

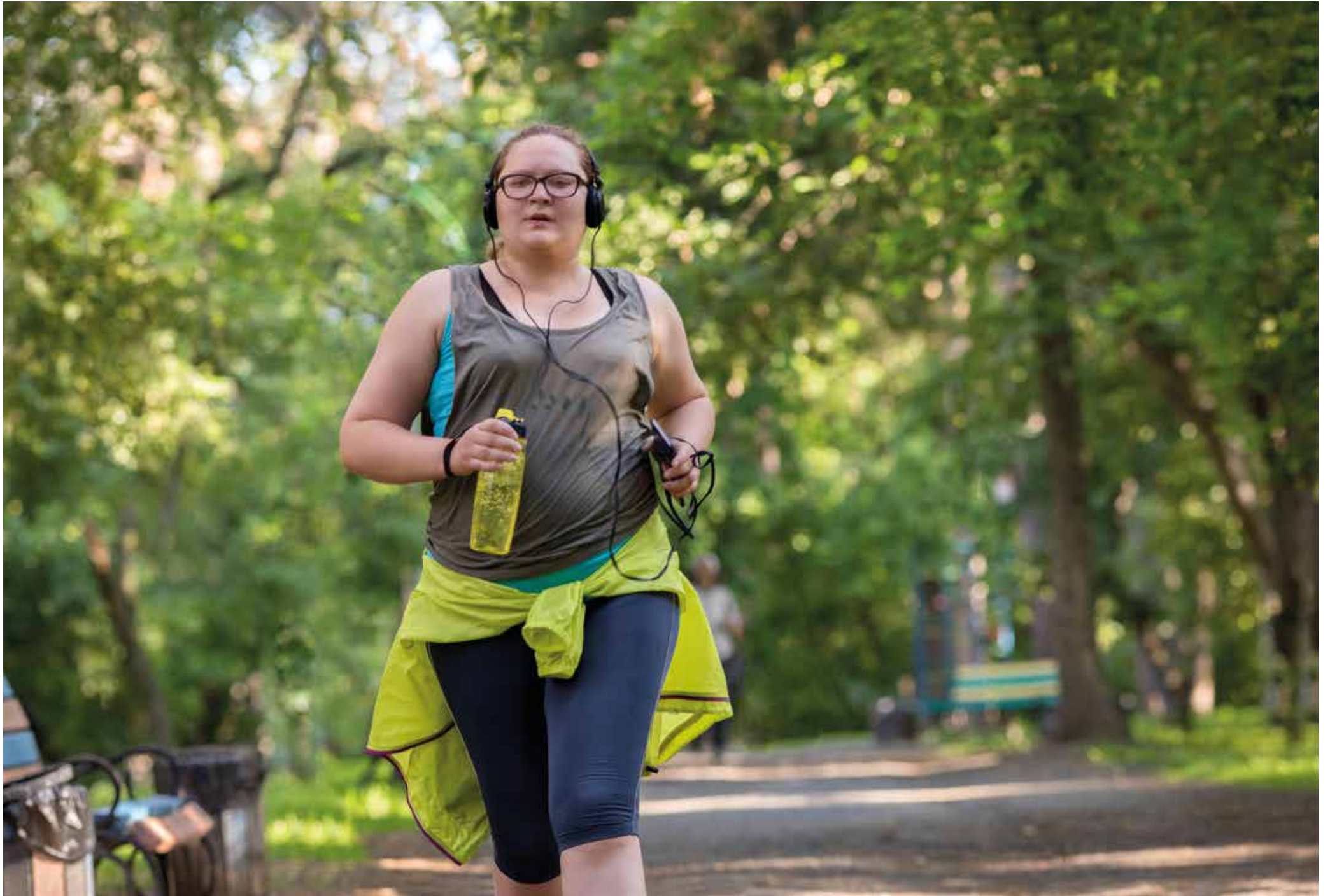


ANNUAL REPORT 2018-19

Everyone More Active More Often

Working In Partnership &
Demonstrating Impact





Chair's Introduction

The year 2018-2019 has been a significant stepping stone for Sport Across Staffordshire and Stoke-on-Trent (SASSOT).

