme has raised the importance of physical activity as means of addressing significant health issues in the area. The importance of physical activity is now being openly discussed at an operational level, for example during consultation with the healthcare workforce the need for an easy to access resource which translates physical activity theory into practice for frontline staff and patients was identified. The SASSOT team and partners have worked collaboratively to develop a proposal for an on-line digital platform and a Workforce Innovation bid has been submitted to secure the funding required to make it reality. The potential impact of a platform in addressing inactivity and improving the health of patients and the healthcare workers in a sustainable way is enormous and discussions are already taking place to identify other potential sources of funding if the bid is unsuccessful.</p> <p>SASSOT is taking the lead and an enabling role in advocating, developing and rolling out the place-based approach. At a strategic level the key partners are actively involved in identifying the priority communities and as such have ownership. At a neighbourhood level, the local organisations are engaged who have the knowledge and insight of the area and its people to help co-design and co-deliver activity. The Evaluation Framework will provide the impact measures.</p>	G
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Measure	<p>The CSP has a balanced range of key performance measures which are directly relevant to its purpose, primary role, business objectives and priorities. The CSP benchmarks its performance and uses data/trend analysis pro-actively with partners to inform learning, service development and self improvement.</p>	<p>Measurement is in place and SASSOT is able to clearly illustrate, for example through the impact reports, the progress being made against all the key areas of work with more qualitative information gathered and presented as case studies. For example, SASSOT were successfully selected as one of seven CSPs to receive funding to reduce inequalities through 'This Girl Can' and have clearly identified and communicated the project outcomes which were achieved against key measures.</p> <p>The staff and partner surveys provide valuable insight to the Board and team and there is good evidence of where action has been taken to address concerns and improve performance. For example when the results from the staff survey (February 2018) showed a drop in the net promoter score, and</p>	G
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other measures, the Board took action and initiated an Interim Temperature Check to undertake a deep dive to identify what could be done to improve. Actions were identified which are now being implemented.

The Board, team and partners have recognised the need to be able to consistently and robustly measure impact, and SASSOT have invested and contracted external experts to help them develop an External Evaluation Framework which is in the process of being finalised.

Review

The CSP has effective review processes involving both staff and stakeholders that helps shape and inform what it does and how it does it. The CSP shares its learning across the organisation, with stakeholders and other CSPs so it learns from others and actively promotes more of "what works"

Within SASSOT there is a culture of bringing in expertise and capturing learning to improve the health of the organisation and its delivery.

Experts have commissioned in areas such as the review of governance arrangements and development of the Evaluation Framework, and SASSOT has undertaken joint work with the other West Midlands CSPs in relation to training needs assessment, a joint convention and looking at the potential of sharing Board expertise more widely.

The Board is undertaking a review of hosting v independence arrangements for the organisation going forward and are drawing on learning from other CSPs who have gone through the process, from the CSPN, as well as working with the other four CSPs who are also undergoing similar reviews.

There are also examples of where learning is being captured internally, such as the Interim Temperature Check undertaken by a board member with HR expertise following concerns raised in the February 2018 staff survey and the joint Board and team session which took place to determine an agreed culture for the organisation going forward. The development of the tailored Service Level Agreement which each of the funding partners was also initiated as a result of feedback from the partner survey and follow up discussions.

The partner survey 2018 indicates that 80% are satisfied or very satisfied with the way SASSOT reviews and evaluates progress on joint work. 89% value the quality of support and advice provided.

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Impact

The CSP effectively evidences and communicates its performance, achievements and impact locally. It can show the difference it is making.

SASSOT has systems in place to communicate both internally with the Board/team and externally with partners, for example through its website, annual reports, impact reports, briefing papers, evaluation documents, case studies, presentations, away days, and meetings. There is evidence of changes taking place, such as the heightened profile of physical activity by health professionals: 'SASSOT has been brilliant, they have been patient and educated the group about the value of physical activity and about what they do. They are very passionate about what they do and this rubs off on others who want to work with them'.

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"GENERAL - Continuous Improvement and Learning" STRENGTH IMAGES

Q: The CSP has a balanced range of key performance measures which are directly relevant to its purpose, primary role, business objectives and priorities. The CSP benchmarks its performance and uses data/trend analysis pro-actively with partners to inform learning, service development and self improvement.

REDUCING INEQUALITIES

SPOTLIGHT ON... This Girl Can

As part of the This Girl Can phase two research Sport England and Coventry Sports Partnerships in collaboration with Activation Funding (ASFCF) were successfully selected as one of only 7 CSPs nationally to receive the funding. The investment was used to deliver projects that specifically targeted:

- Women exercising alongside or with their children
- Women aged 50-60 years

The aim of the project was to investigate alternative delivery models whilst also understanding the level of importance of the 'This Girl Can' brand in influencing engagement.



PROJECT OUTCOMES

13 different providers delivered	For those that completed the data	89% of those questioned two months after completion of the project stated that they are now more physical active	Of those that responded and where projects have been sustained
8 weeks or more of targeted activity	124 women/girls were classed as inactive	90% of respondents reported increased levels of confidence on completion of the sessions.	78% of participants are still taking part
264 women attended the activities	72 inactive women completed the blocks of activity.		



Q: The CSP has a comprehensive 3-5 year Business Strategy and annual delivery plan with objectives that are clearly aligned to both national and local priorities. The CSP is committed to and can evidence it is raising its operating standards.



Q: The CSP effectively evidences and communicates its performance, achievements and impact locally. It can show the difference it is making.