At Board level we have completed the full recruitment process to a new skills-based Board which is beginning to have a marked effect on the way in which the staff team are now operating. For example, members of the team are invited to showcase their work to the Board and to share perspectives around selected issues. So far we have covered items such as a potential change of name, the marketing and communications strategy and the insights gained from the new approach using a more place-based method. This has been a good learning experience for the Board and the Team and will stand us in good stead for the coming year.

Importantly, SASSOT has received a "GOOD" rating during the recent and new Performance Management and Improvement Framework developed by Sport England utilising the Quest approach. The exercise was very useful and we have put into place a system for monitoring our improvement journey. The Board are happy with the results and will be supporting the team during the coming year. Another significant step has been the formal association forged between the Board and SLCOF (Staffordshire Leisure and Cultural Officers Forum) and I now have the privilege of chairing that group as together we work hard to enhance the quality of lives in our sub-region. Together we will help more people to become more active more often.

I cannot end my introduction without thanking the Board for all their support and in particular thanking Jane Kracke and Ben Hollands who have stepped up to fill the void left by the maternity leave of our Director Jude Taylor. I also want to thank all those of you who support SASSOT and will do my best as Chair to continue to build successful programmes in Staffordshire and Stoke-on-Trent. I am excited about the coming period and would be happy to meet anybody who wants to talk to me!

Malcolm Armstrong

Contents

Chair's Introduction	03
Interim Director's Introduction	04
What We Do	05
Our Services	06
Clinical Champions	08
Developing Relationships with Youth Offending Teams and Looked After Children	09
Place-Based Approach	10
Ironman	12
Working with Public Health	13
Supporting Local Authorities	14
School Games	15
Children and Young People Active Lives Survey	16
Satellite Clubs	17
Primary Premium	20
Organisational Effectiveness	21
Governance and Finance	23

Interim Director's Introduction

2018-19 has been a key year of learning for SASSOT, and of laying the foundations for success - our new strategy, influenced by the heavier emphasis on targeting inactivity in the Government's and Sport England's strategies, has required us to work with new partners, focusing on new audiences and through new ways of working.

Throughout this Annual Report you will see examples of our work from the past year. For those of you who have worked with SASSOT for a number of years, I'm sure you will agree that some of this has a very different 'feel' to the work we were doing previously. SASSOT is fully committed to working with partners to reduce inactivity across our area, and we believe this new way of working is the key to success.

Our focus for 2019-20 will remain the same, with the groundwork we have done over the past twelve months standing us in good stead to make significant progress this year. We have some exciting plans to build on our current work areas, which we will be sharing in due course, but in the meantime we'd like to thank each and every one of you who has worked with SASSOT during the past year, and here's to another successful year!

Jane Kracke



What We Do

Sport Across Staffordshire and Stoke-on-Trent (SASSOT) is a network of local agencies committed to working together to increase the number of people taking part in physical activity and sport.

We are part of an England-wide network of 43 Active Partnerships (formerly County Sports Partnerships) and are currently funded by Sport England, along with our Local Authorities and Universities. Our Strategy, which runs from 2018-2021, identifies four strategic priorities, under four key themes:



People

Residents, from all socio-economic backgrounds, enjoy the physical and mental health benefits of an active lifestyle



Place

Our communities are places where being physically active is the easy choice



Economy

Our sporting economy is thriving, providing employment and training to an active workforce



System

Strong strategic leadership ensures that physical activity and sport become a core feature in local policy and practice, creating communities which are inherently active

This first year of delivering our new strategy has been one of piloting, learning and refining, and to this end we have developed a range of services to support local organisations (see pages 6 - 7).