Sub-Regional Impact

SASSOT continues to successfully deliver various sub-regional programmes and areas of work. These include:

Sportivate £255,724 investment 2,904 young people reached 2,638 completed	Coach and Volunteer Education 44 workshops 655 attendees 	Funding Support (Including Facilities) £488,000 investment into the sub-region through applications supported by SASSOT with a further £2.821m secured in principle subject to Stage 2 application confirmation
Satellite Clubs £104,400 investment in 2016-17 with 132 clubs established or sustained and 4,456 young people engaged £105,040 received to continue to develop new and existing Satellite Clubs from Oct 2017 - Mar 2019	Sports Awards Successful county and regional sports awards organised 	Active Kids for All 310 attendees at 19 workshops to support Early Years students working with pre-schoolers
Primary Premium 61 schools given assessed support and 320 staff trained on effectively spending their Primary PE and School Sport Premium Funding	Aiming High / Inspire Clubs Funding secured for 6 clubs with 310 disabled young people benefiting 	Access Across Staffordshire £4,000 awarded to 4 projects targeting underrepresented groups
School Games 4,012 young people taking part at Level three or participants or volunteers with 210 young leaders trained	Forums / Partner Events Various partner forums organised or supported and two engagement events held	This Girl Can Activation £7,232 awarded to 13 projects 264 women and girls 124 of which were inactive
Social Media / Marketing 811 facebook and 2,230 twitter followers with 1,900 receiving our fortnightly e-newsletter 	Insight 2 more local authorities supported through needs-led insight reports 	

GENERAL - Partnerships and Brokering

SECTION	BAND
Plan	Good
Do	Good
Measure	Good
Review	Good
Impact	Good

GENERAL - Partnerships and Brokering

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Plan	The CSP has identified its priority partners based on its strategic priorities and its insight and has effective engagement plans in place. The CSP strategic priorities have been developed in collaboration with key priority partners. The CSP has an effective plan for improving its profile, credibility and working relationships with priority partners and key stakeholders.	<p>SASSOT may wish to finalise and establish a process to regularly review the mapping of partners.</p> <p>Continuing to work closely with the lead for sport and physical activity in Stoke-on-Trent Local Authority may help to identify the best approaches to engage with and influence the main decision makers.</p> <p>Developing a more in-depth understanding of the issues and objectives of the key partners (influencers, advocates and enablers) and their motivation to engage with SASSOT may help to identify new and innovative ways to collaborate to deliver shared outcomes.</p> <p>Processes could be developed to capture successes and learning, to share more widely locally, regionally and nationally, particularly where organisations are embedding physical activity and sport within their own strategies and plans demonstrating system change.</p> <p>SASSOT may wish to consider how best to raise the profile of the team and the impact physical activity and sport can have on other key priorities with actions being incorporated into the marketing and communications plan.</p>	G
Do	The CSP creates and supports open and transparent communications across teams and organisations by nurturing of trust and mutual respect and harnessing collective intelligence. The CSP is a broker with and between partners and other stakeholders to achieve a shared purpose by aligning resources and learning to achieve greater economies of scale, less duplication, better performance and improved outcomes.	<p>Approaches could be considered to bring partners together to review relationships and identify how these could be strengthened to make better collaborative use of resources and skill sets.</p> <p>SASSOT could continue to explore approaches to further develop their relationship and role across Stoke-on-Trent.</p>	G
Measure	The CSP continually consults and measures its performance with partners and stakeholders at a strategic and operational level to make improvements, set priorities and targets, review performance, share best practice and learning.	<p>SASSOT may wish to consider approaches which will continue to improve partner satisfaction levels (partner survey).</p> <p>Continuing to produce case studies is a powerful way of bring work to life, and it may be worth considering how they can demonstrate impact against the physical activity priorities and other key priorities locally.</p> <p>The Evaluation Framework is likely to help SASSOT and partners to successfully evaluate impact and it may be helpful to continue to learn from others as different approaches are developed across the wider CSP network.</p>	G
Review	The CSP regularly reviews its partnership	SASSOT could consider a more structured approach to gathering and	G

and brokering arrangements to ensure they remain effective and continue to be of mutual and wider benefit. Feedback is welcomed and challenge/conflict is a potential source of creativity and breakthrough.

reviewing feedback from partners to support improvement and service development/delivery.

Balancing strategic need with local delivery can be challenging, for example being represented on strategic bodies where decisions may impact on local organisations and there is a view that activities such as Ironman, although driving the local economy, may be unpopular locally. Review processes could be considered to invite challenge as a means of improvement.

The Evaluation Framework will provide the means to evaluate the place-based approach and learning could be shared openly both internally and with partners.

SASSOT may wish to consider how to make best use of national resources/information as well as local skills, knowledge and data to help make the case for physical activity and sport and to help evidence its value and impact.



Impact

There is growing evidence of sport and physical activity connecting to other sectors as the CSP creates contexts in which people can learn and grow, organisations share accountability and co-responsibility, and the value/impact of working together in putting the citizen first is at the centre of decision making and business approaches.

The Board and team could consider ways of celebrating SASSOT team success, achievements and learning: 'they could be more outward facing and shout louder about what they do and the value of sport and physical activity'. This will need to be considered with regard to the wider understanding of SASSOT which includes partners.

Partners have indicated that on occasions they would like SASSOT to be firmer and bolder in advocating the value of physical activity and sport at a strategic level.

Partner testimonials and case studies could be collected and communicated more openly.

SASSOT is hosted by Stafford Borough Council, and although they are free to operate independently, some partners still feel they are possibly directed by the host and/or funding partners. A review of hosting/independence arrangements is underway and once finalised it may be useful to ensure the way forward is openly communicated with partners so the rationale is clearly understood.

It might also be useful to review the current name and brand to ensure it is 'fit' for the new agenda and strategy. There are really mixed views about the pros and cons of keeping or changing the name and therefore involving partners fully may be helpful.



SECTION	QUESTION	STRENGTH	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
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Plan

The CSP has identified its priority partners based on its strategic priorities and its insight and has effective engagement plans in place. The CSP strategic priorities have been developed in collaboration with key priority partners. The CSP has an effective plan for improving its profile, credibility and working relationships with priority partners and key stakeholders.

To help deliver the 'Everyone More Active More Often' Strategy, a stakeholder analysis has been undertaken to identify the key networks which SASSOT needs to influence, and a separate exercise has been carried out to define its audiences as influencers, enablers and advocates and customers. There is a focus on managing existing relationships and re- shaping delivery to the new 'inactive' agenda, building relationships with organisations that have influence, whilst also understanding the networks and organisations who may need to be engaged to support strategy development, advocacy, co-design and co-deliver, and attract/share resources including knowledge and data.

A proactive approach was taken when restructuring the Board, creating positions and appointing representatives and independent Board members who are connected to the networks which need to be influenced and through which insight can be gathered. This includes direct links to the Local Authority Chief Executives, Higher Education, Councillors, Public Health, and to the Leisure and Cultural Officer Forum. When new appointments are made a key question asked is 'how can you influence change?'. Within the team there are also examples of positive engagement with influential partners such as the Police and Crime Commissioner and the Health and Wellbeing Board.

The place-based approach in the pilot areas is identifying the partners and organisations with a wider/deeper reach into local deprived communities, who understand the 'patch' and the target audiences. This is leading to new collaborative ways of addressing need through activities which are co-designed and co-delivered, with SASSOT taking on the enabler role.

Partners are supportive of the new focus and feel 'inactivity is the right thing to



be doing', they value the work undertaken by the SASSOT, both at a strategic level and operationally, with 85% satisfied or very satisfied that they are adding value. The net promoter score has improved and is now 42.4%, up from 38% in 2017.

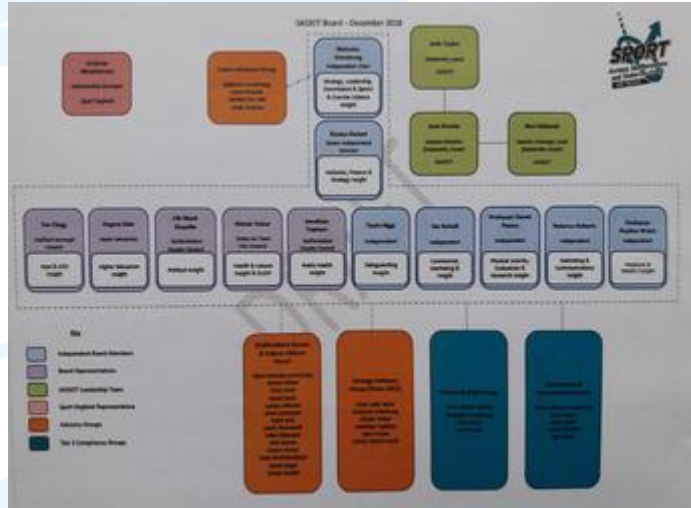
Do	<p>The CSP creates and supports open and transparent communications across teams and organisations by nurturing of trust and mutual respect and harnessing collective intelligence. The CSP is a broker with and between partners and other stakeholders to achieve a shared purpose by aligning resources and learning to achieve greater economies of scale, less duplication, better performance and improved outcomes.</p>	<p>SASSOT has a unique role as it is the only umbrella body for physical activity and sport across Staffordshire and Stoke, and is 'a network of local agencies committed to working together to increase the number of people taking part in physical activity and sport'. The Board and team drive this work and it is evident that SASSOT is positioning themselves to be able to both influence and collaborate with existing and new partners to co-design and co-deliver new approaches in order to engage and reach those who are inactivity, such as the 'Safer Together through Sport' StreetGames programme with youth offending and Early Help teams, which is a nation pilot area funded by the Home Office. Also the work undertaken with Team Staffordshire and Building Better Opportunities to facilitate sports sector engagement in the development of large scale ESIF bids. Effective links with the voluntary and community sector provide SASSOT with access to the 'Service and Reach' database and huge network of organisations which can help engage and target those who are inactive.</p> <p>There is a tremendous amount of support from local partners and all but one of the local authorities and both universities have continued to provide funding totalling £89,000 (2017/2018) to SASSOT and can see the benefits of working jointly. There is a feeling that there is now greater alignment of priorities, for example the top-tier local authority is responsible for ensuring their citizens are healthy, well and independent for as long as possible, and they seek to develop strong resilient communities, support people to help themselves, improve health and independence and it is clear how the place-based approach and focus on inactivity will help support these. A bespoke Service Level Agreements has been agreed with each funding partner.</p>	G
Measure	<p>The CSP continually consults and measures its performance with partners and stakeholders at a strategic and operational level to make improvements, set priorities and targets, review performance, share best practice and learning.</p>	<p>As highlighted earlier in this report, the SASSOT team has a very inclusive and engaging approach to their work. Regular measurement takes place using established processes and tools and they are able to present clear statistics and produce quarterly impact reports for the Board and partners. Case studies are developed which help bring the work to life, for example Virgil who joined college but was not at all active and cared little for sport due to anxiety and a lack of time. Having attended a satellite club he has gone on to be a competent horse rider and has embarked on a number of other activities and has become more active and much more confident.</p>	G
Review	<p>The CSP regularly reviews its partnership and brokering arrangements to ensure they remain effective and continue to be of mutual and wider benefit. Feedback is welcomed and challenge/conflict is a potential source of creativity and breakthrough.</p>	<p>There is an inclusive approach to engaging partners through consultations, networking, engagement events, steering groups and one-to-one discussions and feedback is encouraged. There are examples of regular reviews, including meetings with each of the funding partners to review progress against the tailored Service Level Agreement. The place-based work has led to new partnerships and new approaches which identify needs and preferences at a local level and an innovative joint approach to identify appropriate solutions.</p> <p>SASSOT's approach to communication is very open with partners and they are regarded as the expert for physical activity and sport, and the point of contact for information, insight and advice.</p>	G
Impact	<p>There is growing evidence of sport and physical activity connecting to other sectors as the CSP creates contexts in which people can learn and grow, organisations share accountability and co-responsibility, and the value/impact of working together in putting the citizen first is at the centre of decision making and business approaches.</p>	<p>There is evidence of a strong collaborative approach at all levels within SASSOT with examples of activities being co-designed and co-delivered and partners have indicated that it is valuable at times to have a neutral voice to advocate and influence. The feedback from partners about the team is positive with comments such as effective, responsive, considered, professional, proactive, facilitative, approachable, collaborative, re-inventing, knowledgeable, cooperative, supportive and open. Their contribution to the Public Health Prevention Programme is praised and includes the following feedback 'I am 100% confident that with SASSOT part of the implementation group this has raised the profile of physical activity and other partners are now thinking of physical activity within their work' and an open invite will now be sent to anyone in the sport sector for the next Supportive Community Event.</p> <p>Evidence indicates that working in partnership is allowing outputs to be delivered more efficiently and there is a greater focus on reaching those who are inactive, such as School Games where the focus has shifted towards the inactive and the partnership is 'as strong as it can be'. Feedback from a Headteacher following face to face support 'We are thrilled with the impact the initiative has already had on the mindset of pupils with the pupil's feedback being overwhelmingly positive. The enthusiasm and drive of the PE lead has ensured consistency across the school. We look forward to this just being the</p>	G