Our Values

Integrity

Purpose

Accountability

Collaboration

Objectivity

Inclusivity

Ambition

Our Services

Through our experience and expertise we have developed a range of services to support local organisations to get everyone more active, more often.



Developing the Workforce

- › Physical activity advocacy training for health professionals
- › Introductory training on the principles of behaviour change
- › Sports Leaders UK training courses
- › CPD and training for schools to support the improvement of their school sport and PE offer
- › Bespoke advice from a PE and school sport specialist for individual primary schools to produce a whole-school action plan
- › Training on the use and application of key insight resources
- › Guidance and training on how to monitor and evaluate services and interventions
- › Basic safeguarding awareness and policy development training
- › Training Needs Analysis for organisations
- › Club Matters workshops
- › Recruiting, training and deploying volunteers to support School Games



Developing Activity Provision

- › Advice and guidance on funding opportunities
- › Bespoke support to providers to develop funding applications
- › Co-ordinating larger multi-agency applications
- › Brokering relationships to improve the strategic fit of applications
- › Managing delivery of nationally-funded programmes
- › Delivering the School Games County Festival and co-ordinating the 2019/20 calendar of events
- › Raising awareness of funding opportunities through newsletters, funding fairs, workshops and our website



Developing Insight and Shaping Policy

- › Using insight to inform service delivery and policy development
- › Community consultation and data analysis
- › Sharing research and insight resources from local and national sources
- › Designing tender specifications to procure external expertise
- › Providing objective consultative advice and guidance to review and evaluate strategic plans and policies
- › Helping Sport England recruit schools for the Children & Young People's Active Lives survey
- › Facilitation & management of networking opportunities to support knowledge transfer and strategic collaboration
- › Providing strategic leadership for the sport and physical activity agenda through lobbying and influencing key networks/ organisations. (This includes promoting the interest of our sector to the STP, Health & Wellbeing Board, Families Partnership Executive Group and VCSE forums)



Developing Marketing and Communications

- › Helping partners develop and deliver new social marketing campaigns
- › Guidance on developing marketing plans and strategies
- › Profiling organisational impact
- › Advice and guidance on landing national sport, physical activity and health campaigns locally



Clinical Champions

SASSOT has been working with physical activity clinical champions locally to co-deliver training to frontline healthcare professionals.

SASSOT has complimented the delivery of training led by clinical champions by sharing our local knowledge of physical activity opportunities and signposting to appropriate activity.

We have also introduced behaviour change tactics that the workforce can employ to give the best possible chance of increasing physical activity levels for patients. We have co-delivered to audiences in a range of roles including medical students, stroke nurses, dementia nurses and carers for house-bound patients. We have also used the training as a consultation opportunity to understand the complexities of their roles and the opportunities and challenges of acting as advocates for physical activity. Over the last year we have co-delivered 7 workshops to an audience of 135 healthcare professionals.

"When I see my patients I will now ask them about what physical activity they do and recommend exercise as a way to help them"

Dementia Nurse

"I knew exercise was good for you but I didn't realise what an impact it could have on so many different health conditions"

Student Nurse



Developing Relationships with Youth Offending Teams and Looked After Children

SASSOT has been part of the County Sport and Youth Justice Steering Group and has played a key role in bringing together Youth Offending Team Officers and Community Sport providers to test a referral pathway for young offenders to try out sport and physical activity opportunities.

SASSOT has facilitated meetings between the South East Youth Offending Team to discuss the SPACE offer for referrals for the Summer 2018. This led to a much greater awareness within the Youth Offending Team of the opportunities and activities available to young people in the criminal justice system locally. SASSOT also co-ordinated a speed dating session for Youth Offending Team Officers and Local Authority and community sport providers locally from East Staffordshire, Lichfield and Tamworth to explore a referral process and toolkit that could support young offenders and to date 4 young people have been referred into local activities. A similar pathway is also being tested with the Newcastle under Lyme Early Help Team and to date 7 young people have been referred into local community sports activities. Working with the Staffordshire Commissioner's Office and Youth Offending Teams, the 'Looked After Children's Activity Pilot' targets young people in care that are offending, creating a nuisance and are a significant draw on Police resources. SASSOT has co-ordinated the placement opportunities which offer diversionary activities giving young people the chance to socialise and meet people in a safe and supportive environment.