start of a drive to reduce obesity in the school and our next move will be to involve parents even more!



"GENERAL - Partnerships and Brokering" STRENGTH IMAGES

Q: The CSP has identified its priority partners based on its strategic priorities and its insight and has effective engagement plans in place. The CSP strategic priorities have been developed in collaboration with key priority partners. The CSP has an effective plan for improving its profile, credibility and working relationships with priority partners and key stakeholders.



GENERAL - Team and People Development

SECTION	BAND
Plan	Good
Do	Good
Measure	Good
Review	Good
Impact	Good

GENERAL - Team and People Development

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Plan	The CSP has clear purpose and vision shared with partners, stakeholders which is clearly developed and owned by staff and the wider workforce who understand the vision, their roles and responsibilities and are motivated to achieve it. The CSP works effectively with partners and stakeholders to develop, deliver and support an effective plan of action for wider workforce development in the locality.	<p>Considering how the 'programmes' shown as a strategic outcome in the annual delivery plan can achieve the strategic priorities in the 'Everyone More Often More Active' Strategy may help staff and partners recognise their contribution more clearly. There is reference to the 'programmes' in the 'place' priority text but it is not a separate priority in the Strategy.</p> <p>Completion of the workforce plan and ongoing provision of training opportunities is likely to equip a workforce fit to deliver the requirements of the new Strategy.</p>	G
Do	Staff feel they work in a positive environment that stretches their performance but supports them through supervision, guidance, training and professional development. The CSP recruits people with the right skills, behaviors and competencies to work effectively together and, with partners, to deliver local outcomes. The CSP has people focused leaders at all levels.	<p>Staff understand the new focus on inactivity, however the 'mission' is very broad and there is a requirement to deliver a number of tailored Service Level Agreements which may need to be regularly reviewed to manage partner expectations and team capacity.</p> <p>The staff are settling into the new structure and it may be helpful to continue to develop clarity between the work areas and strategic priorities.</p> <p>SASSOT may wish to consider embedding workforce development into the annual delivery plan and reporting processes.</p> <p>Delivering the place-based approach may require a local workforce who are reflective of the areas being targeted, and this may need to be considered as part of workforce development.</p>	G
Measure	Staff and stakeholder feedback are an integral part of the CSP's measurement processes and feedback/findings have been used to make clear improvements.	<p>The Board may wish to consider ways in which they can continue to review staff satisfaction levels, particularly in relation staff feeling valued and being listened to, and to monitor staff morale.</p> <p>Ongoing development opportunities for the team and individual staff members could help address current concerns and build a stronger team spirit.</p> <p>SASSOT could consider putting processes in place to review partner feedback so actions can be identified to drive improvement.</p>	G
Review	The CSP encourages everyone to seek feedback on their own performance and be open to challenge and review from others. Conflict is seen as an opportunity for discovery, growth and creativity.	<p>The team has a vast amount of knowledge and experience which could help shape developments and delivery going forward.</p> <p>SASSOT may wish to consider how challenge and conflict is encouraged to make break throughs.</p>	G
Impact	The CSP is agile and flexible in addressing	It is evident that SASSOT are still on the 'journey' with key pieces of work to be	G

opportunities for change whilst remaining resilient in its pursuit of clearly stated outcomes and goals. The CSP facilitates the building of teams that can operate across organisational boundaries comprised of passionate and talented people with a commitment to a common purpose. Investment in workforce development and skills can also be seen to be making a difference.

finalised, such as the Evaluation Framework and the marketing and communications plan. Maintaining momentum to ensure changes are fully embraced by staff and partners could be considered.

SASSOT may wish to consider how continued investment in talent, promoting enterprise and improving capacity/capability where it is most needed inside and outside the organisation can be provided.



SECTION	QUESTION	STRENGTH	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Plan	<p>The CSP has clear purpose and vision shared with partners, stakeholders which is clearly developed and owned by staff and the wider workforce who understand the vision, their roles and responsibilities and are motivated to achieve it. The CSP works effectively with partners and stakeholders to develop, deliver and support an effective plan of action for wider workforce development in the locality.</p>	<p>The annual delivery plan for 2018/2019 identifies the work priorities for the SASSOT team and each member of staff and there is some alignment to the strategic priorities within the 'Everyone More Often More Active' Strategy. A dashboard has been produced which provides a comprehensive and clear report on progress, which is presented quarterly to the Board.</p> <p>A new workforce plan is being finalised which is aligned to strategic priorities, the annual delivery plan and five stages of workforce development (recruitment, deployment, employment, development, retention). It defines the audiences, the products and services, and workforce actions. The actions include behaviours, competencies and skill based on the needs of the SASSOT team as well addressing the wider workforce development needs, including behaviour change and work with Midlands Health Foundation Trust to co-deliver training to health professionals. Training is also delivered through partnerships with Sport Structures and Newcastle-under-Lyme College.</p>	G
Do	<p>Staff feel they work in a positive environment that stretches their performance but supports them through supervision, guidance, training and professional development. The CSP recruits people with the right skills, behaviors and competencies to work effectively together and, with partners, to deliver local outcomes. The CSP has people focused leaders at all levels.</p>	<p>The team has successfully come through a challenging transition period. There is a new team structure in place, based on the skills and competencies needed to deliver the 'Everyone More Active More Often' Strategy and some staff are appointed into refocussed roles.</p> <p>The team has undertaken a Training Needs Analysis (TNA) to identify gaps and training needs and there is some evidence of training in social skills, such as behaviour change, being developed and delivered. A TNA/skills audit tool is to be developed for the leisure facilities workforce.</p> <p>The draft workforce plan (2018 to 2021) includes the recruitment, deployment, employment, development and retention of a wider workforce who have the skills and competencies to engage inactive people in some of the most deprived communities, and in other service areas, through physical activity and sport. The SASSOT team will retain an 'enabling' role and will be trained in the new place-based approach.</p> <p>SASSOT is hosted by Stafford Borough Council who have the HR policies and processes in place. There is support for team and personal development, for example the secondment of a staff member three days per week to CSPN. A budget is allocated for coaching and leadership training and an apprentice is employed as part of the team.</p>	G
Measure	<p>Staff and stakeholder feedback are an integral part of the CSP's measurement processes and feedback/findings have been used to make clear improvements.</p>	<p>Staff satisfaction is taken seriously by the board. The results from the staff survey in February 2018 highlighted some concerns and led to the Board undertaking an 'Interim Temperature Check' in July 2018 to understand the concerns in more detail and identify actions.</p> <p>The SASSOT team have a considerable amount of knowledge, experience and competencies to deliver the strategic priorities, and have the drive, passion and determination to make a difference through the new place-based approach. They are very inclusive in their approach, consulting and involving partners in all aspects of their work.</p> <p>Strategic and operational partners have a lot of respect for the team and their collaborative approach. They are very supportive of the new focus on those who are inactive and for a local authority this aligns closely to their own agenda and can help justify resource commitment to SASSOT (time and funding).</p>	G
Review	<p>The CSP encourages everyone to seek feedback on their own performance and be</p>	<p>There are processes in place to review performance and individual and team training plans are in place. The Board take staff development seriously and</p>	G

open to challenge and review from others. Conflict is seen as an opportunity for discovery, growth and creativity.

commit time to support team and personal developments, for example and in-depth review with each member of staff following the February 2018 staff survey and coaching for senior staff members.

There is good evidence that staff are engaged and involved in strategy development, service planning and continuous improvement, and are involved in a whole range of forums, groups and networks. They feel empowered to make decisions within their work area and have delegated budgets. There is a sense of pride in their achievements.

Impact

The CSP is agile and flexible in addressing opportunities for change whilst remaining resilient in its pursuit of clearly stated outcomes and goals. The CSP facilitates the building of teams that can operate across organisational boundaries comprised of passionate and talented people with a commitment to a common purpose. Investment in workforce development and skills can also be seen to be making a difference.

It is clear that SASSOT has understood and been proactive in making the changes needed at Board and team level to be able to deliver the new Strategy and priorities.

The transition to the new agenda and ways of working has been challenging for the team, however there is a clear sense that things are improving, with greater clarity around accountability, roles and responsibilities and a pro-active approach to finding solutions to problems/issues. The team are very skilled and knowledgeable, they have respect for each other, value different views and approaches and have a strong sense of 'belonging to team'.

There is evidence that a new culture is emerging, values have been agreed and behaviours are being put into practice. Some new ways of working are clear to see and have been well received by partners at all levels.

GENERAL - Understanding Place and People

SECTION	BAND
Plan	Very Good
Do	Good
Measure	Satisfactory
Review	Good
Impact	Good

GENERAL - Understanding Place and People

SECTION	QUESTION	AREAS FOR IMPROVEMENT	[U/S] - Unsatisfactory [S] - Satisfactory [G] - Good [VG] - Very Good [E] - Excellent
Plan	The CSP is clear about its role as a CSP and its overall objectives. Insight and understanding of the place and its people are positioned at the heart of decision making	<p>The learning from the place-based pilot may assist SASSOT and their partners to understand how the strategic priorities (people, place, economy, system) could be used to address local need and preferences.</p> <p>The SASSOT team may wish to consider approaches which will continue to upskill the Board, team and partners around insight and the Evaluation Framework when finalised.</p>	VG
Do	The CSP has depth and breadth to its knowledge, developed through quality information and data that is translated into meaningful insight. The CSP communicates insight tailored to the audience that facilitates its direct use within decision making, based on the needs of the people and the place.	<p>The logic model may need to be reviewed as the 'place-based approach' is co-developed and co-delivered.</p> <p>The Evaluation Framework is likely to provide a consistent system to gather and analyse quality data and information when finalised for SASSOT and the partners.</p>	G
Measure	The CSP can measure and evaluate the impact of its work, sharing and applying the learning across the team and partners.	SASSOT may wish to consider how the Evaluation Framework, when finalised, will be shared and communicated to ensure full buy-in from the board, staff and partners. Training and support in how to use the Evaluation Framework could also be developed and provided to those who require it.	S
Review	The CSP reviews its use of insight and data regularly to determine its usefulness/effectiveness. Learning and development is embedded in the whole CSP team so insight is up to date and useful.	<p>SASSOT could develop a process or system to ensure learning is embedded across all activities and is shared across the whole team.</p> <p>SASSOT may wish to review how the tailored support agreed with the funding partners helps deliver the strategic priorities and share this more widely with staff and partners.</p>	G
Impact	The CSP is leading or making a major contribution to evidence, data and insight across local partnerships. The insight provided or supported by the CSP is being used to inform and influence change in decisions, brokering of partnerships or delivery that has directly and can be evidenced to tackle inactivity and inequality in a place.	SASSOT may wish to consider ways in which they can use the Evaluation Framework to influence decision-making and inform strategic change.	G