"SASSOT has been instrumental in driving forward the agenda around using sport to divert children away from crime. They have been part of developing the pathways into sports providers and actively supporting the relationships between providers and YOS workers. SASSOT has taken a lead on this work and we wouldn't be where we are today without their continued commitment to the agenda."

Hazel Williamson,
Head of Service
Staffordshire Youth
Offending Service

23**young people**

in Staffordshire have been supported to attend activity sessions for 3 months.

5**young people**

undertaking their Boxing Leadership course.

86%**decrease**

in offending levels by the young people engaged in the programme.



Place-Based Approach

Integral to SASSOT's 2018-2021 strategy is a place-based approach, working together with partners at a local level to ultimately achieve our vision of 'everyone more active more often.' By working with the consent of the relevant local authority we hope to enable our communities to be physically active and benefit from the wider social, economic and health benefits that this can bring.

PLACE-BASED APPROACH

Haregate | Staffordshire Moorlands

SASSOT has produced a comprehensive range of insight to inform Placed-Based Working on the Haregate estate. This has included desk-based research complimented by direct consultation with the local community through engagement events and social media. We have worked with the district council to co-produce a PBA action plan and support the development of a steering group.

"Staffordshire Moorlands District Council has been working in partnership with Sport Across Staffordshire and Stoke-on-Trent (SASSOT) to deliver some of our main targets of our current Sport and Physical Activity Strategy.

One of the main projects is working to a Place-Based Approach to increase the levels of activity within Leek north and in particular the Haregate estate which has high levels of deprivation.

SASSOT has been working to engage with the community, which may well be opposed to engaging with the local council in normal circumstances. This work with the community gave the first clear understanding of some of the real and perceived barriers stopping the residents from taking part in sport and physical activity.

SASSOT has also been present at the steering group meetings looking at new initiatives and opportunities to get the residents active. They have supported the project with their insight and knowledge, evidence gathering and assisting where possible with funding opportunities."

Gareth Knapper, Project Officer
Staffordshire Moorlands District Council



PLACE BASED APPROACH

Kidsgrove | Newcastle-under-Lyme

SASSOT have been supporting Newcastle Under Lyme Borough Council to develop a place-based approach in Kidsgrove. Following the closure of Kidsgrove Leisure Centre, some of this work has focused on supporting both the council and Kidsgrove Sports Centre Community Group to develop a granular understanding of local residents perceptions and engagement in physical activity.

SASSOT has kept an open dialogue with Sport England that has helped to secure external support to assess the feasibility of re-opening the facility. We have developed intelligence and insight on the local community by speaking to 207 residents to understand their physical activity needs and wants, complementing the insight that has already been collated by the Borough Council and the Community Group. This insight has been shared with the Borough Council and the Community Group, with the aspiration that this will help to influence future provision and contribute to the Business Plan of the Community Group.

"Our partnership with Sport Across Staffordshire and Stoke-on-Trent (SASSOT) helps us bring together the main planners and deliverers of sport and physical activity in the Borough, facilitating communication and collaboration between stakeholders; using data and insight to drive the work and creating a joint voice to help influence other sectors. As we focus on getting people active and tackling sedentary behaviour this approach is proving successful to harness the energy in our clubs, communities, schools, college and university in delivering our Sport and Active Lifestyles Strategy."

Rob Foster, Head of Leisure and Culture Services Manager,
Newcastle-under-Lyme Borough Council



Ironman



SASSOT provided contract management support to Staffordshire County Council to ensure the successful delivery of the 2018 Ironman event.

The event was the largest Staffordshire Ironman 70.3 to date with over 2,300 athletes and generated an estimated £1.7 million for the local economy.