SECTION	QUESTION	STRENGTH	[U/S] - Unsatisfactory [S] - Satisfactory
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Plan	<p>The CSP is clear about its role as a CSP and its overall objectives. Insight and understanding of the place and its people are positioned at the heart of decision making</p>	<p>The new Strategy 'Everyone More Active More Often' (2018-2021) was developed with partners and is based on clear understanding of Staffordshire and Stoke. The area is very diverse and has a population of 1.2 million, with the fifth highest proportion of people insufficiently active amongst all CSP's. Inactivity is a major challenge for the area. The differences between Staffordshire and Stoke are clearly articulated, along with an in-depth understanding of the complex landscape which includes ten local authorities (two-tiered and unitary), two local enterprise partnerships, three NHS Trusts, two universities, two Health and Wellbeing Boards, six Clinical Commissioning Groups and one Office of the Police and Crime Commissioner.</p> <p>This in-depth understanding of the area has led to a more focussed 'place-based approach' that targets the most deprived communities which experience the highest levels of inactivity. Work is being piloted in four areas to develop greater insight and understanding so relevant activities can be co-designed and co-delivered. A logic model illustrates how the overall mission will be achieved.</p> <p>The Board and team have embarked on an extensive exercise to map out and develop links to the partners and organisations who they need to engage and align to. For example, the new Board structure has been developed so appointments are not only based on a required skill and competency set but also on insight and influence, such as the links Board members have to high level forums, networks and meetings (such as Local Authority Chief Executives, Higher Education, Politicians, Public Health).</p> <p>Within the team, there is a lead officer for insight, however 'it is everyone's role and everyone has ownership'. Within the team there are also examples of effective engagement and alignment to 'influencers' such as the Health and Wellbeing Board, the Police and Crime Commissioner and the Local Enterprise Partnership.</p> <p>The Board and the team have a clear understanding that the vision and aims will only be achieved through a collaborative and enabling approach, and partners recognise the value of SASSOT 'as the expert in the area for physical activity' and for the insight, they can gather and present.</p>	VG
Do	<p>The CSP has depth and breadth to its knowledge, developed through quality information and data that is translated into meaningful insight. The CSP communicates insight tailored to the audience that facilitates its direct use within decision making, based on the needs of the people and the place.</p>	<p>The team has established good links to the 'Observatory' for Staffordshire and Stoke-on-Trent which holds a vast amount of up-to-date information for the area. SASSOT is regarded as the expert and lead for physical activity and the team ensures that their role is complementary and does not duplicate what is on offer through the Observatory, thus ensuring best use of resources locally.</p> <p>The Board and team are able to source further insight through the various meetings, forums, networks and contacts which they have established links with, and they are gathering more local insight as the place-based pilots are co-developed and co-delivered. The approach taken to insight includes understanding the area, understanding people's behaviour, influencing people's behaviour and demonstrating impact.</p> <p>SASSOT is developing an understanding of what good market insight, good audience insight and good organisational insight looks like. There are processes in place to start to gather and use insight and the team has commissioned an 'Evaluation Framework' to develop a more robust approach. Partners feel that 'cracking impact measurement' is critical moving forward'.</p> <p>The place-based approach, which is being piloted in some of the most deprived areas in the country (IMD stats), is providing valuable insight and new innovative approaches are being used, for example in Haregate a closed facebook group was created to collect views in addition to the more structured focus groups and questionnaire/interview. The consultation helped understand insight limitations, the current offer, attitudes and perceptions, opportunities, influences and motivators, and communication.</p> <p>Collaboration and inclusivity are two core values within the Strategy, which are evident in how the place-based approach is being co-designed and co-delivered. Although there is an officer with responsibility for the approach, there is also evidence of cross-team working and local partner and organisation involvement, for example a steering group has been established to develop and oversee the action plan, behaviour change training has been provided to frontline staff, links between providers is being utilised.</p>	G
Measure	<p>The CSP can measure and evaluate the impact of its work, sharing and applying the learning across the team and partners.</p>	<p>SASSOT has processes and systems in place for monitoring and evaluating activities projects and can provide evaluation and impact reports. There are examples of where findings have been used to change delivery, such as the</p>	S

Primary PE and School Sport Premium where there has been a shift in how and why primary PE funding is being spent. Learning is openly shared and discussed with the Board, team and partners.

The Board, team and partners are aware that a flexible yet consistent and robust structure is needed to measure the outcome and impact of the new place based approach, and measures will include physical wellbeing, mental wellbeing, individual development, community development and economic development. An Evaluation Framework has been commissioned, which includes review of current evaluation practices within SASSOT and will focus on information that is useful, accurate and credible. It will provide SASSOT with detailed information about the impact of the place-based approach, which will be used to articulate the benefits with a range of stakeholders and funders and provide the evidence of impact on which future strategic decision-making can be based.

Review
The CSP reviews its use of insight and data regularly to determine its usefulness/effectiveness. Learning and development is embedded in the whole CSP team so insight is up to date and useful.

SASSOT can demonstrate how insight is 'added to' and refreshed to ensure it is up-to-date and useful, particularly in relation to the strategic priorities.

Learning is embraced and there are examples of where this has led to changes being made, for example service level agreements have been developed with each of the funding partners setting out a tailored package of support which helps to effectively manage expectations.

Impact reports are produced which clearly show progress against programmes and areas of work across Staffordshire and Stoke, and for each funding partner there is also an update on progress against the agreed tailored support.