2,300
athletes

£1.7million
local economic impact

1.7million
people reached through
media coverage

"The Staffordshire Ironman 70.3 makes a valuable contribution to our local visitor economy, both in terms of inward investment and reputation. SASSOT provides vital expertise and capacity to the County Council to ensure the event is successfully delivered and remains part of future plans."

Janene Cox, Commissioner for Culture, Communities and Rural Environment, Staffordshire County Council



Working With Public Health

SASSOT has provided policy leadership for the physical activity work strand of the Staffordshire and Stoke-on-Trent Sustainability and Transformation Partnership (STP) Prevention Programme and the Staffordshire Health and Wellbeing Board inactivity sub group.

This has been underpinned by a comprehensive programme of work lead by SASSOT that focuses on reducing inactivity levels across Staffordshire and Stoke-on-Trent, this includes our PBA work as well as targeted workforce interventions with health professionals, school staff and the leisure sector. A twin track approach to reporting this through to both the Health and Wellbeing Board and the STP has helped to raise the profile of physical activity amongst senior leaders and policy makers.

"SASSOT has been leading on a public health drive to support the growing priority to achieve better population health by encouraging more physical activity. This has been an area of work that was identified by Staffordshire's Health and Wellbeing Board and taken forward by SASSOT and a range of local partner agencies to develop a range of pilots which promote better awareness and training for professionals to encourage local communities to increase levels of physical activity."

At the same time the work has been aimed to promote a 'health in all policies' approach to local planning processes and community initiatives in order to create more opportunities for physical activity for local people. The work has been championed by the Health and Wellbeing Board and is being sustained through SASSOT and its partners."

Glynn Luznyj, Director of PREVENT,
Staffordshire Fire and Rescue Service,
Staffordshire Health and Wellbeing Board member



Supporting Local Authorities

SASSOT has been working closely with Stoke-on-Trent City Council and Sport England to develop a robust Built Facilities Strategy.

This has included co-producing the tender specification, evaluating tender submissions, attending steering groups, sharing insight with appointed consultants and critiquing strategy drafts. SASSOT also conducted an in-depth Marketing and Communications review of the Sport, Health and Leisure team practices and future priorities.

Through consultation with team members and the Council's communication team a series of recommendations have been developed and presented.

These focused on two key areas; brand development of the city's physical activity partnership (B2B) and the marketing of in-house centre and community based physical activity opportunities with the goal of increasing participation and where applicable increasing income. A review of progress against these recommendations will take place in Summer 2019.

"The support involved a desk-based review of the current Health and Leisure marketing plan and effective B2B branding used in other regions and cities. Following the review SASSOT presented the findings to the Council's Health and Leisure and Press and Marketing Teams. The recommendations of the review have provided a 'route map' for required changes that will enable both key areas to be developed and resourced effectively. A follow up 'health check' is scheduled for summer 2019 to review progress."

Alistair Fisher,
Strategic Manager -
Health and Leisure
Adult Social Care, Health
Integration and Wellbeing,
Stoke-on-Trent City Council



School Games

SASSOT oversees the delivery of the School Games County Finals and co-ordinates the annual calendar of events.



"Students and staff from Horizon Academy have been involved in SASSOT events over a number of years and we have never been disappointed by the professional way in which they are organised and run. Students have been offered fantastic opportunities of working with other students and staff to gain valuable experience in a number of inclusive roles whether it be performer, official, volunteer or media; all of which will help to prepare them for the wider world. The events offer opportunities to enable our students to further develop a number of skills including communication, cooperation, resilience, teamwork and organisation which cannot always be catered for in a busy school environment. The students thoroughly enjoy the opportunities and responsibilities of working at a higher level and it is a joy to see how much their self-esteem can develop over a short period of time."

As a member of staff I am always impressed by the thorough organisation of the day and am amazed and proud of what our young people are capable of achieving when offered appropriate opportunities to shine."