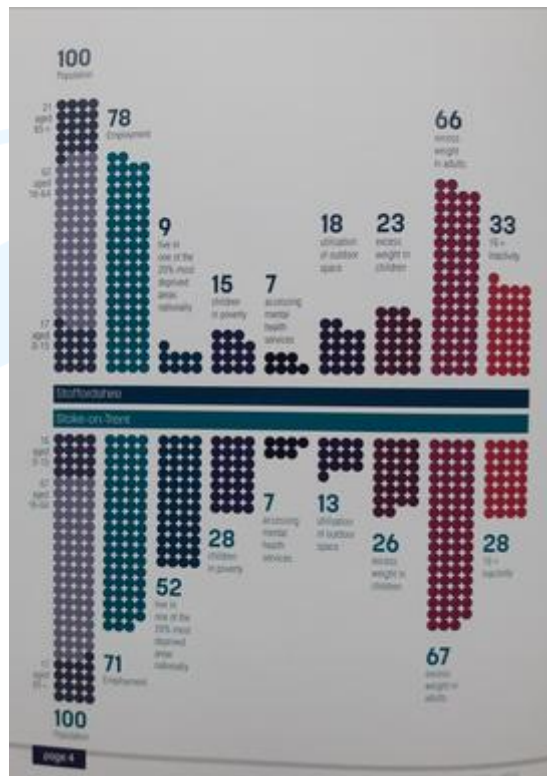
Impact
The CSP is leading or making a major contribution to evidence, data and insight across local partnerships. The insight provided or supported by the CSP is being used to inform and influence change in decisions, brokering of partnerships or delivery that has directly and can be evidenced to tackle inactivity and inequality in a place.

SASSOT is regarded as the lead for physical activity in the area and links to the key strategic influencer's have been established by the Board and team.

Information and insight is presented in a clear and meaningful way. There are examples of where partners have seen the importance of tackling inactivity and helped re-shape delivery, such as the work with the healthcare sector to co-deliver training to equip health professionals to advocate and signpost physical activity to patients.

"GENERAL - Understanding Place and People" STRENGTH IMAGES

Q: The CSP is clear about its role as a CSP and its overall objectives. Insight and understanding of the place and its people are positioned at the heart of decision making



ACTION PLAN

SOURCE	SUB SOURCE	TASK / ACTION REQUIRED
QA	Understanding Place and People	<p>The learning from the place-based pilot may assist SASSOT and their partners to understand how the strategic priorities (people, place, economy, system) could be used to address local need and preferences.</p> <p>The SASSOT team may wish to consider approaches which will continue to upskill the Board, team and partners around insight and the Evaluation Framework when finalised.</p>
QA	Understanding Place and People	<p>The logic model may need to be reviewed as the 'place-based approach' is co-developed and co-delivered.</p> <p>The Evaluation Framework is likely to provide a consistent system to gather and analyse quality data and information when finalised for SASSOT and the partners.</p>
QA	Understanding Place and People	<p>SASSOT may wish to consider how the Evaluation Framework, when finalised, will be shared and communicated to ensure full buy-in from the board, staff and partners. Training and support in how to use the Evaluation Framework could also be developed and provided to those who require it.</p>
QA	Understanding Place and People	<p>SASSOT could develop a process or system to ensure learning is embedded across all activities and is shared across the whole team.</p> <p>SASSOT may wish to review how the tailored support agreed with the funding partners helps deliver the strategic priorities and share this more widely with staff and partners.</p>
QA	Understanding Place and People	<p>SASSOT may wish to consider ways in which they can use the Evaluation Framework to influence decision-making and inform strategic change.</p>
QA	Team and People Development	<p>Considering how the 'programmes' shown as a strategic outcome in the annual delivery plan can achieve the strategic priorities in the 'Everyone More Often More Active' Strategy may help staff and partners recognise their contribution more clearly. There is reference to the 'programmes' in the 'place' priority text but it is not a separate priority in the Strategy.</p> <p>Completion of the workforce plan and ongoing provision of training opportunities is likely to equip a workforce fit to deliver the requirements of the new Strategy.</p>
QA	Team and People Development	<p>Staff understand the new focus on inactivity, however the 'mission' is very broad and there is a requirement to deliver a number of tailored Service Level Agreements which may need to be regularly reviewed to manage partner expectations and team capacity.</p> <p>The staff are settling into the new structure and it may be helpful to continue to develop clarity between the work areas and strategic priorities.</p> <p>SASSOT may wish to consider embedding workforce development into the annual delivery plan and reporting processes.</p> <p>Delivering the place-based approach may require a local workforce who are reflective of the areas being targeted, and this may need to be considered as part of workforce development.</p>
QA	Team and People Development	<p>The Board may wish to consider ways in which they can continue to review staff satisfaction levels, particularly in relation staff</p>

feeling valued and being listened to, and to monitor staff morale.

Ongoing development opportunities for the team and individual staff members could help address current concerns and build a stronger team spirit.

SASSOT could consider putting processes in place to review partner feedback so actions can be identified to drive improvement.

QA Team and People Development

The team has a vast amount of knowledge and experience which could help shape developments and delivery going forward.

SASSOT may wish to consider how challenge and conflict is encouraged to make break throughs.

QA Partnerships and Brokering

SASSOT may wish to finalise and establish a process to regularly review the mapping of partners.

Continuing to work closely with the lead for sport and physical activity in Stoke-on-Trent Local Authority may help to identify the best approaches to engage with and influence the main decision makers.

Developing a more in-depth understanding of the issues and objectives of the key partners (influencers, advocates and enablers) and their motivation to engage with SASSOT may help to identify new and innovative ways to collaborate to deliver shared outcomes.

Processes could be developed to capture successes and learning, to share more widely locally, regionally and nationally, particularly where organisations are embedding physical activity and sport within their own strategies and plans demonstrating system change.

SASSOT may wish to consider how best to raise the profile of the team and the impact physical activity and sport can have on other key priorities with actions being incorporated into the marketing and communications plan.

QA Partnerships and Brokering

Approaches could be considered to bring partners together to review relationships and identify how these could be strengthened to make better collaborative use of resources and skill sets.

SASSOT could continue to explore approaches to further develop their relationship and role across Stoke-on-Trent.

QA Partnerships and Brokering

SASSOT may wish to consider approaches which will continue to improve partner satisfaction levels (partner survey).

Continuing to produce case studies is a powerful way of bring work to life, and it may be worth considering how they can demonstrate impact against the physical activity priorities and other key priorities locally.

The Evaluation Framework is likely to help SASSOT and partners to successfully evaluate impact and it may be helpful to continue to learn from others as different approaches are developed across the wider CSP network.

QA Partnerships and Brokering

SASSOT could consider a more structured approach to gathering and reviewing feedback from partners to support improvement and service development/delivery.

Balancing strategic need with local delivery can be challenging, for example being represented on strategic bodies where decisions may impact on local organisations and there is a view that activities such as Ironman, although driving the local economy, may be unpopular locally. Review processes could be considered to invite challenge as a means of improvement.

The Evaluation Framework will provide the means to evaluate the place-based approach and learning could be shared openly both internally and with partners.

SASSOT may wish to consider how to make best use of national resources/information as well as local skills, knowledge and data to help make the case for physical activity and sport and to help evidence its value and impact.

QA	Partnerships and Brokering	<p>The Board and team could consider ways of celebrating SASSOT team success, achievements and learning: 'they could be more outward facing and shout louder about what they do and the value of sport and physical activity'. This will need to be considered with regard to the wider understanding of SASSOT which includes partners.</p> <p>Partners have indicated that on occasions they would like SASSOT to be firmer and bolder in advocating the value of physical activity and sport at a strategic level.</p> <p>Partner testimonials and case studies could be collected and communicated more openly.</p> <p>SASSOT is hosted by Stafford Borough Council, and although they are free to operate independently, some partners still feel they are possibly directed by the host and/or funding partners. A review of hosting/independence arrangements is underway and once finalised it may be useful to ensure the way forward is openly communicated with partners so the rationale is clearly understood.</p> <p>It might also be useful to review the current name and brand to ensure it is 'fit' for the new agenda and strategy. There are really mixed views about the pros and cons of keeping or changing the name and therefore involving partners fully may be helpful.</p>
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QA	Continuous Improvement and Learning	<p>SASSOT may wish to consider approaches to continue to develop a higher level of ownership and understanding of the Strategy, priorities, and place-based approach by the Board, team and partners.</p> <p>Finalising and implementing the Evaluation Framework should provide a consistent and robust approach to measure impact against the strategic priorities.</p> <p>Finalising the workforce and marketing and communications plans may help to further raise awareness of the priorities amongst partners and identify collaborative activity.</p>
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QA	Continuous Improvement and Learning	<p>There may be benefits of involving partners in the SASSOT continuous improvement and learning processes.</p> <p>The Evaluation Framework is likely to provide a clear line of sight from service delivery (impact measurement) back to the Strategy (vision and priorities) when finalised.</p>
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QA	Continuous Improvement and Learning	<p>SASSOT may wish to consider benchmarking as a means of improving performance.</p> <p>Developing case studies to the next level so they can clearly demonstrate impact against strategic and partner priorities will be helpful when advocating the role of physical activity and sport with influencers.</p> <p>Ensuring performance information and case studies are easily accessible, for example through the website, may help in raising awareness of the value of physical activity and sport.</p>
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QA	Continuous Improvement and Learning	<p>SASSOT may wish to consider how to embed a culture of capturing learning more strongly within the team, particularly in relation to check and challenge processes, peer reviews, and themed reviews.</p>
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A structure for this could be considered.

Partners could be engaged more fully in 'learning' once SASSOT has developed an understanding of 'what works' and can measure and demonstrate impact.

QA	Continuous Improvement and Learning	<p>Finalising the marketing and communications plan is likely to provide a clear approach for effectively communicating with partners. Internal communications could also be considered, although there are examples of new approaches being introduced.</p> <p>Influencing change is important and how this can be best achieved through effective engagement and communications could be considered on completion/implementation of the Evaluation Framework.</p>
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QA	Collaborative Leadership	<p>Continuing to explore opportunities to develop and strengthen leadership capabilities of the Board, team and partners is likely to benefit the health and performance of SASSOT.</p> <p>The Board may wish to consider ways in which they can encourage team and partner challenge as part of their Board reviews.</p> <p>Partners would like SASSOT 'to raise awareness of physical activity in the area' and be able to have greater influence on other agendas. Finalising the Evaluation Framework could help provide evidence of impact.</p> <p>SASSOT may wish to analyse the partner survey in greater detail and consider actions to continue to improve the net promoter score.</p>
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QA	Collaborative Leadership	<p>SASSOT could consider embedding a 'high performance' culture across the organisation (setting challenging targets, benchmarking, achieving awards and standards).</p> <p>Once the Evaluation Framework is finalised it should be possible to identify and set robust measures with partners.</p>
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QA	Collaborative Leadership	<p>Providing the team with development opportunities, such as spending time with other teams, shadowing and working in partner organisations may lead to a greater understanding of each others work/priorities and lead to more effective collaborative work.</p> <p>SASSOT may wish to consider how to communicate the results from the surveys more widely.</p>
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QA	Collaborative Leadership	<p>Although there have been advances in how SASSOT engages with Stoke-on-Trent Local Authority, such as the support provided in developing their built facility strategy and communications work, ongoing work could be considered to enable influencing at the highest level and across other agendas.</p> <p>SASSOT may wish to consider how the existing programmes and activities, which have been re-focussed, can be better aligned to the new Strategy to ensure the staff and partners working on them can see their contribution to the priorities more clearly.</p> <p>Greater collaborative and influence may be possible once the impact measurements are confirmed.</p>
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QA	Collaborative Leadership	<p>As highlighted earlier in this report, SASSOT may wish to consider actions which could lead to higher levels of partner satisfaction.</p> <p>It may be helpful to continue to develop ways in which support can be strengthened between the Board, team, partners, and across CSP's.</p> <p>The place-based approach is still evolving and ongoing review could be considered to support continuous improvement.</p>
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It is evident that SASSOT are still on the 'journey' with key pieces of work to be finalised, such as the Evaluation Framework and the marketing and communications plan. Maintaining momentum to ensure changes are fully embraced by staff and partners could be considered.

SASSOT may wish to consider how continued investment in talent, promoting enterprise and improving capacity/capability where it is most needed inside and outside the organisation can be provided.