Mrs Mandy Rowlinson, Director of Sport, PE and Health,
Ormiston Horizon Academy



Children and Young People Active Lives Survey

SASSOT has led on the implementation of Sport England's Children and Young People's Active Lives survey gaining responses from 3,918 children from across the country.

"Taking part in the active lives survey has been of great benefit to the school. Whilst we regularly ask our children about their activity levels, being able to receive a bespoke report by an outside agency gives us the chance to view statistics across a wider range of questions than we could ask in school. We use the report to help us determine which initiatives for physical activity we should deliver in school. Knowing parents' views gives us an extra dimension to the data. Engaging parents is key to keeping children active when not in school. We plan to use the incentive to further engage our less active children and also our SEN children in physical activity at break and lunchtimes."

Mr Mike Randles, Assistant Headteacher
William Shrewsbury Primary School, East Staffordshire

Satellite Clubs

Satellite Clubs are local sport and physical activity clubs that are designed around the needs of young people age 14 - 19 years. They provide positive, enjoyable experiences that make it easier for young people to become active or to develop more regular activity habits.

They are supported by or linked to a local community sports club or physical activity opportunity. SASSOT has focused on encouraging participants with a with disability; encouraging more female participants; encouraging participants from a BAME background and participants from deprived areas who are not very active.

We have funded clubs that deliver the following sports: Basketball, Boxing, Hockey, Football, Netball, Running, Rugby, Tennis, Dodgeball, Table Tennis, Archery and Horse Riding.



38
new satellite clubs



£67,064
investment



over **626**
participants



24
sustained satellite clubs



£32,840
investment



over **509**
participants



SATELLITE CLUBS CASE STUDY

Amy's Journey

Amy joined a SASSOT-funded Satellite club at Walton High School, Stafford in October 2017. After passing her Preliminary National Boxing Award at the after school club she transitioned to the Right Stuff Boxing Gym who were running the Satellite club in January 2018. Amy made rapid progress having her first skills bout in July 2018 and has competed all over including the Golden Girl Box Cup in Sweden.

She is currently progressing through the National Schools Champs, has just become Midlands Champion and is training hard for the National Schools Quarter Final in May - Go Amy! She has also been selected to attend three England talent days at the English Institute of Sport.

She loves coaching as well and has helped deliver the Satellite club at her own school, programmes at other schools and says finding Boxing has changed her life in so many positive ways that are beyond her wildest dreams.

"We are very grateful to SASSOT for providing local Satellite Club funding for young people like Amy and so many others."

Andy Whitehall,
Right Stuff Boxing Club.



SATELLITE CLUBS CASE STUDY

Lorna's Journey

Lorna joined a SASSOT-funded Satellite club during her time at John Taylor High School. Lorna describes her sporting journey and her new found love of rugby.

"I got into rugby through local rugby coach Mark Tolley coming into school as part of taster PE lessons in Year 9. My friend asked me if I wanted to go to his lunch time club so I went, where he taught me the basics and got me over my fear of rugby and being tackled. I had my first game playing for school, it was tough but I really enjoyed it. I went on to attend the development sessions at Burton Rugby Club and eventually joined Lichfield Rugby Club where I was selected to play for Staffordshire County squad. I was nominated by my coaches for the Midlands Academy Trials where I was successful and was also selected into the Loughborough Lightening Centre of Excellence.

I am now at Bath University and was selected for the Ladies first team, achieving player of the match in my first game. Next year I am hoping to play in the Bath Ladies team as well as the university team, all as a result of doing it as a part of a school satellite club. #ThisGirlCan - if given the chance."



Primary PE and Sport Premium

31 schools have received one-to-one support from SASSOT to support the effective spend of their Primary PE and School Sport Premium Funding. They have established a specific long term vision around PE and Sport and developed a detailed action plan outlining the approach to achieving that vision consisting of curriculum PE, competition, extra-curricular activities and health-focussed initiatives.

All action plans have been driven towards making additional and sustainable improvements to the quality of PE and sport that they offer and building capacity and capability within the school to ensure that improvements made now will benefit pupils joining the school in future years.

49 schools have received other support from SASSOT to support the effective spend of their Primary PE and School Sport Premium Funding which has consisted of access to free networking meetings, free Head Teacher/Governor Briefings and a regular PE Newsletter with the latest national messaging and best practise.



SCHOOL SPOTLIGHT

John of Rolleston Primary (East Staffordshire) introduced active learning across the curriculum and across the school.

The project started in the Autumn term by sending the English, Maths and PE Leads on training (Active Maths and Active Literacy). PE Lead, Nicola Bourke, then ran a training session for all staff during an INSET. Staff were also given the opportunity to have a go at a variety of activities ranging across all key stages and curriculum areas. The enthusiasm of the PE Lead during the session ensured all staff were on board with the project. All staff are now regularly including active learning into their lessons and it has become part of the school culture. Going forward the PE Lead is keen to involve parents in an active learning workshop to emphasise the importance of reducing sedentary behaviours in their pupils.



**County PE
Conference winners
and
West Midlands
Community Sports
Awards winners**



Organisational Effectiveness



During 2018-19, Sport England required all Active Partnerships to go through an external PMIF (Performance Management and Improvement Framework) assessment based on the Quest framework, as a way of measuring the effectiveness of individual APs and the network as a whole.

The process required us to carry out a self-assessment with our team, Board and partners and to produce an Improvement Plan for the organisation. SASSOT was very pleased to receive a 'Good' rating across all areas from our external assessment, which we feel is a fair reflection of our current position and recognises how far we've travelled as an organisation since the launch of our new strategy and the restructure of our team and Board last year.



PMIF Feedback

STRENGTHS

"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"

"Staff have a considerable amount of knowledge, experience and competency to deliver the priorities, and have the drive, passion and determination to make a difference through the new place-based approach"

AREAS FOR IMPROVEMENT

"Developing a more in-depth understanding of partners' objectives and motivations may help ensure high-level ownership and understanding of the Strategy and identify new innovative ways to deliver against shared outcomes"

"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"

Future Priorities

During 2019-20, a key focus for us will be to work through the actions identified in the Improvement Plan to ensure that SASSOT continues to develop as an effective organisation. Our three priorities for next twelve months are:

- › To become more effective at measuring and demonstrating impact
- › To improve understanding and ownership of our strategy and the Place-Based Approach
- › To enhance SASSOT's reputation locally and nationally through sharing our learning and successes



Governance and Finance

During 2018-19 we completed the restructure of our Board, recruiting five new board members (four of whom are independent) who bring an exciting set of skills to the existing expertise of the group.

Additionally, in September 2018, we were confirmed by Sport England as achieving compliance with Tier Three of A Code for Sports Governance, a requirement for organisations receiving Sport England funding. The Board has also begun the process of reviewing the financial benefits of becoming an independent organisation versus remaining as a hosted body. This work will continue into 2019-20, enabling the Board to make an informed decision for SASSOT's long-term future.

Financial Information

1st April 2018 to 31st March 2019

ANNUAL	BUDGET (£)	ACTUAL (£)
Carry Forward from 17-18	394,980	394,985
Income	624,040	646,716
Expenditure	661,360	572,103
Net Carry Forward to 19-20	357,660	469,598
Of which Restricted	66,880	119,319
Of which Allocated	169,520	158,390
Of which Unrestricted	121,260	191,889

The Restricted Carry Forward includes the receipt of grants during 2018-19 where partial delivery will take place during 2019-20. The Allocated Carry Forward is the amount needed to cover our liabilities as of 31.03.19

SASSOT's full, audited accounts and Governance Statement for 2018-19 will be available on our website once completed.





Sport Across Staffordshire and Stoke-on-Trent

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SASSOTActive



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